ᐅᓄᐦᓄᐊᐧᐢ ᐅᐦᒥ ᑭᑕᐣᑏᐧᐁᐧ x ᑭᓂᑭᓄᐦᐊᐧᡕᐧᐧᓂᐊᐧ ᐧᐃ ᐊᔪᐣᐨᐨᐧᐦ ᐧᐃ ᐁ᙮ ᐃᐴᑕᐦᐧᐦᐧᐦ

onîkânîwak ohci kitaskînâhk kiskinohamâkîwin kâ-wî wiyastâtwâw

kâ-wî itôtahkwâw

Kee Tas Kee Now Tribal Council Education Authority (KTCEA)

2023-2026 Strategic Plan

VISION:

ᓀᐦᐃᔭᐤ ᑭᐢᑭᓄᐦᐊᒫᐦᑮᐃᐧᐣ ᓇᑲᒋᐃᐧᐣ
nîhiyaw kiskinohamâkîwin nakacîwin
EXCELLENCE IN INDIGENOUS EDUCATION

MISSION:

We honour the vision of our Elders and leaders by coming together as one single authority responsible for the education of our children. Education is the legacy we collectively leave for present and future generations.

Our strength is the richness of our land and the uniqueness of our language, history, identity, and ways of being. Working closely with the members of the community, we are committed to ensuring traditional teachings are nurtured so that students know and have pride in who they are.

Our actions and decisions are centered on what is best for students. We value holistic learning environments that promote respect, discipline, belonging, goodness, love, and encouragement. Our schools foster student success, well-being and lifelong learning.

STUDENT SUCCESS
okiskinohamâwâkanak o-miyo sâaponamowin

GOVERNANCE
kâ-îsi mâmawi paminamihk kiskinohamâkîwin

PARTNERSHIPS
kâ-wîcîwâkanimikoyahkâw

STAFF RETENTION
kâ-micimwâtinihtwâw otatoskîwak

ASSETS
kitâpacihtâwinawa

Priorities At A Glance

Priority 1 – ᐅᑭᐣᑮᓄᐦᐊᒪᐚᑲᓇᐟ ᐅ ᒥᔪ ᐅᐢᐳᓇᒧᐃᐧᐣ okiskinohamâwâkanak o-miyo sâponamowin Student Success

Outcome- Nîhiyâwîwin (being Cree) & Nîhiyawîwin (Cree language). Students are prepared for their future and have pride in their identity through the highest quality curriculum and instruction.

Priority 2: ᑲ ᐁᓯ ᒫᒪᐃᐧ ᐸᒥᓇᒥᕽ ᑭᐣᑮᓄᐦᐊᒫᑮᐃᐧᐣ kâ-îsi mâmawi paminamihk kiskinohamâkîwin Governance

Outcome: Okimawapiwin/kaskihtawin. An effectively managed and governed education authority

Priority 3: ᑲ ᒥᒋᒧᐚᑎᓂᕽᑤᐤ ᐅᑕᑐᐢᑮᐊᐧᐠ kâ-micimwâtinihtwâw otatoskîwak Staff attraction and retention

Outcome: Awîyak kanakateyimiht. An organization staffed by well-trained KTC First Nations members – while attracting the best.

Priority 4: ᐃᑌ ᑲ ᐁᐧ ᐃᑕᑯᐦᑏᔭᕽ itî kâ-wî itakohtîyahk Assets

Outcome: Ki-tapeyicikiwina (our assets) miyonohk ayawin (safety) Nakanawehtinkwayask. Students and staff are supported in their educational journeys with welcoming, safe, clean, well-maintained education facilities, equipment and technologies.

Priority 5: ᑲ ᐁᐧᒋᐚᑲᓂᒥᑯᔭᕽᑤᐤ kâ-wîcîwâkanimikoyahkwâw Partnerships

Outcome: Mamawi-atoskiwin (All working together). Partnerships are established to ensure effective supports to students.

Priority 1 – ᐅᑭᐢᑭᓄᒪᐦᐊᒐᐧᐦᑲᓇᐠ ᐅ ᒥᔪ ᐅᐧᓴᐳᓇᒧᐃᐧᐣ okiskinohamâwâkanak o-miyo sâponamowin **Student Success**

Outcome- **Nîhiyâwîwin (being Cree) & Nîhiyawîwin (Cree language).** Students are prepared for their future and have pride in their identity through the highest quality curriculum and instruction.

