

Master's Project: Strategic Plan for the Simpcw Cultural Education Centre (CEC)

By

Melisa Rose Hickson

Bachelor of Social Work, Thompson Rivers University, 2022

**A Master's Project Submitted in Partial Fulfillment
of the Requirements for the Degree of**

MASTER OF ARTS IN COMMUNITY DEVELOPMENT

in the School of Public Administration

©Melisa Rose Hickson, 2025

University of Victoria

**All rights reserved. This project may not be reproduced in whole or in part,
by photocopy or other means, without the permission of the author.**

*We acknowledge and respect the lək'wəḡən peoples on whose traditional territory the
university stands and the Songhees, Esquimalt, and WSÁNEĆ peoples whose historical
relationships with the land continue to this day.*

Table of Contents

1. Acknowledgment and Approach
2. Executive Summary
3. Introduction & Background
 - 3.1. Historical Context and Rationale
 - 3.2. Foundational Planning Efforts
 - 3.3. Vision for the Future
4. Mission, Vision, and Values
5. Strategic Priorities & Goals
 - 5.1. Cultural Preservation & Language Revitalization
 - 5.2. Economic Self-Determination
 - 5.3. Youth Engagement & Capacity Building
 - 5.4. Tourism & Cultural Outreach
 - 5.5. Infrastructure & Operational Excellence
6. Environmental Analysis & SWOT
7. Phased Development & Scaling Approach
 - 7.1. Preliminary Development (Year 0-1)
 - 7.2. Phase 1: Foundation & Revenue Generation (Years 1-2)
 - 7.3. Phase 2: Facility Expansion & Program Growth (Years 3-4)
 - 7.4. Phase 3: Full-Scale Development & Economic Sustainability (Years 5+)
8. Funding & Financial Sustainability
 - 8.1. Financial Strategy Overview
 - 8.2. Revenue Model: Phased Growth Strategy
 - 8.3. Market Validation & Revenue Projections
 - 8.4. Key Performance Indicators (KPIs) & Targets
 - 8.5. Financial Oversight & Accountability
9. Marketing Strategy
 - 9.1. Integration with Strategic Priorities
 - 9.2. Target Market Segments
 - 9.3. Competitive Positioning
 - 9.4. Marketing & Outreach Channels
 - 9.5. Implementation Timeline
10. Risk Management
 - 10.1. Key Risk Areas & Mitigation Strategies
 - 10.2. Environmental Risks
 - 10.3. Economic Risks
 - 10.4. Operational Risks
 - 10.5. Cultural & Adventure Tourism Risks
 - 10.6. Adventure Tourism Safety & Training
 - 10.7. Collaboration & Student Engagement
 - 10.8. Legal & Liability Considerations
11. Governance Structure
 - 11.1. Governance Principles

- 11.2. Governance Oversight & Decision-Making
- 11.3. Governance Bodies & Roles
- 11.4. Community Engagement & Continuous Feedback
- 11.5. Key Engagement Methods
- 11.6. Financial & Governance Accountability
- 11.7. Adaptive Management & Continuous Improvement
12. Future Vision & Sustainability
 - 12.1. Enhancing Future Planning & Success Factors
13. Conclusion A Legacy of Resilience
14. Appendices
 - Appendix A: Financial Sustainability & User-Pay Model
 - Appendix B: KPI Benchmark Analysis & Industry Validation
 - Appendix C: Operational & Staffing Plan
 - Appendix D: Grant Funding Strategy
 - Appendix E: Performance Monitoring & Cultural Governance Engagement
 - Appendix F: Risk Assessment & Management Plan
15. Bibliography

Acknowledgment and Approach

This strategic plan and the accompanying *Advancing Economic and Cultural Sustainability: A Strategic Literature Review for the Simpcw Cultural Education Centre* were developed on the unceded, unsurrendered traditional lands of the Tk'emlúps te Secwépemc within the Secwépemc Nation. I acknowledge that as a white woman and an uninvited guest, my responsibility does not end with the completion of this work. This process is about listening, learning, and committing to accountability, rather than prescribing conclusions or solutions.

I am deeply grateful to the Simpcw Nation for allowing me the opportunity to undertake this work as part of my academic studies at the University of Victoria. This project represents the culmination of my Master of Community Development (MACD) degree at the University of Victoria, and I recognize that its completion does not mark the end of my learning. Rather, it reinforces my ongoing responsibility to listen, reflect, and engage in meaningful action that upholds Indigenous sovereignty and self-determination.

This document exists because of the knowledge, resilience, and leadership of the Simpcw people. It is not a definitive framework nor a prescriptive model, but rather a synthesis of existing research, publicly available materials, and previous feasibility studies and business plans (Pheidias Group, 2018; Thompson Rivers University, 2017). Given the limited scope of direct community input, this document should not be seen as a singular roadmap but as a supporting resource for Simpcw's ongoing efforts in economic sustainability, cultural resurgence, and self-determined development.

I am not the expert in this work—the community is. Economic sustainability, cultural resurgence, and self-determined development must be guided by the knowledge, priorities, and leadership of the Simpcw people. It is vital that the community is consulted, engaged, and that its input is upheld at every point. Without community leadership and ongoing direction, any effort toward sustainability risks becoming extractive rather than meaningful and lasting.

This work is a contribution to a broader, community-led conversation on land-based education, Indigenous entrepreneurship, and governance-driven sustainability. The accompanying literature review reinforces the strength of Indigenous-led models, contextualizing the importance of sovereignty in economic and cultural development.

My role in this work is not to prescribe solutions but to assist in gathering, synthesizing, and supporting what has already been envisioned by the community. My learning is ongoing, and my responsibility as a white researcher in this space does not end here. I remain committed to continued reflection, growth, and action in support of Indigenous sovereignty, self-determination, and long-term economic sustainability.

This plan is a resource to support ongoing Simpcw-led efforts. It is meant to evolve with community leadership, ensuring that economic sustainability, cultural resurgence, and self-determined development remain at the core of all decision-making.

Executive Summary

The Simpcw Cultural Education Centre (CEC) Strategic Plan reaffirms Simpcw self-determination, preserves and revitalizes cultural heritage—including traditional language—and creates sustainable economic opportunities for the community. Developed directly from community aspirations, this plan lays a foundation for a culturally vibrant and economically resilient future.

Built upon previous community-driven efforts, including the 2018 Simpcw CEC Business Plan, the 2017 TRU Tourism Feasibility Study, and a strategic literature review, this strategic plan integrates sustainable economic development with culturally centered programming, adopting a phased, user-pay approach. With the anticipated completion of the Dunn Lake Bible Camp land transfer, the Centre is positioned for immediate action. Previous planning efforts, past funding milestones, and community-driven initiatives provide a strong foundation for implementation. However, securing external funding through robust proposal writing remains critical to ensuring long-term sustainability and success.

The opportunity to support the Simpcw Cultural Education Centre (CEC) at the Dunn Lake location represents a foundational step in advancing Simpcw Nation’s cultural preservation efforts while fostering community engagement and empowerment. Community voices have expressed the need for a dedicated space that ensures the transmission of traditional knowledge, strengthens cultural identity, and creates pathways for economic self-sufficiency. This strategic plan builds upon those priorities, focusing on translating community vision into action.

The plan integrates sustainable economic development with culturally centered programming, prioritizing youth empowerment and creating pathways for long-term financial independence. This sustainable approach will enable the CEC to fulfill its purpose of preserving Simpcw culture, promoting economic resilience, and encouraging active community participation. It is not merely a concept—it is a collective priority that has emerged through past consultations, planning efforts, and ongoing dialogue within the Nation.

The plan enhances capacity and provides structured support for advancing these essential community goals. Over the next five years, the plan will integrate cultural education with innovative tourism and community development initiatives, establishing strategic priorities to guide decision-making, resource allocation, and operations.

Key Objectives

- **Indigenous Resurgence & Resilience:** Advance cultural revitalization and strengthen self-determination by expanding land-based learning, governance initiatives, and sustainable economic development.
- **Cultural Preservation:** Safeguard and revitalize the Secwepemc language, increase access to cultural education, and promote intergenerational knowledge transfer to ensure cultural continuity.

- **Economic Self-Determination:** Foster community-driven enterprises, expand Indigenous tourism, and develop workforce training programs that align with Simpcw cultural values and long-term economic goals.
- **Youth Engagement & Leadership:** Cultivate the next generation of leaders by providing culturally relevant education, mentorship, and skill-building opportunities that foster a strong Simpcw identity.
- **Infrastructure & Operational Excellence:** Enhance facilities, streamline operations, and establish long-term sustainability through phased development and investment in community-led initiatives.
- **Accountability & Continuous Improvement:** Implement clear performance measures, establish transparent governance practices, conduct regular community-led reviews, and refine strategies based on collective feedback to ensure lasting success.

These objectives set the foundation for the long-term role of the Simpcw Cultural Education Centre, ensuring that it becomes a key driver of cultural resurgence, education, and self-determined sustainability.

Mission, Vision, and Values

Weyt-kp xwexwéytec (Hello everyone),

The mission, vision, and core values of the Simpcw Cultural Education Centre form the guiding principles for this transformative initiative, dedicated to preserving cultural heritage, empowering the community, and advancing sustainable development.

Mission Statement: To strengthen Simpcw identity across generations by preserving cultural heritage, revitalizing the Secwepemc language, and fostering community-driven sustainability rooted in traditional values and self-determination.

Vision Statement: The Simpcw Cultural Education Centre will be a dynamic, community-led institution that embodies the resilience and creativity of the Simpcw Nation. Guided by traditional laws and principles, the Centre will nurture a healthy, self-reliant community where cultural preservation, lifelong learning, and community well-being are seamlessly connected.

Core Values:

- **Respect:** Upholding the dignity and traditions of the Simpcw people.
- **Stewardship & Responsibility:** Acting with accountability to honor ancestral legacies and secure a vibrant future.
- **Integrity:** Ensuring honesty and ethical conduct in all community endeavors.
- **Cultural Authenticity:** Valuing traditional language, customs, and ways of life as the foundation of Simpcw identity.
- **Sustainability:** Promoting long-term economic and environmental well-being through responsible stewardship of the land.
- **Collective Strength & Empowerment:** Engaging and uplifting every community member to foster resilience and progress.

Cultural and Historical Context

Simpcw is one of the 17 campfires of the Secwépemc Nation, with Simpcwúlecw spanning approximately 5,000,000 hectares—from south of McLure to Kakwa Park, west of Goat River, and east of Jasper, including the entire North Thompson Valley. The Simpcw people, known as the Símpcwemc, take immense pride in their role as stewards of this vast territory, honoring their responsibilities to its natural resources for future generations.

The Secwépemctsin language, spoken in the western dialect of the Secwepemc, is not merely a means of communication; it is the vessel through which traditions, legal systems, and spiritual connections are transmitted. Despite the lasting impacts of colonial policies, including residential schooling and land dispossession, the Simpcw community continues to revitalize Secwepemctsin through intergenerational learning, community-based education, and cultural resurgence.

Embracing the Future

The Simpcw Cultural Education Centre (CEC) represents a transformative, community-led model that blends cultural resurgence, education, workforce training, and economic development in a manner that reinforces Simpcw self-determination. Unlike traditional cultural centres, which are often perceived as financially dependent or symbolic, the CEC actively challenges these assumptions by offering a revenue-generating, values-aligned structure built on Simpcw knowledge systems and contemporary opportunities.

Transformative models in Indigenous development combine traditional knowledge with economic innovation to achieve long-term self-sufficiency and well-being (Anderson, Dana, & Dana, 2006). The CEC embodies this by positioning itself not only as a hub for cultural preservation but also as a strategic institution for nation-building, youth empowerment, and sustainable entrepreneurship.

Grounded in Simpcw culture, the CEC will serve as:

- A hands-on training ground for emerging leaders, delivering practical education in governance, business development, environmental stewardship, and land-based knowledge. This aligns with research highlighting the effectiveness of land-based education in supporting identity formation, healing, and intergenerational knowledge transfer (Wildcat et al., 2014).
- A centre for economic and skills development, where social enterprise and cultural tourism initiatives generate revenue while preserving values. This mirrors successful Indigenous-led models such as the Tla-o-qui-aht Tribal Parks or the Haida Heritage Centre, which blend cultural revitalization with eco-cultural economies (Borrows, 2010; Coulthard, 2014).

- A catalyst for cultural and economic sustainability, where Indigenous-led business creation, language revitalization, and community programming provide pathways to employment and cultural continuity.

Rather than viewing culture and economy as separate or even conflicting, the CEC affirms that cultural revitalization is economic revitalization. Indigenous economists have emphasized that economic resilience is strongest when rooted in Indigenous values and community ownership (Cornell & Kalt, 2000). The CEC model reflects this ethos—an institution that is both rooted in tradition and adaptive to emerging community needs.

The strategic plan ensures that the CEC is more than a static space—it is an evolving, community-driven institution. Its phased development model—starting with a small, user-pay facility and growing through partnerships and external funding—mirrors best practices in Indigenous infrastructure planning (INAC, 2015). This staged approach ensures responsiveness to community priorities while building financial resilience over time.

Importantly, the Centre will center youth leadership as a core pillar of sustainability. Youth are not only the inheritors of cultural knowledge—they are also its stewards and innovators. Engaging youth in program design, leadership development, and entrepreneurial ventures ensures relevance, intergenerational connection, and long-term impact. Initiatives like the Dechinta Centre for Research and Learning and the Squamish Lil'wat Cultural Centre have demonstrated how youth-led programming can drive community empowerment, healing, and innovation (Pete, 2017; Restoule et al., 2015).

By empowering youth to lead alongside Elders, the CEC supports continuity in Simpcw identity, governance, and vision. It becomes a space where language, traditional arts, ecological knowledge, and innovation intersect—allowing young people to define their future while grounded in their past.

Through this approach, the CEC becomes a national model for Indigenous-led resilience, creating an integrated framework where cultural resurgence and economic sustainability reinforce each other. In doing so, it reclaims the right to define prosperity on Simpcw terms.

Strategic Priorities & Goals

The strategic priorities that follow provide a grounded framework for advancing the long-term vision of the Simpcw Cultural Education Centre (CEC). Rooted in community input, past planning, and Secwepemc values, these priorities reflect a commitment to building a future where cultural revitalization, economic self-determination, and intergenerational learning flourish together.

These strategic priorities position the CEC as a center for language revitalization, economic growth, intergenerational learning, and sustainable tourism. By fostering opportunities for youth, enhancing self-sufficiency, and preserving the richness of Simpcw's cultural and natural heritage, this plan ensures that all initiatives are developed with intention, respect, and long-term sustainability.

The priorities outlined are not presented in a hierarchical order, as each is essential to the success and longevity of the CEC. The timing and implementation of initiatives will be determined by available

resources, community engagement, and alignment with Simpcw governance and cultural values. This adaptive approach ensures the Centre remains responsive to emerging opportunities while upholding its commitment to cultural and economic sustainability.

Priority 1: Cultural Preservation & Language Revitalization

Objective: To strengthen and expand the everyday use of Secwepemctsin as a cornerstone of Simpcw identity, governance, and intergenerational knowledge transmission. Language is more than communication—it is a living expression of Simpcw self-determination, cultural continuity, and resilience. Revitalizing Secwepemctsin is not only about reclaiming words—it is about reclaiming ways of being, knowing, and leading.

Language revitalization has been widely recognized as a powerful tool for healing, empowerment, and the transmission of Indigenous worldviews (McIvor, Napoleon, & Dickie, 2009). Studies have shown a direct connection between language vitality and community well-being, including youth mental health and increased social cohesion (Hallett, Chandler, & Lalonde, 2007). For the Simpcw, revitalizing Secwepemctsin means affirming Indigenous governance, strengthening cultural identity, and preparing future generations to lead with ancestral knowledge.

Activities to Achieve This Priority:

- Develop a community-led language retention strategy that integrates:
 - Land-based learning, seasonal practices, and ceremonial storytelling rooted in Secwépemc traditions. This approach aligns with models such as the En’owkin Centre’s Nsyilxcən immersion program, which uses land-based pedagogy and arts-based practice to anchor learning in Indigenous experience (Restoule et al., 2015).
 - Intergenerational mentorship, where Elders, fluent speakers, and youth co-lead language instruction and governance-related practices, including winter-based cultural teachings. The Mentor-Apprentice Program (MAP) model developed in California and adapted across Canada provides a strong foundation for one-on-one, immersive language transfer that centers Elder-youth relationships (First Peoples' Cultural Council, 2018).
- Partner with post-secondary institutions, including Simon Fraser University (SFU) and others with a demonstrated commitment to Indigenous collaboration, to:
 - Co-develop culturally responsive curricula that blends Secwépemc knowledge systems with academic instruction. This could follow the example of Dechinta Centre for Research and Learning, where academic credit is granted through land-based, Indigenous-led learning models.
 - Offer practicum placements and research opportunities in programs such as Indigenous Studies, World Languages & Cultures, and Education. These placements will support community-led language initiatives while providing reciprocal learning for students.
- Embed Secwepemctsin into K–12 education and youth programming in collaboration with School District 73:
 - Support youth-focused initiatives like Boys and Girls Groups through culturally grounded language instruction that enhances identity and community connection.

- Integrate Secwepemctsin into classroom visits, seasonal camps, and cultural awareness programming. The Dene Kede curriculum in the Northwest Territories offers a strong example of how Indigenous values, language, and community-based knowledge can be embedded in formal education frameworks (Northwest Territories Education, Culture and Employment, 1993).
- Enhance accessibility through digital tools, including:
 - Platforms like FirstVoices, podcasts, YouTube tutorials, and gamified content. FirstVoices has been successfully used by many First Nations in BC to create user-friendly, searchable databases of words, phrases, and songs (FPCC, 2021).
 - A dedicated language website, mobile app, and interactive activities that support multi-generational learning. The Anishinaabemodaa app and Ojibwe.net offer models for creating engaging, multimedia-based learning environments.
- Normalize Secwepemctsin in daily life by embedding it into:
 - Integrate Secwepemctsin into tourism programming, workplace environments, governance meetings, and community events. The Haida Gwaii Watchmen Program, which includes Haida language in visitor education and staff training, illustrates how language revitalization can intersect with economic development and cultural stewardship (Haida Nation, 2020).
 - Use public signage, marketing materials, and communications to reinforce everyday exposure and usage. The City of Yellowknife’s bilingual signage initiative (English/Tłıchǝ Yatı) demonstrates how public spaces can become immersive language environments that reflect Indigenous presence and authority (City of Yellowknife, 2017).
- Train and mentor future language instructors within the Simpcw community:
 - Build local capacity to sustain long-term revitalization efforts through community-based certification, teaching mentorship, and education pathway support.
 - Programs such as the Language Nest model—where young children and caregivers are immersed in language-rich environments—have shown strong outcomes in Māori (Te Kōhanga Reo), Hawaiian (‘Aha Pūnana Leo), and Nlaka’pamux contexts (Ignace & Ignace, 2017; McIvor, 2009).

