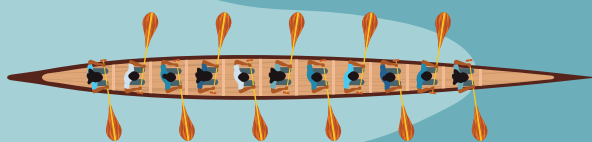


LEQ'Á:MEL FIRST NATION 2026–2030 STRATEGIC PLAN





DIGITALLY FILED

2026 / 03 / 13 13
 YYYY MM DD Initials

*A quorum of Leq'á:mel First
 Nation is 4 of any 7 Elected
 Council members*

BAND COUNCIL RESOLUTION

LEQ'Á:MEL FIRST NATION

Resolution #: 2026BCR-ADM-03.11.02

DATE OF DULY CONVENED MEETING: March 11, 2026

RE: Adoption of the LFN 2026-2030 Strategic Plan

WHEREAS:

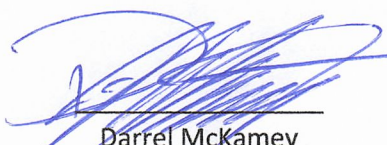
- A. LFN's Strategic Plan concluded at the end of 2025 and is no longer in effect;
- B. A new five-year Strategic Plan is required to guide the Nation's priorities, programs, and operations going forward;
- C. LFN has undertaken a comprehensive planning process, including research and community engagement, to inform the development of the new Strategic Plan; and
- D. Detailed annual workplans are to be developed and implemented for each year of the Strategic Plan to ensure accountability and progress toward the Nation's goals.

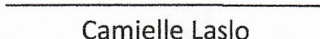
THEREFORE BE IT RESOLVED THAT:

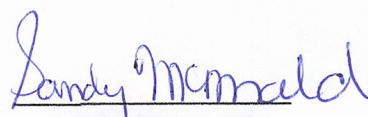
The Leq'á:mel First Nation Chief and Council approve the Leq'á:mel First Nation 2026-2030 Strategic Plan.

Signed at Deroche, BC this 11th Day of March, 2026.

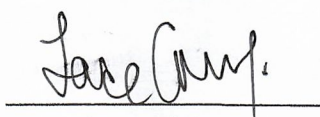

 Stacey Goulding
 Chief Councillor


 Darrel McKamey
 Councillor


 Camielle Laslo
 Councillor


 Sandy McDonald
 Councillor


 Philip Sherwood
 Councillor


 Lance Campo
 Councillor

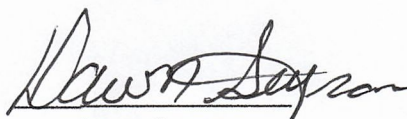

 Dawn Styran
 Councillor

TABLE OF CONTENTS

BREATHING TOGETHER, PADDLING TOGETHER	2
OUR STORY	3
OUR SLÉXWELH (CANOE)	4
What Is Included in Our Sléxwelh?	4
PART 1: VISION	5
Our Vision	5
PART 2: VALUES	6
PART 3: STRATEGIC PRIORITIES	8
PART 4: BIG ROCKS	9
MONITORING AND EVALUATION	12

BREATHING TOGETHER, PADDLING TOGETHER

Every new Council term is like the start of a new sléxwelh (canoe) journey. It's a moment to look at how far we have come and celebrate the hard work of previous Councils, staff, and community members who got us so far. It is also a time to make sure that going forward, we have the right vessel, the right equipment, and are giving the right direction to the paddlers.

That is why this Strategic Plan was created- to help us set a clear course together.

We are honoured to carry forward the work of previous Councils while shaping what comes next. We raise our hands to the past leadership, staff, and community members who have worked so hard and accomplished so much for our Nation.

Swátset sxwōxwiyam kwels stl'ítset ye xwexwilmexw. Working together, we are stronger in our continued journey forward. Eyólem kwes syóyestset, kw'ókw'emtsset lite xwemi:ay. We shall work together, be strong together for the future.



OUR STORY

The Halq'eméylem language comes from our Territory. The language that began here eventually spread up the canyon, down in the delta, and across the strait.

Leq'á:mel means “level place where people meet.”

Leq = level

A'mel = part of the body

At the heart of Leq'á:mel is the word **la:leq'el**, meaning “visiting one another.”

