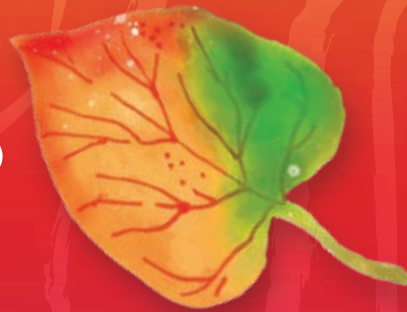




NATIONAL FAMILY AND
SURVIVORS CIRCLE INC.
Nothing About Us, Without Us

Circles of Change



HONOURING TRUTH & IGNITING ACTION
STRATEGIC PLAN 2026-2029



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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Executive Summary

NFSCI works to support practical, coordinated, and community-informed approaches to long-term change.

Executive Summary

The National Family and Survivors Circle Inc. (NFSCI) Strategic Plan 2026–2029 establishes a national framework to support long-term progress on the Calls for Justice through accountability, policy engagement, public awareness, systems improvement, and partnership-building across Canada.

NFSCI is a national Indigenous organization focused on contributing Indigenous perspectives and community-informed priorities to policy discussions, implementation efforts, and cross-sector dialogue related to the safety and well-being of Indigenous women, girls, and 2SLGBTQQIA+ people. The organization works alongside Indigenous organizations, governments, institutions, sector partners, and communities to support practical, coordinated, and long-term approaches to change.

Indigenous women, girls, and 2SLGBTQQIA+ people continue to experience disproportionate levels of violence shaped by interconnected systemic and institutional factors, including housing insecurity, gaps in infrastructure and services, barriers within justice and public safety systems, racism, and the ongoing impacts of colonialism. NFSCI recognizes that improving safety and well-being requires action across multiple systems and sectors, not only within justice systems alone.

Improving safety and well-being requires action across multiple systems and sectors, not only within justice systems alone.

This Strategic Plan reflects the growing need for stronger coordination, accountability, public understanding, and implementation-focused collaboration across Canada. It also reflects the importance of Indigenous-led approaches to systems improvement, public policy, data governance, and community-informed engagement.

In this way, the plan includes prevention as a core part of long-term systems change. Preventing violence requires earlier, coordinated, and better-resourced action across the systems that shape safety and well-being, including housing, infrastructure, justice, public safety, health, education, child and family services, transportation, and major project development. NFSCI will continue to work with partners to identify practical prevention opportunities, strengthen cross-sector collaboration, and advocate for the resources needed to support Indigenous-led, community-informed approaches.

Executive Summary

Over the next four years, NFSCI's work will focus on four strategic commitments:

1. Advance the Calls for Justice Through Accountability

Support accountability, implementation monitoring, public reporting, systems improvement, and cross-sector dialogue related to the Calls for Justice.

2. Support Learning, Public Awareness & Community Connection

Strengthen public understanding, shared learning, intergenerational dialogue, and national engagement related to violence prevention, community safety, and implementation of the Calls for Justice.

3. Influence Policy & Systems Change

Contribute Indigenous perspectives and community-informed priorities to policy discussions, institutional decision-making, and systems reform efforts connected to justice, housing, infrastructure, public safety, and community well-being.

4. Strengthen NFSCI for the Long-Term

Strengthen governance, operational capacity, communications, partnerships, and organizational sustainability to support effective long-term national engagement.

NFSCI recognizes that advancing the Calls for Justice is long-term work requiring sustained collaboration, practical action, and shared responsibility across governments, institutions, organizations, and communities. Through this strategy, NFSCI aims to contribute to safer communities, stronger systems, improved coordination, and better outcomes for current and future generations.



*Advancing
the Calls for
Justice requires
sustained
collaboration,
accountability,
and long-
term systems
improvement.*

Message

MESSAGE FROM THE PRESIDENT

The release of the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls marked an important moment in Canada's history.

The 231 Calls for Justice established a national framework for action and reinforced the need for sustained commitment across governments, institutions, organizations, and communities to address violence against Indigenous women, girls, and 2SLGBTQQIA+ people.

Indigenous women, girls, and 2SLGBTQQIA+ people continue to experience disproportionate levels of violence shaped by interconnected systemic and institutional factors including housing insecurity, gaps in infrastructure and services, barriers within justice and public safety systems, racism, and the ongoing impacts of colonialism. Despite continued national attention and ongoing implementation efforts, significant gaps and challenges remain across sectors and jurisdictions.

This Strategic Plan sets out NFSCI's direction for 2026–2029. It reflects our commitment to supporting long-term progress through accountability, public awareness, policy engagement, systems improvement, and partnership-building across Canada. It builds on the progress we have been making in our formative years to become nationally-recognized champions of change.

