



Our Bundles, Our Journey

Celebrating Culture, Community and Friendship

*Supporting Alberta Friendship Centres in creating holistically healthy,
culturally strong and thriving Friendship Centres communities since 1970.*

ANFCA IMPACT REPORT

2024-2025

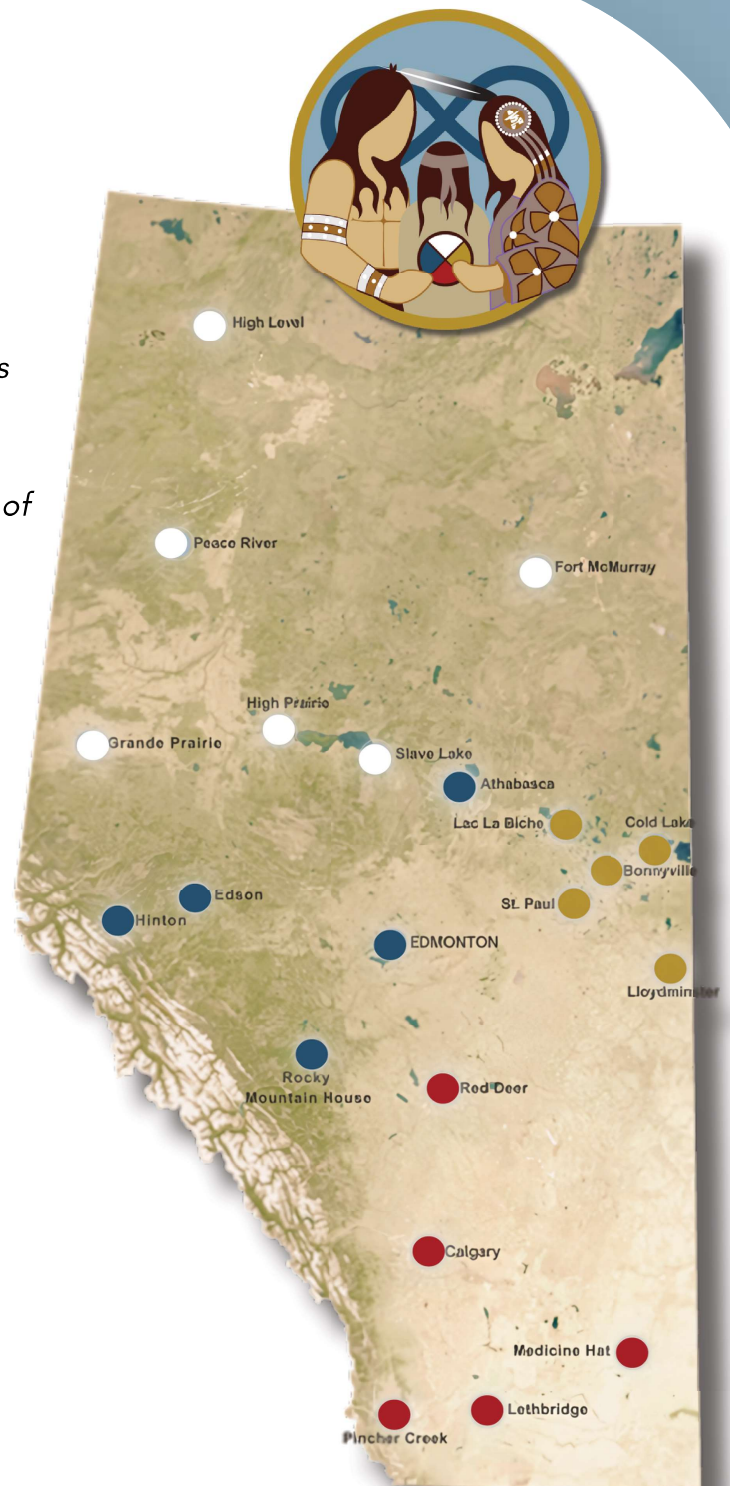
Connecting Across the Land

For over **70 years** Alberta Friendship Centres have strived to improve the lives of urban Indigenous people in their communities delivering over **800,000** documented points of service in 2024-2025.