Why This Matters: Cultural and Generational Resilience

By embedding Secwepemctsin across governance, education, tourism, and technology, Simpcw affirms that its language is not a relic of the past—it is a roadmap to the future. Empowering youth to take an active role in this process nurtures a generation of culturally grounded, resilient leaders. As Restoule et al. (2015) highlight, youth who engage in language and cultural revitalization experience increased confidence, belonging, and a stronger sense of purpose—an antidote to disconnection, lateral violence, and systemic neglect.

Priority 2: Economic Self-Determination

Objective: To establish sustainable, community-led revenue streams that reduce reliance on external funding while reinforcing Simpcw economic sovereignty, workforce development, and entrepreneurship.

Economic independence must align with Simpcw governance, cultural values, and the long-term prosperity of future generations.

Economic self-determination is widely recognized as a critical pillar of Indigenous resurgence. As scholars such as Anderson, Dana, and Dana (2006) have shown, economic development that is culturally grounded, locally controlled, and strategically governed contributes to the long-term resilience and well-being of Indigenous communities. For the Simpcw, this means building a local economy that is not only self-sustaining but also a reflection of land-based knowledge, intergenerational learning, and collective stewardship.

Activities to Achieve This Priority:

- Implement a phased approach to economic development:
 - Infrastructure and programs will expand in alignment with revenue growth, funding availability, and community capacity.
 - Each phase will maintain strict adherence to environmental stewardship and cultural integrity, reflecting Indigenous ecological philosophies that see land as a relative, not a resource (Corntassel, 2012).
- Leverage local economic drivers:
 - Strengthen partnerships with Simpcw Resources Group, existing community enterprises, and entrepreneurs to keep wealth within the Nation.
 - *Support community-based initiatives in:*
 - Culturally grounded tourism, including storytelling, guided land experiences, and heritage interpretation.
 - Land-based learning—such as foraging, fishing, hunting, and plant medicine workshops—can mirror the place-based education approaches developed by the T'Sou-ke Nation and the Dechinta Centre for Research and Learning, where governance, sustainability, and survival skills are taught through direct relationship with the land (Dechinta Centre, n.d.; T'Sou-ke Nation, 2021).
 - Seasonal programming tied to Secwépemc harvesting cycles and ceremonial teachings, fostering economic activity that is rooted in traditional knowledge and rhythms of the land (McGregor, 2009).
- Broaden post-secondary partnerships:
 - Collaborate with institutions like Simon Fraser University and others committed to respectful Indigenous partnerships.
 - Co-develop:
 - Practicum placements in eco-tourism, trades, cultural business development, and entrepreneurship.
 - Community-based curriculum that integrates Simpcw perspectives on sustainability, governance, and economy.
 - Research opportunities that support land-use planning, sustainable development, and youth-led innovation.

These efforts reflect best practices seen in initiatives like Uu-a-thluk (Nuu-chah-nulth Fisheries), where academic collaboration enhances local capacity and reinforces traditional governance in resource management.

- Collaborate with trades and employment programs:
 - Engage with initiatives such as Job Creation Partnerships (JCP) to offer hands-on training through:
 - Cabin construction, cultural infrastructure, and ecological trail development.
 - Mentorship in carpentry, land-based environmental systems, and sustainable building design.
 - Ensure training incorporates Secwépemc teachings around respect, reciprocity, and interdependence with land and water.
- Expand revenue through integrated cultural programming:
 - Design tourism and educational programming that centers land-based teachings, environmental stewardship, and intergenerational exchange.
 - Offerings may include:
 - Seasonal camps, eco-tourism excursions, and community-led workshops on traditional skills, such as hide tanning, food preservation, and ethnobotany.

These approaches align with the Ancestral Law Tourism Model advocated by Indigenous tourism scholars, where tourism becomes a tool for sovereignty, not extraction (Bunten, 2010).

- Build infrastructure that supports sustainable growth:
 - Ensure all infrastructure supports community, cultural, and economic goals:
 - High-speed internet and digital access for education and remote business.
 - Essential amenities for guests, learners, and staff—e.g., washrooms, showers, kitchens, and on-site housing.
 - Green systems including solar energy, composting toilets, rainwater harvesting, and micro-hydro solutions, following models like the T'Sou-ke Nation's solar village.
- Strengthen external partnerships:
 - BC Wildlife Federation, Secwépemc Fisheries Commission, and other ecological organizations to enhance land-based education and stewardship.
 - Tourism and recreation groups that prioritize ethical Indigenous engagement and uphold Free, Prior, and Informed Consent (FPIC) as outlined by UNDRIP.
 - These partnerships must be Simpcw-led, and all collaborators must engage with a clear understanding of cultural protocols, ecological ethics, and governance structures.
- Develop a long-term economic strategy:
 - Establish a strategy that ensures revenue is reinvested into:
 - Cultural and language programming
 - Youth training and education
 - Infrastructure maintenance and growth

- Create governance policies for business operations, ethical entrepreneurship, and financial transparency, modeled after successful Indigenous-owned entities like Det’on Cho Corporation and Six Nations of the Grand River Development Corporation.

Economic self-determination is not just about dollars—it is about defining prosperity on Simpcw terms. By aligning economic development with cultural resurgence, land stewardship, and local governance, the CEC will cultivate an economy that supports both individual livelihoods and collective identity. In doing so, the Simpcw Nation affirms that self-determination is not a future aspiration—it is a lived practice.

Priority 3: Youth Engagement & Capacity Building

Objective: To equip Simpcw youth with the education, mentorship, and hands-on training needed to become future leaders, cultural stewards, and economic contributors. Active youth engagement strengthens cultural resilience, supports self-determination, and builds the foundation for community-led governance and sustainability in future generations.

Culturally grounded youth development programs have been shown to strengthen Indigenous identity, enhance well-being, and foster leadership capacity when rooted in community values and intergenerational knowledge systems (Restoule et al., 2015; Martineau & Ritskes, 2014). Indigenous youth are not only beneficiaries of cultural revitalization efforts—they are vital contributors and innovators in their own right. This priority ensures that Simpcw youth are meaningfully engaged as co-creators of the Nation’s future.

Activities to Achieve This Priority:

- Establish structured mentorship and leadership programs that:
 - Connect youth with Elders, Knowledge Keepers, and cultural leaders to support intergenerational knowledge transmission. This model is inspired by initiatives such as the Mi’kmaw Kina’matnewey education system, which embeds Elder mentorship into school programming (Battiste, 2013; Mi’kmaw Kina’matnewey, n.d.).
 - Provide training and mentorship in governance, land stewardship, tourism, project design, and economic development—modeled after the First Nations Youth Council on Water, where youth take leadership in policy development, environmental monitoring, and community advocacy (Assembly of First Nations, 2014).
 - Offer hands-on learning in language revitalization, cultural arts, storytelling, and land-based practices, echoing the success of the Dechinta Centre for Research and Learning, where youth engage in governance, Indigenous law, and survival skills through immersive land-based education (Dechinta Centre, n.d.).
- Support youth-led innovation and entrepreneurship by expanding access to:
 - Digital storytelling and cultural tourism, where youth can produce videos, host podcasts, design social media campaigns, and guide visitors through immersive cultural experiences. Programs like #WeMatter have shown how digital storytelling can be a powerful tool for healing and empowerment in Indigenous communities (We Matter Campaign, n.d.).

- Seasonal camps and eco-tourism, in which youth co-lead guided experiences tied to Simpcw narratives and traditional knowledge. The Yukon Youth Conservation Corps offers a model for integrating employment, education, and Indigenous stewardship (Yukon Government, n.d.).
- Partner with post-secondary institutions and technical programs to create clear pathways from education to employment:
 - Offer practicum placements and applied learning opportunities in tourism, land-based education, Indigenous governance, business, and sustainability studies.
 - Support trades and apprenticeship programs in areas aligned with Simpcw infrastructure goals—such as carpentry, cabin construction, environmental systems, and cultural infrastructure.
 - Develop career development programs in business, marketing, economics, and cultural entrepreneurship, following the lead of initiatives like the Indigenous Youth Futures Partnership, which centers youth voice in long-term community development (Indigenous Youth Futures Partnership, n.d.).
- Collaborate with employment and training initiatives, such as Job Creation Partnerships (JCP), to:
 - Provide real-world experience through CEC construction and programming—ensuring that youth are not observers but builders of the space.
 - Mentor youth in eco-tourism operations, land stewardship, digital marketing, and sustainable design.
 - Facilitate youth participation in community-owned enterprises, offering stepping stones to long-term careers in Simpcw-led industries.
- Foster essential workforce skills, including:
 - Financial literacy, business development, and grant writing, enabling youth to lead their own initiatives and navigate funding systems. Programs like EntrepreNorth support Indigenous youth in business planning and entrepreneurial confidence.
 - Project management and leadership training, equipping youth with the tools needed to run culturally grounded businesses or serve in governance.
 - Cross-sector adaptability, helping youth bridge traditional knowledge and mainstream industries, and contribute both within the Nation and beyond.
- Deliver on-site training at the CEC and with local partners:
 - Develop a Simpcw-led training hub at the Cultural Education Centre, offering rotating workshops, mentorship series, and certifications.
 - Ensure programming is accessible, youth-driven, and community-anchored, allowing learners to gain credentials and skills without needing to leave their home territory.
 - Draw on models such as the Outland Youth Employment Program (OYEP), which provides paid, land-based training rooted in Indigenous values (Outland Youth Employment Program, n.d.).

Investing in youth capacity building is an investment in Simpcw sovereignty. By supporting youth to become culturally grounded leaders, entrepreneurs, and change-makers, the CEC ensures that the Nation’s values, knowledge systems, and innovations are carried forward by the next generation. These efforts contribute not only to individual success but to collective cultural resurgence and economic resilience.

Priority 4: Tourism & Cultural Outreach

Objective: To develop and promote authentic, community-led tourism and education experiences that highlight Simpcw culture, history, and land-based knowledge—ensuring full alignment with Indigenous governance, environmental stewardship, and ethical tourism practices. Tourism must be a vehicle for education, cultural resurgence, and economic sustainability, not a tool for exploitation.

Indigenous tourism, when led by communities and grounded in cultural protocols, can restore relationships with land, assert governance, and generate local income that supports broader social and educational goals (Bunten, 2010; ITAC, 2022). For Simpcw, tourism is not simply an economic tool—it is a mechanism for strengthening identity, affirming sovereignty, and sharing teachings with integrity.

Activities to Achieve This Priority:

- Design immersive, culturally rooted, year-round tourism experiences that integrate:
 - Storytelling, traditional ecological knowledge (TEK), and outdoor recreation like mountain biking, canoeing, hiking, snowshoeing, and glamping.
 - Seasonal offerings grounded in Simpcw harvesting cycles and Secwépemc worldview.
 - Camping and survival courses, blending predator awareness and outdoor skills with teachings on respectful land relationships—modeled after Indigenous land-based survival schools such as those developed by the Dechinta Centre and the Métis Cultural Camps in Saskatchewan (Dechinta Centre, n.d.; Gabriel Dumont Institute, n.d.).
 - Youth- and Elder-led tours to ensure intergenerational knowledge transfer and reinforce Simpcw cultural narratives.
 - Eco-cultural tours in the Raush Valley Indigenous Protected and Conserved Area (IPCA) that teach about Simpcw stewardship, biodiversity, and conservation law—reflecting the IPCA principles outlined by Indigenous Circle of Experts (ICE, 2018).
- Expand education-focused tourism and land-based learning initiatives through partnerships with:
 - School District 73 (SD73) to co-develop field trips, Boys and Girls Group programming, and land-connected identity-building workshops—building on models like the Gwich'in Land-Based Education Framework.
 - Post-secondary institutions, supporting academic programs in adventure studies, Indigenous food systems, and cultural communications.
 - Dunn Lake Hatchery, evolving as a central node for Simpcw-led environmental education, ecological monitoring, and youth employment. These initiatives reflect Indigenous research emphasizing the links between place-based education and collective well-being (Lowan-Trudeau, 2012).
- Develop digital and experiential learning components to enhance tourism outreach:
 - Create youth-led digital storytelling and Indigenous gastronomy content, supported by mentorship from Knowledge Keepers and local chefs.
 - Produce podcasts, short films, and virtual tours—platforms increasingly used by communities like the Haida Nation and Tla-o-qui-aht to engage global audiences while asserting control over cultural narrative (ITAC, 2022).
 - Feature the Raush Valley IPCA through online exhibitions and interactive maps, reinforcing stewardship education in a digital context.
- Expand cultural programming to deepen visitor engagement, including:

- Seasonal storytelling events, language immersion sessions, and knowledge-sharing circles
- Interactive workshops in Secwépemc traditions such as drumming, carving, weaving, land stewardship, and seasonal foraging
- Place-based experiential learning opportunities that foster respectful relationships with Simpcw territory, particularly emphasizing stewardship responsibilities in protected and conserved areas
- Strengthen strategic partnerships to grow reach and advocacy, including with:
 - Corporate, municipal, and provincial organizations supporting Indigenous-led tourism and education initiatives
 - Recreational and environmental organizations such as the BC Wildlife Federation, Fraser Headwaters Alliance, and regional stewardship groups active in the Raush Valley
 - Fisheries partners and climate resilience organizations to support youth-centered stewardship programming linked to Dunn Lake Hatchery and broader land-based education efforts
- Ensure all tourism and outreach activities align with Simpcw values and Indigenous governance, by:
 - Implementing strict cultural protection policies to safeguard sacred sites, oral histories, and intellectual property
 - Requiring cultural competency and safety training for all tourism staff, outdoor guides, educators, and collaborators
 - Designing low-impact, sustainable tourism infrastructure that supports environmental stewardship and year-round resilience, particularly in sensitive ecological areas like the Raush Valley IPCA
- Utilize Indigenous-led marketing and representation platforms, by:
 - Partnering with Authentic Indigenous BC, regional tourism associations, and ethical marketing collective.
 - Launching strategic social media campaigns, virtual experiences, and interactive storytelling content to share Simpcw tourism and education offerings with integrity and reach
- Utilize Indigenous-led marketing and representation platforms by:
 - Partnering with Authentic Indigenous BC, regional tourism boards, and collectives like Native Land Digital to ensure ethical visibility.
 - Launch social media campaigns, virtual exhibitions, and youth-curated digital content that reflect Simpcw stories and governance principles.
 - Prioritize Simpcw authorship and leadership in all media and public-facing content.

Spotlight: Raush Valley Indigenous Protected and Conserved Area (IPCA)

In 2023, the Simpcw First Nation declared the Raush Valley an Indigenous Protected and Conserved Area (IPCA), exercising Indigenous law to protect one of the last large, intact inland temperate rainforests in southern British Columbia. Rich in biodiversity, old-growth cedar and hemlock forests, and critical wildlife corridors, the Raush Valley holds profound ecological and cultural significance for Simpcw people. Stewardship initiatives and future tourism activities in the Raush will prioritize conservation, cultural resurgence, and education, ensuring respectful visitor experiences rooted in Simpcw governance and land-based knowledge.

Priority 5: Infrastructure & Operational Excellence

Objective: To build and maintain adaptive, sustainable infrastructure that supports Simpcw's cultural, educational, and economic goals, while upholding environmental stewardship and Indigenous governance principles for long-term viability.

Activities to Achieve This Priority:

- Adopt a phased development approach, beginning with multi-use spaces that support education, cultural programming, and tourism. Expansion will align with community engagement, demand, and long-term financial feasibility.
 - This model draws on best practices from the Six Nations Innovation Centre and the Ucluelet First Nation's economic campus, which developed in phases alongside funding availability and evolving community needs (Six Nations of the Grand River, n.d.; Ucluelet First Nation, n.d.).
- Develop land-based infrastructure grounded in environmental responsibility and Simpcw values, including:
 - Eco-friendly trails, low-impact campsites, and outdoor learning areas that minimize ecological disruption
 - Renewable energy systems, such as micro-hydro, solar, and sustainable water management
 - Prioritize climate-resilient design, considering wildfire risk, drought, and long-term shifts in local ecology—mirroring principles used in climate-smart planning with the Tsleil-Waututh Nation and others engaged in adaptive land development (Tsleil-Waututh Nation, 2020).
- Ensure safety, maintenance, and operational preparedness by:
 - Establishing Crisis Management & Emergency Preparedness Plans for risks like wildfires, severe weather, and health emergencies
 - Implementing preventative maintenance and regular site inspections to preserve facility longevity
 - Maintaining emergency protocols that prioritize visitor and staff safety across all outdoor programming
- Support hands-on workforce training through partnerships with:
 - Trades and employment programs, including Job Creation Partnerships (JCP) and other Indigenous workforce initiatives
 - Trail-building, carpentry, and sustainable construction training, ensuring local capacity is developed as infrastructure grows
 - These approaches mirror initiatives like the Wikwemikong Green Building Program, which has trained Indigenous youth in sustainable construction rooted in Anishinaabe teachings (Wikwemikong Development Commission, n.d.).
- Enhance operational excellence in tourism delivery, including:
 - Training for staff and guides in risk management, environmental impact mitigation, and emergency logistics
 - Establish clear protocols for safe outdoor programming, including hiking, camping, and land-based education. Reference the work of the Outland Youth Employment Program

(OYEP) for examples of Indigenous-led safety and leadership in remote outdoor contexts (Outland Youth Employment Program, n.d.).

- Secure long-term funding for infrastructure projects by:
 - Coordinate grant proposals to provincial/federal bodies (e.g., Indigenous Services Canada, BC Indigenous Tourism Fund).
 - Form strategic partnerships with:
 - Corporate and municipal allies who share climate, tourism, and reconciliation goals
 - Environmental NGOs and academic institutions to co-develop infrastructure aligned with shared sustainability goals
 - Funders like the First Peoples' Cultural Foundation, Coast Funds, and the Indigenous Growth Fund, which support infrastructure linked to culture, education, and economic revitalization

The Simpcw Cultural Education Centre is not merely a facility—it is a living expression of self-determination, intergenerational knowledge transmission, and Indigenous innovation. As Simpson (2017) reminds us, resurgence is built through everyday acts of rebuilding: infrastructure, language, economies, and relationships.

This strategic plan—guided by community priorities, cultural protocols, and long-term sustainability—offers a path forward that is both visionary and practical. It bridges language revitalization, youth empowerment, economic development, tourism, and governance within a framework of environmental care and cultural integrity.

By prioritizing education, infrastructure, and economic sovereignty, the CEC will stand as a national model of Indigenous-led innovation, rooted in land, identity, and Simpcw law. The investments made today will yield generational returns—creating a legacy of strength, dignity, and self-governance for the Simpcw people.

SWOT Analysis & Environmental Analysis

A comprehensive SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) was conducted to identify key internal and external factors influencing the long-term success of the Simpcw Cultural Education Centre (CEC). This analysis draws on the Simpcw Tourism Development Feasibility Study, local knowledge, land-based insights, and broader Indigenous-led evaluation frameworks to assess the Centre's readiness and sustainability potential.

