

**Rupertsland  
Institute**



**STRATEGIC PLAN**

**2022  
—  
2027**

# About RLI

Rupertsland Institute (RLI) is a recognized leader in Métis education, training, and research. As an affiliate of the Métis Nation of Alberta (MNA), RLI is accountable to its sole shareholder, the Métis people of Alberta, as represented by the MNA Provincial Council.

Since RLI's founding in 2010, the hard work of our staff, leadership, and partners has reached Métis across Alberta, opening doors and changing the lives of many.

## **VISION**

A skilled, knowledgeable, and self-reliant Métis Nation.

## **MISSION**

To enhance the self-sufficiency and well-being of Alberta Métis through quality education, training, and research.

## **VALUES**

To work together in a spirit of openness, honesty, integrity, accountability, and transparency.

To continually improve the quality of programs and services and demonstrate excellence through high performance outcomes.

To promote the ideals of self-sufficiency and self-sustainability.

To promote and invigorate Métis culture.

To develop collaborative, respectful, and relevant partnerships.

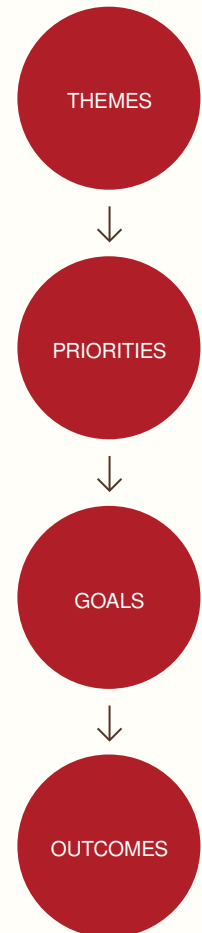


# The Plan for 2022-2027

RLI's Strategic Plan is intended to provide guidance to every RLI employee, client, and partner as we work on specific initiatives in the service of delivering on our mission, realizing our vision, and living by our values.

RLI's Strategic Plan reflects the spirit of continuous improvement RLI has always had as an organization, and it provides guidance that we can turn to as we face the ever-changing challenge of delivering on RLI's mandates of education, training, and research.

The plan is structured as follows:



# The Central Themes

RLI's Strategic Priorities are organized around three Central Themes. These Central Themes describe the areas in which RLI is looking to invest and grow and provide a structure under which we can organize our strategic priorities.



## Expanding RLI's Presence

We will Expand RLI's Presence by developing new relationships with the Métis community, organizations, industries, and institutions, and deepening our existing relationships with partners, clients, and stakeholders. Further, RLI will solidify and continue to build RLI's brand and reputation as the representative agent of the Métis Nation and the authoritative voice on Métis education, training, and research in Alberta.

The Strategic Priorities contributing to Expanding RLI's Presence are about building new and stronger networks and relationships to promote Métis culture and building connections between Métis and non-Métis.



## Deepening RLI's Impact

Deepening RLI's Impact means constantly working to connect more deeply and meaningfully with clients and the Métis community across all three of RLI's mandates of education, training, and research. A suite of new initiatives, outlined across several strategic priorities, will contribute to Deepening RLI's Impact.

The Strategic Priorities contributing to Deepening RLI's Impact are about the steady and continuous improvement of the quality and depth of RLI's programs and services.



## Strengthening RLI's Resilience

Resilience is about improving RLI's ability to face new challenges, and should the need arise, having the flexibility to adapt in a manner that maintains and reinforces RLI's progress towards advancing our mission, realizing our vision, and living our values. This theme touches on areas of governance, operational excellence, and funding stability.

The Strategic Priorities contributing to Strengthening RLI's Resilience are about maintaining and safeguarding RLI's values of openness, honesty, integrity, accountability, and transparency, all while increasing client self-sufficiency.

# Our Strategic Priorities

RLI's Strategic Priorities are intended to address specific challenges with the ultimate objective of advancing our mission and realizing our vision all while remaining true to our values. Each Strategic Priority includes specific goals and outcomes.