Over the next four years, NFSCI will continue contributing to local, national and international discussions related to implementation of the Calls for Justice. We will support opportunities for dialogue, coordination, public learning, and cross-sector collaboration while strengthening relationships with governments, Indigenous organizations, institutions, sector partners, survivors, families, Elders, youth, and communities.

This work requires practical action, shared responsibility, and sustained collaboration over time. It also requires sustained support for Indigenous-led organizations and long-term capacity to contribute to systems improvement, public dialogue, and implementation-focused work across Canada.

NFSCI remains committed to supporting approaches grounded in accountability, respect, Indigenous knowledge, community connection, and long-term change. We believe meaningful progress depends on continued partnership, stronger coordination across sectors and systems, and a collective commitment to improving safety and well-being for current and future generations.

As this work grows, NFSCI will continue to seek the partnerships, resources, and sustained support required to meet the scale of the challenge. Indigenous-led organizations are often called upon to contribute national expertise, support public dialogue, inform policy, convene partners, and respond to emerging issues. This work requires stable capacity, predictable funding, trusted relationships, and meaningful engagement from governments, institutions, and sector partners with responsibility for implementation. NFSCI's ability to advance this Strategic Plan will depend on sustained collaboration and on partners being prepared to act within their own mandates, share responsibility, and support the conditions required for long-term progress.

We are grateful to the many individuals, organizations, communities, and partners whose leadership, knowledge, and experience continue to guide and strengthen this work.

Hilda Anderson-Pyrz

President, National Family and Survivors Circle Inc.



About NFSCI

*Advancing the
Calls for Justice
requires sustained
commitment,
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About NFSCI

The National Family and Survivors Circle Inc. (NFSCI) is a national Indigenous organization focused on advancing long-term progress on the Calls for Justice through accountability, public awareness, policy engagement, systems improvement, and partnership-building across Canada.

NFSCI works to support coordinated, practical, and community-informed approaches to addressing violence against Indigenous women, girls, and 2SLGBTQQIA+ people. The organization contributes Indigenous perspectives and community priorities to national discussions related to community safety, justice systems, housing and infrastructure, public awareness, and long-term implementation of the Calls for Justice.

NFSCI recognizes that violence against Indigenous women, girls, and 2SLGBTQQIA+ people is shaped by interconnected systemic and institutional factors, including colonialism, racism, housing insecurity, gaps in infrastructure and services, barriers within justice and public safety systems, and broader social and economic inequities. Addressing these issues requires sustained collaboration, cross-sector engagement, and long-term systems improvement across governments, institutions, and communities.

NFSCI'S ROLE

- **Support accountability**
- **Contribute Indigenous women, girls and 2SLGBTQQIA+ perspectives**
- **Strengthen cross-sector dialogue**
- **Support systems improvement**
- **Advance long-term implementation efforts**

As a national organization, NFSCI supports dialogue, relationship-building, public learning, policy discussion, and implementation-focused engagement among Indigenous organizations, governments, institutions, sector partners, survivors, families, Elders, youth, and communities. The organization works to strengthen coordination, support informed decision-making, and contribute to practical approaches that improve safety and well-being across Canada.

NFSCI's work is grounded in shared responsibility, relationship-based approaches, respect for Indigenous knowledge and data sovereignty, and a commitment to long-term and intergenerational change. Through this work, NFSCI aims to contribute to safer communities, stronger systems, and improved outcomes for current and future generations.

NATIONAL CONTEXT

Indigenous women, girls, and 2SLGBTQQIA+ people continue to experience disproportionate levels of violence in Canada. These realities are shaped by interconnected systemic factors, including colonialism, racism, housing insecurity, gaps in community infrastructure, barriers within justice and public safety systems, inequitable access to services, and ongoing social and economic disparities.

The Calls for Justice released through the National Inquiry into Missing and Murdered Indigenous Women and Girls established a national framework for action across governments, institutions, and sectors. While progress has been made in some areas, implementation remains uneven and significant gaps continue to exist.

At the same time, there is growing recognition that long-term change requires coordinated action, public education, Indigenous-led solutions, cross-sector collaboration, and sustained engagement over time. NFSCI's work is situated within this broader national effort to support accountability, strengthen dialogue, elevate community perspectives, and contribute to systems improvement across Canada.



About NFSCI

MANDATE AND STRATEGIC ROLE

The National Family and Survivors Circle Inc. (NFSCI) supports ongoing efforts to advance the 231 Calls for Justice and improve the safety and well-being of Indigenous women, girls, and 2SLGBTQQIA+ people across Canada.