Strategies	Key Actions	Key Targets
1.1 Cree Language Revitalization	Develop a Multi-year Cree Language Action Plan	Research other promising models to inform a long-term language revitalization and immersion program by spring 2024. Host a Language symposium in the spring 2024 to inform the best practices of language revitalization in a multi-year Cree Language Action Plan.
	Develop Cree Language competency	Implement the pîsim series and pakân series nîhiyawiwîn 10/20/30 into all schools by June 2024. Provide professional development opportunities for the Cree Language instructors 4 times per year, including prioritizing Cree language into the curriculum and improving proficiency in the Cree sound system and SRO/Syllabics by June 2024. Implement the Cree language into the Common Consistent Curriculum and ensure the lessons are tied to Land Based Learning activities through videos, resources, and educator guides that are specifically designed for our students by October 2023. Ensure that the Cree Language resources are accessible to all schools by June 2024. Design and implement a locally developed Cree Language course for adult learners.
	Gathering data and input from the community	Validate the proposed KTC Cree writing system with community language keepers and leadership by October 2023. Hold community engagement sessions across KTC Nations to ensure there is input into the development of Cree language programming by December 2024.

Priority 1 – ᐅᑭᓂᐦᒧᐦᐊᒍᐊᑲᓇ ᐅ ᒥᐧ ᐅᣵᐳᓇᒍᐃ okiskinohamâwâkanak o-miyo sâponamowin **Student Success**

Outcome- **Nîhiyâwîwin (being Cree) & Nîhiyawîwin (Cree language).** Students are prepared for their future and have pride in their identity through the highest quality curriculum and instruction.

Strategies	Key Actions	Key Targets
		Develop a group within each KTC First Nation and community lead to meet regularly to actively be involved in the revitalization of the language by September 2024.
1.2 Support academic success for all KTCEA students.	Implement literacy and numeracy programming- across KTCEA.	Administer student assessments by October 2023 to identify key academic skills and learning loss by grade level. New Curriculum is reflected in Literacy and Numeracy programming (Nov 2023). Indigenous holistic assessment tools are linked to the Common Consistent Curriculum by June 2024.
	Address learning loss across KTCEA	Professional development opportunities are provided to teachers on the foundational skills needed to address learning loss starting August 2023. Learning coaches support remedial learning in all schools by November 2023. Educational programs, tools and resources are used consistently across all KTCEA schools by June 2024. Class sizes are reviewed twice annually for effective student learning. Hold monthly student forums to better understand the learning needs of students across KTCEA.
	Provide land-based learning opportunities for K-12	Review the Common Consistent Curriculum with Elders, students and parents to ensure that local history, Nîhiyaw ways of knowing, Treaties, residential schools and linguistic perspectives of the communities are captured appropriately by June of every year. Develop a teachers' classroom guide for KTCEA Land Based Learning by June 2025.

Priority 1 – ᐅᑭᓂᑭᒧᐦᐊᒐᐄᐧᐦᐊᑲᓇᐠ ᐅ ᒥᔪ ᐅᐧᑎᐢᐧᐁᓄᐧᐊᐁᒧ okiskinohamâwâkanak o-miyo sâponamowin **Student Success**

Outcome- **Nîhiyâwîwin (being Cree) & Nîhiyawîwin (Cree language).** Students are prepared for their future and have pride in their identity through the highest quality curriculum and instruction.

Strategies	Key Actions	Key Targets
		Provide increased land-based learning opportunities to students through a minimum of 2 land-based learning camps per school along with a minimum of 12 school-led land-based learning activities/challenges annually.
	Identify and address the unique needs of students and families to enhance student participation.	Financial literacy and lifeskills are actively taught in all schools by September 2024. Develop partnerships with Post Secondary Institutions to offer Dual Credit Programs. Complete an environmental scan to identify trades and other professions/people within KTC willing to train or hire High School students by December 2023. Promote inclusion with staff, students, families, Elders/Knowledge Keepers and communities.
1.3 Implement holistic supports and opportunities for students	Develop a Student Engagement and Attendance Strategy to assess, understand and improve student attendance.	Develop the student attendance rate targets for 2023-2024 by December 2023 Student Engagement and Attendance Improvement Strategy developed by December 2023 with implementation commencing in January 2024.

Priority 1 – ᐅᑭᐣᑭᓄᐦᐊᒍᐠᐸᑲᓇᐢ ᐅ ᒥᔪ ᐅᐧᐅᓴᔪᐃᐧ okiskinohamâwâkanak o-miyo sâponamowin **Student Success**

Outcome- **Nîhiyâwîwin (being Cree) & Nîhiyawîwin (Cree language).** Students are prepared for their future and have pride in their identity through the highest quality curriculum and instruction.

