

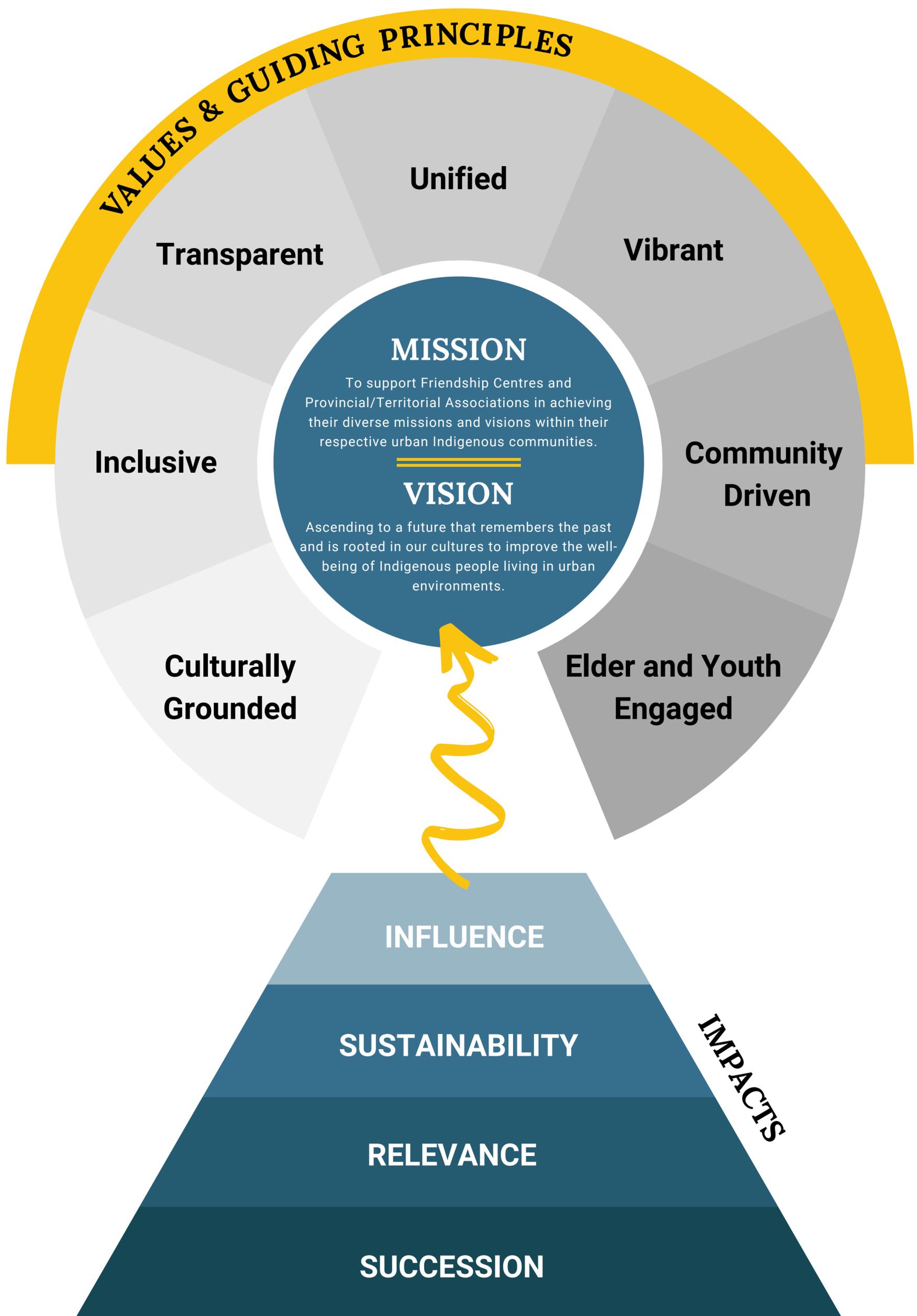
National Association  
of Friendship Centres  
Association nationale  
des centres d'amitié

# NAFC Strategic Plan 2020-2030

**January 2020**  
**Last update: January 2020**

# STRATEGIC PLAN

2020-2030



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## Preamble

The National Association of Friendship Centres (NAFC) Board of Directors lead the development of this ten-year strategic plan as a major component of developing a new vision that advances the vital work of the Friendship Centre Movement (FCM).