To understand the extent to which we've met our goals and achieved our outcomes, RLI will develop metrics to monitor our performance for each of these priorities.

We refrain from delving too deeply into each goal and outcome, instead we summarize representative examples.

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## RLI's Strategic Priorities:

- 1 Enhance Support for Métis Citizens Through all Levels of Training and Lifelong Learning
  - 2 Strengthen RLI Governance
  - 3 Transition RLI towards Métis Self-Government
  - 4 Maximize Research Informed Practice
  - 5 Operationalize Excellence
  - 6 Build RLI's Brand
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# 1 Enhance Support for Métis Citizens Through All Levels of Training & Lifelong Learning

Prioritizing support for Métis citizens through all levels of training and lifelong learning will allow Métis citizens to benefit from RLI's support throughout their entire learning journey and rebuild connections within the Métis community by creating new networks.

This priority falls under these themes:



## Education

### Early Learning

**GOAL:** To provide learning opportunities and increase Métis cultural competency among vendors and staff in the early learning environment, and to provide early learning opportunities to Métis children and families to maximize the impact of early learning and childcare supports in the community.

**OUTCOME:** Resources are in place to directly support families and educators with early learning and childcare activities through RLI's Early Learning Education and Childcare Training program.

### K-12

**GOAL:** To implement Métis education initiatives provincially and beyond, to be recognized as the Métis Education Authority within Alberta, to develop a sustainable funding model for this work, and to secure significant K-12 resources through the Métis Nation Accord.

**OUTCOME:** RLI is a member of a national standing committee on K-12 education; RLI has expanded reach and brand awareness within the education sector; RLI has partnerships with Alberta School Board authorities through Métis-specific Education Service Agreements; and RLI has built capacity among educators, system leaders, and administrators to implement our K-12 resources.

## Language

**GOAL:** To revitalize and increase Michif fluency among Métis citizens through collaborative efforts with the MNA and the broader national Indigenous Languages partnership program.

**OUTCOME:** RLI will participate in the creation of a national language partnership and continue to create Michif educational resources with the goal of increasing Michif fluency among Métis citizens.

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## Post-Secondary Education (PSE)

**GOAL:** To close the education gaps between Métis and mainstream Albertans by creating access to funding and wrap-around supports for Métis citizens pursuing a post-secondary designation in college or university programming.

**OUTCOME:** A skilled, knowledgeable, and self-reliant Métis Nation.

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## Métis Student Services (MSS)

**GOAL:** To provide wraparound supports for Métis citizens attending post-secondary studies, and to build student and alumni connections between RLI and MNA community.

**OUTCOME:** Increased student access to individual supports established by RLI METI-Services or MSS on campuses, Alumni connections to RLI and MNA community are in place along with the student ambassador and mentorship program under the Rupertsland Métis Student Association.

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## Training

**GOALS:** To close the employment and skills gaps between Métis citizens and non-Indigenous Albertans and to create partnerships that will support Métis citizens in contributing to the Alberta and Canadian economy.

RLI will enhance training to employment programs and services that will support Métis people to be self-sufficient and competitive in the labour market and enhance employment opportunities through strategic partnerships with industry.

**OUTCOME:** We analyze data from RLI's programs and services to make informed decisions that ensure RLI grows to create as many workforce opportunities for Alberta Métis as possible. RLI monitors progress by reviewing Métis Training to Employment statistics and quarterly labour market information reports. RLI founds a new applied learning institution, described under our priority to Transition RLI Towards Métis Self-Government, which helps to close employment and skills gaps for Métis citizens.

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## Research

**GOAL:** To collaborate with the Rupertsland Centre for Métis Research (RCMR) on its mandates in research and conduct increasing amounts of academic or community-based research to support RLI mandates in education and training and to support the RLI transition towards Métis self-government.

**OUTCOME:** Post-secondary partnerships to support RLI's research-informed practices are firmly entrenched through the RCMR and the Métis Education Professorship at the Werklund School. A growing contingent of Métis postgraduate research is evident on the historic and contemporary Métis Nation.