This process supports strategic planning by:

- Building on strengths, such as Simpcw cultural knowledge, strong community leadership, and the groundwork established through previous planning efforts;
- Identifying internal gaps, including the need for expanded infrastructure, ongoing workforce training, and administrative/operational capacity;
- Exploring opportunities in Indigenous tourism, land-based education, cultural resurgence, and digital storytelling;

- Anticipating threats, such as reliance on external funding, climate change, shifting policy environments, and over-tourism risks.

Unlike conventional SWOT frameworks, this analysis is informed by Indigenous evaluation methodologies that center relational accountability, community-defined success, and place-based knowledge systems (Chilisa, 2012; Hart, 2009). In doing so, it aligns with a decolonizing planning approach—prioritizing community voice, Simpcw governance, and circular, reflexive processes of learning and adaptation.

By applying this framework through a Simpcw lens, the SWOT process becomes more than a diagnostic tool—it becomes a mechanism for culturally grounded decision-making, strategic alignment, and long-term resilience. It ensures that the CEC evolves in ways that are responsive to community priorities, rooted in Indigenous values, and adaptable to change, while upholding the Nation’s self-determined vision of development.

Strengths

Cultural and Community Assets

- Rich Cultural Heritage and Stewardship: Simpcw Nation has been the yecwínmen (caretakers) of Simpcwúlecw since time immemorial, maintaining a deep connection to land, water, and traditional knowledge systems.
- Language Revitalization & Cultural Continuity: The Language and Culture Department strengthens cultural identity through Secwepemctsin instruction (e.g., Neqweyqwelsten School), seasonal celebrations, and intergenerational learning resources.
- Education Infrastructure: Neqweyqwelsten School provides culturally grounded education. The Education Coordinator supports success across elementary to post-secondary levels.

Health, Governance, and Family Services

- Integrated Community Health Infrastructure:
The Simpcw Health Department delivers a wide range of culturally appropriate health services through partnerships with the First Nations Health Authority (FNHA), Interior Health Authority, and Indigenous Services Canada (ISC). Services include:
 - o Mental health and addiction supports
 - o Elders’ support and youth programming
 - o Family development initiatives and primary clinical care
- Self-Governed Child and Family Services:
Simpcw is reclaiming full jurisdiction over child and family services through a historic and legally binding framework:
 - o Yecwemintem re Kwséltkten-kt (“Looking After Our Relations”) guides the Nation’s approach to culturally grounded family governance.
 - o Simpcw is officially recognized as an Indigenous Governing Body (IGB) under provincial legislation.

- The Tcwesétmentem: Walking Together Agreement, signed on April 12, 2022, between Simpcw First Nation and the Ministry of Children and Family Development (MCFD), ensures Simpcw law, customs, and decision-making authority are upheld in all child welfare matters.
- The Urban Prevention Service Agreement (2023) strengthens inter-Nation collaboration in urban areas, expanding culturally safe services for Simpcw children and families outside the territory.
- These frameworks ensure that Simpcw values, language, and traditional laws are integrated into child protection, planning, and placement decisions, setting a precedent as the first agreement of its kind in British Columbia.

Natural Resources and Location

- Unique Wilderness Setting: Dunn Lake, Baldy Mountain, and the North Thompson River system support land-based learning, tourism, and ecological stewardship.
- Dunn Creek Hatchery: Operating since 1983, raising 30,000+ Coho annually, this site is a hub for environmental education, habitat restoration, and youth programming.
- Land-Based Access: Well-maintained roads, seasonal connectivity via ATV and snowmobile routes, and access to protected areas support year-round outdoor programming and cultural activities.

Infrastructure and Operational Readiness

- Existing Infrastructure Base: Water access, roadways, and maintained campgrounds enhance readiness for phased CEC operations.
- Full Seasonal Programming Capacity: Community resources currently support year round operations offering a unique opportunity for winter learning and tourism.
- Administrative Support: Ongoing infrastructure maintenance and program delivery are supported by Simpcw staff, local operators, and regional partners.
- Simpcwúlcw Stewardship Plan: Integrates governance, education, and environmental sustainability across land management practices, supporting long-term ecological balance and cultural resurgence.

Governance and Leadership Capacity

- Stable Governance Structure: Simpcw First Nation exercises self-governance through a stable leadership structure, where Chief and Council guide long-term planning, supported by skilled administrative teams who oversee finance, programming, and community engagement. This structure reflects key principles from Indigenous governance scholarship, which emphasize self-determination, accountability to the community, and the importance of culturally grounded leadership (Alfred, 1999; Corntassel, 2012). Simpcw’s model demonstrates the practical application of these concepts, balancing tradition and modern governance to support Nation rebuilding.
- G2G and Regional Relations: Simpcw maintains formal government-to-government (G2G) partnerships with the Province of British Columbia and holds a Memorandum of Understanding

(MOU) with the Thompson-Nicola Regional District (TNRD). These agreements embody what scholars describe as “nested sovereignty” and intergovernmental diplomacy—where Indigenous nations assert jurisdiction while engaging in respectful, reciprocal relationships with other levels of government (Borrows, 2010; Papillon, 2012). This positions Simpcw as an active governance partner, not a passive stakeholder.

- Community-Led Programming: Ceremonies like Coho Day and the First Fish Ceremony exemplify how Simpcw governance incorporates cultural revitalization, ecological stewardship, and intergenerational learning. These practices align with Indigenous leadership scholarship that highlights the inseparability of governance and culture, where ceremony, land-based teachings, and collective memory form the backbone of political authority (Simpson, 2017; Coulthard, 2014).
- Community-Led Programming: Events like Coho Day and the First Fish Ceremony continue to engage schools, visitors, and neighboring communities in Simpcw cultural teachings, environmental stewardship, and intergenerational learning.

Workforce & Economic Development

- Simpcw Resources Group (SRG): Manages forestry, construction, and environmental services in alignment with cultural and ecological values. SRG also leads:
 - o Workforce development and job creation within Simpcw-owned enterprises
 - o Strategic partnerships with government, industry, and educational institutions
 - o Long-term sustainability and business planning rooted in community priorities

Education & Institutional Partnerships

- School District Collaboration: Simpcw maintains strong relationships with School District 73 (SD73), offering cultural awareness and land-based learning initiatives, including school-based programming and group visits to key sites like the Dunn Creek Hatchery.
- Post-Secondary Partnerships: TRU has supported tourism development (2017 feasibility study), trades training, and land stewardship education. Simpcw also partners with organizations to co-develop curriculum, placements, and outreach programming (e.g., Raft River School Program).
- Youth Empowerment & Learning: Community partnerships and programming reinforce a long-term vision for youth leadership in governance, entrepreneurship, and cultural revitalization.
- Recreational & Trail-Based Learning: Simpcw leadership is exploring the development of an extended series of biking trails in collaboration with local champions, supporting eco-tourism, active recreation, and place-based education opportunities in Raush Valley and beyond.

Weaknesses

Infrastructure and Accessibility

- Limited Infrastructure & Tourism-Supporting Amenities: Significant capital investments are required to upgrade facilities, visitor amenities, and essential infrastructure to meet tourism

expectations. The community currently lacks tourism-related services, such as lodging, food services, and visitor centers, which may limit visitor retention and overnight stays.

- Remote Location: The Centre's remote location presents accessibility challenges and requires targeted marketing and strategic infrastructure investment. However, this also presents an opportunity to position Simpcw as a high-value cultural and nature-based tourism destination, as some visitors actively seek exclusive, immersive experiences and are willing to pay a premium for high-quality Indigenous tourism offerings.

Operational and Capacity Limitations

- Human Resource Limitations: The Centre faces a shortage of trained professionals in project management, cultural programming, and tourism operations. Developing workforce training programs will be essential for long-term success.
- Short-Term Professional Requirements: While Simpcw has strong governance and land stewardship expertise, specialized skills in tourism business operations, guest services, and hospitality management may require external expertise in the initial phases.
- Year-Round Operations Transition: As the Centre shifts to full-time, year-round programming, it must be prepared to scale services, activities, and events to align with seasonal fluctuations in visitor engagement. Winter and summer programming may have different resource requirements, and appropriate planning will be necessary to adapt staffing and operational models accordingly.

Staffing and Workforce Management

- Workforce Planning and Scalability: The shift to year-round operations requires careful management of staffing levels to avoid over- or under-staffing. Maintaining a flexible, well-trained workforce that can scale according to seasonal activity levels will be essential. The Centre must also manage payroll costs and employment continuity while ensuring high-quality visitor experiences.

Financial and Development Challenges

- High Initial Investment Costs: Substantial funding is needed to support infrastructure, workforce training, and business development.
- Heavy Reliance on External Funding: Dependence on government grants and external funding sources limits financial flexibility. Diversifying revenue streams and pursuing sustainable funding strategies will be critical for long-term success.
- Land Transfer Delays: Bureaucratic processes surrounding the Dunn Lake site land transfer may delay infrastructure investments and project implementation.
- Short-Term Operational Pressures: The Centre may face financial instability in its early years before sustainable revenue streams are fully established. Effective financial planning, phased development, and cash flow management will be necessary to stabilize operations.

Opportunities

Growing Demand for Indigenous Tourism

- Indigenous tourism is a high-growth market, contributing \$3.7 billion annually to Canada’s economy, with ¼ of tourists to Canada actively seeking Indigenous tourism experiences (Indigenous Tourism Canada, 2024).
- Simpcw’s cultural and land-based experiences align with visitor demand for authentic, transformative, and community-driven tourism.
- British Columbia’s tourism industry contributed \$22.3 billion in revenue in 2023, demonstrating a strong and expanding market for new Indigenous tourism ventures (Destination BC, 2024).

Economic Stimulus & Employment Growth

- The project will increase employment on a phased scale, ensuring workforce expansion aligns with revenue growth and program needs.
- The CEC will stimulate local economic activity by:
 - Creating new market opportunities for local businesses, including accommodations, food services, and cultural retail.
 - Expanding training and skills development for Simpcw youth and community members.

Strategic Location & Market Positioning

- Proximity to a major city (Kamloops) with airport and highway access enhances visitor reach and market accessibility.
- There are currently not enough market-ready Indigenous tourism experiences to meet demand—SimpCW is well-positioned to fill this gap.
- The CEC can partner with other Indigenous tourism operators in the Thompson-Okanagan region to develop packaged tours, expanding reach and visitor engagement.

Partnership & Sponsorship Opportunities

- Training & Workforce Development: Strengthening partnerships with post-secondary institutions for training and tourism development programs.
- Industry Sponsorship & Funding: Large funding possibilities exist for corporate sponsorships, industry partnerships, and government grants supporting Indigenous-led tourism.
- Collaboration with businesses and organizations to enhance tourism offerings and expand economic partnerships.

Cultural & Community Impact

- Cultural Revitalization: Strengthens Simpcw cultural pride, visibility, and the intergenerational transmission of traditional knowledge through language, arts, and land-based practices.
- Experiential Learning and Education: Visitors and participants engage in culturally immersive, land-based learning experiences that emphasize Simpcw teachings, governance, and environmental stewardship.
- Reconciliation through Tourism: Indigenous-led tourism fosters reconciliation and decolonization by providing education and experiential learning opportunities grounded in Simpcw values,

governance traditions, and relationships to land, while generating sustainable economic benefits for the community.

Threats

Economic and Environmental Risks

- Economic Dependence on Market Viability: The CEC's success is based on the continuity of the visitor's participation and financial independence of the project in the long run, which is threatened by slow market development.
- Funding Uncertainty: Funding from external sources such as government grants (e.g., INAC, provincial programs) is volatile due to political risk and election cycles, which could result in a change of funding emphasis and financial uncertainty.
- Environmental Hazards: Fire, flooding and climate related threats (such as reduced fish stocks, loss of glaciers) can destroy property, affect tourism activities and decrease natural attractions.

Policy and Competitive Market Pressures

- Competition from Established Operators: More established Indigenous tourism enterprises may attract a larger share of funding, media attention, and visitors.
- International Perception of Indigenous Tourism: Some tourism markets globally do not know the authentic Indigenous experiences in Canada, which needs branding and outreach.
- Tourism Saturation & Over-Tourism Risks: Negative consequences of visitor numbers above the carrying capacity may jeopardise cultural authenticity, environmental sustainability, and the quality of the visitor experience.

Systemic Social Challenges

- Extended Market-Readiness Timelines: The time needed to develop a fully functional, competitive tourism product may delay the realization of revenue, which is important for long-term sustainability.

Phased Development & Scaling Approach

The Simpcw Cultural Education Centre (CEC) will follow a phased development approach, ensuring community engagement, financial feasibility, and scalability. Each phase builds upon the previous one, expanding programming, infrastructure, and revenue generation.

<i><u>Phase</u></i>	<i><u>Timeframe</u></i>	<i><u>Key Focus Areas</u></i>
<i><u>Preliminary Development</u></i>	<i><u>Year 0-1</u></i>	<i><u>Establish the foundation for workforce training, program development, infrastructure readiness, and community engagement & feedback mechanisms</u></i>

<i>Phase 1: Foundation & Revenue Generation</i>	<i>Years 1-2</i>	<i>Establish core cultural programs, initiate tourism experiences, develop a sustainable and scaled marketing & public engagement plan, generate early revenue.</i>
<i>Phase 2: Facility Expansion & Program Growth</i>	<i>Years 3-4</i>	<i>Expand infrastructure (glamping, trails, visitor facilities), strengthen governance, and increase revenue.</i>
<i>Phase 3: Full-Scale Development & Economic Sustainability</i>	<i>Years 5+</i>	<i>Construct a full Cultural Education Centre, scale accommodations, expand brand development & global positioning, integrate renewable energy, and establish long-term sustainability.</i>

Phase Overview Each phase aligns with securing funding, partnerships, and community engagement to support growth while maintaining cultural integrity. Key funding sources will include Indigenous Services Canada, the First Peoples' Cultural Council, and provincial tourism development grants. Potential partnership opportunities include collaborations with post secondary institutions for research and training, Aboriginal Tourism BC for marketing and tourism development, and corporate sponsorships from companies supporting Indigenous-led initiatives.

Preliminary Development (Year 0-1)

Objective: Establish the foundation for workforce training, program development, infrastructure readiness, and community engagement before launching public programs in Phase 1.

Key Focus Areas

Workforce & Training Preparation

- Identify training requirements for cultural facilitators, adventure guides, and tourism staff.
- Establish both long-term and short-term partnerships for training & professional development (e.g., Indigenous Tourism BC, First Peoples’ Cultural Council).
- Implement early core certification programs for staff:
 - [First Aid & Safety Training](#)
 - [Food Safe Level 1](#)
 - [WHMIS](#)
 - [Indigenous Youth Ambassador Program \(Whistler\)](#)
 - [Leave No Trace Training](#)
- Develop training structures that will be expanded and implemented in later phases.

Community Engagement, Feedback, & Internal Hiring

This foundational phase reflects community development principles that prioritize relationship-building, cultural responsiveness, and shared decision-making. Grounded in participatory action research (PAR)

and Indigenous community engagement models, this phase ensures that program development is led with community, not for them.

- Community Engagement Sessions:
 - Host inclusive engagement sessions to gather input on seasonal programming, cultural protocols, and local priorities.
 - These sessions will center Two-Eyed Seeing (Etuaptmumk) — integrating Indigenous and Western knowledge systems (Bartlett, Marshall & Marshall, 2012) — and reflect the MACD principle of deliberative dialogue, ensuring meaningful consultation and respectful listening across generations and experiences.
- Youth, Elders, and Knowledge Keeper Collaboration:
 - Co-design culturally grounded, seasonal programming with Simpcw youth, families, Elders, and Knowledge Keepers, reinforcing intergenerational learning and land-based pedagogy (Simpson, 2014).
 - Programs may include snowshoe storytelling, winter foraging, seasonal harvesting, and stewardship activities linked to environmental cycles. This supports cultural continuity and life promotion, emphasizing belonging and purpose as protective factors against mental health crises (Chandler & Lalonde, 2008).
- Structured Feedback Loops:
 - Implement feedback mechanisms (e.g., focus groups, surveys, talking circles) that uphold cultural safety and OCAP® principles (Ownership, Control, Access, and Possession), ensuring that community members guide and approve how knowledge is used. This cyclical evaluation process supports adaptive programming and continuous learning.
- Internal Hiring Fair & Capacity Building:
 - Organize a local hiring fair to promote economic self-determination and local workforce development, in line with Indigenous employment strategies and community economic development theory (Loxley, 2010).
 - Early hires may include youth mentors, cultural educators, site caretakers, outdoor guides, and Youth Group facilitators — creating multiple access points to employment rooted in cultural knowledge and place-based expertise.
- Youth Mentorship & Succession Planning:
 - Launch mentorship programs to foster youth leadership and succession planning, ensuring long-term sustainability of cultural education and operations. Drawing on MACD teachings around transformational leadership and capacity development, these initiatives support pathways from learning to employment while reinforcing identity, purpose, and community connection.

Development of Cultural Activities & Workshops

- Develop and refine cultural activities and workshops for public launch in Phase 1, based on community codesign and seasonal cycles.
- Plan and pilot workshops connected to stewardship, predator awareness, and back-to-the-land living (to prepare for Phase 2 outdoor curriculum).

- Develop training modules specifically for Youth Group facilitators and land-based program leaders.
- Initiate early consultation and planning for Dunn Lake Hatchery expansion, integrating cultural and environmental education.
- Pilot small-scale internal cultural workshops before full public rollout to test and refine program delivery.
- Begin targeted recruitment and training for predator awareness and outdoor safety facilitators.
- Develop cultural sharing protocols to guide respectful and safe delivery of cultural programming.
- Identify and engage potential guest facilitators and community leaders for future programming partnerships.

Infrastructure Readiness & Land Use Approvals

- Finalize land use assessments & site approvals for development.
- Explore winter-accessible site features (e.g., fire-safe indoor gathering areas, heated pit house considerations).
- Begin planning for camping/stewardship course layout, including safe zones and predator buffer areas.
- Establish basic infrastructure:
 - Washhouse & composting toilets
 - Pit House Construction: Low-cost, high-cultural-value traditional housing for early programming.
 - Initial fencing & land clearing for safety
 - Trails assessment & minor repair for guided hikes

Marketing & Pre-Launch Outreach

- Develop branding, website, and tourism partnerships before public programming.
- Establish connections with Destination BC, TripAdvisor, and Aboriginal Tourism BC for future marketing.
- Begin targeted outreach for early education and tourism partnerships.

Funding & Resource Development

- Secure initial funding for program development, infrastructure setup, and workforce training before revenue generation in Phase 1.
- Begin conversations with BC Wildlife Federation and Secwepemc Fisheries Commission for partnership support.
- Apply for climate change adaptation grants tied to outdoor education and environmental stewardship.
- Explore funding opportunities for Dunn Lake Hatchery integration and expansion.
- Apply for grants and funding sources, including:
 - [First Peoples' Cultural Council Grants](#) – Supporting language and cultural revitalization.
 - [Museums Assistance Program - Indigenous Heritage](#) – Funding for Indigenous cultural programming.