Our community has always been a natural gathering place for families from up and down the river.

The riches of Semá:th Lake lay a short paddle away on the south shore. There was an abundance of salmon, sturgeon and eulachon. A well-developed network of overland trails linked village sites and resources. Artifacts dating back more than 9,000 years, unearthed within Leq'á:mel territory, show the depth of our history in this place.

For thousands of years, Stó:lō (Fraser River) was our grocery store and highway. People from up the coast and as far away as Vancouver Island travelled through here each summer. Paddlers were trained to use the edges of whirlpools to help propel the sléxwelh (canoe) upriver, and to follow side channels and sloughs (such as the Neq'amel) to avoid the strongest currents of the main river.

Our waters, lands, and children are bound together in the continuing circle of life. Each depends on the other. As the caretakers of the lands and waters we are guided by our sacred teachings, nourished by our culture, and proud of our strength.

“S'ólh Téméxw te íkw'élò. Xólhmet te mexw' stám ít kwelát.” This is our land.

We have to take care of everything that belongs to us/everything that we come from.

OUR SLÉXWELH (CANOE)

To help us further along our path, we have developed a Strategic Plan, the sléxwelh (canoe) for the Nation. It is the guide that will help Council, staff, and Leq'á:mel xwexwelmexw (Leq'á:mel People) breathe and paddle together. It looks beyond the daily work happening right now and focuses on the bigger journey like the long-term goals, priorities, and values that will shape Leq'á:mel's future. This doesn't replace the important day-to-day work that's already underway. Instead, it helps us focus our energy on the things that will make the biggest difference for our people and our community.

This plan shapes our journey from the sp'óqés (eagle's) view.

The fine carving and paddling (i.e., the details, specific projects, and operational steps) are part of detailed department and operations planning.

WHAT IS INCLUDED IN OUR SLÉXWELH?

How did our ancestors build sléxwelh (canoes) for travel? They built them from a solid piece of cedar. Every chip, cut, and curve matters. If one side is too heavy or too thin, the sléxwelh (canoe) won't travel straight.

The sléxwelh (canoe) travels as the paddlers direct it. Everyone involved needs to breathe together to paddle together. Our Strategic Plan works the same way. Each part has a purpose and must fit together carefully.

Part 1: Vision – the future we're working toward.

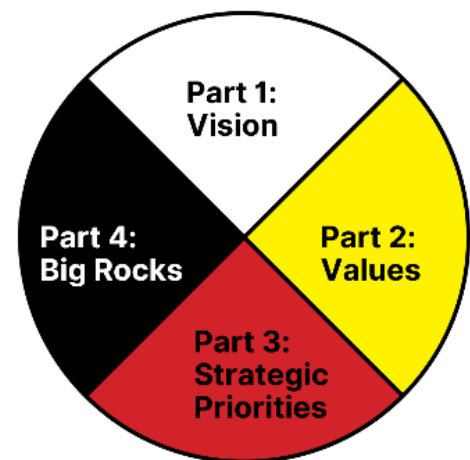
Part 2: Values – the shared principles that guide how we work together.

Part 3: Strategic Priorities – the big focus areas that need attention and resources.

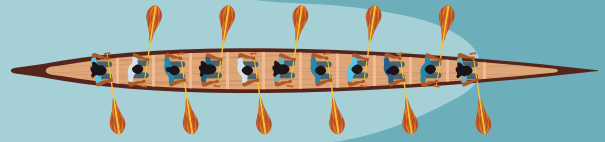
Part 4: Big Rocks – the most important initiatives or goals—those that must be prioritized first to ensure long-term success.

Our people used various sléxwelh (canoes) to travel:

- **Tl'elá:y** “shovel nose canoe”
- **Shxwt'át'ekwels** “ferry canoe”
- Cowichan (**Qewítsetl**) canoe
- **Táyewelh** “contemporary racing war canoe”



PART 1: VISION



The vision is a short, inspiring statement that keeps leadership and staff paddling in the same direction and helps us measure progress year by year.

OUR VISION

We are a thriving, self-sustaining, and welcoming Nation that cares for all of our xwexwélmexw with lets'e thále, lets'e mót, sqwalewel—one heart, one mind, with good feelings. Together, we are building a strong future for the next seven generations.

