



Strategic Plan

2025-2030



Dedicated to paving **inclusive** pathways for children since **1982.**

Our Vision

Communities embrace diversity and uphold the rights of all children and their families.

Our Mission

To build on the skills, knowledge, and confidence of families and educators to ensure that children are supported in inclusive settings and meaningfully participate in everyday routines.

Our Values

- Family Centred Practice
- Learning Through Play & Everyday Routines
- Inclusion
- Learning Community

We acknowledge that Kids Included is located in Ward Anirniq, meaning 'Breath of Life' in Inuktitut. Kids Included's provincial and national work takes us across lands of First Nations self government under modern treaty and unceded and unsurrendered territories from which First Nations, Metis and Inuit Peoples have been displaced. Kids Included recognizes our privilege to work and live on this land as guests. This land, which holds the places where children live and play, represents our hope for a future where all feel a sense of belonging.





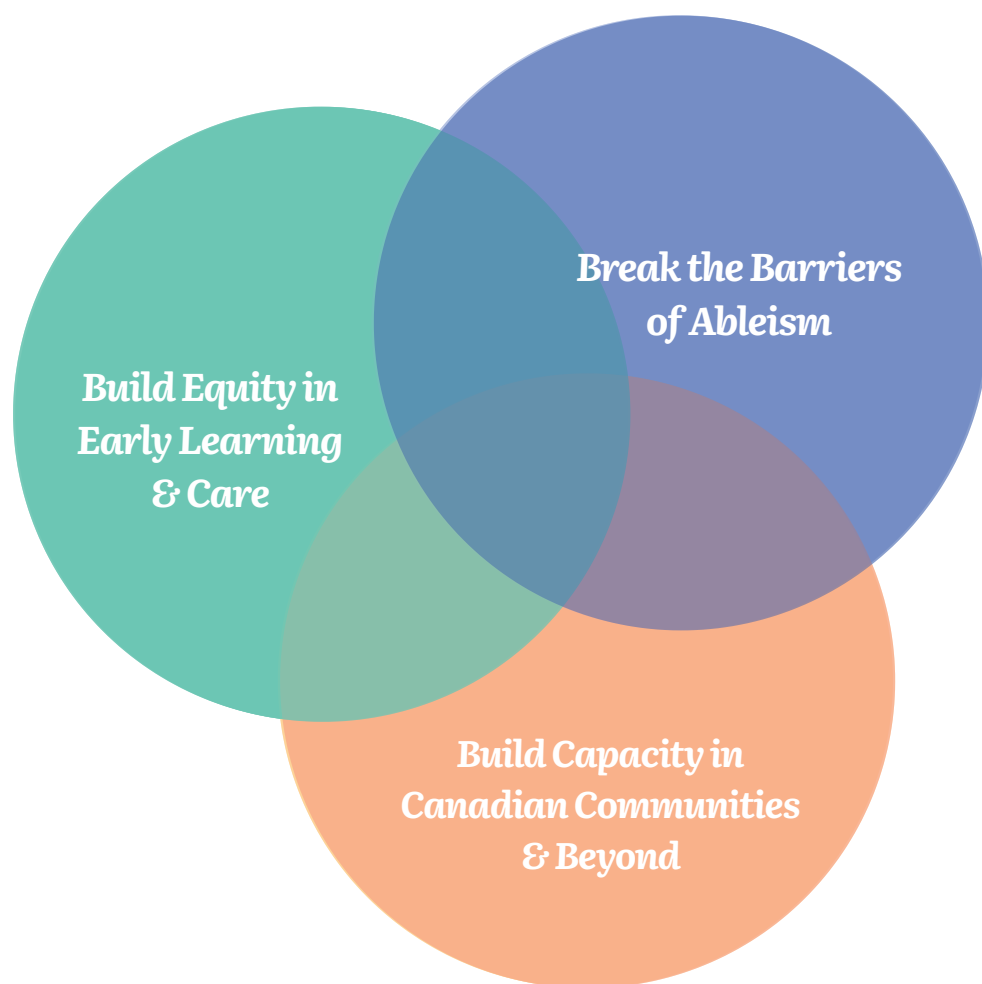
The *next* five years.