- [Tourism Development Grants \(Indigenous Tourism BC\)](#) – Funding for workforce training and tourism preparation.
- Secure funding for infrastructure needs:
 - [Indigenous Services Canada Infrastructure Grants](#)
 - [First Nations Infrastructure Fund](#)
- Develop strategic partnerships to support funding applications and long-term sustainability:
 - Thompson Rivers University (business, marketing, tourism, & training support)
 - First Nations and Indigenous Business Networks
 - Aboriginal Tourism BC for capacity-building and program development
- *Forecast future funding and grant applications to align with long-term sustainability goals and transition smoothly into Phase 1-3 revenue generation.*

Phase 1: Foundation & Revenue Generation (Years 1-2)

Objective: Establish core cultural programming, generate revenue, and develop an operational foundation for long-term growth.

Key Focus Areas

Cultural & Social Programming

- Launch user-pay cultural workshops (basket-making, drum-making, traditional arts, storytelling events) developed in Preliminary Phase.
- Develop & expand digital content (First Voices, virtual cultural tours).
- Initiate small-scale cultural tourism experiences (day tours, nature walks, ethnobotany, land-based teachings).
- Offer language immersion programs for students and community members.
- Strengthen community partnerships with educational institutions and tourism organizations.
- Organize seasonal cultural events to engage local and visiting participants.
- Implement & market animal tracking and plant identification workshops.
- Develop nature walks and medicine plant harvesting programs.
- Host inter-cultural sharing activities, including storytelling and music around traditional campfires.
- Introduce traditional fishing experiences and community fish fry events.
- Expand & market adventure-based tourism experiences (e.g., animal tracking, identification, and photography workshops).

Infrastructure & Facility Development

- Pit House(s) Construction: Low-cost, high-cultural-value traditional housing for early programming.
- Basic Facilities: Washhouse (composting toilet), small cooking area (campfire & DIY cooking setup).
- Hand Washing Station: Portable or stand-alone washing units for hygiene and sanitation.
- Site Preparation: Deconstruction of derelict buildings, installation of fencing.

- Caretaker Housing (Funding Dependent): If overnight stays/camping are included.
- Basic Utilities Setup: Temporary water tanks and solar power for initial site use.
- Trail & Land-Based Learning Preparation: Assessment and repair for hiking and educational tours.
- Cooking Infrastructure: Support traditional food programs.
- Multi-Use Trail Development: Eco-tourism-friendly trails for hiking and biking.

Workforce & Staffing Needs

- Expand core administrative team (program coordinators, cultural facilitators, caretakers).
- Recruit & onboard guest facilitators for workshops and storytelling events.
- Hire & train initial tourism guides and program support staff.
- Continue workforce development based on training structures set up in Preliminary Phase.
- Implement workforce marketing strategy to support local hiring and retention.

Marketing & Public Engagement

Building on the Preliminary Phase, outreach will grow through culturally grounded marketing and digital storytelling to support cultural resurgence and narrative sovereignty.

- Values-Based Marketing Strategy:
 - Launch a full-scale marketing plan that reflects Simpcw worldview and teachings. Public materials will be developed collaboratively, integrating visual storytelling (e.g., story map, youth-generated content, community photography) and narrative sovereignty (Wiebe et al., 2020; Thomas in Brown & Strega, 2015). This builds from Photovoice work initiated in the Preliminary Phase, where community members shared stories through images and narratives.
- Intersectionality-Informed Engagement:
 - Engagement strategies will apply IBPA (Intersectionality-Based Policy Analysis) Framework principles to ensure inclusive outreach, recognizing overlapping barriers related to gender, access, income, and geography (Hankivsky et al., 2019). Messaging will be tailored for diverse audiences — including Indigenous youth, Elders, educators, and regional tourists — and evaluated through feedback loops rooted in cultural safety.
- Strategic Partnerships & Narrative Framing:
 - Strengthen partnerships with Destination BC, Indigenous Tourism BC, and other aligned networks. Public relations campaigns will emphasize Simpcw-led education and cultural resurgence—not extractive tourism—and will promote ethical engagement practices rooted in Indigenous narrative sovereignty, cultural protocol, and decolonial tourism principles (Corntassel, 2009; Higgins-Desbiolles, 2018).
 - Expand digital outreach through platforms like TikTok, Instagram, and YouTube, featuring youth-hosted media, behind-the-scenes workshop clips, and digital land-based teachings.
 - This empowers youth as cultural communicators, promotes digital skills development, and continues the leadership succession strategy from Preliminary Phase.

Funding & Revenue Levers

- Generate initial revenue through:
 - Cultural tourism fees
 - User-pay workshops
 - Training programs and educational partnerships
- Secure additional grants for Phase 1 expansion:
 - [First Peoples' Cultural Council Grants](#)
 - [Museums Assistance Program - Indigenous Heritage](#)
 - [Indigenous Tourism Development Funds](#)
- Strengthen & maintain strategic partnerships with:
 - Post Secondary Institutions (Research & Tourism Training)
 - Aboriginal Tourism BC (Marketing & Promotion)
 - Destination BC, TripAdvisor, Authentic Indigenous (Tourism Networks)
- Develop long-term sustainability strategies to ensure continued growth and revenue generation.

Steps to consider before Phase 2

- *Scale workforce & tourism initiatives to align with program demand.*
- *Evaluate & refine programming and marketing plan based on community feedback and participant engagement.*
- *Monitor revenue generation and adjust strategies for Phase 2 expansion.*
- *Continue infrastructure development to prepare for long-term sustainability and growth.*

Phase 2: Facility Expansion & Program Growth (Years 3-4)

Objective: Expand programming, develop visitor facilities, and strengthen revenue generation models to increase sustainability.

Cultural & Social Programming

- Expand day events for students, corporate groups, and tourists.
- Develop structured land-based learning experiences:
 - Basket-making and traditional craft workshops.
 - Cultural storytelling, singing, and drumming.
 - Traditional cooking classes.
 - Business leadership retreats incorporating Indigenous economic models.
 - Ethnobotany hikes, harvesting, and sustainability teachings.
 - Traditional games & Lehal (drumming, storytelling, gambling).
 - Survival skills and Indigenous land stewardship workshops.
- Introduce guided canoeing experiences with cultural interpretation.
- Develop mountain biking eco-tours along newly established trails.

Marketing & Storytelling Scale-Up

- As new facilities and programs launch, expand storytelling campaigns to showcase youth leadership, Simpcw values, and visitor experiences through behind-the-scenes media, testimonial videos, and seasonal photo essays.
- Feature youth-generated content and guided tours via YouTube, TikTok, and Instagram to amplify engagement. Ensure all messaging reflects cultural protocol, ethical tourism, and Simpcw narrative sovereignty (Corntassel, 2009; Higgins-Desbiolles, 2018).

Infrastructure & Facility Development

- Expand trail networks for guided eco-tourism and hiking experiences.
- Develop small-scale accommodations (glamping facilities).
- Construct outdoor gathering spaces for cultural performances and educational sessions, along with a 30x50 dining hall to accommodate larger gatherings, events, and culinary workshops.
- Install permanent water systems and visitor washroom facilities.
- Build multi-use trails for eco-tourism and adventure experiences.

Operational & Staffing Needs

- Expand permanent staff to include full-time educators, tourism coordinators, and guest artisans.
- Hire nature guides and cultural ambassadors for visitor experiences.
- Develop training and safety programs for adventure tourism staff.
- Create a comprehensive Risk Management Plan to outline training and safety requirements for adventure tourism activities. This plan will identify potential risks such as weather-related hazards, wildlife encounters, and participant safety concerns. Mitigation strategies will include staff training in first aid and emergency response, clear safety protocols for all activities, and ensuring adequate insurance coverage. Additionally, regular risk assessments will be conducted to adapt and improve safety measures as the program expands.

Funding & Revenue Levers

- Expanded revenue models: Corporate retreats, specialized adventure tourism packages.
- Grant opportunities: Eco-tourism development grants, Indigenous business funding, First Peoples' Cultural Foundation (fpcf.ca), Cultural Spaces Fund (canada.ca).
- Strategic partnerships: Post-secondary institutions, regional tourism networks.
- Marketing networks: Route 97, Hello BC, and Aboriginal Tourism BC to increase promotional reach.

Phase 3: Full-Scale Development & Economic Sustainability (Years 5+)

Objective:

Achieve long-term sustainability, scale operations, and expand the economic and cultural impact of the Centre.

Cultural & Social Programming

- Develop a full-time Indigenous business incubator to support Simpcw youth entrepreneurs, focusing on sectors such as eco-tourism, sustainable agriculture, and Indigenous-led technology initiatives. The incubator will provide mentorship, funding resources, and business training to foster long-term economic sustainability.
- Expand multi-day cultural retreats and corporate leadership programs.
- Scale up youth mentorship and training programs focused on business and cultural preservation.
- Position the Centre as a national leader in Indigenous-led education and tourism.

Infrastructure & Facility Development

- Construct a dedicated Cultural Education Centre, including classrooms, event spaces, and administrative offices.
- Expand accommodations: Construct five timber frame cabins in partnership with the Lower North Thompson Community Forest Society.
 - These cabins, currently stored in a Quonset, will require approximately \$100,000 each to construct on-site. They will provide lodging for students, visitors, and retreat participants, enhancing the Centre’s capacity for extended stays and immersive programming.
- Integrate renewable energy solutions: Solar power installations for sustainable operations.
- Expand adventure tourism infrastructure, including dedicated mountain biking trails and canoe docks.
- Enhance risk management measures to align with infrastructure expansion, ensuring adequate safety planning for new adventure tourism activities.

Operational & Staffing Needs

- Fully staffed operations team: Executive leadership, specialized program managers, and event coordinators.
- Communications Infrastructure & Cultural Integrity Oversight
 - Establish a dedicated communications and media coordinator role to manage global outreach, supervise storytelling partnerships, and uphold cultural integrity across all platforms. Develop a Simpcw-led content review committee to ensure that public-facing materials reflect community values, protect sacred knowledge, and promote ethical engagement standards.
- Expansion of educational staff, including Secwepemc language specialists and industry professionals.
- Develop an integrated Risk Management Plan to support additional adventure activities, including:
 - Specialized staff training for high-risk adventure tourism.
 - Updated emergency response protocols.
 - Extended insurance coverage for expanded facilities and programs.
 - Routine safety audits and adaptive policy updates.

Decolonial Brand Development & Global Positioning

- Launch a brand refresh that reflects Simpcw teachings, land relationships, and intergenerational knowledge.
- Partner with Indigenous designers and digital strategists to develop multilingual marketing materials that reflect a Two-Eyed Seeing approach to storytelling and tourism development.
 - Highlight themes of land-based education, climate responsibility, and Indigenous innovation to reach international audiences seeking ethical, values-aligned experiences.

Funding & Revenue Levers

- High-value tourism products: Luxury retreats, national/international visitor experiences.
- Large-scale grant funding: Capital development grants, Indigenous economic development funding, [Crown-Indigenous Relations and Northern Affairs Canada funding programs](#)
- Strategic partnerships: International Indigenous networks, corporate investment opportunities.
- Global marketing: Leverage Indigenous and non-Indigenous tourism networks, social media marketing through platforms like Hootsuite, and digital advertising to attract travelers worldwide.
- Case studies from successful Indigenous-led tourism initiatives, such as the Haida Heritage Centre and the Tla-o-qui-aht Tribal Parks, demonstrate the effectiveness of integrating cultural storytelling with ecotourism.
- Leveraging influencer partnerships and video storytelling through platforms like YouTube and Instagram can enhance visibility and engagement.

For further details for phases, refer to: Appendix A: Financial Sustainability & User-Pay Model, Appendix B: KPI Benchmark Analysis & Industry Validation, Appendix C: Operational & Staffing Plan, and Appendix D: Financial Context & Industry Benchmarks

Funding & Financial Sustainability

The Simpcw Cultural Education Centre (CEC) follows a phased, scale-based financial model that blends revenue generation with strategic grant funding to ensure long-term sustainability. This approach ensures gradual expansion, balancing financial feasibility with cultural integrity and community priorities.

The financial strategy prioritizes:

- User-pay revenue streams (cultural tourism, education, eco-tourism).
- Early-phase external funding (grants, partnerships, and capital investments).
- Long-term self-sufficiency through economic diversification and Indigenous entrepreneurship.

By Year 5+, the CEC aims to transition towards financial self-sufficiency, reinvesting revenue into cultural programming, youth development, and infrastructure expansion. The plan is informed by Indigenous-led feasibility studies, economic development strategies, and tourism benchmarks, ensuring a structured pathway to sustainability.

Revenue Model: Phased Growth Strategy

The financial approach blends multiple short-term, medium-term, and long-term revenue streams to ensure financial sustainability.

Short-Term Revenue (Years 1–2)

- User-Pay Cultural Workshops (basket making, storytelling, drumming).
- Small-Scale Tourism Experiences (guided nature walks, cultural site visits).
- Educational Partnerships (TRU, SFU, SD73, post-secondary institutions).
- Seasonal Events & Community-Led Experiences (Lehal tournaments, storytelling circles).

Medium-Term Revenue (Years 3–4)

- Corporate Retreats & Team-Building Programs.
- Eco-Tourism Expansion (canoeing, hiking, mountain biking, land-based learning).
- Cultural Event Hosting (private bookings, specialized Indigenous retreats).
- Membership & Subscription Models (language immersion memberships).

Long-Term Revenue (Years 5+)

- Luxury Indigenous Retreat Experiences (multi-day immersion programs).
- Indigenous Business Incubator & Training Centre (youth entrepreneurship initiatives).
- Long-Term Lease Agreements (for partner organizations).
- Seasonal & International Tourism Packages (global Indigenous tourism networks).

For a detailed breakdown of projected revenue streams, refer to Appendix A: Financial Sustainability & User-Pay Model.

Market Validation & Revenue Projections

The CEC’s revenue projections are based on:

- Simpew Business Plan (2018) – Revenue expectations for cultural tourism and education.
- TRU Feasibility Study (2017) – Tourism market demand analysis and user-pay feasibility.
- Indigenous Tourism Growth Trends (Destination BC & ATBC, 2021) – Indigenous tourism in BC is a \$705M industry, with 5% annual growth.

Projected Revenue by Phase

Revenue Stream	Industry Benchmark	Phase 1 (Years 1-2)	Phase 2 (Years 3-4)	Phase 3 (Years 5+)
----------------	--------------------	------------------------	------------------------	-----------------------

Cultural Workshops & Tours	\$50-\$100 per participant (ATBC case studies)	\$50K+	\$125K+	\$250K+
Corporate Retreats & Training	\$5K-\$15K per event (Haida Heritage Centre)	\$20K+	\$75K+	\$150K+
Eco-Tourism & Adventure Packages	\$150-\$300 per participant (Tuckkwiowhum Village)	\$30K+	\$100K+	\$200K+
Educational Partnerships	\$25K-\$75K per contract (Post-secondary institutions, Feasibility Study, SD73 partnerships, Simpcw Business Plan)	\$25K+	\$50K+	\$100K+
Annual Revenue Projection	Market feasibility validated	\$125K+	\$350K+	\$700K+

Key Performance Indicators (KPIs) & Targets

Each activity within the strategic plan will be monitored using SMART (Specific, Measurable, Attainable, Realistic, Timely) Key Performance Indicators (KPIs) to ensure progress toward economic and cultural goals.

Strategic Priority	KPI	Phase 1 (Years 1-2)	Phase 2 (Years 3-4)	Phase 3 (Years 5+)
Cultural Preservation	# of language program participants	50+ annually	100+ annually	200+ annually
	% of Secwepemc language use in programs	10% increase	25% increase	50% increase

Economic Development	Annual own-source revenue generated	\$50,000+	\$150,000+	\$300,000+
	# of member-owned businesses supported	2	5	10+
Youth Engagement	# of youth participating in training	30+	75+	150+
Tourism & Outreach	# of annual visitors	500+	2,500+	5,000+
	Revenue from cultural tourism	\$50,000+	\$125,000+	\$250,000+
Infrastructure	% of self-sustainable energy use	20%	50%	75%+

5. Financial Oversight & Accountability

To maintain financial transparency and accountability, the CEC will implement:

- *Quarterly financial audits in collaboration with the Simpcw Finance Department.*
- *Community financial reporting on grant utilization and revenue reinvestment.*
- *Finance & Sustainability Committee, including members from:*
 - CEC Board.
 - Finance & Economic Development Teams.

Financial sustainability will be assessed annually to adjust revenue models, ensure alignment with community needs, and track progress toward long-term self-sufficiency.

For performance evaluation metrics, refer to: Appendix A: Financial Sustainability & User-Pay Model, Appendix B: KPI Benchmark Analysis & Industry Validation, Appendix C: Operational & Staffing Plan, & Appendix F: Risk & Sustainability Strategies.

Marketing Strategy

The following outlines a high-level marketing strategy for the Simpcw Cultural Education Centre (CEC). This is not a comprehensive plan but a structured framework that highlights key priorities, target audiences, and outreach strategies. *A more detailed and expansive marketing and communications strategy should be developed, incorporating the recommendations provided here to ensure long-term success and adaptability.*

The Simpcw Cultural Education Centre (CEC) will implement a culturally grounded marketing strategy that prioritizes authentic Indigenous tourism experiences, language revitalization, and sustainable economic growth. This strategy aligns with the Simpcw Nation's values, ensuring all outreach efforts maintain cultural integrity while expanding tourism opportunities and revenue streams.

Informed by community development theory and recent scholarship on intersectionality, strategic communication, and Indigenous resurgence, this marketing strategy sees outreach not merely as promotion, but as a tool for relationship-building, cultural continuity, and self-determination. Public engagement is understood as a two-way process grounded in trust, cultural safety, and community voice

Integration with Strategic Priorities

This marketing strategy directly supports the CEC's broader vision and operational priorities by aligning promotional efforts with cultural values, sustainability principles, and community empowerment frameworks:

- **Cultural Preservation & Language Revitalization**
Marketing materials, signage, and digital platforms will embed Secwepemctsin to normalize the language and promote cultural identity across all visitor touchpoints. Research shows that revitalization of Indigenous languages strengthens community resilience and supports intergenerational transmission of knowledge (Restoule, 2008; FPCC, 2022).
- **Economic Self-Determination**
Tourism and outreach initiatives will generate self-sustaining revenue, reducing reliance on grant cycles. User-pay and membership-based models — like those implemented by the Haida Gwaii Museum — offer transparent, community-driven reinvestment into cultural programming and infrastructure (Freeman, 2014; Abansi, 2012; Durán-Román et al., 2020).
- **Youth Engagement & Capacity Building**
Simpcw youth will be empowered to lead digital storytelling, manage outreach, and co-create media. This builds long-term career pathways in cultural tourism and media while reinforcing Indigenous leadership, self-determination, and identity development (McGregor, 2018; Susemihl, 2023; Simpson, 2017).
- **Tourism & Cultural Outreach**
Marketing will promote Simpcw-led tourism as an ethical, relational, and educational experience. Drawing on cultural tourism models like the GONA framework and the Haida Heritage Centre, the CEC will position tourism as a process of cultural transmission, not commodification (Chino & DeBruyn, 2006; UNESCO, 2021).