Strategies	Key Actions	Key Targets
	Increase graduation rates through wrap around supports for students.	Increase graduation rates for KTCEA students through wrap-around supports (employability skills, recognition, awareness of scholarships and bursaries, mentorship network, and graduation and career counseling/coaching). Provide support to students who are graduating to explore post-secondary education opportunities. Provide trades/post-secondary transition opportunities for grades 7-12 students every year. Work in partnership with KTC and KTC Nations to develop lifelong learning opportunities for students.
	Provide "hands on" learning opportunities in the Fine Arts, Career and Technology Foundations, Career and Technology Studies and Sports	40 seasonal events and one Traditional Games event annually for students at all grade levels which compliments the Phys Ed Programs in schools. Provide fine arts opportunities in each KTCEA school. Provide 2 CTS/CTF programming opportunities and competitions to all KTCEA schools by June 2024.
	Explore and implement alternative education delivery methods	Launch Outreach Programs for every KTC First Nation by September 2023 Offer individualized support for registered adult learners based on their needs.
	Develop and implement early learning programming.	K4/K5 Educational programs, tools and resources are used consistently across all KTCEA schools by June 2024. Build capacity in Play Based Learning by June 2024.

Priority 1 – ▷ᑭᐣᑭᑯᐤᐸᒍᐊᑲᐧᐣ ▷ ᒣᕽ ▷ᓯᐳᓇᒍᐊᑊ okiskinohamâwâkanak o-miyo sâponamowin Student Success

Outcome- **Nîhiyâwîwin (being Cree) & Nîhiyawîwin (Cree language).** Students are prepared for their future and have pride in their identity through the highest quality curriculum and instruction.

Strategies	Key Actions	Key Targets
		Continue to implement the Early Years Evaluation (EYE) to identify student needs and strengths for the purpose of providing additional support to students.
	Enhance Inclusive Education, mental health and wellness programming	Strengthen student mental health literacy initiatives by participating in a research study in 2023-2024.
		Connect inclusive education programming with the 4 pillars of the Common Consistent Curriculum by June 2024, with changes, if any, to commence in September 2024.
		Implement supports and create linkages between students and/or staff to services within the community that support mental health, addictions and healing by December 2024.
	Develop programming that fosters positive self identity	Provide additional LGBTQIA+ awareness opportunities across all KTCEA schools by June 2024.
		Begin developing a KTCEA Leadership academy for staff & students by June 2025
	Provide healthy nutrition options for students that encompasses traditional foods	Review the Canada Food Guide and implement changes to the menu in a way that meets the needs of KTCEA students and families.
		Continue to implement the Alberta First Nations Food Sovereignty Declaration, including the provision of traditional lunches provided 2 times per month in each school

Priority 2: ᑲ ᐁᔨ ᒫᒪᐃ ᐸᒥᓇᒥᕽ ᑭᓂᑯᓄᐦᐋᑭᐤ kâ-îsi mâmawi paminamihk kiskinohamâkîwin Governance

Outcome: **Okimawapiwin/kaskihtawin.** An effectively managed and governed education authority

Strategies	Key actions	Key Targets
2.1 Ensure effective Board governance	Hold effective board meetings on a regular basis.	Hold 4 regular board meetings and 1 Strategic Planning meeting/AGM annually. Implement a Board survey annually in December to measure board level for continuous improvement.
	Provide Board orientation and training opportunities.	Two effective orientation and training sessions are offered every year.
2.2 Ensure effective management of the organization.	Develop and implement financial reporting and plans.	Audited Financial Statements are posted publicly by February annually. The Financial Management Plan is reviewed and updated annually. Develop and present the annual budgets by March annually.
	Strategic and operational plans are formalized	Strategic Plan is posted publicly annually by November. Operational Plans are developed every year by branches by November. Multi-year school plans developed annually in each school by November.
	Evaluate the effectiveness of the organization	An independent evaluator will assess and provide recommendations for organizational effectiveness through a Superintendent evaluation in 2023-2024.
	Update, review and train employees on Administrative Procedures	Administrative Procedures are reviewed by respective branches annually. Providing training opportunities to employees on administrative procedures.
	Update and implement necessary policies that foster operational efficiency	Review board policy manual annually

Priority 2: ᑲ ᐁᓯ ᒫᒪᐃ ᐸᒥᓇᒥᕁ ᑭᐢᑭᓄᐦᐊᒫᑮᐃᐧᐣ kâ-îsi mâmawi paminamihk kiskinohamâkîwin Governance

