



NATIONAL FAMILY AND
SURVIVORS CIRCLE INC.
Nothing About Us, Without Us

Circles of Change



HONOURING TRUTH & IGNITING ACTION
2025-2030 STRATEGIC PLAN



Our Strategic Plan: Circles of Change

Circles of Change is more than a theme—it's a reflection of our shared journey. Inspired by the natural world, this design features tree rings, bark textures, and nature-based images that speak to growth, strength, and transformation.

Like the rings of a tree, our path forward is shaped by time, experience, and the power of what came before. Each layer adds to our story. Change isn't a straight line—it's a living cycle. It flows, builds, and returns, always carrying us forward.

Circles symbolize connection, wholeness, and movement. They emphasize that change is not a one-time event, but an ongoing process.

Together, we are rooted in shared relationships, united in purpose, and carrying a collective responsibility to lead change that lasts.





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MESSAGE

*Indigenous
2SLGBTQQIA+ people,
girls, and women have
the right to be safe,
and to be treated with
respect and dignity.*



MESSAGE FROM OUR CHAIR

HILDA ANDERSON-PYRZ, BOARD CHAIR

Dear Families, Survivors, Indigenous Women, Girls, 2SLGBTQQIA+ People, Allies, Community Members, Partners, and Stakeholders,

To those who have experienced deep loss, carried unspoken truths, and stood courageously in the face of injustice—we see you. We honour you. The National Family and Survivors Circle Inc. (NFSC Inc.) stands in unwavering solidarity with you. Your voices, your truths, and your strength are at the heart of everything we do.

We are deeply inspired by the generous spirit, tireless advocacy, and enduring courage of families and survivors who continue to speak out for justice and safety while carrying the weight of personal pain. It is a sacred responsibility and privilege to uplift and centre your stories in our mission to end race- and gender-based violence.

NFSC Inc. calls for the safety, dignity, and security of Indigenous women, girls, two spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex, and asexual plus (2SLGBTQQIA+) people. We walk this path guided by the 231 Calls to Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)—a powerful roadmap to lasting, systemic change.

Since becoming an incorporated non-profit last year, NFSC Inc. has taken meaningful steps toward building a strong foundation for change. We are proud to introduce our first five-year strategic plan: Circles of Change. This plan reflects a shared vision for change and will guide our efforts toward a safer, more just future.

This plan is being shared to reflect the direction and intentions of our work. We acknowledge the many voices and perspectives connected to this space and appreciate the insights that continue to shape broader conversations.

Indigenous women, girls, and 2SLGBTQQIA+ people have the right to live in safety, with dignity, and in peace. That future will not build itself—it will take all of us, united in purpose and bound by a shared responsibility to lead change that lasts.

Thank you for your continued strength, support, and commitment to this vital work. We walk forward with you, always.

In respect,

Hilda Anderson-Pyrz

Chair, National Family and Survivors Circle Inc.



INTRODUCTION

The National Family and Survivors Circle led the fulfillment of the first call for justice by working with other contributing partners to co-create the National Action Plan.

Introduction

ABOUT NFSC INC.

WHO WE ARE

The National Family and Survivors Circle Inc. (NFSC Inc.) is a national non-profit organization created to return Power and Place to Indigenous girls, 2SLGBTQQIA+ people, and women.

NFSC Inc. was formed in 2020 after the [National Inquiry](#) into Missing and Murdered Indigenous Women, and Girls (MMIWG) published its [Final Report](#) along with 231 Calls for Justice overall and an additional 21 Calls for Justice specific to Quebec.

As an advisory circle, its role was to centre missing and murdered Indigenous women, girls, and 2SLGBTQQIA+ people, as well as survivors, and families, in the work to end race- and gender-based violence in these communities.

NFSC Inc. led the fulfillment of the first call for justice by working with other contributing partners to co-create the [Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People National Action Plan](#). The National Action Plan (NAP) provides a detailed framework for addressing the multifaceted issues that contribute to the crisis of MMIWG, and 2SLGBTQQIA+ people (MMIWG2S+).


The plan was published in 2021 with contributions from more than 100 Indigenous women, 2SLGBTQQIA+ people, and others, including representatives from national Indigenous organizations and officials from federal, provincial and territorial governments.

In April 2023, NFSC Inc. was legally incorporated as a non-profit organization. Today, we are the only national Indigenous organization independent of all governments, including Indigenous governments, that centres families of MMIWG2S+, survivors of gender- and race-based violence and Indigenous women, girls, and 2SLGBTQQIA+ people, in the work to end all forms of violence against Indigenous women, girls, and 2SLGBTQQIA+ people.

In its new form, the NFSC Inc.:

- Continues to centre the voices and experiences of MMIWG, and 2SLGBTQQIA+ people, their families, and survivors of gender-based violence in the processes and decisions that affect them.
- Collaborates with partners and allies to create pathways to safe, secure, equitable and dignified futures for Inuit, Métis, and First Nations girls, 2SLGBTQQIA+ people, and women.
- Holds all governments and Canadian institutions accountable to their inherent roles to decolonize the economic, social, and cultural norms that lead to race- and gender-based violence.

Introduction



NFSC Inc. adds our voices to the longstanding advocacy and grassroots movements led by families of MMIWG and 2SLGBTQQIA+ people who have tirelessly called for meaningful inclusion and recognition of their lived experiences.

The establishment of the National Family and Survivors Circle Inc. is historic. For the first time, families and survivors are integrated into the co-development processes of government and other partners. This unprecedented level of collaboration marks a profound shift towards meaningful action and inclusion for lasting change.