This five-year plan is ambitious and mindful. To develop our vision for Kids Included's next chapter, we took time with our Board of Directors, leadership team, staff, and clients to engage in empathy mapping and future-proofing, identifying ways to go more boldly.

We are proud and humbled to share our aspirations and to look creatively at how we might contribute to a stronger early learning and childcare system that ensures the diversity of young children is accepted, supported and embraced.

Rooted in over 40 years of experience walking alongside families and educators, we were able to explore both big ideas and quick wins. Our three strategic directions for 2025-2030 are the fruit of this process – areas of strategic focus that will help Kids Included become an even stronger support for families and educators on their inclusive journeys.

Three Strategic Directions



Several core themes ran through our strategic visioning process and stakeholder discussions. We heard about the many ways that ableism and the medical model of disability pathologize, stigmatize, and isolate children and families. We heard about the need for a coordinated, cohesive, and consistent early learning sector that delivers universal, high-quality care for all children across Canada. We heard that educators, families, and our own team at Kids Included all need increased access to support and learning opportunities to build their skills and maintain their wellness.

Over the next 5 years, Kids Included is committed to building individual, family, community and systems-level capacity to support all children, supporting equitable nationwide access to high-quality childcare, and working to dismantle ableist assumptions that stand in the way of full inclusion.



Strategic Direction 1

Break the *Barriers* of Ableism

Embed observable inclusive practices around children.

Empower every voice.

Create communities where every child belongs.

Strategic Actions and Objectives

1. Incorporate communication pillars to illustrate what ableism is and how we can commit to reducing conscious and unconscious ableism.
2. Recruit and leverage the lived experience of people with disabilities to ensure we are working with and not working over.
3. Strengthen employment recruitment and support practices to ensure employee equity, inclusion, diversity and anti-racism.
4. System-Level Mapping and collaboration in an ecosystem framework.
5. Solidify and recruit lifelong donors to join in our social justice work.

Strategic Direction 2

Build *Equity* in Early Learning & Care

Work at a systems level to contribute and co-create a coordinated early learning and care system in Alberta and beyond.

Ensure every child can access universal, high-quality and inclusive early learning and care.

Strategic Actions and Objectives

1. Link and leverage changemakers to design an Inclusive ELC prototype encompassing evidence-based quality indicators from the ground up.
2. Be the change. Demonstrate quality inclusion in early learning and care and disseminate broadly by profiling ASaP sites that reach demonstration status to the public and ministry partners.
3. Expand our reach to include family day homes, Francophone settings, and other marginalized settings (economically and culturally).
4. Develop a pilot proposal for a new inclusion grant that empowers families and centres through seamless inclusion across systems – from initial access to a strong positive relationship for years to come.

Strategic Direction 3

Build *Capacity* in Canadian Communities & Beyond

Build strong communities of mentorship and support.

Expand and diversify learning opportunities.

Step up as a national leader in inclusive early learning.

Strategic Actions and Objectives

1. Build and deliver inclusive supports and education through the Kids Included College, where both customized and diverse learning approaches are offered for families, caregivers, leaders, policy-makers and staff.
2. Change the narrative from a medical model and deficit-based view of disability in children to a social model of disability.
3. Expand Kids Included formally as the Canadian Leader on Inclusion in the Early Years and the Pyramid Model Hub for Canada.
4. Expand family supports – with special attention to siblings – and peer mentorship.
5. Build on the natural capacity in communities to reduce toxic stressors, including Kids Included staff wellness strategies.



The future is inclusive.

We know beyond a doubt that inclusion works. The evidence is all around us in our day-to-day work with children, families, and educators.

Our vision for the next five years and beyond is a hopeful one. We are moving forward with full confidence in our mission, our priorities, our team, and all of the families, educators, and partners we collaborate with.

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