It is intended that this plan will provide a flexible blueprint to direct the activities of the NAFC Board in its mandate and the NAFC Staff in their work on behalf of the Friendship Centre Movement (FCM).

The FCM is Canada's most significant national network of Indigenous owned and operated civil society community hubs offering programs, services and supports to Indigenous people living in urban, rural, and remote settings, and specifically for First Nations living off-reserve, Métis living outside of the Métis Homelands, and Inuit living in the south. Our collective work reaches millions points of contact and hundreds of thousands of people every single day in every province and territory (except PEI). We are proud that our work is rooted in the rich cultures and diverse traditions of Indigenous people that have called these lands, towns, and cities home since time immemorial. Friendship Centres embrace and operationalize these cultures and traditions every day in the work that we collectively do across the country.

This plan lays out the NAFC's goals for the next decade. The world can often be difficult and barrier-filled for Indigenous people living in urban and rural settings and the work of Friendship Centres has never been more necessary. With a renewed focus on our membership and the vitality and success of the FCM, the NAFC sees itself as the FCM's fierce advocate, strong national partner, and a great amplifier of the work of the FCM.

The National Association of Friendship Centres has a very strong foundation upon which to build. Over the last 70 years, Friendship Centres have been at the forefront and frontline of Indigenous service delivery. Collectively, the goals and priorities identified in this plan represent an opportunity to build on that strong foundation and pursue a new era of the Friendship Centre Movement. This new strategic plan for the NAFC will build on our considerable and collective strengths to forge a bold new future.

## Background on the NAFC

The National Association of Friendship Centres (NAFC) is a network of over 100 member Friendship Centres (FCs) and Provincial-Territorial Associations (PTAs) from coast-to-coast-to-coast. The NAFC was incorporated in 1972 to represent the growing number of Friendship Centres at the national level.

The concept of a “Friendship Centre” originated in the mid-1950s. As more and more Indigenous people were moving to urban areas, concerned individuals began to organize to meet the needs expressed by their community members. Friendship Centres are Indigenous civil society community hubs that provide a wide range of culturally appropriate programs and services. The NAFC is the national organization that advocates for Friendship Centres and is governed by a volunteer board of directors and seeks advice and input from its Senate and Aboriginal Youth Council.

The NAFC seeks to be a central, unifying body for the Friendship Centre Movement (FCM), to promote and advocate the concerns of local FCs and PTAs, and to provide important urban Indigenous perspectives to the federal government and to the general public.

## Process

This strategic plan is a summary of information gathered through an extensive series of planning sessions from April to September 2019. The following groups engaged in strategic planning activities:

Group	Date
NAFC Board	April 27-28, 2019
Senate	May 9-10, 2019
Aboriginal Youth Council	June 9, 2019
Membership (at Annual General Meeting)	July 16, 2019
NAFC Staff	September 24, 2019

The information collected from the strategic planning sessions were reviewed, along with the input from the 2019 AGM, the strategic priority setting from the NAFC Presidents and Executive Directors Forum in 2018, and the 10-year NAFC Annual General Meeting resolutions review. After review, common themes emerged, along with a comprehensive list of activities. These themes and activities were consolidated into **Critical Success Factors**. As part of the NAFC Staff session, accountability measures and timelines were added to the big picture ideas to ensure reasonable and realistic expectations of activities.

The NAFC 2020-2030 Strategic Plan provides the framework for the achievement of four main impact goals identified to support the NAFC Mission. The impact goals serve as the guidance and motivation to achieve the NAFC’s 10-year vision, and beyond, to enhance the vitality of the Friendship Centre Movement.

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## Mission

*To support FCs and PTAs in achieving their diverse missions and visions within their urban Indigenous communities.*

## Vision

*Ascending to a future that remembers the past and is rooted in our cultures to improve the well-being of Indigenous people living in urban environments.*

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## Values

The NAFC has identified the following Values that will guide our approaches and decisions.

### Vibrant

We will advance a movement that is welcoming and progressive.

### Transparent

We will be open and honest in our undertakings.

### Culturally Grounded

We will use our collective and diverse teachings for guidance.

### Community Driven

We will look to our communities for direction based on their knowledge, experience and impact.

### Inclusive

We will use a holistic approach and ensure all Indigenous people feel like they belong with us.