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## 2 Strengthen RLI Governance

Strengthening RLI's governance will make the organization more resilient and effective in advancing all our Strategic Priorities.

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This priority falls under these themes:



**GOALS:** To ensure the Board's policies are aligned with management on priorities, plans, role clarifications, responsibilities, and accountabilities, and to create a strong CEO and Board succession plan.

**OUTCOME:** A series of new policies, strategies, and processes strengthen RLI governance including structures that support strong governance. RLI planning processes strengthen board governance for years to come. Core governance policies align with mandates, succession plans and processes, and a CEO and Board of Governors performance review process.

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### 3 Transition RLI Towards Métis Self-Government

In response to MNA self-government implementation, RLI will transform our governance and operational models to align with MNA and ensure RLI's place under Métis government is firmly established with self-government capabilities.

This priority falls under these themes:



**GOALS:** To become an accredited post-secondary educational institution. As an accredited post-secondary educational institution, RLI will initially serve Métis citizens on technical training, upgrading, and the trades while fostering diversity and Métis foundational knowledge themes to Métis citizens and educators.

**OUTCOME:** A facility to house RLI's existing Rupertsland Centre for Teaching (RCTL) and Learning and the Rupertsland Centre for Applied Learning (RCAL) is established. The RCTL and RCAL expand RLI's presence and strengthen RLI's self-reliance by nurturing an environment to develop authentic Métis resources, build RLI staff and client capacity, and deliver Métis foundational knowledge, technical training, and upgrading. Additionally, RLI will seek accreditation through Alberta Education such that its courses and programs are recognized at Canadian post-secondary institutions.

## 4 Maximize Research Informed Practice

Maximizing research informed practice means implementing the research capacity RLI has developed, both internally and with our partners. Delivering on this priority will allow RLI to maximize its impact and influence policy by developing its own labour market information.

This priority falls under these themes:



**GOAL:** To increase Métis-focused research wherever possible or necessary under training and life-long learning, and to use research to enhance decision-making and RLI programming.

**OUTCOME:** Métis-focused research through collaboration and partnerships creates academic space, including opportunities for a research chair at select post-secondary institutions in Alberta. Further collaboration between MNA and the RCMR promotes the reach and activities of the RCMR in the Métis community. Research informed practice strengthens RLI research capacity and closes the deficit on the historic and contemporary Métis Nation.

## 5 Operationalize Excellence

It is a continued priority to ensure RLI maintains operational excellence in the pursuit of administrative distinction. Operational excellence means that every staff member of RLI is empowered to continually improve the design and delivery of our programs and services.

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This priority falls under these themes:



**GOAL:** To build further plans and resources that will improve efficiencies of administration, the effectiveness of programs, and the experience of staff and clients as RLI aligns its operations to its Strategic Plan.

**OUTCOME:** Execution of strategic plans, timely evaluations on internal operations, and deployed contingencies for unexpected events furthers RLI's pursuit of operational excellence. Streamlined operations include evolving strategies around technology, finance, and data systems that reflect efficiencies in a hybrid work environment.

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## 6 Build RLI's Brand

RLI will build an overarching focus on building the RLI brand. By emphasizing communication platforms and community engagement, we will build RLI's brand to increase awareness of RLI's work and successes.

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This priority falls under these themes:



**GOAL:** To continue further development of the RLI brand and to increase brand awareness at the Métis Nation and the broader community.

**OUTCOME:** The RLI brand spans all programs and activities at METI-Services. A single unifying brand supported by strategic communications connects client supports to citizens of the Métis community.

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# Moving Forward

RLI's Strategic Plan outlines the themes, priorities, goals, and outcomes that will guide RLI in our path to delivering on our mission and achieving our vision all while living our values.

The years ahead will be a period of transition, growth, and opportunity for RLI. Our foundation is strong, our mission is ambitious, and our vision is focused, and we are ready to move forward in alignment with the direction set forth in this plan.