The NFSC Inc. receives financial support from Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). The Federal Budget 2023 provided \$2.6 million over three years starting in 2023-24 to fund the NFSC Inc.'s critical work. As a non-profit organization, the NFSC Inc. obtains funding from diverse sources.

NFSC Inc. continues to work with the federal government to support the co-implementation and partnership strategies of the NAP across Canadian governments and institutions.



OUR MISSION, VISION, AND VALUES

MISSION

We are proud, self-determining, and distinct First Nations, Inuit, Métis Inherent, and Human Rights Holders.

Our mission is to work collaboratively to end the genocide of Indigenous women, girls, Two Spirit, and gender diverse people by collectively building pathways to safety, security, equity, and equality.

VISION

Métis, Inuit, and First Nations women, girls, Two Spirit, and gender diverse people live in safety and security, with dignity and equity, in a Canada that upholds and honours our Inherent and Human Rights.

VALUES

Nothing About Us, Without Us

**ACCOUNTABILITY, EQUITY, SAFETY, JUSTICE,
RESPECT, DIGNITY, TRUST, HEALING, and LOVE.**



Introduction

OUR PRINCIPLES

The Guiding Principles for NFSC Inc. Inc's work are derived from the work of the National Inquiry, the NAP, and human rights conventions and declarations.

1. Honour the strength of Indigenous 2SLGBTQIA+ people, women, and girls, and support them in reclaiming their sacred roles and responsibilities.

- Focus on reclaiming the power, place, and dignity of Indigenous girls, 2SLGBTQIA+ people, and women.

2. Include families and survivors in all of our work.

- The lived experience of families and survivors provide critical insight, perspectives, and solutions for substantive change—they are the heart of this change.
- Family includes all forms of familial kinship including, but not limited to, biological families, chosen families, and families of the heart.

3. Focus on substantive equality and Indigenous human rights that include inherent, Treaty and Constitutional rights and responsibilities of Indigenous Peoples.

- **SUBSTANTIVE EQUALITY:** identical treatment can sometimes result in inequality, so unique measures may need to be taken to achieve true equality in outcomes to address historical disadvantages, intergenerational trauma, and discrimination.
- **HUMAN RIGHTS:** all human rights are universal, indivisible, interdependent and inter-related. Indigenous Peoples hold international and domestic human rights, including inherent rights, Treaty rights and Constitutional rights. Governments have legal obligations to ensure that these individual and collective rights of Indigenous women, girls, and 2SLGBTQIA+ people are fully respected, promoted, and upheld.

- **RESPONSIBILITIES:** when promoting and protecting their Indigenous human rights that include inherent, Treaty, and Constitutional rights, Indigenous people have the responsibility of respecting one another, the earth, and their cultural heritage.

4. Support a distinctions-based approach to ensure that the unique rights, interests and circumstances of Métis, Inuit, and First Nations are acknowledged, affirmed, and implemented.

- Recognizes the rights including the right to self-determination, unique interests and priorities of Inuit, Métis, and First Nations grounded in the promise of section 35 of *The Constitution Act, 1982*.

5. Respect intersectional and diverse perspectives, and be inclusive of all Indigenous girls, 2SLGBTQIA+ people, and women, no matter where they are.

- **INTERSECTIONAL:** there is a need to account for the multifaceted and interconnecting aspects that make up an individual's identity, including ethnicity, cultural identity, sex, gender identity or expression, sexual orientation, ability, class, and geographical location.
- **DIVERSE PERSPECTIVES:** individuals have differing experiences based on their diverse identities and histories. We must ensure inclusion of intersecting aspects of identity to meaningfully acknowledge and address the specific realities, barriers, and challenges not only between, but within, First Nations, Inuit, and Métis communities, and individuals.

Introduction

6. Recognize Indigenous Peoples' right to self-determination.

- Indigenous Peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social, and cultural development.

7. Utilize a decolonizing approach, including being culturally informed and culturally safe.

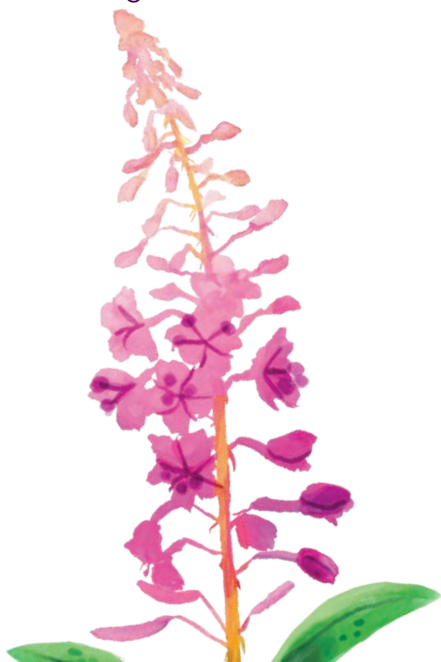
- **DECOLONIZING APPROACH:** involves challenging colonial influences and dismantling and replacing or adapting structures that perpetuate the status quo using Indigenous worldviews and perspectives.
- **CULTURALLY INFORMED:** acknowledges, respects, and integrates Indigenous cultural values, beliefs, and practices. Rooted in a recognition of the importance of the land, culture, language, and Indigenous-led approaches, it encourages the revitalization and flourishing of Indigenous cultures, languages, and traditional knowledge.
- **CULTURALLY SAFE:** recognizes and addresses power imbalances and inequities, enabling services and processes that are holistic, spiritually, socially, and emotionally safe and allow reclaiming of power by Indigenous 2SLGBTQQIA+ people, women, and girls.