- **Infrastructure & Operational Excellence**

Promotions will highlight low-impact infrastructure and environmental sustainability, aligned with Traditional Ecological Knowledge (TEK) and Indigenous stewardship practices (Kermaal & Altamirano-Jiménez, 2016; Maclean et al., 2019). This reinforces Simpew values of respect, reciprocity, and relational accountability.

Target Market Segments

Based on research from the Simpew Business Plan, Feasibility Study, and Aboriginal Tourism BC (ATBC) Reports, four key market segments have been identified:

1. **Educational & Institutional Partnerships**

- Target: School Districts, Post-Secondary Institutions, Cultural Education Programs
- Focus: Language immersion, land-based learning, hands-on workshops
- Rationale: Increasing institutional demand for Indigenous-led, land-based curriculum aligns with the TRC’s Calls to Action and educational transformation across Canada (FPCC, 2022; FNCCEC, 2023).

2. **Indigenous & Cultural Tourism Seekers**

- Target: Cultural tourists, domestic travellers, Indigenous heritage seekers
- Focus: Storytelling, guided cultural tours, Indigenous craft workshops
- Rationale: Over 89% of visitors to BC express interest in Indigenous experiences. The CEC will offer unique, place-based tourism that supports cultural revitalization (Destination BC, 2021; ITAC, 2023).

3. **Eco-Tourism & Outdoor Adventure Travelers**

Focus: Guided canoeing, mountain biking, wildlife tracking, land-based learning

- Target: Adventure travelers, eco-conscious tourists, hikers
- Focus: Canoeing, mountain biking, wildlife tracking, TEK-based learning
- Rationale: Indigenous tourism contributes over \$700M to BC’s economy annually, with high growth in eco-tourism and guided nature experiences (ATBC, 2021).

4. **International Travelers & Digital Nomads**

- Target: Global tourists, cultural explorers, long-stay travelers
- Focus: Multi-day immersion programs, land-based retreats, Indigenous entrepreneurship
- Rationale: International demand for immersive, ethical Indigenous tourism is growing. CEC offerings will connect cultural education with global learning exchanges (ITAC, 2023; Indigenous Artifacts Collective, 2022).

Competitive Positioning

The Simpew CEC differentiates itself by blending cultural education, tourism, and sustainability into a holistic experience. A competitive analysis highlights our unique value proposition:

Competitor	Strengths	Simpew CEC Differentiation
------------	-----------	----------------------------

Haida Heritage Centre	Established Indigenous cultural experience	Strong focus on Secwepemc language immersion
Tseshah Community Facility	Well-developed facility rentals	Blending cultural tourism with education
Kamloops Powwow	Large-scale event draw	Seasonal operations, year-round digital engagement
Alpine Meadows Resort	Corporate retreats	Indigenous-led, nature-based business incubator
Nk'Mip Desert Cultural Centre	Eco-tourism and cultural preservation	Secwepemc-specific land-based learning & adventure tourism

Marketing & Outreach Channels

The Simpcw CEC will implement a multi-layered marketing and engagement strategy grounded in Indigenous knowledge systems, community-based participatory research (CBPR), and ethical storytelling practices. These approaches are informed by Two-Eyed Seeing (Etuaptmumk), which calls for integrating Indigenous and Western knowledge systems in ways that honour both (Bartlett, Marshall & Marshall, 2012), and the design justice principle: “Nothing about us without us” (Costanza-Chock, 2020).

This strategy prioritizes meaningful inclusion, cultural humility, and feedback loops, ensuring the CEC’s growth reflects community values while reaching diverse audiences.

1. Strategic Partnerships & Indigenous Networks

- Aboriginal Tourism BC (ATBC) – Market-ready certification, training, and funding support.
- Destination BC & Thompson Okanagan Tourism Association (TOTA) – Regional promotion and strategic alignment.
- Authentic Indigenous Program – Ensures cultural authenticity in tourism experiences.
- School Districts & Universities – Direct outreach for educational tourism and workshops.

- Thompson Rivers University (TRU) Marketing Program – Leverage student-led research, branding strategies, and social media engagement.
 - International Indigenous Tourism Alliance – Connect with global Indigenous tourism networks and best practices.
- 2. Digital Presence & Branding**
- TripAdvisor, Hello BC, and Google Travel – Engage with global travel platforms to enhance international visibility while maintaining cultural narrative sovereignty.
 - Website Development – Launch an interactive, multilingual website grounded in Simpcw teachings, featuring embedded Secwepemctsin language, virtual tours, e-bookings, and community-approved storytelling.
 - Social Media Strategy – Youth-led digital storytelling through Instagram, Facebook, YouTube, and TikTok to promote Indigenous visibility, teach digital marketing, and foster entrepreneurship (Restoule, 2008; Susemihl, 2023).
 - Photovoice & Story Maps – Community-generated content such as story maps and Photovoice projects will share land-based knowledge and reinforce place-based identity (Wang & Burris, 1997; Tremblay & De Oliveira Jayme, 2015).
 - Interactive Content – Embed stories, seasonal updates, and event information into digital platforms to deepen visitor engagement and educational impact.
 - Digital Sovereignty & Cultural Protocols – All content developed under OCAP® principles and Simpcw protocols to ensure ethical representation and community control (FNIGC, 2022).
 - Indigenous Influencer & Travel Blogger Collaborations – Ethical partnerships with eco-conscious and Indigenous creators to expand reach while upholding Simpcw values.
 - Email Marketing & Newsletters – Provide direct updates to cultural travelers, educators, and partners; highlight community voices and amplify program impact.
- 3. On-Site & Community Engagement**
- Seasonal Cultural Events & Open Houses – Host community-led gatherings aligned with seasonal cycles (e.g., salmon return, berry harvest, snowshoe season) to share teachings, showcase programming, and gather feedback in culturally grounded ways.
 - Cultural Tourism Brochures & Maps – Co-create print materials that reflect Simpcw place-based knowledge, traditional place names, and Secwepemctsin, with input from Elders and youth.
 - Word-of-Mouth & Kinship Networks – Build on existing relational ties by empowering Elders, Knowledge Keepers, and families as cultural ambassadors who share information through oral storytelling, ceremonial gatherings, and community feasts.
 - Youth Marketing Ambassadors – Train youth in social media, photography, and storytelling, positioning them as digital stewards of community knowledge while building entrepreneurial and leadership capacity.
 - Virtual Tourism & Augmented Reality Experiences – Create immersive digital spaces that center Indigenous voices and teachings, co-developed with community approval and respecting boundaries around sacred knowledge.
- 4. Community Feedback & Evaluation**

- Talking Circles & Ceremonial Dialogue – Use traditional forms of engagement like talking circles, fire gatherings, and community feasts as primary feedback mechanisms, where stories and reflections guide ongoing development.
- OCAP®-Aligned Feedback Loops – All knowledge gathered through engagement will follow Ownership, Control, Access, and Possession principles, ensuring Simpcw members lead decision-making about how their knowledge is stored, shared, and applied (FNIGC, 2022).
- Two-Eyed Seeing Approach – Integrate Indigenous and Western perspectives in engagement and evaluation practices to reflect both community values and operational effectiveness (Bartlett et al., 2012).
- Iterative CBPR-Informed Design – Feedback is not a one-time act but a continuous relationship. Regular check-ins, youth surveys, Elder consultations, and public updates will ensure transparency and responsiveness (Tremblay & De Oliveira Jayme, 2015).
- Intersectional Evaluation Metrics – Use assessment tools that recognize how overlapping experiences — across gender, age, ability, and Indigeneity — shape access and engagement (Hankivsky et al., 2019).
- Story-Based Reporting – Replace extractive evaluation tools with narrative-based reporting methods that capture community priorities and cultural context through personal stories, songs, and reflections.

Implementation Timeline

Marketing initiatives will be implemented in three strategic phases:

Phase	Key Marketing Actions
(Year 0-1)	Develop foundational branding, interactive website, and marketing framework. Secure strategic partnerships (ATBC, post-secondary institutions, Destination BC). Conduct community engagement sessions using culturally grounded methods (e.g., talking circles, feasts) and establish OCAP®-aligned feedback loops. Co-create marketing assets with youth and Elders to reflect Simpcw narratives.
Phase 1 (Years 1-2)	Launch website and social media platforms. Implement youth-led digital storytelling and collaborate with marketing students and educators. Begin targeted campaigns for educational tourism, land-based learning, and ethical cultural experiences. Evaluate effectiveness through ongoing community feedback and Two-Eyed Seeing principles.

<p>Phase 2 (Years 3-4)</p>	<p>Scale outreach and deepen regional partnerships. Develop immersive virtual tourism tools and augmented reality content rooted in community-approved narratives. Strengthen international visibility through influencer partnerships and educational tourism alliances. Expand community-based evaluation practices using story-based reporting</p>
<p>Phase 3 (Years 5+)</p>	<p>Launch full-scale national and international outreach. Host cultural festivals, develop multilingual campaigns, and strengthen the CEC’s position as a leading Indigenous tourism destination. Embed continuous feedback, cultural integrity, and youth leadership as pillars of long-term sustainability.</p>

The Simpcw CEC’s marketing strategy is designed to honor cultural values, engage Indigenous and non-Indigenous visitors, and ensure long-term economic sustainability.

Risk Management

The Simpcw Cultural Education Centre (CEC) prioritizes risk management to uphold cultural integrity, financial sustainability, visitor safety, and legal compliance. This section outlines key risk areas and mitigation strategies, ensuring long-term resilience. The proposed strategies are guided by an understanding of Simpcw Resources Group (SRG), Simpcw Fire Department, and other local governance bodies, with the intent of fostering collaboration and alignment with community resources. Detailed assessments and protocols are provided in the Risk Management Appendix:F.

Key Risk Areas & Mitigation Strategies

Environmental Risks

<p>Risk</p>	<p>Mitigation Strategies</p>	<p>Potential Collaborative Entity</p>
<p>Wildfires & Climate Change</p>	<p>Fire-resistant materials, emergency response plans, defensible spaces, potential collaboration with Simpcw Fire Department.</p>	<p>Simpcw Fire Department, SRG, NRD</p>

Water Resource Management	Rainwater harvesting, conservation systems, exploration of partnerships for sustainable water access.	NRD, SRG, Public Works
Biodiversity & Land Preservation	Ecological impact assessments, Leave No Trace (LNT) training, conservation initiatives.	NRD, Fisheries & Wildlife, SRG

Economic Risks

Risk	Mitigation Strategies	Potential Collaborative Entity
Revenue Dependency on User-Pay Model	Diversified income (tourism, education, partnerships), phased growth strategy.	Economic Development, SRG
External Grant Fluctuations	Multi-year funding agreements, private sector sponsorships, and financial planning.	Finance Dept., SRG
Market Competition	Strong branding as a Secwepemc-led initiative, Authentic Indigenous BC certification.	Economic Development, SRG

Operational Risks

Risk	Mitigation Strategies	Potential Collaborative Entity
Staffing & Training Gaps	On-site training for Simpcw youth, seasonal recruitment incentives, and potential employment pathways through SRG.	Language & Culture, SRG
Community Engagement & Cultural Integrity	Elders' & Youth Advisory Councils, co-designed programming, and annual consultation forums.	Language & Culture, Simpcw Leadership
Infrastructure Maintenance Risks	Scheduled safety upgrades, potential collaboration for maintenance with SRG.	SRG, Public Works

Cultural & Adventure Tourism Risks

Risk	Mitigation Strategies	Potential Collaborative Entity
Cultural Appropriation & Misrepresentation	Strict cultural IP policies, Indigenous-led storytelling & leadership, legal protections.	Language & Culture, Elders Advisory

<p align="center">Adventure Tourism Safety</p>	<p align="center">Certified guides (Paddle Canada, ACMG, PMBI Level 1), waivers, insurance, and potential emergency response partnerships.</p>	<p align="center">Economic Development, Emergency Preparedness, SAR Teams</p>
---	--	---

Adventure Tourism Safety & Training

To ensure visitor safety and industry compliance, CEC requires all adventure tourism staff to hold the following certifications:

Activity	Certification Required	Training Provider
Canoeing	Paddle Canada Instructor	Paddle Canada
Mountain Biking	PMBI Level 1	PMBI
Hiking & Survival	ACMG Assistant Hiking Guide	ACMG
Emergency Response	Wilderness First Responder	Wilderness Medical Associates

Collaboration & Student Engagement

A key goal is to integrate training and safety planning with community resources. Potential partnerships with SD73, post secondary institutions, and Simpcw youth programs could help develop safety strategies, workforce capacity, and specialized training programs. These collaborations may include:

- Student-led safety initiatives and research projects.
- Community-based training sessions for emergency preparedness.
- Adventure tourism and guiding certification support for Indigenous youth.

**Further collaboration with SRG and Simpcw Emergency Preparedness teams could strengthen safety training and response planning.*

Legal & Liability Considerations

Area	Key Measures	Potential Collaborative Entity
Participant Waivers & Informed Consent	Ensuring legal protection & clear engagement terms.	Legal & Governance
Commercial General Liability (CGL) Insurance	Covering adventure tourism, cultural programs, and public access.	Finance, Legal & Governance
Compliance with Adventure Tourism Standards	Adhering to Paddle Canada, ACMG, & British Columbia regulations.	Economic Development, Legal & Governance

This Risk Management Plan presents a proactive framework for mitigating key risks while ensuring safety, sustainability, and cultural integrity. The strategies outlined are designed with the potential for collaboration with SRG, the Fire Department, TRU, and other community governance structures, ensuring alignment with Simpcw priorities.

The Risk Management Appendix: F provides further detailed protocols, assessments, and response strategies for reference.

*Further research and consultations would be required to fully align this plan with Simpcw community priorities and best practices.

Governance Structure

The Simpcw Cultural Education Centre (CEC) is governed through an Indigenous-led framework that upholds Secwepemc laws, cultural protocols, and intergenerational leadership. This structure reflects Indigenous governance as deeply rooted in relational accountability, land stewardship, and ceremonial practices—not solely administrative efficiency (Wilson, 2008; Simpson, 2014).

Governance ensures that the CEC remains:

Culturally grounded: Decisions align with traditional governance systems and oral legal traditions carried through language, ceremony, and land-based knowledge (Borrows, 2010; Hinton, Huss, & Roche, 2018).

Community-driven: Structures are shaped by Simpcw priorities, with meaningful community engagement and accountability embedded throughout (Tremblay & De Oliveira Jayme, 2015).

Economically sustainable: The governance model supports entrepreneurial activities and cultural tourism that uphold cultural integrity and promote economic self-determination (Cornell & Kalt, 1998; Peredo & Chrisman, 2006).

Performance-driven: Governance is continuously refined through holistic key performance indicators (KPIs) that measure cultural resurgence, environmental responsibility, and financial health (Maclean et al., 2024; Bartlett et al., 2012).

This model disrupts Western governance assumptions by centering Indigenous concepts of wealth—where sustainability is measured by community wellness, youth empowerment, and environmental harmony (Gibson-Graham, 2005; Johnston, 2006; Battiste, 2013).

Governance Principles

Consensus-Based Decision-Making: A relationship-based model of consultation ensures governance is responsive, participatory, and rooted in dialogue—not bureaucracy (Wilson, 2008; Ermine, 2007). This reflects Indigenous law as a “living law,” shaped by the collective and held in ceremony.

Elders’ Wisdom & Knowledge-Keepers: Elders hold authority through lived experience and serve as cultural anchors, providing governance rooted in language revitalization, land-based protocols, and spiritual law (Simpson, 2014; Hill & Woodward, 2017).

Youth Empowerment & Intergenerational Leadership: Governance actively includes youth mentorship and leadership pathways, building long-term capacity and reinforcing cultural continuity. This aligns with integrated economic development strategies that position youth as future economic and cultural leaders (Restoule, 2008; McGregor, 2018; Kiedrowski, 2013).

Listening to the People Process: Decisions are informed by culturally safe feedback mechanisms—talking circles, story maps, Photovoice, and surveys—consistent with CBPR and OCAP® principles (Tremblay & De Oliveira Jayme, 2015; First Nations Information Governance Centre, 2022). This ensures governance remains transparent, iterative, and responsive to community voice.

Sustainability & Self-Determination: The CEC resists profit-centric governance by embedding Simpcw values of environmental stewardship, collective wealth, and cultural resurgence (Cornell & Kalt, 1998; Wildcat et al., 2014). Economic activities—including user-pay models and social enterprise—are governed to support reinvestment into community-defined priorities (Gibson-Graham, 2008; Freeman, 2014).

Transparent Performance Monitoring: KPIs will reflect Two-Eyed Seeing: cultural indicators (language use, Elder/youth engagement), ecological stewardship metrics (land restoration, TEK application), and

financial sustainability (tourism revenue, partnership growth) (Bartlett et al., 2012; Hankivsky et al., 2019).

Governance Oversight & Decision-Making

The governance model is structured through a network of interdependent leadership bodies that uphold Secwepemc governance laws, economic sustainability, and cultural continuity.

Governance Bodies & Roles

Governance Body	Role	Key Responsibilities
Elders' Advisory Council	Protect and uphold Simpcw knowledge, laws, and cultural transmission	<ul style="list-style-type: none"> - Guide cultural education, ceremonies, and language preservation. - Ensure cultural authenticity in programming. - Protect Indigenous Intellectual Property (IP). - Serve as a conflict resolution and cultural advisory body.
Youth & Future Leaders Circle	Engage Simpcw youth in governance, decision-making, and leadership training	<ul style="list-style-type: none"> - Provide input on education, culture, and tourism initiatives. - Develop youth-led programs in land-based learning, business training, and language revitalization. - Ensure knowledge transfer for future governance leadership.
CEC Leadership Circle (Board of Directors)	Provide strategic leadership, financial oversight, and program accountability	<ul style="list-style-type: none"> - Align all CEC programs with Simpcw governance laws and values. - Ensure transparent financial reporting. - Reinforce cultural and economic priorities. - Oversee governance performance monitoring, ensuring measurable progress.
Cultural & Language Oversight	Ensure Secwepemctsin language and cultural knowledge remain foundational to all programs	<ul style="list-style-type: none"> - Develop and oversee language immersion programs. - Ensure Elders & Knowledge Keepers lead cultural transmission efforts. - Safeguard traditional knowledge and prevent cultural appropriation. - Track Secwepemc language integration into programming.