Alberta Native Friendship Centres Association (ANFCA) is the Provincial/Territorial Association of 20-member Friendship Centres whose mission is to support active member Friendship Centres who, through program and service delivery, engage with and improve the quality of life for Urban Indigenous peoples in Alberta.

Our goal is to build on the strengths of our member Friendship Centres and their communities, protecting and promoting our culture, heritage, and Indigenous rights while securing the future of the growing urban Indigenous population in Alberta so they thrive in all aspects of their lives.

ANFCA acknowledges that its offices and Alberta Friendship Centres are located across Treaty 4, 6, 7, 8, and 10 territories, the 22 Districts of the Métis Otipemisiwak, and 8 Métis Settlements, whose histories, languages, cultures, and traditions influence our work, our culture, and our Indigenous ways of knowing, where we live, work, and play as an urban Indigenous organization.





Tansi, Oki, Hello

Fiscal year 2024/25 was largely a year of positive, planned growth and operational progression, with a dash of global and economic uncertainty thrown in to create some unexpected fourth quarter challenges. Perhaps it is because of these complicated times, that I am reminded of how nimble and resourceful Friendship Centres are most every day and certainly in times of difficulty and crisis. Despite these unprecedented political and economic challenges, Friendship Centres in Alberta demonstrated remarkable stability in unstable times and ensured that the most vulnerable people within their local communities were well cared for.

This Annual Impact Report is intended to provide an overview of the accomplishments undertaken through the efforts of many people serving from within the Friendship Centre Movement. From a provincial vantage point, we acknowledge what a distinct honour it is to be part of this circle, which holds culture and community in such high regard. We applaud the deep commitment demonstrated by community-based Executive Directors and acknowledge the many community staff, Board Members, Elders, youth and volunteer who work tirelessly to carry out impactful work within Alberta's Friendship Centres each day.

While there is much to celebrate in this report, we remain mindful that there is still much work ahead. With a common vision and a new five-year strategic plan having just been launched, we have much optimism about where Alberta Native Friendship Centres Association (ANFCA) and Alberta Friendship Centres are going in the future.

I am honoured to share this report on behalf of the ANFCA team.

In friendship

Joanne Mason

CHEIF EXECUTIVE OFFICER



OPERATIONAL HIGHLIGHTS



FISCAL YEAR HIGHLIGHTS

As a dedicated fiscal steward and master agreement holder, ANFCA managed over **\$11.3 million** in community-based grants from federal and provincial programs. We ensured the transparent delivery of resources by overseeing **118 Contribution Agreements**, more than 810 fiscal accountability points, and 280 narrative reporting points.

Our administration included 70 new contracts, plus 20 carried forward from the previous year, for programs like Mental Health, AIR – provincial, UPIP OCS, and UPIP PSS. ANFCA also allocated project-specific funds to select Friendship Centres for initiatives in workforce development, infrastructure, deep retrofits, youth, education, and gender-based programming.

The significant increase in narrative reporting this year was a direct response to the need for enhanced data to better demonstrate our programs' impact and capture statistical outcomes.

2025-2030 STRATEGIC PLAN

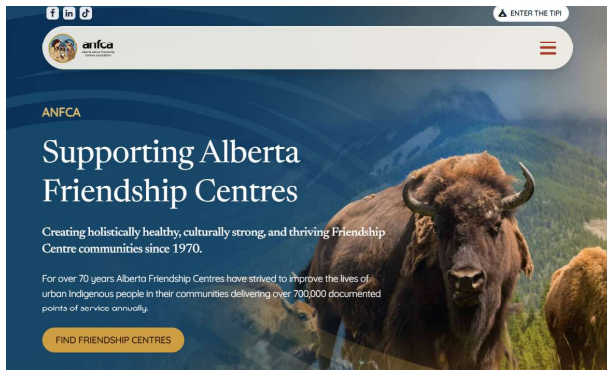
ANFCA completed and launched its five-year strategic plan, 'Stewarding the Future, Honouring Our Culture' (2025-2030). The plan guides our vision and mission to support member Friendship Centres, aligning with the Friendship Centre Movement while embedding the Truth and Reconciliation Calls to Action and UNDRIP.