8. Work collaboratively with our allies to co-develop, co-implement and partner on our strategies.

- Recognize that everyone has a role to play in ending violence against Indigenous women, girls, and 2SLGBTQQIA+ people. This requires a broad spectrum of engagement and collaboration that enables all governments (federal, provincial/territorial, municipal, Indigenous), Indigenous representative organizations and other partners to contribute, reflecting their own priorities and capacities.
- To ensure that impacts are felt on the ground by Indigenous girls, 2SLGBTQQIA+ people, and women, families, and survivors of violence, all governments (federal, provincial/territorial, municipal, Indigenous), in partnership with Indigenous representative organizations, will co-implement and collaborate on our respective and mutual commitments in the NAP.

9. Build on evidence and ensure our progress is sustainable and evergreen.

- Our work should be based on informed decisions that are built on evidence, learning, and understanding of what works to end violence against Indigenous 2SLGBTQQIA+ people, girls, and women.
- Hold all governments (i.e., federal, provincial/territorial, municipal, Indigenous) accountable to their commitments to identify and prioritize resources to end violence against Indigenous girls, women, and 2SLGBTQQIA+ people.
- As an evergreen document, our strategy is living and changing, adapting to shifting priorities or circumstances over time.





NFSC INC. PATHWAYS

The **Blue Pathway** represents water, which connects us, sustains us and gives new life.

The **Green Pathway** represents land, which heals us and grounds us in who we are and where we come from.

The **Purple Pathway** represents the end of gender-based violence and reclaiming Power and Place for our women, girls, and 2SLGBTQQIA+ people.

The **Red Pathway** represents the sacred voices and truths of families and survivors.

The **Heart** honours and commemorates the immeasurable value of our loved ones who are missing or have been murdered.

The **Fire** represents the bringing together of our home fires in the shared responsibility and accountability for ending all forms of gender-based violence against Indigenous women, girls, and 2SLGBTQQIA+ people.

The **Sunrise** represents that every day is a new beginning and an opportunity for reclaiming Power and Place.

The **White Lines** remind us of Northern ice and snow, and how our environment is a life force that touches everything and is central to our culture and ways of being.

The **13 Moons** represent the calendar cycle of opportunities for substantive change and reflection that come with each Moon.

Introduction



*We are all
interconnected.*

EACH OF US AND ALL OF US

NFSC Inc. respects all unique individuals and the distinct indigeneity of all Indigenous people in Canada. We celebrate diversity and inclusion. We share our space, knowledge, experiences, and humanity with each other. We are all interconnected.

NFSC Inc. Board of Directors and staff are Inuit, Métis, and First Nations Inherent, and Human Rights Holders with distinct heritage, as are the MMIWG, 2SLGBTQQIA+ people, survivors, and Indigenous families it serves.

The use of “First Nations,” “Métis,” and “Inuit,” tends to homogenize diverse individuals from distinct cultures that have long existed on this continent, predating Canada. Additionally, listing these terms in the same order repeatedly (“First Nations, Métis, and Inuit”) can unintentionally suggest a hierarchy of indigeneity, undermining the principles of equality and respect for each unique culture.

At the NFSC Inc., we ensure respect and inclusivity by alternating the order of the terms Métis, First Nations, and Inuit, as well as other similar descriptors, in all our documents and communications. This approach reflects our commitment to honoring the unique identities of each community we serve.

NFSC INC. BOARD OF DIRECTORS

NFSC Inc. is a newly established, independent, legally incorporated non-profit and national Indigenous organization. It is governed by a Board of Directors comprised of Indigenous women, and 2SLGBTQQIA+ people who are family members of Missing or Murdered Indigenous Women, girls, and 2SLGBTQQIA+ people (MMIWG2S+), and who are survivors of gender- and race-based violence themselves.

BOARD MEMBERS



... committed to centering the voices of families and survivors, and to advancing Indigenous-led, rights-based, and decolonizing approaches ...



HILDA ANDERSON-PYRZ, CHAIR

Hilda Anderson-Pyrz is a proud member of O-Pipon-Na-Piwin Cree Nation (OPCN) and a nationally respected Indigenous leader whose work turns lived experience into powerful advocacy and systemic change.

As Chair of the National Family and Survivors Circle Inc., she brings the strength of a survivor and the perspective of a family member directly impacted by the crisis of Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ people (MMIWG2S+). Her leadership is grounded in deep community connection and frontline expertise.

Hilda's work is rooted in the understanding that Indigenous women, girls, and 2SLGBTQQIA+ people are sacred. She is committed to centering the voices of families and survivors, and to advancing Indigenous-led, rights-based, and decolonizing approaches to justice and healing. Her advocacy is guided by cultural knowledge, humility, and a vision for self-determined futures for all Indigenous peoples.

Raised on the shores of South Indian Lake and Rusty River, Hilda's early life was shaped by the land and the teachings of her late father, a commercial fisherman and trapper. These foundations instilled a deep sense of identity, responsibility, and purpose—anchored in the strength of her Cree language, values, and traditions.

For over two decades, Hilda has led transformative initiatives at the local, regional, and national levels. She played a key role in creating the MMIWG Liaison Unit at Manitoba Keewatinowi Okimakanak Inc., where she served as Director for five years. Her leadership has also extended to the Families First Foundation and the Manitoba MMIWG Coalition. Whether at community gatherings or international forums like the United Nations, she speaks with the authority of lived experience and the power of collective truth.

Hilda's lifelong dedication has earned numerous awards recognizing her impact on justice, healing, and systems change.

She is not only an advocate, she is a movement builder, a truth-teller, and a protector of community. With courage and compassion, she carries forward the stories of those who are missing, murdered, and surviving—and calls on all to stand together in building a just future rooted in accountability and action.