Finance & Economic Development Governance	Oversee financial sustainability, funding diversification, and economic self-determination	- Manage revenue generation, user-pay models, and external funding streams. - Support Simpcw-owned business development. - Ensure all financial strategies uphold cultural and economic priorities. - Conduct quarterly financial transparency reports.
Environmental & Land Stewardship	Protect lands, waters, and natural resources under Simpcw stewardship laws	- Implement traditional land management. - Maintain CEC facilities in accordance with Indigenous conservation laws. - Develop sustainable energy and infrastructure projects. - Assess environmental impact metrics in governance planning. - Conduct land-based governance assessments and ecological compliance monitoring.
Health & Wellness Governance	Ensure cultural wellness, mental health, and holistic healing are integrated into all programs	- Provide land-based healing, crisis response, and wellness programming. - Align CEC initiatives with Indigenous health frameworks. - Track visitor and staff well-being metrics. - Monitor emergency preparedness and visitor safety protocols.

Community Engagement & Continuous Feedback

Governance at the Simpcw Cultural Education Centre (CEC) is a living, evolving framework guided by Secwepemc cultural protocols, community voice, and intergenerational responsibility. The model is grounded in Indigenous governance principles, community-based participatory research (CBPR), and intersectionality-informed approaches to public engagement that center inclusion, cultural safety, and equity (Tremblay & De Oliveira Jayme, 2015; Hankivsky & Jordan-Zachery, 2019).

Rather than relying on external assessment models or top-down performance indicators, the CEC prioritizes governance practices shaped by storytelling, relationship-building, land-based knowledge, and continuous reflection. In alignment with the principles of Two-Eyed Seeing (Etuaptmumk), this approach draws on both Indigenous and Western ways of knowing to ensure governance is reflective, relational, and responsive (Bartlett, Marshall & Marshall, 2012).

Key Engagement Methods

- **Seasonal Community Gatherings (“Coming Together in Gratitude”)**
Hosted in alignment with the four seasons, these gatherings are rooted in land-based rhythms and

cultural protocols. Each session includes storytelling, communal reflection, and consensus-based decision-making. Feedback is gathered on governance performance and future priorities, following teachings of deliberative democracy and relational accountability (Wiebe, 2020; Roseland, 2012).

- **Cultural Decision-Making Circles**

Governance discussions occur in circle format to emphasize equity, patience, and shared wisdom. Led by Elders and Knowledge Keepers, these sessions reflect Indigenous oral governance traditions and ensure decisions are made in a respectful, inclusive manner. This method aligns with CBPR practices that emphasize inclusive engagement and shared authority (Cullen & Castleden, 2023).

- **Youth Engagement Gatherings**

These youth-led forums provide space for dialogue on land-back education, tourism planning, digital storytelling, and entrepreneurship. Youth participate directly in governance reviews and co-create new strategies, reflecting the Circle of Courage model (Brendtro, Brokenleg & Van Bockern, 2013) and MACD frameworks on transformative leadership and intergenerational mentorship (Restoule, 2008; McGregor, 2018).

- **Elders' Storytelling & Advisory Feasts**

Embedded in traditional meals, these feasts support governance through language immersion, storytelling, and cultural advisory. Wisdom is shared in an atmosphere of nourishment and respect, reinforcing cultural protocols while also integrating performance feedback. These sessions also support intergenerational learning and cultural continuity (Battiste, 2013; Simpson, 2014).

- **Photovoice & Story Maps**

Youth and Elders contribute to governance reflection through visual storytelling methods like Photovoice and digital story mapping. These tools elevate community narratives, enable place-based feedback, and support identity, memory, and cultural preservation (Wang & Burris, 1997; Susemihl, 2023). They reflect the MACD commitment to community-driven media and feedback sovereignty.

Financial & Governance Accountability

- **Quarterly Community Updates**

Transparent updates are shared through seasonal gatherings, printed newsletters, and Simpcw digital platforms. These include financial reports, program updates, and invitations for feedback.

- **Annual Governance Review**

A comprehensive report covers cultural, financial, environmental, and social impact metrics. These reviews are shared with the community to promote transparency and shared governance.

- **Elders' & Youth Advisory Consultations**

Elders and youth hold formal advisory roles in governance evaluation, ensuring cultural protocols are respected and future leadership is nurtured.

- **Land-Based Feedback Sessions**

Governance feedback is also collected through on-the-land activities and cultural programming, privileging lived experience over written surveys. This reflects Indigenous ways of knowing and

the CBPR principle that data must be meaningful to those it represents (FNIGC, 2022; Costanza-Chock, 2020).

Adaptive Management & Continuous Improvement

CEC governance evolves through an iterative process grounded in relationship, reflection, and community voice. Drawing on design justice and Two-Eyed Seeing, governance adjustments are not reactive but proactive—driven by care, community priorities, and cultural integrity (Design Justice Network; Cullen & Castleden, 2023).

- **Annual Strategy Review**
Performance is reviewed annually with input from Elders, youth, cultural educators, and economic development staff, ensuring the CEC remains on track with its vision and community expectations.
- **Community-Led Adjustments**
Governance practices are revised based on direct feedback from Simpcw members, visitors, and program participants, ensuring community control and responsiveness.
- **Indigenous Economic Transparency Models**
Financial reporting and decision-making are shared through public gatherings and visual tools. The Cultural Wealth Redistribution Model ensures resources are reinvested in cultural education, infrastructure, and youth development—aligning governance with both Indigenous values and financial transparency (Cornell & Kalt, 1998; Peredo & Chrisman, 2006).

For a full breakdown of governance evaluation methods and monitoring strategies, refer to Appendix E: Performance Monitoring & Cultural Governance Engagement.

Future Vision & Sustainability

The Simpcw Cultural Education Centre (CEC) is not just a project—it is a long-term commitment to cultural revitalization, economic independence, and community empowerment. Its success will be measured not only by financial sustainability but by its ability to nurture identity, self-determination, intergenerational knowledge transfer, and youth leadership for the Simpcw people.

Enhancing Future Planning & Success Factors

To ensure the long-term success of the CEC, continuous assessment and forward-looking strategies will be necessary. The following areas will require ongoing development and enhancement:

- **Cultural Preservation & Language Revitalization:** The CEC must remain a central hub for land-based education, language programming, and cultural resurgence. Expanding opportunities for Elders and Knowledge Keepers to pass down teachings through storytelling, workshops, and mentorship programs will be critical to strengthening identity and governance for future generations.
- **Youth Leadership & Capacity Building:** Investing in Simpcw youth is essential to the Centre's longevity. Future strategies will focus on youth-driven initiatives, mentorship programs, and

leadership training to ensure the next generation is equipped to guide cultural, economic, and governance structures with confidence.

- **Strategic Growth & Infrastructure Expansion:** Future planning must prioritize infrastructure assessments and phased expansions to accommodate increased programming, larger gatherings, and overnight accommodations while maintaining a strong environmental stewardship framework.
- **Ongoing Program Evaluations & Community Feedback:** Regular assessments of cultural, educational, and tourism initiatives will ensure programming remains relevant, community-driven, and adaptable to changing needs.
- **Marketing & Outreach Evolution:** Expanding the reach of CEC programming through dynamic marketing strategies, enhanced digital storytelling, and partnerships with regional, national, and international Indigenous tourism organizations.
- **Funding & Economic Diversification:** Strengthening financial sustainability through additional revenue streams, long-term funding partnerships, and innovative approaches such as Indigenous-owned enterprises and investment collaborations.
- **Adaptive Governance & Policy Development:** As the CEC grows, governance models must remain flexible, incorporating evolving Indigenous governance best practices while ensuring alignment with Simpcw laws and values.

A Legacy of Resilience

The Simpcw Cultural Education Centre is more than a physical space—it is a living symbol of cultural resurgence, intergenerational knowledge, and Indigenous self-determination. It emerges from a legacy shaped by colonization, where Indigenous education, governance, and economic systems were deliberately dismantled through instruments like the Indian Act and the residential school system. These systems disrupted the holistic, land-based frameworks that once sustained self-sufficient Indigenous nations—frameworks where wealth was measured through community wellness, sustainability, and relational accountability (Cornell & Kalt, 1998; Gibson-Graham, 2005).

Despite these colonial intrusions, the Simpcw Nation—like many Secwépemc communities—has demonstrated profound resilience through resistance, reclamation, and renewal. Today, that resilience is embodied in the vision for the CEC: a space for restoring cultural knowledge, reviving language, reintegrating traditional governance, and creating the conditions for Indigenous economic sovereignty.

Resilience, in this context, is not about returning to what was lost or adapting to imposed systems. It is a relational, intergenerational process of resisting erasure, restoring ancestral governance, and reimagining futures grounded in Indigenous law, language, and land-based education. Resilience lives in the revitalization of Secwepemctsin, the return to traditional practices, and the reaffirmation of Simpcw values that center community well-being over colonial definitions of progress. It is a conscious act of resurgence—of reclaiming what was disrupted and transforming it into renewed strength for future generations.

The Simpcw Cultural Education Centre will serve as a central hub where language is not only preserved but upheld and lived. It is where land-based knowledge is taught across generations, where traditions are

practiced with pride, and where governance and economy are restored as interconnected systems—not compartmentalized, but braided together in service of cultural integrity and self-determination.

The Centre demonstrates that cultural resurgence and economic development are not at odds; rather, they are mutually reinforcing when guided by Indigenous values. Tourism, education, and enterprise are not pursued for profit alone but as tools to reinvest in youth leadership, language revitalization, and environmental stewardship. This approach supports long-term resilience through a governance model that resists extractive systems and promotes sustainable, community-led growth.

This strategic plan provides a roadmap for development grounded in Simpcw teachings. It outlines a phased, adaptable approach to growth that prioritizes cultural sustainability, economic independence, and intergenerational leadership. Through strong governance, meaningful partnerships, and deep cultural integrity, the CEC is positioned to thrive as a hub of learning, resurgence, and innovation.

This is not merely a plan—it is a vision for the future. A future where Simpcw knowledge is protected and practiced. Where youth are empowered to lead with confidence and cultural pride. Where governance is guided by ancestral teachings and modern challenges are met through Indigenous innovation. Through continued collaboration, investment, and care, the Simpcw Cultural Education Centre will remain a beacon of resilience, a site of decolonization, and a legacy of strength for generations to come.

Appendix A: Financial Sustainability & User-Pay Model

1. Overview

The Simpcw Cultural Education Centre (CEC) is designed to transition from grant-dependent funding to a self-sustaining user-pay revenue model, ensuring long-term financial resilience while maintaining cultural integrity and self-determination. This appendix outlines:

- Projected revenue streams based on Indigenous tourism and educational benchmarks.

- Operational and infrastructure costs, aligned with feasibility study findings.
- Grant funding sources supporting the Centre’s phased development.
- Supporting references and industry comparisons ensuring credibility.
- Key Performance Indicators (KPIs) to measure financial and programmatic success.
- Phased Development & Scaling Approach to ensure community engagement, financial feasibility, and long-term sustainability.
- Cultural Sustainability Framework integrating language revitalization, community priorities, and Indigenous governance.

Disclaimer

All cost projections and estimates are based on TRU Feasibility Study (2017), Simpcw Cultural Centre Business Plan (2018), Indigenous Infrastructure Reports, NACCA Data, and other cited sources. These figures are subject to change based on funding availability, inflation, and evolving community priorities.

The transition from grant dependency to self-sufficiency follows a phased approach, ensuring stable financial growth while maintaining cultural integrity.

2. User-Pay Revenue Model & Market Validation

The revenue strategy is grounded in Indigenous tourism industry standards, feasibility studies, and business planning benchmarks.

Revenue Projections by Phase

Revenue Stream	Industry Benchmark	Phase 1 (Years 1-2)	Phase 2 (Years 3-4)	Phase 3 (Years 5+)
Cultural Workshops & Tours (basket making, storytelling, drumming, ceremonial teachings)	\$50–\$100 per participant <i>(ITAC, ATBC data)</i>	\$50K+	\$125K+	\$250K+
Corporate Retreats & Business Training	Indigenous-run retreats earn \$5K–\$15K per event <i>(Haida Heritage Centre)</i>	\$20K+	\$75K+	\$150K+
Eco-Tourism & Adventure Packages (guided canoeing, hiking, mountain biking, land-based learning)	\$150–\$300 per participant <i>(Tuckkwiowhum Village)</i>	\$30K+	\$100K+	\$200K+

Educational Partnerships (TRU, SD73, post-secondary contracts)	Avg. contract: \$25K–\$75K (TRU & SD73 data)	\$25K+	\$50K+	\$100K+
Annual Revenue Projection (Validated by feasibility & business plan)		\$125K+	\$350K+	\$700K+

3. Projected Infrastructure & Operational Costs

This section outlines the projected costs associated with infrastructure development across each phase of the Centre’s expansion. The estimates align with feasibility study findings and Indigenous tourism industry comparisons.

Infrastructure Development & Construction Breakdown

Infrastructure Component	Phase 1 (Years 1-2)	Phase 2 (Years 3-4)	Phase 3 (Years 5+)
Land Preparation & Site Development	\$100K+ (TRU Feasibility Study, 2017)	\$250K+ (Indigenous Business Growth Data, NACCA, 2022)	\$500K+ (Haida Heritage Centre comparison)
Cultural Facilities (Pithouses, Lodges, Learning & Community Centers)	\$10K+ (Pithouse: \$400 each, TRU Feasibility Study, 2017)	\$250K+ (Lodge & Multi-Use Facilities, Indigenous Infrastructure Reports)	\$750K+ (Expanded Cultural Centre, Destination BC, 2022)
Visitor Amenities (Restrooms, Cafeteria, Learning Spaces)	\$50K+ (Feasibility Study, 2017)	\$150K+ (Tourism Infrastructure Grants, Indigenous Tourism Association)	\$300K+ (Eco-Tourism Expansion, Destination BC, 2022)
Renewable Energy (Solar, Water Systems, On-Site Sustainability Projects)	\$75K+ (Indigenous Clean Energy Initiative, 2021)	\$250K+ (Renewable Energy Expansion, Battery Storage Systems, Eco-Friendly Construction)	\$500K+ (Self-sustaining infrastructure development, Indigenous Green Energy Report)

4. Grant & Funding Sources

Funding Strategy by Phase

Phase	Estimated Cost (\$CAD)	Primary Revenue Sources	Key Grant & Funding Sources
Phase 1: Foundation & Revenue Generation (Years 1–2)	\$300K – \$500K	User-pay tourism fees, Educational contracts, Community partnerships	FPCC Grants, BC Indigenous Tourism Grants, Heritage Canada Indigenous Heritage Program
Phase 2: Facility Expansion & Program Growth (Years 3–4)	\$750K – \$1.2M	Corporate retreats & adventure tourism, Expanded cultural tourism offerings, Seasonal event hosting	Cultural Spaces Fund, Economic Development Grants, Regional Tourism Funding
Phase 3: Full-Scale Development & Sustainability (Years 5+)	\$2M – \$3M	Luxury tourism & business incubator, Long-term lease agreements, Expansion of eco-tourism offerings	Capital Development Grants, Indigenous Economic Development Funds, Sustainable Energy & Infrastructure Funding

5. KPI Validation – Industry Benchmarks

Strategic Priority	KPI	Industry Benchmark / Reference
Cultural Preservation	# of language program participants (200+ by Year 5)	FPCC & Indigenous Language Revitalization Models
	% increase in Secwepemc language use (50% by Year 5)	FPCC Language Program Benchmarks
Economic Development	Annual own-source revenue (\$300K+ by Year 5)	NACCA & Indigenous Entrepreneurship Reports
	# of member-owned businesses supported (10+ by Year 5)	NACCA & Indigenous Business Networks
Tourism & Outreach	Annual visitors (5,000+ by Year 5)	Destination BC, ATBC, and Indigenous Tourism Growth Trends
	Revenue from cultural tourism (\$250K+ by Year 5)	Destination BC, ATBC Case Studies

Infrastructure & Sustainability	% of self-sustaining energy use (75% by Year 5)	Indigenous Clean Energy Initiative Reports
---------------------------------	---	--

Appendix B: KPI Benchmark Analysis & Industry Validation

This section provides a comprehensive breakdown of the Key Performance Indicators (KPIs) for the Simpew Cultural Education Centre (CEC), validating their feasibility against industry benchmarks. The chosen KPIs align with the CEC's strategic objectives, ensuring sustainable growth, community engagement, and financial viability. Benchmarks are derived from Indigenous-led programs, financial institutions, tourism industry reports, and government funding bodies. The primary goal of this

benchmarking analysis is to substantiate the projected numbers within the strategic plan, ensuring they are grounded in real-world data and achievable within the CEC's operational framework.

Cultural Preservation

Metric	CEC KPI (Phase 3)	Industry Benchmark	Justification	Source
# of language program participants	200+ annually	250+ annually	Aligns with successful Indigenous language revitalization programs reporting 200-300 annual participants in advanced phases.	First Peoples' Cultural Council (FPCC) Language Program Reports (2023)
% increase in Secwepemc language use	50%	45%	Programs using immersive strategies and digital integration see 30-60% language increase over five years.	FPCC Language Revitalization Strategy (2023)

Economic Development

Metric	CEC KPI (Phase 3)	Industry Benchmark	Justification	Source
Annual own-source	\$300,000+	\$350,000+	Indigenous cultural tourism businesses generate between	Aboriginal Tourism Association of

revenue generated			\$200,000-\$500,000 annually in mature phases.	British Columbia (2023)
# of member-owned businesses supported	10+	12+	Community-led business incubators typically support 5-15 businesses within a five-year timeframe.	National Aboriginal Capital Corporations Association (NACCA) (2023)

Youth Engagement

Metric	CEC KPI (Phase 3)	Industry Benchmark	Justification	Source
# of youth in training programs	150+	180+	Indigenous youth education programs like Pathways to Education show 3x growth when integrating cultural elements.	Employment and Social Development Canada (Pathways to Education) (2023)
Job placement rate for youth participants	70%	65%	Indigenous skills development programs report a 60-75% employment or post-secondary transition rate post-training.	Indigenous Skills and Employment Training (ISET) Program (2023)

Tourism & Outreach

Metric	CEC KPI (Phase 3)	Industry Benchmark	Justification	Source
# of annual visitors	5,000+	6,000+	Established Indigenous tourism sites attract between 5,000-20,000 visitors annually, depending on marketing and accessibility.	Destination British Columbia (2023)
Revenue from cultural tourism	\$250,000+	\$275,000+	Indigenous adventure and cultural experiences generate \$75,000-\$500,000 annually.	Thompson Okanagan Tourism Association (TOTA) (2023)

Infrastructure & Sustainability

Metric	CEC KPI (Phase 3)	Industry Benchmark	Justification	Source
% of self-sustaining energy use	75%	70%	Remote Indigenous communities using solar/micro-hydro achieve 50-80% sustainability within five years.	Indigenous Clean Energy Initiative (2023)
Community satisfaction score	85%+	80%+	Cultural education centers with strong community involvement consistently	National Centre for Collaboration in

			report satisfaction rates above 80%.	Indigenous Education (NCCIE) (2023)
--	--	--	--------------------------------------	---

Future Considerations and Risks

While these benchmarks validate the feasibility of CEC’s projections, achieving them depends on several key factors:

- **Market Conditions:** Fluctuations in tourism demand, funding availability, and economic conditions may impact revenue and visitor projections.
- **Community Engagement:** Sustained participation in language programs and youth training depends on continued community involvement and perceived value.
- **Infrastructure Limitations:** Reaching sustainability goals for energy use may require additional investment in clean energy solutions.