S'olh xwela temekw wat qas te xwemi:ay stá:xwelh
“Respect one another and future generations”

PART 2: VALUES

If the Strategic Plan is the sléxwelh (canoe) that takes us to where we want to be, then our values are the quality of the cedar, the integrity of the carvers, the strengths of the paddlers, and the beliefs that make a safe journey.

The foundation of our values comes from our seven sacred laws:

1. stqóye

stqóye = tl'íls
wolf = love

Lexwtl'íls kw'e kwíyxml wiyótha.
Always act in love, love the creator.

*Tl'ílsmet kw'e Chíchelh Síyam, tl'ílsmet
te slheq'ómet, tl'ílsthet, tl'el'ílsmet
ye tselhsq'áleq'o qas mekw' ye
malstíyexw.*

Love yourself, love your family and
fellow beings.

2. sp'ó:q'es

sp'ó:q'es = s'ólhmet
eagle = respect

*S'ólhmet s'ólhstexw kw'e mékw'
i'áylexw íte slháq'emex.*
Respect all life on Mother Earth.

*S'ólhstexw ye selyólexwe qas ye
mestíyexw láts'ómexw kw'es s'ólh
qe'su shxws'am.*
Respect elders and people of all races.
To respect is to give.

3. spá:th

spá:th = sey'álwes
bear = courage

Xwelalámet te th'á:le.
Listen to your heart.

Tl'os se'yálwes kw'es ye sthethíy.
It takes courage to do what is right.

4. pípehóm

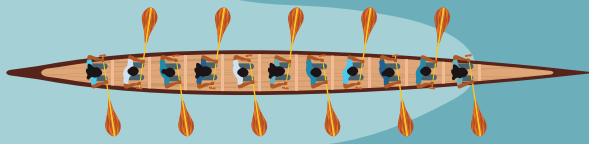
pípehóm = lexwsthe'ít
frog = honesty

*E'éwé kw'as mets'elqéylem qew
qwíqwelatstexw.*
Never lie or gossip.

Lexwsthe'ít-thet qas xwelá kw'e wátes.
Be honest with yourself and others

Teli ta' th'á:le kw'es qwál.
Speak from the heart.

Lexwsthe'ítqel xwela ta' sqwál.
Be true to your word.



5. sásq'ets

sásq'ets = selawa'im
sasquatch = humility

The'tíwel xwelá kw'e wátes yewál telí t'l'lewe.

Think of others before yourself.

Selá:wathet xwela kw'e Chíchelh Síyam kw'as lexwch'ít.

Humble yourself to the Great Spirit by being thankful.

6. smímeyath

smímeyathsmímeyath = slílexwelh
butterfly = peace

Mekw'wát tse s̥x̥x̥ómes.
Everyone has a special gift

Hokwex ta' s̥x̥x̥ómes chasu slíleqwélstexw ta' slheq'ámel.
Use your special gift to build a peaceful world.