Built on seven strategic goals our efforts will be collaboratively driven by the ANFCA Board, Executive Committee, Councils, and staff. We will focus on three key areas:

- Providing high-quality services to our members.
- Advocating for Alberta Friendship Centres.
- Developing new initiatives in priority areas.

Our goal is to build on the strengths of our member Friendship Centres and their communities, protecting and promoting Indigenous culture, heritage, and rights, to secure a thriving future for Alberta's growing urban Indigenous population.

OPERATIONAL HIGHLIGHTS



ADVOCACY AND PUBLIC AWARENESS

To meet new and emerging communication standards, ANFCA has redeveloped its provincial website, with a fall 2025 launch anticipated. The new site will showcase the work of ANFCA and its member Friendship Centres in an accessible, user-friendly format. The enhanced membership portal will provide delegates with greater access to historical information, reports, and Board-specific content. In an effort to reduce reliance on government funding, we are developing companion fundraising tools and enhancing our merchandise portal.

ANFCA has undertaken significant federal and provincial government engagement to raise awareness of the critical work carried out by community-based Friendship Centres and the need for long-term, consistent funding.

ANFCA has been an active advocate at municipal, provincial, and national venues. We are committed to ongoing, transparent communication both within and external to our network. Ongoing communication efforts, both internal and external of our network are committed to in the future.

TECHNOLOGY AND INFORMATION MANAGEMENT

ANFCA is committed to and invested in providing best practice technology infrastructure, data management systems, information security practices and maintenance of technology solutions to support safe and efficient operations. During this reporting period, ANFCA has undertaken research and implemented new practices and systems to avoid and mitigate potential technological risks and ensure safe and efficient operations.

HUMAN RESOURCE MANAGEMENT

ANFCA continues to strive to recruit and retain highly qualified, culturally informed employees. In the 2024-25 fiscal year, we onboarded five new employees and saw the departure of five, reflecting the project-based nature of some of our funding. During this period, our team consisted of 21 employees (19 full-time, 2 part-time) with total payroll costs of \$1,259,485.

PARTNERSHIPS AND COMMITTEES

ANFCA has actively contributed to several key partner and government committees, including the Premier's Council for MMIWG; CFS Enhancement Act Review Committee; Alberta Medical Association Indigenous Advisory Committee; NAFC MMIWG Steering Committee; NGO Council, and the Alberta Teachers Association Indigenous Education Committee.



OPERATIONAL HIGHLIGHTS

ANFCA PROVINCIAL BUILDING

Despite lengthy delays, the construction of our new provincial association building in the Wìhkwêntôwin area (formally named 'Oliver') of Edmonton is nearing completion. We are thrilled to announce that we anticipate being granted occupancy before the end of 2025, marking a monumental step forward for our organization and a new home for the Friendship Centre Movement in Alberta.

PRAIRIE PTA GATHERING

ANFCA hosted the first 'Prairie PTA Gathering' in early May 2024, to strengthen our relationships with our prairie PTAs and discover opportunities for meaningful collaborative efforts. Leaders from the Manitoba Association of Friendship Centres (MAFC) and the Aboriginal Friendship Centres of Saskatchewan (AFCS), along with senior ANFCA staff, gathered to discuss prairie regional nuances, common themes and considerations. Foundational goals were set for the gathering, with action steps and discussion around future meetings and collaborations.

COMMUNITY CHALLENGES AND TRANSITIONS

The current landscape of stringent reporting requirements and data collection expectations from master funders continues to be a focus. ANFCA remains committed to managing contracts in a way that ensures outputs are achieved, while building the capacity of our community-based Friendship Centres and ensuring the delivery of the highest caliber of culturally informed programming. Our priority is to create lasting solutions that mitigate deficiencies and lead to more robust reporting and deliverables for the future.

Friendship Centres are not alone in exploring innovative and impactful ways to overcome transition leadership challenges and to overcome volunteerism exhaustion. Community leadership transitions both at the Board and Executive Director levels have been anecdotally reported at higher rates since Covid. Board labour market shortfalls and regional limitations have further strained operational capacity on some Friendship Centres across the province. To begin addressing these challenges, ANFCA has identified and is implementing enhanced leadership training and supports and is working to continue introducing enhanced capacity tools and supports.