The CEC’s KPIs are well-aligned with industry best practices and serve as credible, attainable targets based on comparable Indigenous-led initiatives. The industry benchmarks substantiate the projected growth, ensuring that revenue, engagement, and sustainability targets are realistic. Regular evaluation of these KPIs will help refine strategies and ensure continued success in meeting the objectives outlined in the strategic plan.

Appendix C: Operational & Staffing Plan

1. Overview

The Simpew Cultural Education Centre (CEC) requires a structured operational and staffing plan to ensure:

- Efficient program implementation
- Cultural alignment with Simpew values
- Long-term sustainability & workforce development

This appendix outlines:

- Staffing roles & responsibilities for each phase of development
- Operational structure aligned with Secwepemc governance & community priorities

- Training, capacity-building, and workforce development strategies
- Performance monitoring to ensure excellence and accountability

2. Governance & Organizational Structure

The CEC’s operational structure follows a community-driven governance model, ensuring transparency and engagement in daily operations and long-term decision-making.

Operational Oversight Bodies

Governance Body	Role & Responsibilities
Elders’ Advisory Council	Provides cultural guidance, knowledge transmission, and authenticity in programming.
CEC Board of Directors	Oversees daily operations, financial sustainability, and compliance with Indigenous governance and legal frameworks.
Youth & Future Leaders Circle	Ensures youth engagement in leadership development, skills-building, and governance participation.
Finance & Economic Development Oversight	Ensures transparent financial management, business strategy alignment, and monitoring of revenue streams.
Cultural & Language Department Oversight	Develops educational programs, integrates Secwepemctsin language, and protects cultural intellectual property.
Public Works & Environmental Stewardship	Maintains infrastructure, ensures environmental sustainability, and integrates Indigenous land stewardship practices.

Health & Wellness Governance	Provides culturally grounded wellness programming, mental health support, and ensures visitor & staff safety.
------------------------------	---

3. Staffing Plan & Workforce Development

The CEC staffing plan follows a phased approach, ensuring that workforce expansion aligns with revenue generation and program growth.

3.1 Staffing Requirements by Phase

Role	Phase 1 (Years 1-2)	Phase 2 (Years 3-4)	Phase 3 (Years 5+)
Executive Director	1	1	1
Program Coordinators (Cultural, Tourism, Education)	2	4	6
Indigenous Language & Culture Specialists	1	2	4
Eco-Tourism & Adventure Guides	2	5	10
Elders-in-Residence	2	3	5
Youth Mentorship Leads	1	3	5
Financial & Grant Administrators	1	2	3

Marketing & Outreach Staff	1	2	4
Facility & Maintenance Staff	1	3	6

4. Training & Capacity Building

The CEC prioritizes Indigenous-led workforce development, ensuring that staff are equipped with specialized skills in cultural education, tourism, business operations, and environmental stewardship.

Training Program	Certification Required	Training Provider
Cultural Facilitation & Language Immersion	Secwepemetsin Fluency Training	FPCC, TRU, Elders
Eco-Tourism & Adventure Safety	Paddle Canada, PMBI, ACMG Certification	Paddle Canada, PMBI, ACMG
Business & Financial Management	Indigenous Business Leadership Training	TRU, ATBC, NACCA
Marketing & Digital Outreach	Social Media & Indigenous Branding Strategies	Destination BC, ITAC
Health & Wellness Support	Mental Health First Aid, Crisis Response	FNHA, Indigenous Health Organizations

5. Performance Monitoring & Workforce Evaluation

To maintain accountability and continuous improvement, the CEC implements a performance monitoring framework aligned with Simpcw governance and industry best practices.

Performance Indicator	Measurement Criteria	Monitoring Frequency
Cultural Programming Impact	Number of language immersion participants, cultural events hosted	Quarterly
Financial Sustainability	Revenue vs. operational costs, grant acquisition success	Bi-Annual
Community Engagement	Attendance at governance meetings, feedback from Elders & Youth Councils	Annual
Visitor & Tourism Metrics	Number of visitors, workshop participation rates, repeat bookings	Monthly
Staffing & Capacity Building	Number of Indigenous staff trained, professional development hours completed	Annual

Appendix D: Grant Funding Strategy & Industry Benchmarks

1. Grant Funding Strategy – Securing Multi-Year Support

The Simpcw Cultural Education Centre (CEC) will leverage a multi-source grant strategy to ensure financial stability during the initial phases of development. The strategy involves:

- Diversified Funding Sources: Securing grants from federal, provincial, and Indigenous-led organizations to reduce dependency on any single funding stream.
- Multi-Year Funding Applications: Targeting multi-year grants that support long-term cultural sustainability and infrastructure expansion.
- Strategic Grant Stacking: Combining programmatic and capital grants to ensure seamless project implementation.
- Indigenous-Specific Funding Prioritization: Applying for grants that align with Indigenous governance models and community-led initiatives.

2. Grant Opportunities by Funding Category

2.1 Cultural Preservation & Language Revitalization Grants

These grants support language preservation, intergenerational knowledge transfer, and Indigenous arts and culture.

Grant Name	Purpose	Funding Amount	More Information
Cultural Practices Grant (First Peoples' Cultural Council – FPCC)	Supports Indigenous-led cultural projects, mentorship, and intergenerational knowledge transfer.	Varies (Project-Based)	FPCC Cultural Practices Grant
Braided Knowledge Grant (FPCC)	Funds projects that integrate arts, language, and heritage through mentorship.	Varies (Project-Based)	FPCC Braided Knowledge Grant
Heritage Stewardship Program (FPCC)	Supports digitization of cultural resources, oral history documentation, and cultural site preservation.	Up to \$25,000 per stream (up to 3 streams)	FPCC Heritage Stewardship Program
Museums Assistance Program – Indigenous Heritage (Government of Canada)	Supports Indigenous heritage organizations in cultural preservation and interpretation.	Varies (Project-Based)	Museums Assistance Program – Indigenous Heritage

Strategic Use: These grants will be utilized for language immersion programs, Elders' storytelling initiatives, cultural documentation, and digital archives.

2.2 Infrastructure & Capital Development Grants

These grants support the construction, renovation, and expansion of Indigenous cultural spaces.

Grant Name	Purpose	Funding Amount	More Information
-------------------	----------------	-----------------------	-------------------------

Canada Cultural Spaces Fund (Government of Canada)	Supports construction, renovation, and improvement of Indigenous cultural spaces.	Varies (Project-Based)	Canada Cultural Spaces Fund
Indigenous Services Canada – Community Infrastructure	Provides capital funding for community-based infrastructure projects, including cultural centers.	Varies	Indigenous Services Canada – Community Infrastructure
First Peoples’ Cultural Foundation (FPCF) Infrastructure Funding	Funds Indigenous-led cultural projects, infrastructure, and economic development.	Varies	First Peoples’ Cultural Foundation – Programs We Fund

Strategic Use: These grants will be directed towards CEC infrastructure projects, including learning spaces, language immersion facilities, and cultural heritage preservation sites.

2.3 Economic Development & Indigenous Entrepreneurship Grants

These grants support economic sustainability, Indigenous entrepreneurship, and long-term revenue generation strategies.

Grant Name	Purpose	Funding Amount	More Information
Aboriginal Entrepreneurship Program (AEP) (Government of Canada)	Supports Indigenous business development, market expansion, and entrepreneurial training.	Varies	Aboriginal Entrepreneurship Program
National Aboriginal Capital Corporations Association (NACCA) – Business Growth Fund	Provides seed funding and expansion capital for Indigenous-owned businesses.	Up to \$250,000	NACCA Business Growth Fund

Tourism Development Fund – Indigenous Tourism BC (ITBC)	Funds Indigenous-led tourism development projects and market readiness initiatives.	Varies	Indigenous Tourism BC – Funding Opportunities
---	---	--------	---

Strategic Use: These grants will fund Indigenous business training programs, entrepreneurial incubators, and sustainable economic models.

2.4 Education & Workforce Development Grants

These grants support training programs, skill-building, and Indigenous workforce development.

Grant Name	Purpose	Funding Amount	More Information
Skills Training for Economic Recovery (STER) – BC Government	Provides funding for skills training, career development, and Indigenous workforce training programs.	Varies	Skills Training for Economic Recovery
Indigenous Learning & Development Fund – First Peoples’ Cultural Foundation (FPCF)	Funds Indigenous education and workforce training programs.	Varies	First Peoples’ Cultural Foundation – Programs We Fund
Indigenous Skills and Employment Training (ISET) Program – Government of Canada	Supports job training, career readiness, and Indigenous employment strategies.	Varies	Indigenous Skills and Employment Training Program

Strategic Use: These grants will be allocated to workforce development initiatives, skills training programs, and educational workshops to build community capacity.

Appendix E: Performance Monitoring & Cultural Governance Engagement

The Simpcw Cultural Education Centre (CEC) is governed by a living system rooted in Secwepemc laws, land-based protocols, and intergenerational knowledge. Success is not measured solely through financial outputs—it is defined by cultural vitality, youth leadership, environmental stewardship, and economic self-determination. Governance at the CEC is not static. It evolves through relational accountability, seasonal reflection, and continuous community dialogue (Wilson, 2008; Simpson, 2014).

Grounded in Indigenous governance principles, CBPR methodologies, and the Two-Eyed Seeing framework (Bartlett et al., 2012), the CEC prioritizes performance monitoring that is culturally embedded, community-driven, and transparent.

Purpose and Governance Domains

The CEC's performance monitoring strategy is structured across five interrelated domains that reflect Simpcw governance values and Indigenous-led evaluation models:

- Cultural Continuity – Strengthening Secwepemctsin, ceremonies, and knowledge transmission.
- Youth Leadership & Intergenerational Learning – Cultivating governance pathways, mentorship, and cultural entrepreneurship.

- Environmental Accountability – Stewarding land and water through TEK and Indigenous land management practices.
- Economic Self-Determination – Supporting revenue generation, grant independence, and community-owned enterprise.
- Governance Transparency & Cultural Accountability – Ensuring community voice and cultural protocols guide decision-making.

Governance at the CEC is not static—it evolves through Secwepemc governance traditions, lived community experiences, and cultural priorities. This appendix outlines how the CEC evaluates and reports its progress to ensure adaptability and accountability while maintaining transparency.

Cultural Alignment of Key Performance Indicators

Each KPI domain is grounded in Simpcw knowledge systems and supported by Indigenous evaluation literature. This approach reflects Two-Eyed Seeing by integrating community wisdom with scholarly evidence.

KPI Domain	Alignment	Supporting Sources
Cultural Continuity	Tied to revitalization of Secwepemctsin, ceremonies, and land-based learning	FPCC (2021); Hinton et al. (2018); Bartlett et al.
Youth Leadership	Aligns with mentorship, governance training, economic capacity building, and digital storytelling	Restoule (2008); Susemihl (2023); Simpson (2014)
Environmental Accountability	Grounded in land-based education and Traditional Ecological Knowledge (TEK)	Kermoal & Altamirano-Jiménez (2016); Forbes et al.
Economic Self-Determination	Includes revenue generation, enterprise growth, and financial independence	Peredo & Chrisman (2006); Gibson-Graham (2005, 2008)
Governance Transparency	Uses community gatherings, storytelling, and OCAP® to guide accountability	FNIGC (2022); Tremblay & De Oliveira Jayme (2015)

Performance Indicators & Governance Oversight

Performance metrics are tracked using culturally responsive indicators, with oversight grounded in Simpcw-led governance bodies and intergenerational leadership.

Domain	Key Indicator	Evaluation Method	Frequency	Oversight Body
Cultural Continuity	# of Secwepemctsin learners enrolled	Enrollment tracking	Quarterly	Language & Culture Department
	# of storytelling/knowledge-sharing events	Event documentation & community feedback	Bi-Annual	Elders' Advisory, Language & Culture Department
	# of fluent speakers completing cultural programs	Post-program assessment	Annual	Language & Culture Department
Youth Leadership	Youth participation in mentorship and governance activities	Engagement reports	Bi-Annual	Youth & Social Development, CEC Leadership Circle
	Youth employed in CEC or related initiatives	Employment data	Bi-Annual	Economic Development, Simpcw Enterprises
Environmental Accountability	Certification through Indigenous tourism/ecological programs	Certification status, audits	Annual	Natural Resource Department (NRD), Tourism Partners
	Compliance with ecological impact assessments	Environmental audits	Bi-Annual	NRD

	Success of land and water stewardship efforts	Site inspections, water protection reports	Quarterly	NRD, Public Works
Economic Self-Determination	Revenue from user-pay programs, cultural tourism	Financial tracking	Quarterly	Finance, Economic Development
	% of budget from external grants and diversified funding	Grant tracking, strategy review	Annual	Finance Department
	Employment rates for Simpcw youth and community members	Hiring records, training program reviews	Bi-Annual	Economic Development, Simpcw Enterprises
Governance Transparency	Participation in governance and cultural engagement sessions	Attendance, input tracking	Quarterly	Governance & Leadership Council
	Adherence to Indigenous Intellectual Property and cultural policies	Legal/policy reviews	Annual	Legal Advisory, Language & Culture Department
	Elders & Youth consultation on strategic planning	Recorded oral feedback	Bi-Annual	Elders' Advisory, Youth Circle

Community-Led Monitoring & Engagement Practices

The CEC uses culturally grounded engagement methods that centre relationship, reflection, and lived experience. These feedback mechanisms ensure performance evaluation remains community-owned and transparent.

- Seasonal Community Gatherings – “Coming Together in Gratitude” events are held quarterly and rooted in land-based rhythms. Sessions include storytelling, participatory evaluation, and collective decision-making (Roseland, 2012; Wiebe, 2020).
- Cultural Decision-Making Circles – Led by Elders and Knowledge Keepers, these sessions follow Indigenous oral law and relational governance principles (Ermine, 2007; Wilson, 2008).
- Youth Engagement Forums – Youth co-create strategies in digital storytelling, land-based learning, and entrepreneurship, reinforcing intergenerational governance and innovation (Restoule, 2008; McGregor, 2018).
- Elders’ Advisory Feasts – Integrated with traditional meals, these events foster performance dialogue through story, ceremony, and shared reflection (Simpson, 2014; Battiste, 2013).
- Photovoice & Story Maps – Youth and Elders contribute visual and narrative reflections, allowing culturally safe, place-based evaluation rooted in identity and memory (Wang & Burris, 1997; Susemihl, 2023).
- Land-Based Feedback Sessions – Evaluation happens on the land, through cultural activities, workshops, and stewardship. Stewardship teams document real-time insights rooted in lived experience (FNIGC, 2022).

Transparent Reporting & Accountability Structures

CEC governance and performance outcomes are communicated using inclusive, accessible, and culturally respectful methods:

- Quarterly Reports: Shared through gatherings, newsletters, and digital platforms with updates on programming, financials, and strategic shifts.
- Annual Governance Review: A comprehensive report delivered to Simpcw leadership, Elders, youth, and the broader community—covering cultural, economic, environmental, and social outcomes.
- Elders’ & Youth Advisory Consultations: Formal roles ensure evaluation remains accountable to past, present, and future generations
- Cultural Wealth Redistribution: Financial transparency includes clear reporting on how revenues are reinvested into cultural education, infrastructure, and youth empowerment (Cornell & Kalt, 1998; Freeman, 2014).

Adaptive Governance & Continuous Improvement

Governance at the CEC is inherently iterative, grounded in care, reflection, and cultural responsiveness—not reactive compliance. Improvements are made through:

- Annual Strategy Reviews – Involving Elders, youth, educators, and economic leaders to assess vision alignment and community priorities.

- Community-Led Adjustments – Programs and governance are revised based on ongoing feedback from Simpcw members, visitors, and cultural participants.
- Indigenous Evaluation Integration – All data is interpreted through a culturally safe lens, respecting OCAP® and CBPR principles and ensuring that evaluation remains meaningful to those it represents (FNIGC, 2022; Costanza-Chock, 2020).

The Simpcw Cultural Education Centre is a model of self-determination and cultural resurgence. Its governance framework reflects:

- **Cultural Integrity**
- **Community Voice**
- **Youth Empowerment**
- **Environmental Harmony**
- **Economic Sustainability**

By embedding performance monitoring into community knowledge, oral law, and relational governance, the CEC remains accountable to its people—not to imposed metrics—ensuring a future grounded in Secwepemc values and visionary leadership.

Appendix F: Risk Management Plan

1. Overview

The Simpcw Cultural Education Centre (CEC) operates within a complex risk environment, requiring a proactive Risk Management Plan to ensure cultural integrity, financial sustainability, visitor safety, and environmental protection. This plan integrates:

- User-Pay Model Considerations & Revenue Diversification
- Adventure Tourism Risk Standards & Certification Requirements
- Cultural & Environmental Protection Protocols
- Legal & Liability Framework
- Governance & Community Oversight Mechanisms
- Infrastructure & Workforce Capacity Development
- Crisis Management & Emergency Preparedness Strategies
- Indigenous Intellectual Property Protection
- Long-Term Sustainability & Contingency Planning

This plan aligns with Simpcw’s governance structure, economic sustainability models, and cultural preservation efforts while ensuring compliance with British Columbia’s regulatory frameworks and Indigenous tourism best practices.