Introduction



**... over 25 years
of service, leadership
and activism, advocating
to end violence
against Indigenous
women, girls, and
2SLGBTQQIA+ people.**

ANNE MAJE RAIDER

Ann Maje Raider is a Kaska grandmother and a member of the Wolf clan in the unceded Kaska Territory in the Southeast Yukon. As the former Chief of Liard First Nation—and the first to be democratically elected—Ann has demonstrated over 25 years of service, leadership and activism, advocating to end violence against Indigenous women, girls, and 2SLGBTQQIA+ people.

In 1998, along with a small group of Kaska women, Ann joined the Liard Aboriginal Women's Society (LAWS). The Society acquired legal standing during the National Inquiry into MMIWG, and its submission provided recommendations from Yukon women on ending gender- and race-based violence against Indigenous women, girls, and 2SLGBTQQIA+ people.

As the Society's Executive Director, Ann has implemented numerous and innovative social response initiatives related to cultural wellness and social justice. Recently, the Society and the Royal Canadian Mounted Police (RCMP) came together to implement a ground-breaking community safety protocol called "Together for Justice", which was recognized for Best Practices by the United Nations and earned Ann the Yukon Government Community Safety Award for an Outstanding Project in 2016.

Today, Ann co-chairs the Yukon Advisory Committee, which is helping develop the "Changing the Story to Upholding Dignity and Justice: Yukon MMIWG2S+ Strategy." Her current role as a member of the NFSC Inc. furthers her passion for advocacy, which comes from her lived experience of giving a voice to her sister, who was murdered. Her abilities to engage her community in a consistent path of development and blend traditional and Western therapeutic models of practice have earned her recognition, including the 2017 Governor General Polar Award.

Introduction



Known regionally and nationally for her advocacy work for the rights of women and children and for speaking against family violence...

CHARLOTTE WOLFREY

Charlotte Wolfrey (Pottle) was born on the land in the Rigolet area of Nunatsiavut. Strongly rooted in her Inuit heritage, she practices her culture and lives from the animals and plants from her community.

Known regionally and nationally for her advocacy work for the rights of women and children and for speaking against family violence, Charlotte has held a variety of senior management positions in health care and municipal administration, including serving on the Community Council and Labrador Inuit Association.

In addition to being involved in research since the early 1980s, she has served many local, provincial, national, and international committees and organizations, including Canadian Inuit Circumpolar Health Society, Atlantic Aboriginal Health Research and the Provincial Advisory Council on the Status of Women.

In recognition of her decades of service and advocacy, she was named Pauktuutit's Inuit Woman of the Year in 2011, and became a recipient of the Queen Elizabeth II Diamond Jubilee Medal in 2013. In 2012, Charlotte was selected to be an Honorary Witness for the Truth and Reconciliation Commission.

For two years, she served on the National Family Advisory Circle, which helped provide recommendations and guidance to the Commissioners of the National Inquiry into MMIWG. After years of speaking out and advocating for Indigenous women, girls, and 2SLGBTQQIA+ people, she is hopeful that transformational change will be possible.

Charlotte is as a former board member of Pauktuutit Inuit Women of Canada and previously served two terms as AngajukKâk (Mayor) of Rigolet. She is proudest of being a wife, a mother to her four children, a grandmother and great grandmother.



Introduction



... an artist, harvester and mother... elected in the general election held on October 25, 2021, to represent the constituency of Iqaluit-Sinaa in the 6th Legislative Assembly of Nunavut.

JANET PITSIULAAQ BREWSTER

Janet Pitsiulaaq Brewster is an artist, harvester and mother to Taqtu, Ashevak, and Napatsi. She was elected in the general election held on October 25, 2021, to represent the constituency of Iqaluit-Sinaa in the 6th Legislative Assembly of Nunavut.

Janet's previous professional experience includes approximately two decades of work in senior positions with the territorial Department of Health in the fields of health promotion and protection, patient relations, medical travel and population health. Janet is also a former Executive Director of the Nunavut Arts and Crafts Association.

Janet has served as the Deputy Mayor of Iqaluit and is a past member of the board of directors of the Inuit Broadcasting Corporation, the Governance Council of the Nunavut and Northwest Territories Workers' Safety and Compensation Commission and the Northern Contaminants Program Management Committee.

She was founding Vice-Chair of the Aboriginal Healing Foundation and has been active with the NFSC Inc., and the creation of the 2021 Missing and Murdered Indigenous Women, girls, and 2SLGBTQQIA+ People National Action Plan (NAP). Janet is also active in the Nunavut chapter of the Black Lives Matter movement.

Introduction



She uses her lived experience to speak at conferences across the country on policing to emphasize the need for systemic changes in the way cases are handled, including the 2016 Justice Practitioners Summit on MMIWG in Canada...



MELANIE MORRISON

Melanie Morrison, a proud Mohawk woman, devoted wife, and mother from the Territory of Kahnawà:ke, was elected Chief of her community in July 2024. As a former Board Member of NFSC Inc., she generously shared her gifts of leadership, insight, and cultural grounding as part of a collaborative effort to shape a Strategic Plan rooted in unity, shared strength, and collective vision. This work reflected NFSC's commitment to uplifting Indigenous communities through partnership and purposeful leadership. With over 20 years of service at Caisse Populaire Kahnawà:ke, Melanie has consistently demonstrated visionary leadership rooted in integrity and community values. Now, as an elected Chief, she brings that same passion and dedication to the Mohawk Council of Kahnawà:ke, where she will continue to champion growth, unity, and collective strength through 2027.

Melanie has been an activist for missing and murdered Indigenous women, girls, and 2SLGBTQIA+ people since 2006, when her sister Tiffany Morrison went missing. Her sister's remains were found in 2010, a murder that is unsolved to this day. She uses her lived experience to speak at conferences across the country on policing to emphasize the need for systemic changes in the way cases are handled, including the 2016 Justice Practitioners Summit on MMIWG in Canada, and the First Nations Chiefs of Police Association in 2018.