GOVERNANCE AND POLICY

POLICY DEVELOPMENT

ANFCA is committed to maintaining a robust and modern policy framework. During this reporting period, we initiated a comprehensive review of all policy pillars to ensure they are aligned with current best practices and standards, including new Occupational Health and Safety (OHS) regulations.

We successfully finalized our Financial Policy Pillar template and made significant progress on the Governance, Human Resources, and Operational policy templates. This foundational work ensures that our policies are not only current but also provide clear, consistent guidance for our organization and our member Friendship Centres.

GOVERNANCE COMMITTEE

Governance continues to be a busy aspect of the work undertaken at ANFCA. ANFCA actively supports our internal standing Governance Committee. During this reporting period, our dedicated Governance Committee actively supported the organization by:

- Refining the 5-Year Membership Agreement (2025-2030) and defining new processes for membership applications.
- Conducting a comprehensive 5-year Bylaw review.

GOVERNANCE SUPPORT

ANFCA's governance work has been dynamic and extensive, focused on strengthening the foundation of our organization and providing essential support to our network.

During this reporting period, our efforts have centered on building best practices and empowering leaders:





GOVERNANCE AND POLICY

Leadership Development and Training:

- Developed and implemented processes to ensure all ANFCA Board Delegates meet best practice standards.
- Provided tailored support through virtual board training workshops and bylaw/policy reviews for five Friendship Centres.
- Held the first semi-annual ANFCA Board Delegate training session in December 2024.
- Welcomed three new community-based Friendship Centre Presidents and provided internal governance orientations for all new executive-level positions.
- Delivered two virtual governance workshops, including an internal session on building strong leadership and a "Navigating the Youth Legal Landscape" Lunch and Learn in partnership with Alberta's Community Development Unit. This session was the first in a planned annual series of quarterly training workshops for Friendship Centre leaders.

- Delivered an Indigenous Governance presentation during an introductory meeting with Alberta Community Development to explore future collaborative initiatives.

Strategic Governance

ANFCA's governance work also included critical background research and drafting support for three key Special Resolutions:

- The introduction of a new membership fee structure, which was approved at the September 2024 AGM.
- The expulsion of a member Friendship Centre.
- The finalization of a procedural framework to recognize and support an emerging Friendship centre like organizations.

ANFCA held two external engagement sessions to respond to inquiries about becoming a Friendship Centre, demonstrating our commitment to growing the Movement.



MEMBER SERVICES



ANFCA's Member Services provides fiscal and program oversight to our member Friendship Centres by analyzing all reporting deliverables to ensure that expenditures are within approved allocations. We also complete variance reports to identify any funding discrepancies in a Friendship Centre's cash flow and review of activity reports is completed to confirm that program activities align with funder guidelines.

While limited on-site monitoring was conducted this year, all Centres were engaged through virtual support sessions.

ANFCA provides support to Friendship Centre Executive Directors through three face-to-face meetings per year, monthly virtual meetings, and are always available to provide timely, expert advice to help them navigate challenges.

DATA MANAGEMENT

ANFCA understands that building the future means building our data. We continue our engagement with the Bridging Across

the Friendship Centre Movement. In partnership with the NAFC and two Alberta community-based Friendship Centres, we are a lead Provincial/Territorial Association (PTA) in this multi-year initiative. Our focus is on defining data terminology and collection methods to more effectively capture current data, community-based impacts, and service points. Our overarching goal is to better tell the Friendship Centre story.

We recognize the importance of capturing and translating vital service delivery data to effectively tell the story of our work to funders and stakeholders. While we face challenges with limited fiscal and human resources, we are committed to finding innovative ways to capture essential data and translate our findings in a way that is useful for both communities and funders.

To ensure our data practices are ethical and respectful, ANFCA staff have undertaken OCAP training to better utilize ethical data governance protocols for how Indigenous data should be collected, protected, used, and shared.