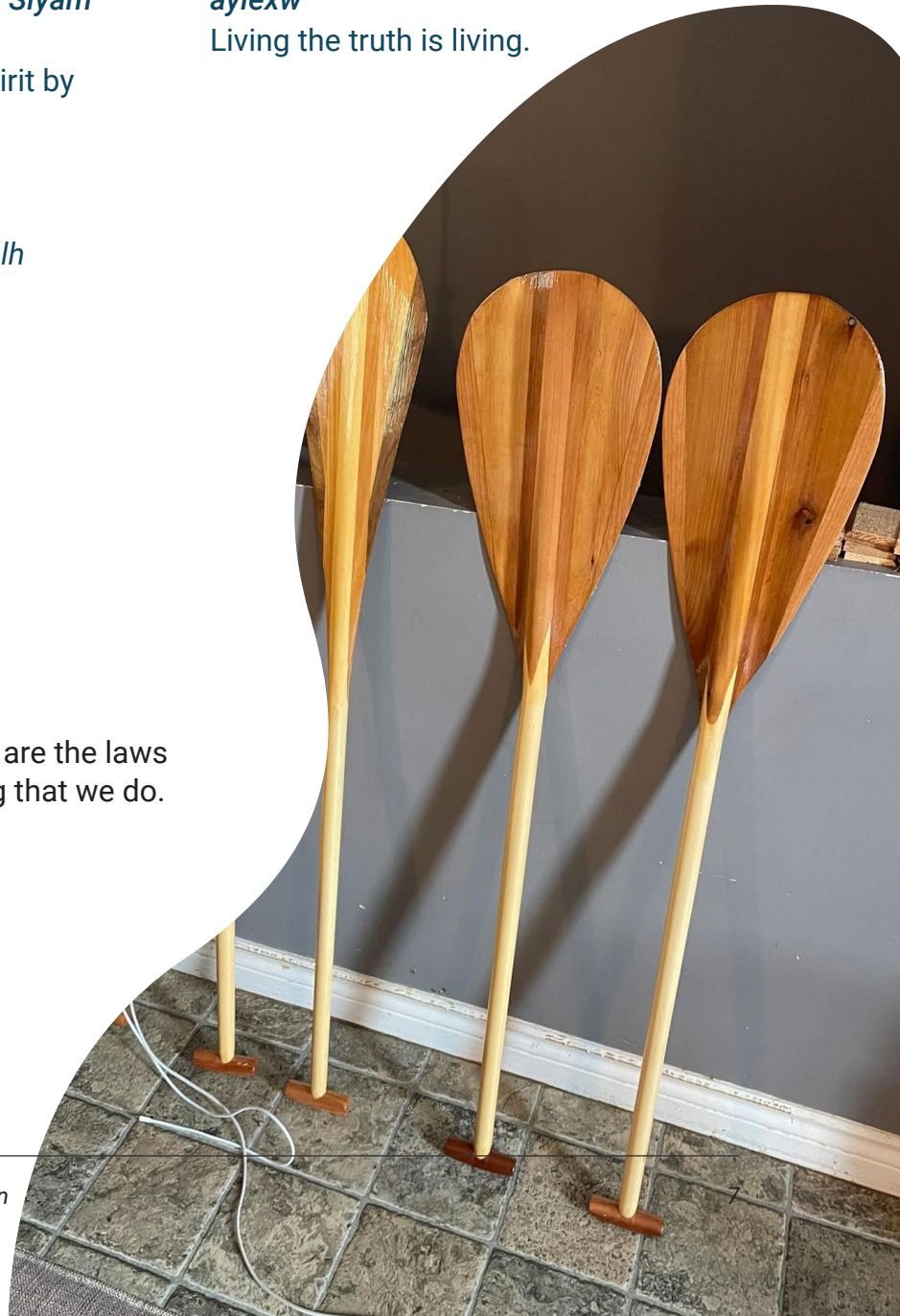
7. spól

spól = lexwsthe'ít
crow = truth

Súwq't kw'e lexwsthe'ít wiyóth.
Always seek the truth.

Áylexwstexw kw'e lexwsthe'ít t'l'ó áylexw
Living the truth is living.

These are the laws of our Creator and are the laws of everything. They underlie everything that we do.





Building on these sacred laws, the values below outline the shared beliefs and principles that guide how we work together as a Nation.

Our Culture Nourishes Us

We honour the protocols, laws, teachings, and traditions that shape who we are. We welcome and encourage each other to learn and remember our ways. By lifting each other up and nurturing every person's unique gifts, our culture remains vibrant and central to our identity and daily life.

Unity

We proudly stand together as one Nation, guided by respect, kindness, and collaboration. We work in partnership and create space where every member, family, and staff person feels welcome, valued, and included.

Healing

We are committed to promoting balance and wellness for our people. Through compassion, understanding, and support, we address trauma and create safe spaces for every member.

Stewardship

We honour our sacred responsibility to care for the lands, waters, and resources that sustain us. Through wise management and traditional knowledge, we protect the lands and waters for future generations.

Sustainability

We plan for the long term, balancing economic opportunity, environmental care, and community well-being. We work to build a self-sustaining community to set up the next seven generations for success.

Innovation

Our ancestors were genius innovators. We embrace creativity and new ways of thinking while staying true to who we are.

Transparency

We are truthful with one another. By sharing information, listening to one another, and being accountable in our actions, we build trust.