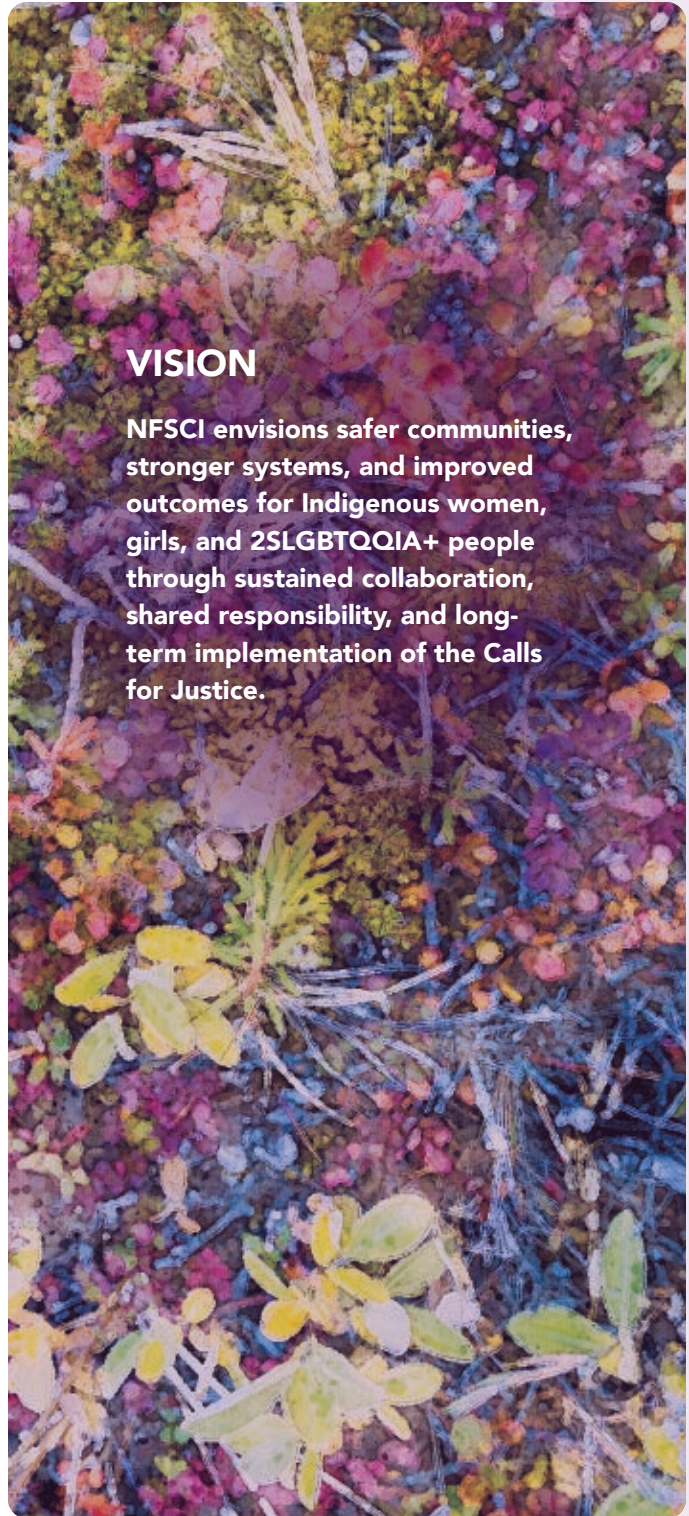
As a national Indigenous organization, NFSCI contributes Indigenous perspectives and community-informed priorities to accountability efforts, public awareness initiatives, policy and systems discussions, and long-term implementation activities related to the Calls for Justice. The organization works to strengthen public understanding, support dialogue and collaboration across sectors and jurisdictions, and contribute to practical approaches to systems improvement and long-term change.

NFSCI works with Indigenous organizations, governments, institutions, communities, and sector partners to support coordinated implementation efforts connected to community safety, justice, housing and infrastructure, public awareness, and broader social and institutional conditions affecting Indigenous women, girls, and 2SLGBTQQIA+ people and their communities.

Through this work, NFSCI aims to support stronger coordination, informed decision-making, greater accountability, and more community-informed approaches to advancing the Calls for Justice across Canada.

VISION

NFSCI envisions safer communities, stronger systems, and improved outcomes for Indigenous women, girls, and 2SLGBTQQIA+ people through sustained collaboration, shared responsibility, and long-term implementation of the Calls for Justice.