MEMBER SERVICES



CONTRACT MANAGEMENT

ANFCA effectively administered public funds and managed data collection for deliverables, supporting member Friendship Centres with **70 new contracts** across four streams. This included carrying forward 20 contracts from the previous fiscal year, covering Mental Health, AIR – provincial, UPIP OCS, and UPIP PSS initiatives.

In total, Member Services administered approximately 90 Air and UPIP Contribution Agreements and/or addendums, oversaw **720** fiscal accountabilities, and managed **257** narrative/qualitative reporting points. This year saw a significant rise in narrative reporting, driven by increased funder demand for detailed statistics and qualitative data to better illustrate program impact.

FC OPERATIONAL CONTINUITY SUPPORT

ANFCA has continued to work in close alignment with community-based Executive Directors, providing regular opportunities for leadership engagement through standardized virtual meetings. A key highlight of our work this fiscal year has been our focus on information sharing, resource development, and providing peer mentorship support to new Executive Directors.

ANFCA has seen significant turnover among Executive Directors, a trend we anticipate will continue into the next fiscal year. This highlights the importance of succession planning and the transfer of administrative and organizational knowledge, which remain priority areas of focus for both ANFCA and our member Friendship Centres.





MEMBER SERVICES

BUILDING CAPACITY

ANFCA is deeply committed to empowering our member Friendship Centres with the skills and knowledge they need to serve their communities. During this reporting period, ANFCA carried out a series of community-based and virtual training sessions that have directly strengthened Friendship Centre capacity.

- **Verbal Intervention Training:** This critical training to 217 staff members across 17 Friendship Centres, equipped them with the tools to de-escalate difficult situations and create safer spaces.
- **First Responder to Sexual Assault Training:** This vital training was delivered to 112 staff members across 20 Friendship Centres, ensuring our front-line teams are prepared to provide compassionate and culturally informed support to survivors.

Over the past three years, Friendship Centres have increasingly responded to natural disasters in their communities. To ensure our network is fully equipped for these challenges, ANFCA focused on providing access to relevant training and certification across the province.

ANFCA provided access to important critical emergency response training including:

Incident Command System (ICS) Level 100 Certification:

- A total of 33 Friendship Centre staff members were trained, including 12 ANFCA staff, equipping them with the foundational skills to manage emergency responses effectively.

Emergency Social Services (ESS) Training:

- 10 Friendship Centres completed the ESS Basics certification.
- 10 Friendship Centres also completed the ESS Facilities Management training.

Workplace Health and Safety:

- 47 spots were allocated for provincial leaders and Friendship Centre Executive Directors to participate in Workplace Health and Safety and Incident Investigation training.

This commitment to preparedness ensures that Friendship Centres can continue to be a pillar of strength and support when communities need it most.

PROVINCIAL INITIATIVES



ANFCA leads provincial initiatives to inform and support priority areas, including Indigenous youth empowerment, education, gender-based violence, environmental stewardship, supporting the diverse needs of Alberta Friendship Centres and urban Indigenous peoples.

PROVINCIAL URBAN INDIGENOUS LANGUAGE PLAN

Efforts were undertaken to conduct a provincial environmental scan to assess and better understand what level of language programming is being offered across Alberta Friendship Centres and to explore and identify best and emerging practices. A robust research effort was undertaken, and an engaged group of knowledge holders came together to develop and validate a provincial approach to creating a viable urban Indigenous Language Plan.

URBAN INDIGENOUS HEALTH

Currently, ANFCA operates without dedicated funding to directly address the health needs of urban Indigenous populations or to support health initiatives within Friendship Centres. Despite this, ANFCA actively participates in numerous health-related working groups and advisory committees. This engagement is crucial for upholding the 2023 relationship agreement with Alberta Health Services (AHS) and for ensuring that the health priorities of urban Indigenous peoples are integrated into key decision-making processes.

ANFCA also champions the vital role Friendship Centres play in the well-being of urban Indigenous communities. ANFCA continues to advocate for the recognition and implementation of alternative models of health clinics and services within Friendship Centres that could significantly reduce reliance on emergency services, enhance the early detection of serious health issues, and provide culturally safe, supportive health programming.