### Unified

We will build a strong and unified Friendship Centre Movement.

### Elder and Youth Engaged

We will look to our Young People and our Elders for advice.

## Impacts

The NAFC commits to considering the following **impacts** as part of our core work, in support of the NAFC Mission and Vision, utilizing our Values for guidance, to complete the activities outlined in this strategic plan.

### Sustainability

How will this approach or activity support the vitality of the FCM?

### Influence

How will this approach or activity build NAFC to be a compelling force that produces effects on the actions, behaviour or opinions of others?

### Relevance

How will this approach or activity bear upon or connect to the FCM at the local and regional level?

### Succession

How will this approach or activity transmit our successes and learnings into the future and consider impacts seven generations ahead?

## Sustainability

### Areas of Strategic Direction

The areas of strategic direction outline the areas in which the NAFC will focus within each impact. For the impact of **Sustainability**, the NAFC will focus on the following areas:

#### 1. Revenue Diversity and Growth

<b>Critical Success Factors:</b>	<b>Sample Activities:</b>	<b>Responsibility:</b>
a) Increase NAFC unrestricted revenue	<ul style="list-style-type: none"> <li>i. Incorporate charitable arm (Y3)</li> <li>ii. Increase revenue from non-government sources(Y1-5)</li> <li>iii. Increase multi-year funding agreements (Y5)</li> </ul>	ED & Board
b) Develop alternative sources of income and revenue	<ul style="list-style-type: none"> <li>i. No more than 30% of NAFC's total budget comes from one source (Y5)</li> <li>ii. Develop NAFC business plan (Y1)</li> <li>iii. Conduct feasibility of an NAFC-owned social enterprise (Y2)</li> <li>iv. Support FCM-specific social enterprise development (Y1-2)</li> </ul>	ED, Finance Dept & Board
c) Increase funds transferred from NAFC to FCs and PTAs	<ul style="list-style-type: none"> <li>i. Negotiate UPIP renewal (Y2)</li> <li>ii. Negotiate at least one new national program (Y2-5)</li> <li>iii. Increase funds rolled out to FCs and PTAs by 20% (Y5)</li> <li>iv. Secure national multi-year, youth-specific funding for FCs and PTAs (Y5)</li> </ul>	ED, Board
d) Sustainable infrastructure for FCs and PTAs	<ul style="list-style-type: none"> <li>i. Administer infrastructure supports as allocated (Y1-5)</li> <li>ii. Seek and secure additional funds and support for FC and PTA infrastructure (Y1-5)</li> </ul>	

## 2. Good Governance

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Professional Development	<ul style="list-style-type: none"> <li>i. Develop a professional development training plan for Board Members (Y1)</li> <li>ii. Implement professional development plan for Board (Y2-5)</li> <li>iii. Develop professional development plans for NAFC staff (Y1)</li> <li>iv. Work with PTAs to develop professional development curriculum for FC staff (Y2-3)</li> <li>v. Seek and offer opportunities for low- or no-cost professional development for FCs and PTAs (Y2-5)</li> </ul>	ED, Board, All Depts
b) Effective oversight of NAFC	<ul style="list-style-type: none"> <li>i. Advancement and completion of Strategic Plan (Y10)</li> </ul>	Board, All Depts

## 3. Stable Financial Stewardship

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility</b>
a) Develop and maintain balanced budgets	<ul style="list-style-type: none"> <li>i. Develop and conduct annual budgeting process (Annual)</li> <li>ii. Develop and adjust necessary financial controls (Y1-5)</li> </ul>	ED & Finance Dept
b) Conduct risk assessments and manage risk	<ul style="list-style-type: none"> <li>i. Conduct an organizational risk assessment (Y1)</li> <li>ii. Develop workplan (Y2)</li> <li>iii. Address risks (Y2-5)</li> </ul>	ED & Finance Dept
c) Manage NAFC building and inventory	<ul style="list-style-type: none"> <li>i. Develop an inventory assessment and forecast plan (Y1)</li> <li>ii. Complete assessment on NAFC building (Y1)</li> <li>iii. Develop action plan for NAFC building (Y1)</li> </ul>	ED & Finance Dept

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*Friendship Centres create safer spaces (in urban settings) that feel like home*  
-NAFC Board session