Melanie's relentless drive and resilience have led her to advocate passionately on behalf of impacted families and survivors. She was a member of the National Family Advisory Circle for the National Inquiry into MMIWG, guiding the Kepec-Quebec supplementary report and the forensic team. In addition, she was the Lead Facilitator for her healing circle's "Women are Sisters" project in 2019.

Melanie's years of advocacy work have earned her recognition, including receiving the Amnesty International Ambassador of Conscience Award in 2017, and being featured in the Amnesty International Francophone "Writes for Rights" campaign in 2018. Melanie hopes her work will engender changes that ensure no other family has to go through what her family endures.

Introduction



As an impacted family member... who has witnessed the results of systemic racism and violence, Tanya uses her lived experience to advocate for families of missing and murdered Indigenous women...

TANYA DEBASSIGE

Tanya Debassige is Ojibwe and Odawa from Mnidoo Mnising, Manitoulin Island. She was born and raised on her Anishinabek traditional territory within the Robison Huron Treaty. She is mother to two amazing grown children and a proud grandmother. As the granddaughter of a residential school survivor and having attended an Indian Day School in her formative years, she has learned resilience, patience and tenacity.

As an impacted family member and an impacted community member who has witnessed the results of systemic racism and violence, Tanya uses her lived experience to advocate for families of missing and murdered Indigenous women, girls, and 2SLGBTQQIA+ people, and survivors of gender- and race-based violence. After finding challenges in accessing resources, she now helps impacted families and survivors navigate provincial, federal and First Nations programs.

Tanya ensures her advocacy and teaching is rooted in Indigenous ways of knowing, which she credits to her parents. Her father, Adam Debassige, instilled in Tanya the importance of education, and now, despite overcoming learning disabilities, Tanya holds two degrees. As a key part of her family's healing, Tanya's mother, Lorraine, is a firm believer in language in ceremony after overcoming the mentality of needing to hide her cultural practices. These values have allowed Tanya to be a better advocate and a better educator in providing information to other families and survivors.

Now, as a Board Member of the NFSC Inc., Tanya is a solutions-focused change agent educating the world that Indigenous women, girls, and 2SLGBTQQIA+ people are sacred. Her fervent hope is that the 231 Calls for Justice from the National Inquiry's Final Report are implemented, and that every Canadian understands their responsibility in ending gender- and race-based violence.



STRATEGIC PLAN

Central to our mission is empowering families and survivors by providing them with a platform to share their stories, experiences and insights.

NFSC INC. STRATEGIC PLAN

NFSC Inc. employs a strategic approach that is holistic, inclusive, and culturally grounded. This approach is designed to foster justice, healing and systemic change, ultimately leading to a future where Indigenous women, girls, and 2SLGBTQQIA+ people are safe, respected, and valued.

To create its strategic plan, NFSC Inc. Board of Directors, and staff used a sharing-circle approach to create a new mission, vision, and values for NFSC Inc. The group reviewed and renewed the pathways depicted in the NFSC Inc. logo, describing the cultural significance of each path, and drawing on their own experiences on the land or in ceremony. These voices led the way to the strategic plan.

NFSC Inc. is committed to a decolonized approach to achieving its organizational vision and mission. As such, the goals, objectives, strategies, and tactics in this strategic plan are understood to be decolonizing by default.

As such, the way forward needs to challenge and dispel oppressive power imbalances. Whenever possible, these dynamics should be identified and deconstructed.

NFSC Inc. has several key goals and objectives. Central to our mission is empowering families and survivors by providing them with a platform to share their stories, experiences and insights. NFSC Inc. is dedicated to advocating for the full implementation of the 231 Calls to Justice, informed by the voices of families and survivors, monitoring the progress of the NAP and ensuring accountability from government agencies, institutions and society.



Goals are the broad outcomes that an organization aims to achieve. They define the desired end results and provide a sense of direction and purpose.

Objectives are the measurable actions within the strategy that can be used to gauge the performance of the strategic plan.

Strategies are the approaches or plans of action designed to achieve the goals. They outline the method or pathway the organization will use to reach its desired outcomes.

Tactics are the specific actions, steps, or activities undertaken to implement the strategies. They are detailed and concrete actions that are usually short-term.

Strategic Plan

GOAL #1

EMPOWER FAMILIES AND SURVIVORS

Empowering families and survivors is at the heart of NFSC Inc's work. We are dedicated to building collaborative relationships with families and survivors to amplify their voices and create responsive environments. By creating robust support networks and fostering healing environments, we honour their resilience and strength.

EMPOWER FAMILIES AND SURVIVORS

OBJECTIVE 1.1: Engage with families, survivors, and others to validate our proposed strategies and tactics and co-develop actions and ideas for implementing our goals.

OBJECTIVE 1.2: Create and maintain robust support networks for families and survivors.

OBJECTIVE 1.3: Provide support, resources, and training to empower the advocacy and healing journeys of families and survivors.

OBJECTIVE 1.4: Establish a fund to support families and survivors.