About NFSCI

GUIDING PRINCIPLES

Shared Responsibility

Addressing violence against Indigenous women, girls, and 2SLGBTQQIA+ people requires collective action and sustained commitment across sectors and jurisdictions.

Trauma-Informed

NFSCI supports approaches that recognize the impacts of trauma and promote respectful, culturally grounded, and safe engagement practices.

Relationship-Based

Long-term change depends on strong relationships, trust, collaboration, and ongoing dialogue across communities, organizations, governments, and institutions.

Prevention-Oriented

NFSCI supports approaches that address the root causes, systemic conditions, and institutional gaps that contribute to violence against Indigenous women, girls, and 2SLGBTQQIA+ people. Prevention requires coordinated action across sectors, early intervention, public awareness, community safety planning, and sustained investment in Indigenous-led solutions.

Community-Informed

NFSCI supports approaches informed by Indigenous perspectives, community priorities, and the experiences and knowledge of survivors, families, Elders, youth, and communities.

Accountability & Transparency

Advancing the Calls for Justice requires openness, public dialogue, implementation-focused action, and shared accountability across governments, institutions, and sectors.

Respect for Indigenous Knowledge and Data Sovereignty

NFSCI supports Indigenous-led approaches to knowledge-sharing, storytelling, data governance, and respectful stewardship of information and lived experience.

Practical & Implementation-Focused

NFSCI supports practical approaches that strengthen coordination, systems improvement, and long-term implementation of the Calls for Justice across Canada.

Long-Term and Intergenerational

The work of advancing the Calls for Justice requires sustained effort, organizational continuity, and a commitment to future generations.



Our Strategic Commitments

The NFSCI Strategic Plan 2026–2029 establishes a framework to guide the organization’s work over the next four years and support long-term progress on the Calls for Justice across Canada.

The strategy reflects NFSCI’s role as a national Indigenous organization contributing community-informed perspectives and priorities to accountability efforts, public dialogue, policy discussions, systems improvement initiatives, and cross-sector collaboration related to the safety and well-being of Indigenous women, girls, and 2SLGBTQIA+ people.

NFSCI recognizes that lasting change requires sustained commitment, practical action, stronger coordination across sectors and jurisdictions, and long-term collaboration among governments, Indigenous organizations, institutions, and communities. The Strategic Framework is intended to support practical and implementation-focused approaches that contribute to safer communities, stronger systems, and improved outcomes over time.



Our Strategic Commitments

STRATEGIC COMMITMENT #1

ADVANCE THE CALLS FOR JUSTICE THROUGH ACCOUNTABILITY

Advancing the Calls for Justice requires sustained accountability, coordination, and practical action across governments, institutions, and sectors. NFSCI will support efforts to track progress, identify systemic gaps, strengthen public accountability, and contribute to long-term implementation and systems improvement across Canada.

This work includes supporting community-informed accountability approaches, strengthening public reporting and implementation dialogue, and advancing approaches grounded in Indigenous data sovereignty and trauma-informed engagement.

Key areas of focus include accountability and performance monitoring, public reporting, implementation support, and cross-sector collaboration.

FOCUS AREA	DESCRIPTION/ INTENDED ACTION	RELATED ACTIVITIES
ACCOUNTABILITY & PERFORMANCE MONITORING	Develop and maintain a structured approach to tracking progress, assessing implementation, and identifying gaps across governments and institutions.	• Track indicators of community wellbeing and progress toward the Calls for Justice across jurisdictions • Support Indigenous data sovereignty and community control over information, stories, and reporting • Develop approaches that reduce the need for survivors and families to repeatedly retell traumatic experiences
PUBLIC ENGAGEMENT & REPORTING	Engage governments and partners to influence change, address systemic gaps, and advance measurable improvements.	• Provide regular communications on progress, gaps, and priority actions • Maintain accessible public information and updates • Meet regularly with governments and institutional partners
IMPLEMENTATION SUPPORT & SYSTEMS IMPROVEMENT	Support dialogue, coordination, and shared learning across governments and institutions to strengthen implementation of the Calls for Justice.	• Participate in national policy and implementation tables • Facilitate cross-sector dialogue sessions • Develop joint action priorities with partners • Share promising practices and implementation tools

Our Strategic Commitments

STRATEGIC COMMITMENT #2

SUPPORT LEARNING, PUBLIC AWARENESS & COMMUNITY CONNECTION

Strengthening public understanding and dialogue is essential to advancing long-term systems change and sustaining attention on implementation of the Calls for Justice. NFSCI will support public awareness, shared learning, and community connection through education, engagement, storytelling, and accessible communications.

This work includes public education initiatives, national engagement activities, intergenerational learning opportunities, and spaces for dialogue among Indigenous organizations, governments, institutions, survivors, families, youth, Elders, and communities.