Outcome: **Okimawapiwin/kaskihtawin.** An effectively managed and governed education authority

Strategies	Key actions	Key Targets
	Implement an integrated Records Management system for all KTCEA	Records management system in place by August 2024
	Implement single Student Information System (SIS)	PowerSchool training is provided to all relevant staff by October each year. Build capacity at the school level by providing professional SIS training opportunities.
2.3 Strengthen links between KTCEA, schools and communities.	Improve the internal and external communications of KTCEA	Develop a community engagement and communication plan to improve information sharing with parents, elders, leaders and community partners by spring 2024. Develop an internal communication plan that mitigates communication barriers by spring 2024.
	Increase community participation in education by providing opportunities for community members, youth and Elders to have a voice in KTCEA.	Calls for membership to each School Parent Advisory Circles members takes place annually with SPAC's in place by October of every year Quarterly SPAC meetings are held in each school with training provided to each annually Opportunities provided for youth councils to meet with Chief and Councils. Opportunities provided for youth to meet with the board.
	Increase the Elder's roles in Education	Opportunities are provided 2 times annually for Elders to attend KTCEA Board meetings. Elders Advisory Committee is regularly involved and provides input, advice and wisdom to shape KTCEA programs An *Elder In-Residence* program is implemented in every school A meeting with KTC Elders will take place to clarify their role(s) in KTCEA and develop a plan by December 2023.

Priority 2: ᑲ ᐁᔾ ᒪᒪᐃ ᐸᒥᓇᒥᕁ ᑭᑎᓄᒪᐦᑲᐄᐊᐤ kâ-îsi mâmawi paminamihk kiskinohamâkîwin Governance

Outcome: **Okimawapiwin/kaskihtawin.** An effectively managed and governed education authority

Strategies	Key actions	Key Targets
	Provide clear, regular and ongoing information and communication to communities, partners and the public	Quarterly meetings with each of the KTC Chief and Councils are held to improve communication. Promote KTCEA as an employer of choice by updating promotional materials annually as required The KTCEA Community report and results are posted yearly by November 30. Parent and student surveys are conducted by April annually. License for KTCEA radio is secured by October 2023 to provide on-air programming across all schools An effective tool for communicating between schools, teachers and parents is explored in fall 2023, with testing to commence in the fall 2024.

Priority 3: ᑲ ᒥᒪᐧᑎᓂ"ᑖᐧᐤ ᐅᑕᑐᐣᑫᐊᐧ kâ-micimwâtinihtwâw otatoskîwak Staff attraction and retention

Outcome: **Awîyak kanakateyimiht**. An organization staffed by well-trained KTC First Nations members – while attracting the best.

Strategies	Key actions	Key targets
3.1 Provide welcoming, safe and healthy learning and working environments that attract and retain highly qualified staff	Promote KTCEA as an employer and implement activities to attract and retain excellent staff.	30 people apply to KTCEA as a result of recruitment activities annually. A retention rate of 60% of all KTCEA staff is achieved. Retention rates are tracked and reported by July yearly in order to develop recruitment plans. A *Stay and Exit* interview process is implemented and a report provided in March annually on the results. The effectiveness of retention activities is reported on by March annually. Staff Satisfaction surveys are completed by February annually.
	Coordinate a series of opportunities for staff induction, recognition and team building.	Provide all new staff with annual community-based orientation opportunities, including an induction camp and an Adopt a Teacher Program (Community member adopting a teacher). Develop and review an onboarding manual and process for KTCEA annually by June. Recognition and team building **plans** for all KTCEA staff are in place by August of every year.
	Implement strategies to address staff attendance	Develop an "Attendance Improvement Strategy" by March annually.
	Conduct an analysis of pay and benefits in similar authorities and provide recommendations for a pay and benefits structure.	Review competitive pay and benefit analysis on an annual basis by January to improve staff retention.

Outcome: **Awîyak kanakateyimiht.** An organization staffed by well-trained KTC First Nations members – while attracting the best.