STRATEGIES	TACTICS
COMMUNITY-BASED APPROACH	<ul style="list-style-type: none">• Give space that allows people to share their experiences and knowledge in their own voices, languages, tools, and methodologies.• Partner with local support groups in various regions and facilitate meetings to ensure accessibility for families and survivors.• Partner on workshops focused on healing, advocacy, and resilience.• Collaborate on creating safe spaces like healing circles, supported by Elders, to engage and involve families and survivors in healing gatherings.• Ensure families and survivors have opportunities to participate in NFSC Inc. activities and decision-making processes.
PROVIDE COMPREHENSIVE SERVICES	<ul style="list-style-type: none">• Develop an online platform for families and survivors to connect, share resources, and access support virtually.• Advocate to establish resource centers that offer legal, mental health, and advocacy support services.• Implement peer mentorship programs pairing experienced advocates with new family members and survivors.• Partner with law firms to provide pro bono or reduced-cost legal services.• Advocate for the development of a program to quickly disburse funds for urgent needs, such as travel for court appearances or emergency mental health support.
BUILD CAPACITY	<ul style="list-style-type: none">• Offer training programs that enhance skills in advocacy, public speaking, and navigating legal systems.• Create a library of online and offline informational guides, toolkits, and access to networks that support advocacy efforts.• Partner with other non-profits with shared interests and capacity to contribute to NFSC Inc. goals and objectives.
LEADERSHIP AND PARTICIPATION	<ul style="list-style-type: none">• Establish partnerships with governments, foundations, corporations, and individual donors to secure ongoing financial support.• Launch fundraising campaigns to build and maintain the family and survivor support fund.• Apply for grants from governmental and non-governmental sources to support the fund.

Strategic Plan

GOAL #2

CHALLENGING THE STATUS QUO

Challenging the status quo requires relentless effort and wide collaboration. We are committed to working with government agencies, non-governmental organizations (NGOs) and community organizations to ensure the 231 Calls to Justice are prioritized and implemented. We will hold governments, agencies, and institutions accountable and push for the legislative and policy changes necessary to end violence against Indigenous women, girls, and 2SLGBTQIA+ people.

CHALLENGING THE STATUS QUO

OBJECTIVE 2.1: Advocate for the implementation of the 231 Calls to Justice at international, national, provincial, and local levels.

OBJECTIVE 2.2: Collaborate and partner with government agencies, NGOs, and community organizations to ensure the National Action Plan (NAP) is prioritized.

OBJECTIVE 2.3: Hold stakeholders accountable for their commitments and actions in the NAP, and for the implementation of the 231 Calls for Justice as legal imperatives.

OBJECTIVE 2.4: Conduct research, develop policy recommendations and draft position papers to influence legislative and systemic reforms.

STRATEGIES	TACTICS
POLICY DEVELOPMENT AND IMPLEMENTATION	<ul style="list-style-type: none">• Undertake a national engagement and survey to get input from families, survivors, stakeholders, and allies.• Conduct workshops and training sessions for families and survivors to support their advocacy for policy changes.• Organize campaigns to lobby for specific policy changes and legislative reforms.• Conduct briefings and presentations for policymakers at all levels to advocate for the implementation of the 231 Calls to Justice.• Develop and promote policy recommendations based on the expertise and experiences of families and survivors, advocating for the implementation of the 231 Calls to Justice.• Track the progress of the NAP and hold institutions accountable for their responsibilities, commitments, and actions.• Convene panels of experts, including academics, legal professionals, and Indigenous leaders, to develop policy recommendations.• Regularly review and update strategies based on feedback from families, survivors, and other stakeholders.• Publish and disseminate policy recommendations and position papers to policymakers, stakeholders, and the public.
SAFETY	<ul style="list-style-type: none">• Collaborate with community on using innovation and technology to create tools that help to keep Indigenous women, girls, and 2SLGBTQIA+ safe and secure while also protecting their agency and privacy.
STRATEGIC PARTNERSHIPS	<ul style="list-style-type: none">• Develop and launch joint initiatives with partners to address key areas of the NAP and the 231 Calls for Justice.• Establish Memoranda of Understanding (MOUs) with key partners to formalize collaboration and shared goals.• Partner with academic institutions and research organizations to conduct studies on MMIWG2S+ and related issues.• Develop and implement joint initiatives that address specific aspects of the NAP and the 231 Calls for Justice.• Ask partners to share their commitment to NFSC Inc. by signing and publicizing their commitment to ending gender- and race-based violence.
COLLABORATIVE EFFORTS	<ul style="list-style-type: none">• Collaborate with other advocacy groups to amplify efforts and create a broader impact.• Work with federal, provincial, municipal, and Indigenous governments to influence policy and secure support for initiatives.
COMMUNICATION	<ul style="list-style-type: none">• Establish regular communication channels with partners to share updates, best practices, and progress reports.



GOAL #3

PROMOTE CULTURAL SAFETY AND EQUITY

We advocate for the integration of Indigenous cultural practices and knowledge in all aspects of the National Action Plan (NAP). By promoting cultural competency and respect, we aim to create environments where Indigenous girls, 2SLGBTQQIA+ people, and women feel valued and protected. By leading initiatives that promote cultural safety and equity, we seek to inspire others.

PROMOTE CULTURAL SAFETY AND EQUITY

OBJECTIVE 3.1: Develop a public decolonization action plan that communicates NFSC Inc's commitment to decolonization and documents concrete and immediate actions.

OBJECTIVE 3.2: Support organizations to incorporate Indigenous cultural practices and knowledge in all aspects of the NAP.

OBJECTIVE 3.3: Establish partnerships with Indigenous organizations, Elders, and Knowledge Keepers to ensure cultural protocols are respected and followed.

OBJECTIVE 3.4: Develop cultural competency training for service providers, law enforcement, and policymakers.