Key areas of focus include public education and awareness, national engagement and convening, intergenerational learning, and public communications and storytelling.

FOCUS AREA	DESCRIPTION/ INTENDED ACTION	RELATED ACTIVITIES
PUBLIC EDUCATION & AWARENESS	Increase public understanding of MMIWG2S+, systemic violence, community safety, and prevention approaches that address root causes and support safer communities.	• Develop education campaigns and awareness initiatives • Create educational materials and learning resources • Share information on risk factors, protective factors, and community-based approaches to safety • Support national awareness events and initiatives
NATIONAL ENGAGEMENT & CONVENING	Create spaces for dialogue, learning, collaboration, and relationship-building.	• Host forums, conferences, and learning circles • Convene communities, governments, and Indigenous organizations for dialogue
INTERGENERATIONAL LEARNING & COMMUNITY CONNECTION	Support intergenerational learning, community connection, and long-term public awareness through inclusive engagement initiatives.	• Support youth and Elder engagement initiatives • Create opportunities for intergenerational dialogue and knowledge sharing
PUBLIC COMMUNICATIONS & STORYTELLING	Use accessible communications, storytelling and digital engagement to strengthen public awareness and understanding.	• Develop a digital library of resources • Launch podcast and storytelling initiatives • Produce videos, interviews, and educational content

Our Strategic Commitments

STRATEGIC COMMITMENT #3

INFLUENCE POLICY & SYSTEMS CHANGE

NFSCI recognizes that community safety is shaped by policies, systems, infrastructure, and institutional decisions across multiple sectors. NFSCI will contribute Indigenous perspectives and community-informed priorities to policy discussions, systems reform efforts, and implementation-related dialogue across Canada.

This work includes strategic engagement on issues connected to justice systems, housing and infrastructure, major projects, public safety, and broader social and institutional conditions affecting Indigenous women, girls, and 2SLGBTQQIA+ people and their communities.

Key areas of focus include national policy influence, community-informed policy dialogue, systems and sector engagement, and strategic partnerships.

FOCUS AREA	DESCRIPTION/ INTENDED ACTION	RELATED ACTIVITIES
NATIONAL POLICY INFLUENCE	Advance policy dialogue and provide strategic input on issues affecting the safety and well-being of Indigenous women, girls, and 2SLGBTQQIA+ people.	• Participate in national policy discussions and advisory tables • Develop policy submissions and recommendations • Provide strategic advice to governments and institutions • Respond to emerging policy issues and legislative initiatives
COMMUNITY-INFORMED POLICY DIALOGUE	Ensure community perspectives inform policy discussions, systems reform and major initiatives.	• Support survivor-, family-, and community-informed policy development • Develop discussion papers and engagement summaries
SYSTEMS & SECTOR ENGAGEMENT	Focus strategic engagement on national and international systems and sectors that directly affect community safety, well-being, prevention, and implementation of the Calls for Justice. • Major projects and community safety • Housing and community infrastructure • Justice systems	• Engage housing, justice, and community safety sectors • Develop sector-specific recommendations and strategies • Support stronger coordination between governments, Indigenous organizations, institutions, industry, and community partners • Contribute Indigenous perspectives to domestic and international discussions on gender-based violence, human rights, Indigenous rights, and systems accountability
RELATIONSHIPS & PARTNERSHIPS	Build and strengthen partnerships with governments, Indigenous organizations, institutions, and sector leaders to advance shared priorities and systems change.	• Build partnerships with Indigenous organizations and governments • Partner with researchers and scholars from universities and other post-secondary institutions • Support collaborative initiatives and joint advocacy efforts



Our Strategic Commitments

STRATEGIC COMMITMENT #4

STRENGTHEN NFSCI FOR THE LONG-TERM

Long-term progress requires strong leadership, trusted relationships, and sustainable organizational capacity. NFSCI will continue strengthening its governance, operational systems, partnerships, communications capacity, and financial sustainability to support effective national engagement and long-term implementation-focused work.

This work includes strengthening governance and stewardship practices, supporting Board development, improving organizational systems and processes, expanding communications capacity, and pursuing the required resources and diversified funding opportunities to support long-term sustainability.

Key areas of focus include governance and leadership, organizational capacity, public engagement and communications, partnerships, and financial sustainability.