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## Influence

### Areas of Strategic Direction

The areas of strategic direction outline the areas in which the NAFC will focus within each impact. For the impact of **Influence**, the NAFC will focus on the following areas:

#### 4. Knowledge generation and mobilization

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Be a credible source for information on urban Indigenous matters	<ul style="list-style-type: none"> <li>i. Create urban Indigenous policy table (Y3)</li> <li>ii. Regularly and consistently disseminate information via NAFC website, social media accounts and Members' Portal (Y1-10)</li> </ul>	Policy Dept, Communications Dept
b) Amplify the expertise at local and regional levels	<ul style="list-style-type: none"> <li>i. Invite local FCs and PTAs to speak to different issues when NAFC is invited (Y1-10)</li> <li>ii. Share local FC and PTA developed materials, knowledge, &amp; activities via NAFC communications processes (Y1-10)</li> </ul>	ED, Policy Dept, Research Dept
c) Foster knowledge exchange amongst FCM	<ul style="list-style-type: none"> <li>i. Host regular topical forums (online and in-person) with FCM to share and exchange knowledge (Y2-10)</li> <li>ii. Develop an annual best practices report (Y1-10)</li> <li>iii. Design an FCM ED professional network (Y3)</li> </ul>	ED, Programs Dept, Policy Dept, Research Dept
d) Conduct and distribute community-driven research	<ul style="list-style-type: none"> <li>i. Develop a national research strategy (Y1)</li> <li>ii. Conduct a minimum of 5 national research projects (Y10)</li> <li>iii. Consolidate urban Indigenous research and make it available to the FCM via Members' Portal (Y2-10)</li> </ul>	Research Dept

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*National influence for local benefit*

*- AGM FC Participant*

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## 5. Positive Reputation

Critical Success Factors:	Sample Activities & Timeline:	Responsibility:
a) Raise awareness of Friendship Centres	<ul style="list-style-type: none"> <li>i. Publish a book on the history of the FCM (Y2)</li> <li>ii. Publish a public Annual Report (Y1-10)</li> <li>iii. Develop a public relations strategy (Y1)</li> <li>iv. Host a national “Friendship Centre” day (Y3)</li> </ul>	Policy Dept, Senate, Communications Dept, ED, Board
b) Draft reasonable and well-informed policy positions	<ul style="list-style-type: none"> <li>i. Using policy development protocol, engage FCM to develop policy positions (Y1-5)</li> <li>ii. Share policy statements with FCM via Members’ portal, funding and strategic partners (Y1-10)</li> </ul>	Policy Dept, Communications Dept
c) Role model progressive and respectful approaches	<ul style="list-style-type: none"> <li>i. Develop FCM-specific GBA+ Tool (Y2)</li> <li>ii. Conduct gender-based analyses, including special considerations for Two Spirit LGBTQI+, assessments for all policies and approaches (Y1-10)</li> <li>iii. Develop or adopt a national GBA+ training and make available to the FCM (Y5)</li> <li>iv. Conduct an analysis to ensure policies and approaches are culturally appropriate and inclusive for First Nations, Inuit and Métis, including diverse experiences within distinctions (Y3)</li> </ul>	Policy Dept, Youth Dept, Programs Dept
d) Foster strong, active, and reciprocal partnerships	<ul style="list-style-type: none"> <li>i. Nurture responsive relationships with funding partners (Y1-10)</li> <li>ii. Seek partnerships with organizations and governments that will assist NAFC achieve its strategic goals (Y1-10)</li> <li>iii. Develop advocacy goals (Y1)</li> <li>iv. Engage potential partners based on Values and Strategic Plan (Y1-10)</li> </ul>	ED, All Depts

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*We could be a strong and powerful voice.*  
- NAFC Board member

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## Relevance

### Areas of Strategic Direction

The areas of strategic direction outline the areas in which the NAFC will focus within each impact. For the impact of **Relevance**, the NAFC will focus on the following areas:

#### 6. A Trusted Voice on Urban Indigenous Matters

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Create and broaden awareness on urban Indigenous realities	<ul style="list-style-type: none"> <li>i. Attend House of Commons and Senate Committee meetings on relevant issues to bring urban Indigenous perspectives (Y1-10)</li> <li>ii. Conduct regular media interviews (Y1-10)</li> <li>iii. Write articles published in national news outlets (Y1-10)</li> </ul>	ED, Policy Dept, Communications Dept
b) Be a strong national voice for Friendship Centres	<ul style="list-style-type: none"> <li>i. Seek and secure regular media opportunities to speak about Friendship Centres (Y1-10)</li> <li>ii. Develop and implement the comprehensive communications (Y1)</li> </ul>	ED, Communications Dept