A NOTE ON PROTOCOLS

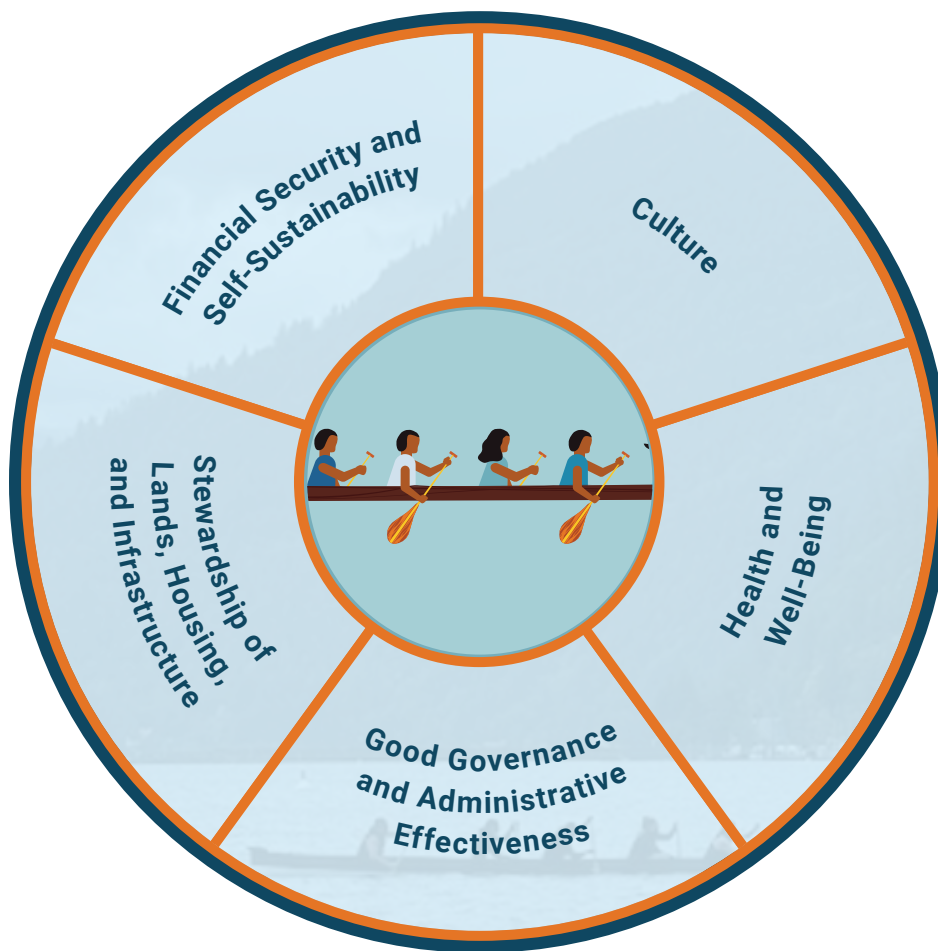
Stl'e'áleq (a Potlatch) is a Northwest Coast word and it means "to give away". It is the way we have always shared wealth. When we give possessions away at a gathering, we are usually repaying our debts to people or paying it forward to them. In this way, we freely share our resources with others.

PART 3: STRATEGIC PRIORITIES

Our Strategic Priorities represent the main areas of focus that will guide Leq'á:mel's journey over the next five years. Like the core of a sléxwelh (canoe), these priorities give shape and balance to our work and help make sure that our efforts across departments, programs, and community initiatives move together in the same direction. The goal is to keep our Strategic Priorities clear and focused, so everyone knows where we're heading together on the sléxwelh (canoe) journey.

This doesn't mean that other important projects or initiatives won't continue, it simply means these priorities highlight the key areas that will guide how we focus our time, energy, and resources over the next five years.

These Strategic Priorities are high level, and they each include a few key "Big Rocks", the major goals and initiatives that will move that priority forward (Part 4).



No single priority area is more important than another. At different times, certain areas may come into sharper focus, but they are deeply interconnected. Often, achieving one goal draws on several priority areas at once. Building a Longhouse, for example, requires financial self-sustainability, quality infrastructure, and strong governance, while simultaneously being an expression of culture.

PART 4: BIG ROCKS

A NOTE ON SCAFFOLDING

Throughout the strategic planning process to date, we have used the idea of scaffolding to structure some of our conversations.