FOCUS AREA	DESCRIPTION/ INTENDED ACTION	RELATED ACTIVITIES
GOVERNANCE, LEADERSHIP & STEWARDSHIP	Strengthen governance, leadership, and organizational decision-making.	• Deliver Board orientation and governance training • Review and continuously improve governance policies • Provide leadership development opportunities
LEVERAGING BOARD EXPERTISE & NETWORKS	Draw on the skills, expertise, relationships, and lived experience of the Board to strengthen NFSCI's influence, partnerships, and reach.	• Engage Board members in strategic outreach and advocacy • Strengthen relationship-building through Board networks
OPERATIONAL & ORGANIZATIONAL CAPACITY	Strengthen organizational systems, staffing, processes, and operational infrastructure to support effective local, national, and international engagement.	• Develop operational policies and procedures • Strengthen planning and reporting systems • Support staffing, onboarding, and organizational development
PUBLIC VOICE & COMMUNICATIONS	Strengthen NFSCI's public presence, communications capacity, and visibility to support education, engagement, partnerships, and influence.	• Develop communications and media strategies • Strengthen website and digital communications • Develop public-facing materials and campaigns
INTERNATIONAL ENGAGEMENT	Strengthen NFSCI's ability to contribute Indigenous perspectives to international dialogue on human rights, gender-based violence, Indigenous rights, prevention, and accountability.	• Participate in international forums and knowledge-sharing opportunities • Build relationships with Indigenous and human rights organizations internationally • Share Canadian experiences, lessons, and community-informed priorities in global discussions
FINANCIAL SUSTAINABILITY & GROWTH	Strengthen long-term sustainability through diversified funding, strategic planning, and responsible organizational management.	• Pursue diversified funding opportunities • Explore a charitable program to create long-term funding strategies that benefit survivors and families (e.g. scholarship funds) • Strengthen financial planning and reporting • Build long-term organizational sustainability planning



Working in Partnership

Advancing the Calls for Justice requires sustained collaboration across governments, Indigenous organizations, institutions, sectors, and communities. No single organization or system can address these challenges alone. Long-term progress depends on stronger coordination, shared responsibility, practical action, and ongoing partnership across Canada.

NFSCI works to build relationships and strengthen dialogue among organizations, governments, institutions, sector leaders, communities, survivors, families, Elders, and youth to support implementation-focused approaches to systems improvement and community safety. The organization aims to contribute Indigenous perspectives and community-informed priorities to national discussions while supporting opportunities for collaboration, public engagement, and shared learning.

Long-term progress depends on stronger coordination, shared responsibility, and ongoing partnership across Canada.

NFSCI recognizes the importance of working across the systems and sectors that directly affect safety and well-being, including justice, housing, infrastructure, education, public safety, health, and major project development. Strengthening coordination and encouraging more connected approaches across these sectors will remain an important part of the organization's work moving forward.

NFSCI welcomes opportunities to work with partners who are committed to practical action, long-term collaboration, and advancing the Calls for Justice in meaningful and measurable ways. Through these partnerships, NFSCI aims to support more informed, coordinated, and community-responsive approaches to systems improvement and long-term change across Canada.



Our Journey Markers of Progress

*NFSCI recognizes
that meaningful
progress may look
different across
communities,
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jurisdictions...*

Our Journey Markers of Progress



NFSCI recognizes that advancing the Calls for Justice is long-term work requiring sustained collaboration, relationship-building, and continuous improvement across sectors and jurisdictions.

Over the course of this Strategic Plan, NFSCI will work toward the following areas of progress:

AREA OF PROGRESS	WHAT THIS COULD LOOK LIKE
STRENGTHENED NATIONAL DIALOGUE	Increased participation in national discussions related to implementation of the Calls for Justice, community safety, systems improvement, and Indigenous priorities.
INCREASED PUBLIC AWARENESS	Greater public understanding of issues affecting Indigenous women, girls, and 2SLGBTQQIA+ people through education and public engagement initiatives.
IMPROVED CROSS-SECTOR COLLABORATION	Stronger relationships, coordination, and information-sharing among Indigenous organizations, governments, institutions, and sector partners.
GREATER COMMUNITY-INFORMED POLICY DIALOGUE	Increased integration of Indigenous perspectives and community-informed priorities within policy discussions, systems reform efforts, and institutional decision-making processes.
STRONGER PREVENTION FOCUS	Increased integration of prevention language, priorities, and practical approaches across NFSCI's policy, public education, partnership, and systems-change work.
ENHANCED ACCOUNTABILITY AND TRANSPARENCY	Improved access to information, public reporting, implementation dialogue, and accountability-related discussions connected to the Calls for Justice.
STRENGTHENED INDIGENOUS DATA APPROACHES	Increased recognition of Indigenous data sovereignty, respectful stewardship of stories and lived experience, and trauma-informed approaches to engagement and reporting.
EXPANDED LEARNING AND ENGAGEMENT OPPORTUNITIES	More opportunities for dialogue, intergenerational learning, public education, and community connection across Canada.
INCREASED INTERNATIONAL ENGAGEMENT	Greater participation in international dialogue related to Indigenous rights, human rights, gender-based violence, prevention, and accountability.
EXPANDED STRATEGIC PARTNERSHIPS	Stronger collaboration with Indigenous organizations, governments, institutions, sector leaders, community partners, and international networks working on safety, prevention, accountability, and systems change.
STRONGER ORGANIZATIONAL CAPACITY	Improved governance, operational systems, communications capacity, partnerships, and long-term sustainability to support ongoing national engagement and implementation-focused work.