STRATEGIES	TACTICS
CULTURAL INTEGRATION	<ul style="list-style-type: none"> • Work to ensure NFSC Inc. is an exemplar in decolonization by reviewing and revising all NFSC Inc. policies and processes through the lens of Reclaiming Power and Place. • Develop comprehensive training modules on cultural competency and decolonization tailored for different audiences. • Provide a decolonization toolkit to partner organizations that can be used to dismantle oppressive power structures. • Advocate for Indigenous leadership, cultural practices, knowledge, and methodologies to be incorporated. • Partner with educational institutions and training organizations to deliver cultural competency training. • Provide training for service providers, law enforcement, and policymakers to ensure culturally safe and respectful care for Indigenous families and survivors. • Offer workshops to organizations on decolonizing and integrating Indigenous cultural practices into their programs.
DOCUMENT BEST PRACTICES	<ul style="list-style-type: none"> • Review all organizational policies through the lens of Reclaiming Power and Place. • Establish formal partnerships with Indigenous organizations and Elders and Knowledge Keepers to guide cultural practices and protocols. • Document and share best practices for integrating Indigenous cultural practices in various initiatives. • Develop and disseminate cultural protocol guides to ensure respectful and appropriate engagement with Indigenous communities. • Establish recognition programs to honour organizations that effectively incorporate Indigenous cultural practices that build pathways for safety and security for Indigenous women, girls, and 2SLGBTQQIA+ people.
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> • Consult with Elders and Knowledge Keepers to ensure cultural protocols are respected and followed. • Work with international, national, regional, and local Indigenous organizations to ensure collaborative and coordinated efforts and shared resources.



GOAL #4

ENHANCE PUBLIC AWARENESS AND EDUCATION

Challenging the status quo requires relentless effort and wide collaboration. We are committed to working with government agencies, non-governmental organizations (NGOs), and community organizations to ensure the 231 Calls to Justice are prioritized and implemented. We will hold governments, agencies, and institutions accountable and push for the legislative and policy changes necessary to end violence against Indigenous women, girls, and 2SLGBTQIA+ people.

ENHANCE PUBLIC AWARENESS AND EDUCATION

OBJECTIVE 2.1: Advocate for the implementation of the 231 Calls to Justice at international, national, provincial, and local levels.

OBJECTIVE 2.2: Collaborate and partner with government agencies, NGOs, and community organizations to ensure the National Action Plan (NAP) is prioritized.

OBJECTIVE 2.3: Hold stakeholders accountable for their commitments and actions in the NAP, and for the implementation of the 231 Calls for Justice as legal imperatives.

OBJECTIVE 2.4: Conduct research, develop policy recommendations and draft position papers to influence legislative and systemic reforms.

STRATEGIES	TACTICS
POLICY DEVELOPMENT AND IMPLEMENTATION	<ul style="list-style-type: none"> Undertake a national engagement and survey to get input from families, survivors, stakeholders, and allies. Conduct workshops and training sessions for families and survivors to support their advocacy for policy changes. Organize campaigns to lobby for specific policy changes and legislative reforms. Conduct briefings and presentations for policymakers at all levels to advocate for the implementation of the 231 Calls to Justice. Develop and promote policy recommendations based on the expertise and experiences of families and survivors, advocating for the implementation of the 231 Calls to Justice. Track the progress of the NAP and hold institutions accountable for their responsibilities, commitments, and actions. Convene panels of experts, including academics, legal professionals, and Indigenous leaders, to develop policy recommendations. Regularly review and update strategies based on feedback from families, survivors, and other stakeholders. Publish and disseminate policy recommendations and position papers to policymakers, stakeholders, and the public.
SAFETY	<ul style="list-style-type: none"> Collaborate with community on using innovation and technology to create tools that help to keep Indigenous women, girls, and 2SLGBTQIA+ safe and secure while also protecting their agency and privacy.
STRATEGIC PARTNERSHIPS	<ul style="list-style-type: none"> Develop and launch joint initiatives with partners to address key areas of the NAP and the 231 Calls for Justice. Establish Memoranda of Understanding (MOUs) with key partners to formalize collaboration and shared goals. Partner with academic institutions and research organizations to conduct studies on MMIWG2S+ and related issues. Develop and implement joint initiatives that address specific aspects of the NAP and the 231 Calls for Justice. Ask partners to share their commitment to NFSC Inc. by signing and publicizing their commitment to ending gender- and race-based violence.
COLLABORATIVE EFFORTS	<ul style="list-style-type: none"> Collaborate with other advocacy groups to amplify efforts and create a broader impact. Work with federal, provincial, municipal, and Indigenous governments to influence policy and secure support for initiatives.
COMMUNICATION	<ul style="list-style-type: none"> Establish regular communication channels with partners to share updates, best practices, and progress reports.



Strategic Plan

GOAL #5

EMPOWER FAMILIES AND SURVIVORS

Strengthening our organizational capacity is essential for sustaining our efforts. Securing long-term funding, investing in staff development, and implementing a robust governance structure will enable us to carry out our mission effectively and transparently.

EMPOWER FAMILIES AND SURVIVORS

OBJECTIVE 5.1: Support the Board of Directors to be effective.

OBJECTIVE 5.2: Implement robust governance structures and processes.

OBJECTIVE 5.3: Secure sustainable funding.

OBJECTIVE 5.4: Hire and invest in staff.

OBJECTIVE 5.5: Open regional offices.