2. Risk Categories & Mitigation Strategies

2.1 Environmental Risks

Risk	Potential Impact	Mitigation Strategy	Simpw Oversight
Wildfires & Climate Change	Infrastructure damage, visitor safety risks, operational disruptions	- Use of fire-resistant materials in construction - Maintain defensible space and firebreaks - Implement wildfire emergency response plans - Establish fire-watch teams for high-risk seasons	Simpw Public Works, NRD, Emergency Preparedness Team
Water Resource Management	Shortages of clean water for visitors and operations	- Rainwater harvesting and conservation systems - Sustainable water treatment partnerships - Installation of emergency water storage tanks	Public Works, NRD, Safe Drinking Water Initiative
Biodiversity & Land Preservation	Disruption of natural ecosystems	- Enforce Leave No Trace (LNT) principles training - Conduct ecological impact assessments - Collaborate with Fisheries & Wildlife teams - Limit high-impact tourism activities in sensitive ecological areas	NRD, Fisheries & Wildlife, Language & Culture Department
Wildlife Encounters	Human-wildlife conflicts, potential harm to visitors and animals	- Wildlife education programs for visitors - Trained guides on ethical wildlife interactions - Emergency response protocols for encounters	NRD, Language & Culture Department, Emergency Preparedness

2.2 Economic Risks

Risk	Potential Impact	Mitigation Strategy	Simpw Oversight
------	------------------	---------------------	-----------------

Revenue Dependency on User-Pay Model	Financial instability due to tourism fluctuations	- Diversified income sources (cultural tourism, educational workshops, merchandise, business partnerships) - - Phased economic growth strategy aligning expenses with revenue - - Implementation of flexible pricing models for different economic conditions	Finance Dept., SRG, Economic Development
External Grant Fluctuations	Reduced external funding affecting operational budgets	- Establish multi-year grant agreements - - Secure private sector sponsorships - - Develop a sustainability fund for future economic downturns	Finance, SRG, Economic Development
Market Competition	Competition from other Indigenous and adventure tourism providers	- Strong branding as an Authentic Indigenous BC-certified initiative - - Strategic partnerships with regional and national Indigenous tourism networks - - Participation in Indigenous tourism advocacy organizations	Economic Development, Industry Leaders

2.3 Operational Risks

Risk	Potential Impact	Mitigation Strategy	Simpw Oversight
Staffing Shortages & Training Gaps	Inadequate workforce for guiding, operations, and tourism activities	- On-site training programs for Simpcw youth - Workforce development partnerships with Simpcw Enterprises - - Certification incentives for long-term employees	Language & Culture, Economic Development, Simpcw Enterprises
Community Engagement & Cultural Integrity	Lack of sustained community involvement	- Regular Elders' & Youth Advisory Councils - Community co-designed programming and governance participation - - Hosting annual cultural forums to strengthen engagement	Language & Culture Department, Simpcw Leadership

Infrastructure Maintenance Risks	Facility deterioration and safety hazards	- Ongoing maintenance in collaboration with Simpcw Public Works - Scheduled risk assessments and safety upgrades - Establishment of emergency maintenance response teams	Public Works, NRD, Finance Dept.
Transportation & Road Access	Inaccessible or unsafe roads to tourism sites, emergency response delays	- Regular road maintenance assessments - Collaboration with transportation authorities for upgrades - Emergency transportation partnerships	Public Works, NRD, Emergency Preparedness

2.4 Cultural & Adventure Tourism Risks

Risk	Potential Impact	Mitigation Strategy	Simpchw Oversight
Cultural Appropriation & Misrepresentation	Unauthorized use of Simpcw cultural narratives	- Strict Indigenous Intellectual Property (IP) protections - Indigenous-led storytelling and programming oversight - Legal recourse measures for cultural misrepresentation	Language & Culture Department, Elders' Advisory
Adventure Tourism Safety	Injuries and liability from outdoor activities	- Certified guides only (Paddle Canada, ACMG, PMBI) - Mandatory waivers and insurance policies - Emergency response protocols and partnerships with local SAR teams - Annual emergency drills for all adventure staff	Health & Wellness, Emergency Preparedness, Economic Development

3. Crisis Management & Emergency Preparedness Plan

- Further development required to address:
 - Visitor Evacuation Procedures (wildfires, extreme weather, medical emergencies)
 - Search & Rescue Coordination (partnering with provincial and local SAR teams)
 - Incident Reporting & Post-Emergency Assessment Framework
 - Emergency Communication Plan (staff coordination, media protocols, community notifications)
 - Long-Term Contingency Planning for Climate & Economic Shifts

4. Legal & Liability Considerations

4.2 Commercial General Liability (CGL) Insurance

Insurance Type	Coverage Amount	Notes
General Liability Insurance	\$5M+	Standard for adventure tourism (Destination BC, 2022)
Professional Liability	\$2M+	Coverage for guides & educators (Adventure Travel Trade Association, 2021)
Equipment & Property Damage	Variable	Coverage for facility damage, theft, or vandalism
Business Interruption Insurance	Variable	Protects revenue loss due to unforeseen closures (BC Insurance Act)
Cyber Liability Insurance	Variable	Protection against digital security breaches impacting booking systems & participant data
Directors & Officers (D&O) Insurance	Variable	Protection for leadership in case of governance-related lawsuits

Bibliography

#WeMatter Campaign. (2021). *Digital storytelling toolkit for Indigenous youth*.

Aboriginal Tourism Association of British Columbia. (2021). *Indigenous tourism economic impact report*. <https://www.indigenousbc.com/corporate/content/uploads/2021/05/Indigenous-Tourism-Economic-Impact-Report-2021.pdf>

Aboriginal Tourism Association of British Columbia. (2023). *Indigenous tourism growth trends in BC*. Destination BC.

Alfred, T. (1999). *Peace, power, righteousness: An Indigenous manifesto*. Oxford University Press.

Anderson, R. B., Dana, L. P., & Dana, T. E. (2006). Indigenous land rights, entrepreneurship, and economic development in Canada: “Opting-in” to the global economy. *Journal of World Business*, 41(1), 45–55.

Association of Canadian Mountain Guides. (2025, March 3). *Assistant hiking guide certification*. <https://tapacmg.ca/hikingguide.php>

- Authentic Indigenous BC. (2025, March 3). *Authentic Indigenous BC certification*.
<https://www.indigenoussc.com/corporate/marketing/>
- Authentic Indigenous BC. (n.d.). *Indigenous tourism and eco-certification compliance*.
<https://www.indigenoussc.com/>
- Bartlett, C., Marshall, M., & Marshall, A. (2012). Two-eyed seeing and other lessons learned within a co-learning journey of bringing together Indigenous and Western knowledges and ways of knowing. *Journal of Environmental Studies and Sciences*, 2(4), 331–340.
<https://doi.org/10.1007/s13412-012-0086-8>
- Borrows, J. (2010). *Canada's Indigenous Constitution*. University of Toronto Press.
- Brown, L., & Strega, S. (Eds.). (2015). *Research as resistance: Revisiting critical, Indigenous, and anti-oppressive approaches* (2nd ed.). Canadian Scholars' Press.
- Bunten, A. C. (2010). More like ourselves: Indigenous capitalism through tourism. *American Indian Quarterly*, 34(3), 285–311.
- Chandler, M. J., & Lalonde, C. (2008). Cultural continuity as a protective factor against suicide in First Nations youth. *Horizons: A Special Issue on Aboriginal Youth, Hope or Heartbreak: Aboriginal Youth and Canada's Future*, 10(1), 68–72.
- Chilisa, B. (2012). *Indigenous research methodologies*. SAGE Publications.
- Cornell, S., & Kalt, J. P. (2000). *Sovereignty and nation-building: The development challenge in Indian country today*. Harvard Project on American Indian Economic Development.
- Corntassel, J. (2012). Re-envisioning resurgence: Indigenous pathways to decolonization and sustainable self-determination. *Decolonization: Indigeneity, Education & Society*, 1(1), 86–101.
<https://jps.library.utoronto.ca/index.php/des/article/view/18627>
- Coulthard, G. S. (2014). *Red skin, white masks: Rejecting the colonial politics of recognition*. University of Minnesota Press.
- Dechinta Centre for Research and Learning. (2022). *Land-based education framework*.
- Destination BC. (2022). *Indigenous tourism growth trends*.
- Destination BC. (2023). *Marketing & branding for Indigenous tourism businesses*.
<https://www.destinationbc.ca/>
- Destination British Columbia. (2021). *Indigenous tourism: Visitor interest and demand*.
<https://www.destinationbc.ca/indigenous-tourism-visitor-interest-and-demand/>
- Destination British Columbia. (2023). *Annual tourism market report*. [Insert correct retrieval link here]

- Destination BC & Aboriginal Tourism British Columbia (ATBC). (2021). *Indigenous tourism growth trends in British Columbia*. Destination BC.
- Dowell, K. (2013). *Sovereign screens: Aboriginal media on the Canadian West Coast*. University of Nebraska Press.
- Economic Development Department. (2025, March 3). *Economic development services*. <https://simpcw.com/our-services/>
- Elders' Advisory Council. (2025, March 3). *Elders' advisory council initiatives*. <https://simpcw.com/community/>
- Emergency Preparedness Teams. (2025, March 3). *Emergency preparedness initiatives*. <https://simpcw.com/our-services/>
- Employment and Social Development Canada. (2023). *Pathways to education: Indigenous youth education growth report*.
- Finance Department. (2025, March 3). *Finance services*. <https://simpcw.com/our-services/>
- First Nations Governance Information Centre. (n.d.). *First Nations principles of OCAP®*. <https://fnigc.ca/ocap-training/>
- First Nations Health Authority. (2022). *Mental health first aid for Indigenous communities*. <https://www.fnha.ca/>
- First Nations Information Governance Centre (FNIGC). (2022). *The First Nations Principles of OCAP®*. <https://fnigc.ca/ocap-training/>
- First Nations Youth Council on Water. (2019). *Voices from the land: Youth action and water governance in First Nations communities*.
- First Peoples' Cultural Council (FPCC). (2023). *Language revitalization strategy: Indigenous language growth benchmarks*.
- First Peoples' Cultural Council. (2018). *Mentor-Apprentice Program Handbook*. <https://fpcc.ca>
- First Peoples' Cultural Council. (2021). *FirstVoices user guide*. <https://firstvoices.com>
- First Peoples' Cultural Council. (2021). *Language revitalization planning guide*. <https://fpcc.ca/>
- First Peoples' Cultural Council. (2022). *Report on the status of B.C. First Nations languages: Fourth edition 2022*. <https://fpcc.ca/resource/language-status-report-2022/>
- FirstVoices. (n.d.). *Secwepemctsin language resources and cultural knowledge*. <https://www.firstvoices.com/secwepemc>

- Haida Heritage Centre. (n.d.). *Business operations and case study*.
- Haida Heritage Centre. (n.d.). *Corporate retreat and training program pricing*.
<https://haidaheritagecentre.com>
- Hallett, D., Chandler, M. J., & Lalonde, C. (2007). Aboriginal language knowledge and youth suicide. *Cognitive Development*, 22(3), 392–399.
- Hankivsky, O., & Jordan-Zachery, J. S. (Eds.). (2019). *The Palgrave handbook of intersectionality in public policy*. Palgrave Macmillan. <https://doi.org/10.1007/978-3-319-98473-5>
- Hart, M. A. (2009). Indigenous worldviews, knowledge, and research: The development of an Indigenous research paradigm. *Journal of Indigenous Voices in Social Work*, 1(1), 1–16.
- ICE (Indigenous Circle of Experts). (2018). *We rise together: Achieving Canada Target 1 through Indigenous Protected and Conserved Areas*. <https://www.conservation2020canada.ca/>
- Indigenous and Northern Affairs Canada (INAC). (2015). *Community infrastructure planning guide*.
- Indigenous Circle of Experts (ICE). (2018). *We rise together: Achieving Pathway to Canada Target 1 through the creation of Indigenous Protected and Conserved Areas in the spirit and practice of reconciliation*. <https://www.conservation2020canada.ca/>
- Indigenous Clean Energy Initiative. (2021). *Sustainable energy report*.
- Indigenous Clean Energy Initiative. (2023). *Renewable energy solutions in Indigenous communities*.
- Indigenous Tourism Association of Canada. (2021). *Annual Indigenous tourism industry report*.
<https://indigenoustourism.ca>
- Indigenous Tourism Association of Canada. (2022). *Indigenous tourism business guide*.
- Indigenous Tourism Association of Canada. (2022). *National guidelines for Indigenous tourism development*. <https://indigenoustourism.ca/>
- Indigenous Tourism Association of Canada. (2022). *National Indigenous tourism strategy*.
<https://indigenoustourism.ca/>
- Indigenous Tourism Association of Canada. (2023). *National Indigenous tourism report: Global demand for authentic experiences*.
<https://indigenoustourism.ca/corporate/wp-content/uploads/2023/02/National-Indigenous-Tourism-Report-2023.pdf>
- Indigenous Tourism Association of Canada. (n.d.). *Best practices in Indigenous-led economic development*.
<https://indigenoustourism.ca/>

- Indigenous Tourism BC. (2023). *Research and insights into the Indigenous tourism industry in British Columbia and Canada*.
<https://www.indigenoussc.com/corporate/resources/research-and-insights/>
- Indigenous Youth Futures Partnership. (2021). *Pathways to leadership and wellness: Working with youth across the North*. Lakehead University.
- Kovach, M. (2009). *Indigenous methodologies: Characteristics, conversations, and contexts*. University of Toronto Press.
- Language & Culture Department. (2025, March 3). *Language and culture initiatives*.
<https://simpcw.com/our-services/>
- Legal & Governance Department. (2025, March 3). *Legal and governance policies*.
<https://simpcw.com/our-services/>
- Lowan-Trudeau, G. (2012). Methodological Métissage: An interpretive Indigenous approach to environmental education research. *Canadian Journal of Environmental Education*, 17, 113–130.
- Loxley, J. (2010). *Aboriginal, northern, and community economic development*. Arbeiter Ring Publishing.
- Martineau, J., & Ritskes, E. (2014). Fugitive indigeneity: Reclaiming the terrain of decolonial struggle through Indigenous art. *Decolonization: Indigeneity, Education & Society*, 3(1), 1–12.
- McGregor, D. (2009). Honouring our relations: An Anishnaabe perspective on environmental justice. In J. Agyeman, P. Cole, R. Haluza-Delay, & P. O’Riley (Eds.), *Speaking for ourselves: Environmental justice in Canada* (pp. 27–41). UBC Press.
- McIvor, O., Napoleon, A., & Dickie, K. M. (2009). Language and culture as protective factors for at-risk communities. *Journal of Aboriginal Health*, 5(1), 6–25.
- National Aboriginal Capital Corporations Association (NACCA). (2022). *Indigenous business growth data*.
- National Aboriginal Capital Corporations Association (NACCA). (2023). *Indigenous economic prosperity framework*. <https://nacca.ca/>
- Natural Resources Department. (2025, March 3). *Natural resource management and conservation*.
<https://simpcw.com/natural-resources/>
- Outland Youth Employment Program (OYEP). (2020). *Annual report*.
- Paddle Canada. (2023). *Outdoor leadership & safety certifications*. <https://www.paddlecanada.com/>
- Paddle Canada. (2025, March 3). *Paddle Canada instructor certification*.
<https://paddlecanada.com/levels/paddle-canada-national-instructor-trainer-certification/>

- Papillon, M. (2012). Adapting federalism: Indigenous multilevel governance in Canada and the United States. *Publius: The Journal of Federalism*, 42(2), 289–312.
<https://doi.org/10.1093/publius/pjr032>
- Pete, S. (2017). Idle No More: Radical Indigeneity in the Academy. In J. L. Andreotti, C. A. Castagno, & R. Richmond (Eds.), *Mapping radical onto the academic terrain: The challenge of reconciliation*. UBC Press.
- Pheidias Group. (2018). *Simpew Cultural Centre business plan*. Simpew First Nation.
- Professional Mountain Bike Instructor Association. (2025, March 3). *PMBI Level 1 certification*.
<https://pmbia.org/courses/level-1/>
- Public Works Department. (2025, March 3). *Public works and infrastructure services*.
<https://simpew.com/our-services/>
- Restoule, J. P. (2008). The right to be included: Preparing Indigenous youth for leadership in education. *Canadian Journal of Native Education*, 31(1), 68–80.
- Restoule, J.-P., Graveline, F. J., Hopkins, C., & Chaw-win-is. (2015). Learning from Indigenous youth: First Nations, Métis, and Inuit students' perspectives on well-being. *Canadian Journal of Education*, 38(1), 1–25.
- Search and Rescue (SAR) Teams. (2025, March 3). *Search and Rescue Volunteer Association of Canada*.
<https://www.sarvac.ca/>
- Simpew First Nation. (2018). *Simpew business plan*. Simpew First Nation Economic Development Office.
- Simpew First Nation. (n.d.). *Governance & community services*. Simpew First Nation.
<https://simpew.com/governance/>
- Simpew First Nation. (n.d.). *Health programs & services*. Simpew First Nation. <https://simpew.com/health/>
- Simpew First Nation. (n.d.). *Language & culture*. Simpew First Nation.
<https://simpew.com/language-culture/>
- Simpew First Nation. (n.d.). *Simpew Declaration*. Simpew First Nation.
<https://simpew.com/language-culture/>
- Simpew First Nation. (n.d.). *Stewardship & natural resources*. Simpew First Nation.
<https://simpew.com/natural-resources/>
- Simpson, L. B. (2014). Land as pedagogy: Nishnaabeg intelligence and rebellious transformation. *Decolonization: Indigeneity, Education & Society*, 3(3), 1–25.
<https://jps.library.utoronto.ca/index.php/des/article/view/22170>

- Simpson, L. B. (2017). *As we have always done: Indigenous freedom through radical resistance*. University of Minnesota Press.
- Smith, L. T. (2012). *Decolonizing methodologies: Research and Indigenous peoples* (2nd ed.). Zed Books.
- Susemihl, G. (2023). Indigenous cultural tourism and youth engagement: Pathways to decolonial futures. *Tourism Geographies*, 25(1–2), 202–221. <https://doi.org/10.1080/14616688.2022.2086054>
- Thomas, R. (2015). Honouring the oral traditions of my ancestors through storytelling. In L. Brown & S. Strega (Eds.), *Research as resistance* (pp. 177–190). Canadian Scholars' Press.
- Tremblay, C., & De Oliveira Jayme, B. (2015). Community-based participatory research: A culturally appropriate methodology for engaging First Nations communities in research. In E. L. Fernandez & A. R. Lichtman (Eds.), *Canadian social work review* (pp. 96–112). Canadian Association for Social Work Education.
- Truth and Reconciliation Commission of Canada. (2015). *Honoring the truth, reconciling for the future: Summary of the final report of the Truth and Reconciliation Commission of Canada*. <https://nctr.ca/records/reports/>
- Tuck, E., McKenzie, M., & McCoy, K. (2014). Land education: Rethinking pedagogies of place from Indigenous, postcolonial, and decolonizing perspectives. *Environmental Education Research*, 20(1), 1–23.
- Wang, C., & Burris, M. A. (1997). Photovoice: Concept, methodology, and use for participatory needs assessment. *Health Education & Behavior*, 24(3), 369–387. <https://doi.org/10.1177/109019819702400309>
- Wiebe, S., Montour, L., & Reading, C. (2020). Podcasts, presence and pedagogy: The decolonizing potential of digital storytelling in health research. *International Journal of Qualitative Methods*, 19, 1–9. <https://doi.org/10.1177/1609406920918813>
- Wkwemikong Green Building Program. (2020). *Workforce development in Indigenous construction and sustainability*.
- Wildcat, M., McDonald, M., Irlbacher-Fox, S., & Coulthard, G. (2014). Learning from the land: Indigenous land-based pedagogy and decolonization. *Decolonization: Indigeneity, Education & Society*, 3(3), 1–15.
- Wilson, S. (2008). *Research is ceremony: Indigenous research methods*. Fernwood Publishing.