NFSCI recognizes that meaningful progress may look different across communities, sectors, and jurisdictions. The organization remains committed to listening, learning, adapting, and contributing to practical and community-informed approaches that support long-term and intergenerational change.



Looking Ahead

Looking Ahead

Advancing the Calls for Justice is long-term work that will require sustained commitment, coordination, and practical action across governments, Indigenous organizations, institutions, sectors, and communities. While important progress has been made in recent years, significant systemic gaps and challenges remain.

Looking Ahead

Over the next four years, NFSCI will continue contributing Indigenous perspectives and community-informed priorities to national discussions related to accountability, systems improvement, policy development, public awareness, and implementation of the Calls for Justice. The organization will continue supporting dialogue, relationship-building, public engagement, and cross-sector collaboration connected to community safety and well-being across Canada.

NFSCI recognizes that meaningful progress requires more than individual initiatives or short-term actions. Long-term change depends on stronger coordination across systems, sustained public attention, improved implementation efforts, and continued collaboration among partners working toward shared goals.

As national discussions and priorities continue to evolve, NFSCI will remain responsive to emerging issues, new opportunities for partnership, and areas where Indigenous perspectives and community-informed approaches can support practical systems improvement. Through this work, NFSCI aims to contribute to safer communities, stronger systems, improved coordination, and better outcomes for Indigenous women, girls, and 2SLGBTQQIA+ people for current and future generations.



NFSCI aims
**to support safer
communities, stronger
systems, and better
outcomes for current
and future generations.**

Practical systems
**improvement and long-
term collaboration
remain essential to
advancing the Calls for
Justice.**

***Meaningful
progress*** depends
**on continued
partnership, stronger
implementation
efforts, and shared
responsibility.**

Board of Directors

*With courage
and compassion...*

Board of Directors



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.



HILDA ANDERSON-PYRZ, PRESIDENT

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 President 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.



Board of Directors



Ann is a member of the Wolf clan in the unceded Kaska Territory in the Southeast Yukon.

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.

Board of Directors



In 2012, Charlotte was selected to be an Honorary Witness for the Truth and Reconciliation Commission.

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.



Board of Directors



Tanya ensures her advocacy and teaching is rooted in Indigenous ways of knowing, which she credits to her parents.

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.

Board of Directors



Melanie's leadership and contributions have been recognized through numerous honours.

MELANIE MORRISON

Melanie Morrison is a proud Mohawk woman from the territory of Kahnawà:ke, a respected community leader, advocate, and elected letsénhaïenhs (Council Chief) with the Mohawk Council of Kahnawà:ke. Grounded in strong values of integrity, accountability, and service, she has dedicated her life to advancing the wellbeing of Indigenous peoples and strengthening her community.

Drawing on her lived experience following the disappearance and murder of her sister, Tiffany Morrison, Melanie has become a nationally recognized advocate for Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ people. For nearly two decades, she has worked to influence policy, legislation, and systemic reform while amplifying the voices of families and survivors. Her advocacy has contributed to important conversations on justice, accountability, victim supports, and institutional change at local, national, and international levels.

Melanie served on the National Family Advisory Circle for the National Inquiry into Missing and Murdered Indigenous Women and Girls, contributing to the Kepek-Quebec Supplementary Report and supporting the work of the Inquiry's forensic team. She continues to play an active leadership role in advancing the Calls for Justice and advocacy for families and survivors across Canada through her work with the National Family and Survivors Circle Inc.

In addition to her advocacy, Melanie brings extensive leadership experience through more than two decades of service with Caisse Populaire Kahnawà:ke and her role as Lead Portfolio Chief for Heritage with the Mohawk Council of Kahnawà:ke. In 2025, she represented her community at the United Nations Expert Mechanism on the Rights of Indigenous Peoples (EMRIP) in Geneva, Switzerland, bringing Indigenous perspectives and community priorities to international discussions.