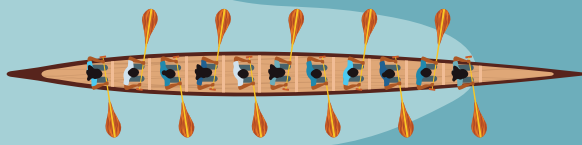
A Strategic Plan is not the same thing as a list of projects that we want to accomplish—that wouldn't be strategic! It is meant to serve as a framework that helps us decide what is truly important to us—what is at the core of what we want to accomplish this term. This plan (the scaffolding) will serve as the beams and supports that hold everything else.

Financial Security and Self-Sustainability

Economic Self-Sufficiency: Strengthen own-source revenue, build financial resources, and create clear pathways for economic development that reflect our values.

Innovative Partnerships: Pursue creative and meaningful partnerships externally and internally with ventures that support sustainable growth and strengthen collaboration with the development corporation.

Capacity Building and Education: Build capacity of Leq'á:mel xwexwélmexw (Leq'á:mel People) to understand development and investment. Educate, inspire, and build capacity in disciplines that support current and future development.



Culture

Culture/Language: Provide opportunities for all members to feel welcome in learning and teaching our culture, whether through language, hunting, harvesting, drumming, canoeing, dancing, crafting/making art, or other ways.

Protocols: Uplift our cultural protocols and ways of being throughout our governance systems, ceremonies/ gatherings, healthcare and healing, facilities, and daily life. Instill a sense of belonging through culture in Leq'á:mel xwexwélmexw (Leq'á:mel People).

Stewardship of Lands, Housing, and Infrastructure

Housing & Community Infrastructure: Invest in water/wastewater systems, electrical, roads, parks & recreation, and community facilities to support diverse housing needs– including ownership, rental, and housing for Elders.

Comprehensive Land Management Framework: Finalize key land governance tools to guide sustainable development and protect cultural and environmental values and strengthen member land rights.



Good Governance and Administrative Effectiveness

Self-Governance: Continue advancing negotiations and working towards a self-government agreement, reaffirming our self-determination and strengthening our autonomy as a Nation.

Community Engagement: Foster transparent/clear communications and healthy engagement amongst Council, staff, Advisory bodies and Leq'á:mel xwexwélmexw (Leq'á:mel People) living in and away from community.

Policies, Procedures, and Laws: Build out a Constitution and continue to review and clarify supporting laws, codes and policies to advance the path towards self-governance. Maintain organized and secured records.

Effective and Supported Council, Staff Team and Leq'á:mel xwexwélmexw (Leq'á:mel People): Support the success of everyone involved in governance, encouraging mutual respect, healthy relationships, efficiency, continuous professional development opportunities (including cultural sensitivity training) and staff retention.

Health and Well-being

Mental Health, Addiction, and Trauma: Focus on holistic¹ well-being. Work to de-stigmatize mental health and addiction, raise awareness, and foster prevention by addressing inter-generational trauma with healing supports.

Food Security: Educate and increase knowledge in food preservation, harvesting, health and traditional foods.

Intergenerational Wellness: Provide expanded opportunities and supports for all generations, with a focus on Elders, birth to youth development, people with diverse abilities, and family/parental supports.

¹ mental, emotional, spiritual and physical

MONITORING AND EVALUATION

We will paddle this journey forward together and regularly check in on how our Strategic Plan is carried out. This helps us stay accountable to our people and make sure our actions reflect our shared goals and responsibilities to future generations.

- Monitoring means paying attention to how our actions are being put into practice.
- Evaluation means reflecting on what we are learning and deciding when changes are needed.

Chief and Council will review the plan each year, supported by Administration. The Strategic Plan will be supported by annual action plans to be reviewed and endorsed by Council. Staff will share progress through our regular reporting outlets. We will track what is moving ahead, what challenges we are facing, and where support is needed. Through this process, we will ask:

- Are our actions still the right ones?
- Are we doing them in the right order?
- Do timelines need to change?
- Do we need to shift resources to better support our work?

This approach allows us to learn as we go, stay connected, and strengthen our sléxwelh (canoe) journey together.

"In the last year of his life, Ndede would go on a remarkable journey of hope, healing, and eventually forgiveness. The journey would take him to the greatest heights of some of the world's most powerful institutions. Yet in the end, it would resonate on the most basic level of existence that all of us share.... the legacy he left behind is this... he taught us that during our time on earth we ought to love one another, and that when our hearts are broken, we ought to work hard to make them whole again."

- Wab Kinew, *The Reason You Walk*