STRATEGIES	TACTICS
GOVERNANCE EXCELLENCE	<ul style="list-style-type: none"> Board members hold each other accountable to the values of NFSC Inc., addressing difficult conversations with care and sensitivity, incorporating harm reduction approaches that uphold dignity, and acknowledging colonial influences. Conduct an interjurisdictional scan of local and regional responses to the 231 Calls for Justice and the National Action Plan (NAP) to identifying emerging and best practices for NFSC Inc. Create a strategic advisory group of experts to support the Board of Directors to develop its annual strategic plan and corresponding operational plan. Provide training sessions for the Board of Directors on governance best practices. Develop and regularly review governance policies and procedures. Provide regular financial reporting to ensure transparency. Expand the number of Board of Directors members for increased regional representation. Seek funding to support Board members to meet annually in person.
SUSTAINABLE FUNDING	<ul style="list-style-type: none"> Develop and implement comprehensive fundraising strategies, including events and campaigns. Establish a dedicated grant-writing team to pursue funding opportunities. Establish strong governance structures and processes to ensure inclusivity, transparency, and accountability. Secure sustainable funding through grants, donations, and partnerships to support NFSC Inc. Inc's programs and initiatives. Implement robust financial management practices to ensure transparency and accountability. Advocate and seek resources for the establishment and operation of NFSC Inc. regional offices.
STAFF AND INFRASTRUCTURE	<ul style="list-style-type: none"> Ensure the NFSC Inc. human resources policies and practices promote equity and decolonization. Ensure the NFSC Inc. compensation model recognizes the inherent knowledge and expertise of Indigenous staff members with salaries the meet or exceed salaries of similar roles at other non-profits. Develop a recruitment strategy to attract professional, skilled, and passionate individuals. Invest in staff training and development to enhance organizational effectiveness. Implement programs to support employee well-being and retention. Advocate to establish NFSC Inc. satellite offices in each region across Canada. Conduct needs assessments to determine the optimal locations for NFSC Inc. regional offices. Build partnerships with local organizations to support the work of NFSC Inc. regional offices.
WORKPLACE SAFETY	<ul style="list-style-type: none"> Engage with employees on what would support Reclaiming Power and Place in their work with NFSC Inc. and develop a list of actions to achieve this sense of agency and belonging no matter what spaces they enter. Develop policies and procedures to provide safety to NFSC Inc. Board members and staff while travelling or making public appearances when they may feel unsafe or experience violence. Seek training and cultural supports for Board members and staff in anticipation of handling harassment, either in-person or online, as Indigenous women, girls, and 2SLGBTQIA+ people and advocates for MMIWG2S+ and decolonization.

MEASUREMENT

Engage with families, survivors, and others to validate our proposed strategies and tactics and to co-develop actions and ideas for implementing our goals.

Measurement

JOURNEY MARKERS

With care, these markers are placed along our collective paths—a reflection on the journey over the destination, celebrating progress, and indicating the effects of our dedication.



KEY PERFORMANCE INDICATORS

The Key Performance Indicators (KPIs) are yet undetermined. They will need to be developed after the strategic plan is validated by community.

GOALS	OBJECTIVES	KPI	TIMING	DATA SOURCE
EMPOWER FAMILIES AND SURVIVORS	Engage with families, survivors, and others to validate our proposed strategies and tactics and to co-develop actions and ideas for implementing our goals.			
	Create and maintain robust support networks for families and survivors.			
	Provide support, resources, and training to empower the advocacy and healing journeys of survivors.			
	Establish a fund to support families and survivors.			
CHALLENGE THE STATUS QUO	Advocate for the implementation of the 231 Calls for Justice at international, national, provincial, territorial, and local levels.			
	Collaborate and partner with government agencies, non-governmental organizations (NGOs), and community organizations to ensure the National Action Plan (NAP) is prioritized.			
	Hold stakeholders accountable for their commitments and actions, and for the implementation of the 231 Calls for Justice as legal imperatives.			
	Conduct research, develop policy recommendations and position papers to influence legislative and systemic reforms.			

Measurement

Key Performance Indicators – Continued

GOALS	OBJECTIVES	KPI	TIMING	DATA SOURCE
PROMOTE CULTURAL SAFETY AND EQUITY	Develop a decolonization declaration that communicates NFSC Inc's commitment to decolonization and documents concrete and immediate actions.			
	Support organizations to incorporate Indigenous cultural practices and knowledge in all aspects of the National Action Plan (NAP).			
	Establish partnerships with Indigenous organizations, Elders, and Knowledge Keepers to ensure cultural protocols are respected and followed.			
	Develop cultural competency training for service providers, law enforcement and policy makers.			
PUBLIC AWARENESS AND EDUCATION	Establish partnership(s) to provide an annual critical analysis on Canada's progress toward achieving the NAP and implementing the 231 Calls for Justice.			
	Raise awareness about MMIWG2S+ and gender- and race-based violence.			
	Provide educational materials and resources.			
	Host events to honour MMIWG2S+ and highlight ongoing issues.			
	Establish strategic partnerships with organizations that share similar values and goals.			
STRENGTHEN ORGANIZATIONAL CAPACITY	Support the Board of Directors to be effective.			
	Implement robust governance structures and processes.			
	Secure sustainable funding.			
	Hire and invest in staff.			
	Open regional offices.			



APPENDIX

ACRONYMS

2SLGBTQQA+

Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, and Asexual Plus

The "+" is inclusive of people who identify as part of sexual and gender diverse communities, who use additional terminologies.

CIRNAC

Crown-Indigenous Relations and Northern Affairs Canada

MMIWG

Missing and Murdered Indigenous Women and Girls

MMIWG2S+

Missing and Murdered Indigenous Women, Girls, Two Spirit, Transgender, and Gender-Diverse+

NAP

National Action Plan

NGO

Non-governmental organization

NFSC Inc.

National Family and Survivors Circle Incorporated



Nothing About Us, Without Us.



Circles of Change

HONOURING TRUTH & IGNITING ACTION 2025-2030 STRATEGIC PLAN



**NATIONAL FAMILY AND
SURVIVORS CIRCLE INC.**
Nothing About Us, Without Us

[FAMILYSURVIVORS CIRCLE.CA](https://familyurvivorscircle.ca)