Melanie's leadership and contributions have been recognized through numerous honours, including Amnesty International's Ambassador of Conscience Award and the King Charles III Coronation Medal. Through her work, she continues to champion justice, healing, and systemic change while helping build a safer and more equitable future for Indigenous women, girls, 2SLGBTQQIA+ people, families, and communities.





APPENDIX

ACRONYMS

2SLGBTQQIA+

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

NFSCI

National Family and Survivors Circle Incorporated



Nothing About Us, Without Us.



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.

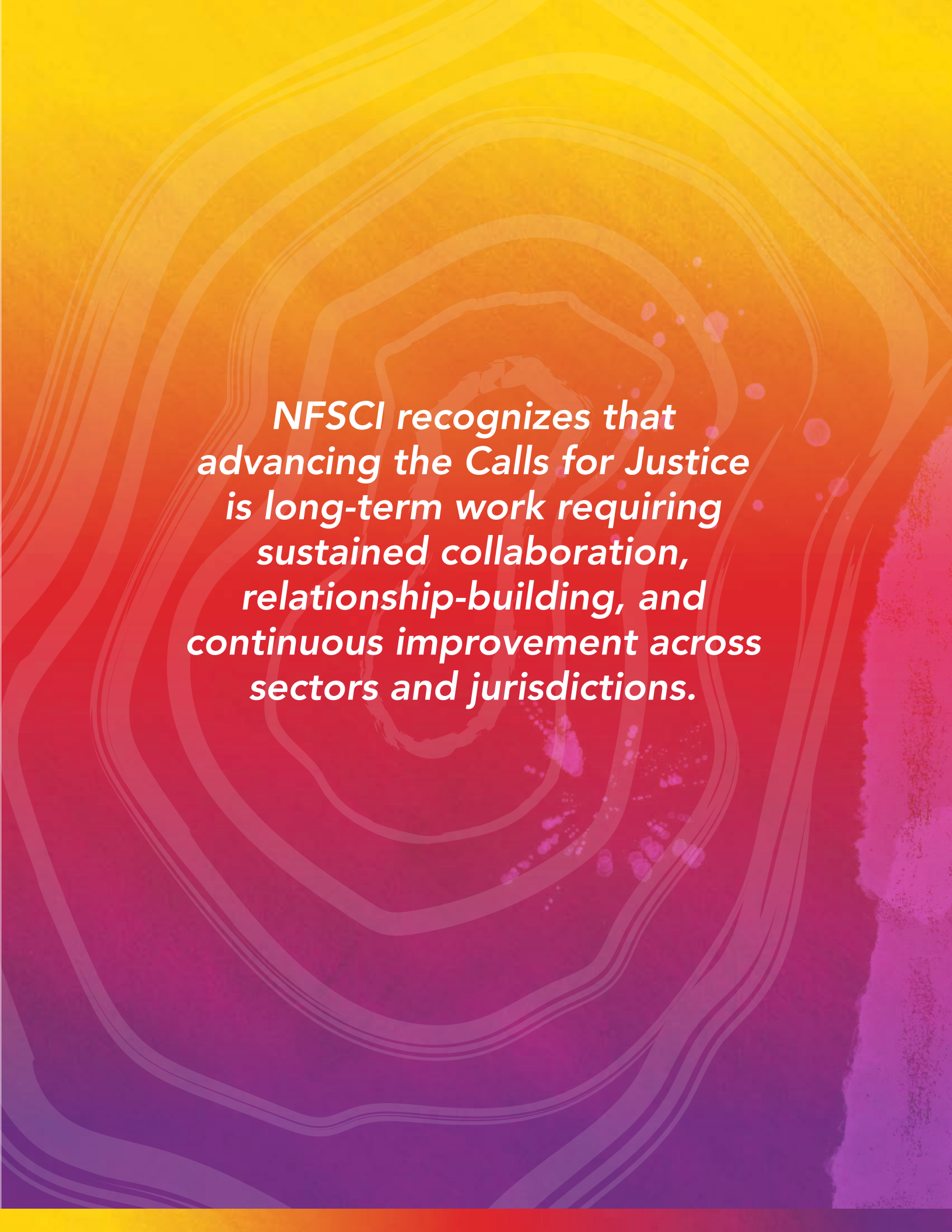
The **Heart** honours and commemorates the immeasurable value of our loved ones who are missing or have been murdered.

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.



**NFSCI recognizes that
advancing the Calls for Justice
is long-term work requiring
sustained collaboration,
relationship-building, and
continuous improvement across
sectors and jurisdictions.**

Circles of Change

HONOURING TRUTH & IGNITING ACTION STRATEGIC PLAN 2026-2029



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

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