Strategies	Key actions	Key targets
	Continue to implement Emergency Preparedness and Safety Plan	Regular audits are conducted at each of the schools to assess and monitor the implementation of Emergency Preparedness and Safety plans. Provide robust training opportunities in health and safety are provided at the beginning of each school year along with refreshers during the school year.
3.2 Provide opportunities to enhance professional capacity and leadership	Implement "Training Our Own and Hiring our Own and Retaining the Best" initiative for KTC members in partnership with post-secondary institutions.	A report on the number of KTC staff that make up KTCEA is provided by June annually. Ongoing opportunities for mentoring and/or post-secondary education are provided.
	Develop professional growth plans and performance development reviews for every KTCEA staff member.	Professional Growth Plans are in place across the Education Authority by October 15 annually. Performance Development Reviews for school staff are completed by the end of June annually. Performance Development Reviews for all administrative staff are completed by October 15 annually.
	Provide relevant professional learning opportunities for all KTCEA staff.	Support staff development by providing training and/or learning opportunities annually in alignment with professional growth plans, and the vision, mission, and values of KTCEA.

Priority 4: ᐃᐅ ᑯ ᐁ· ᐃᑕᑯᔅᐅᔭᕽ Assets

Outcome**: Ki-tapeyicikiwina (our assets) miyonohk ayawin (safety) Nakanawehtinkwayask.**

Students and staff are supported in their educational journeys with welcoming, safe, clean, well-maintained education facilities, equipment and technologies.

Strategies	Key actions	Key Targets
4.1 Effective planning, managing and investing in infrastructure	Update the multi-year capital/assets replacement plan	Review and update the multi-year capital/asset plan by June each year
	Strengthen IT capacity and infrastructure for KTCEA	Carry out the second year of the four-year KTCEA Information Technology Strategy and Implementation Plan starting September 2023. Develop a learning plan for building future KTC Information Technology capacity by December 2023.
	Explore options and develop a plan for future capital services facility	Develop recommendations for expanding warehouse capacity by December 2023.
4.2 Welcoming and safe learning environments	Ensure that students learn in a safe and welcoming environment	Develop a beautification plan to create a welcoming environment for our school by spring 2024
4.2 Safe and effective transportation for students and staff.	Maintain and update the multi-year transportation plan	Review and update the Transportation Multi Year plan yearly Ensure transportation is available for medically fragile students as needed.
4.3 Safe & reliable housing for staff	Develop and implement staff housing plans	Continue implementing the 3-year capital plan for housing by August 2024

Priority 5: ᐃᑦᐋᑯᐊᓄᒥᑯᔭᐦᒃᐤ kâ-wîcîwâkanimikoyahkwâw Partnerships

Outcome**:** --Partnerships are established to ensure effective supports to students.

Strategies	Key actions	Key Targets
Build relationships with community	Explore further engagement and relationship-building opportunities	Create a partnership and engagement strategy that encompasses the key stakeholders of KTCEA: Parents, new moms, elders, knowledge keepers, Land users, Cree Language speakers, Students, Local businesses, Leaders.
5.1 Collaborate with other First Nations and education organizations	Explore partnerships with other First Nations and education organizations.	Report annually on the nature and results of partnerships in the Community Report. ● Continue to partner with the Maskwacis Education Schools Commission (MESC), Northland School Division (NSD) and other provincial school jurisdictions. ● Continue to partner with Northwest Regional Learning Consortium (NRLC) ● Partner with SAIT on Land-Based Learning and other partnership opportunities. ● Strengthen partnership opportunities with Northern Lakes College ● Network with other First Nations across Canada and internationally on promising and effective First Nations education approaches including on land-based learning, language development and curricular programs.
5.2 Establish partnerships with other governments while holding the Crown accountable for the Treaty Right to education	Implement KTCEA Regional Education Agreement with the Government of Canada.	Narrative report on engagements and meetings with the Government of Canada within Community Report by November is produced annually
	Continue to implement the KTC-GoA Framework Agreement.	A narrative report on GOA Framework Agreement activities within the Community Report is produced annually.
5.3 Engage with partners from other institutions and organizations	Explore the development of an interagency framework with other KTC agencies.	Participate in regular KTC Interagency meetings. Collaborate with KTC and KTC Nations on Jordan's Principle and other funding proposals to ensure funding gaps and overlaps are addressed and funding is streamlined.

Priority 5: ᐤ ∇ᒋ◁ᑲᓄᒥᑯᔨᑊᐤᐧᵒ kâ-wîcîwâkanimikoyahkwâw Partnerships

Outcome**: --**Partnerships are established to ensure effective supports to students.

Strategies	Key actions	Key Targets
		Collaborate with KTC partners on Human Resources Skills Development initiatives.
		Collaborate with KTC Administration on the use of the furnace cleaning truck for teacherages.
	Explore partnerships with other institutions and organizations.	Develop engagement processes and partnership agreements with local industry for work experience, apprenticeships, internships, and employment by June 2024 that aligns with Work Experience Programming.