#### 7. Membership Engagement

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Increase two-way communication between NAFC, PTAs and FCs	<ul style="list-style-type: none"> <li>i. Create exclusive webinars for NAFC members (Y2-10)</li> <li>ii. Regularly update, populate and maintain Members' Portal (Y1-10)</li> <li>iii. Increase bilingualism in NAFC publicly shared documents (Y1-10)</li> <li>iv. Recruit more bilingual staff (Y1-10)</li> <li>v. Monthly newsletter (Y1-10)</li> </ul>	ED, Communications Dept, Policy Dept, Programs Dept
b) Increase satisfaction of FCs and PTAs with NAFC	<ul style="list-style-type: none"> <li>vi. Increase NAFC presence and visibility at local and regional levels (Y1-10)</li> <li>vii. Create and disseminate toolkits (Y6)</li> <li>viii. Create feedback process and mechanisms for FC and PTA input on NAFC initiatives (Y3-5)</li> </ul>	ED, All Depts, Board

8. Data Collection and Analysis

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Develop a national data collection strategy	i. Develop and implement a national FCM data collection strategy (Y2)	Programs Dept
b) National comprehensive FCM functional user-friendly database	i. Upgrade current database to be more user friendly, increase capacity, and collect better information from FCM (Y2-4)	ED, Programs Dept

9. Effective and Reliable Programs and Services

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Responsible Program development	i. Ensure that all national programs and opportunities pursued and developed are in line with NAFC values (Y1-10) ii. National programs are well-structured with clear goals, performance measures, expectations and accountability (Y1-10)	Programs Dept
b) National Friendship Centre manual	i. Develop a national Friendship Centre manual that includes: dispute resolution, new centre development, draft policies, reporting templates (Y3) ii. Disseminate manual across FCM and have available on the Members' Portal (Y3-4)	Programs Dept

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*We do what we do because of the love we have for our people*  
*- AYC member*

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## Succession

### Areas of Strategic Direction

The areas of strategic direction outline the areas in which the NAFC will focus within each impact. For the impact of **Succession**, the NAFC will focus on the following areas:

#### 10. Leadership Development

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Train skilled and competent NAFC Board members and Staff	<ul style="list-style-type: none"> <li>i. Develop and implement an onboarding handbook for NAFC staff (Y2)</li> <li>ii. Develop and implement an onboarding handbook for NAFC Board (Y3)</li> <li>iii. Draft template onboarding handbook for FCM use (Y4)</li> </ul>	Board, ED, Human Resources Dept
b) Foster mentorship across generations and the FCM	<ul style="list-style-type: none"> <li>i. Develop a national FCM mentorship initiative (Y6)</li> </ul>	Board, ED, All Depts
c) Foster Friendship Centre developed and informed leadership training	<ul style="list-style-type: none"> <li>i. Create a national urban Indigenous leadership institute (Y6)</li> </ul>	Board, ED, All Depts

#### 11. Intergenerational Leadership

<b>Critical Success Factors:</b>	<b>Sample Activities &amp; Timeline:</b>	<b>Responsibility:</b>
a) Invest in youth leadership development	<ul style="list-style-type: none"> <li>i. Develop and implement a national youth leadership development strategy with the AYC (Y2)</li> </ul>	ED, Youth Dept, Programs Dept
b) Respect guidance of NAFC Senate	<ul style="list-style-type: none"> <li>i. Secure funds to complete the NAFC Senate's action plan (Y2)</li> <li>ii. Update NAFC Senate action plan (Y1)</li> </ul>	ED, Policy Dept
c) Foster intergenerational learning	<ul style="list-style-type: none"> <li>i. Increase opportunities for youth and elders to gather (Y1-10)</li> <li>ii. Increase intergenerational mentoring opportunities (Y1-10)</li> </ul>	ED, Policy Dept, Programs Dept

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*We have come a long way, but we must remember the struggles that it took to get us here.*

*- Senate member*

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