PROVINCIAL INITIATIVES



ADDRESSING URBAN INDIGENOUS GENDER-BASED VIOLENCE

ANFCA remains steadfast in its commitment to addressing urban Indigenous Gender-Based Violence (GBV), guided by the comprehensive framework 'Navigating Towards Our North Star'. This framework, with its 6 paths, 13 aspirations and 59 actions, provides vital guidance for Indigenous peoples' life journeys. In 2024/2025, ANFCA significantly advanced or fully implemented work on the following key actions:

Path One: Towards Indigenous Strength-Based Wellbeing and Self-Determination

- Secured funding for the 'Sacred Fire Keepers' Human Trafficking awareness, fostered partnerships and advocated for urban Indigenous GBSV needs, and supported six Friendship Centres in delivering the 'I Am A Kind Man' program.

Path Two: Towards Inclusive Urban Indigenous Communities

- Facilitated the CREV GBSV Knowledge Exchange, community engagements, and virtual communities of practice; launched social media campaigns for key awareness days.

Path Three: Towards Culturally Safe Health and Wellness Services

- Developed and delivered culturally safety training for GBV Services, and advocated for Friendship Centres as social prescribing partners to ISC and PHAC.

Path Four: Towards Indigenous-Led Primary Prevention and Interventions

- Continued advocacy for the 'I Am A Kind Man' program and enhanced mental wellness for Indigenous men; expanded knowledge initiatives on youth trafficking and exploitation.

Path Five: Towards Spaces to Thrive

- Implemented the CWD program and secured funding for a Youth Employment Initiative; advocated for gender equity and socioeconomic empowerment programs.

Path Six: Towards Healing and Justice

- Advocated for a Restorative Justice Initiative specifically designed to support survivors of GBV.

PROVINCIAL INITIATIVES



ANFCA GBV COMMITTEE

In 2024/2025, the ANFCA GBV Committee played a crucial role in bringing the 'Navigating Towards Our North Star' framework to life. This committee is made up of dedicated Friendship Centre frontline staff from across Alberta, whose profound knowledge and experience are essential to our work. Their valuable input helped guide key initiatives, including:

- Discussing Restorative Justice practices to support survivors
- Creating Safe Space Declaration practices and messaging for PSA's
- Developed ideas for strengthening support for our 2SLGBTQQIA relatives.

CENTRING RELATIONSHIPS TO END VIOLENCE

The Association of Alberta Sexual Assault Services (AASAS), the Alberta Council of Women's Shelters (ACWS), and the Alberta Native Friendship Centres Association (ANFCA) leadership launched CREV with a commitment to changing the way we operated – from leadership to front-line service delivery.

Our shared purpose is built around three outcomes:

- Fostering trusting, authentic relationships, mutual learning, and shared expertise
- Strengthened culturally safe services through integration and capacity building
- Systems change and policy development within our networks, our province, and beyond

In 2024/2025, CREV provincial partners (PALs) held 18 bi-weekly meetings to address challenges in the gender-based and sexual violence (GBSV) sector, fostering insight exchange and mutual support. ANFCA conducted 16 virtual Communities of Practice (COP) sessions across four regional quadrants, discussing cultural safety, service delivery, interagency collaboration, and Truth and Reconciliation. Additionally, 11 in-person community engagement sessions, involving 170 service providers from Friendship Centres, sexual assault centers, and women's shelters, who discussed key challenges and successes.





PROVINCIAL INITIATIVES



NÉYA NAPEW NA MUTON - I AM A KIND MAN (IAKM)

The Alberta Native Friendship Centres Association (ANFCA) and the Ontario Federation of Indigenous Friendship Centres (OFIFC) have a shared vision for addressing gender-based violence (GBV) through culturally appropriate programs. In a spirit of cooperation, our partnership led to the adaptation of OFIFC's IAKM model to create Néya Napew Na Muton – I Am a Kind Man, in 2015, tailored to the cultural practices and needs of communities served by ANFCA.

The IAKM program provides important opportunities to engage Indigenous men and boys in raising awareness, broadening understanding, and addressing GBV. In 2024/25, six Friendship Centres (Bonnyville, Cold Lake, Grande Prairie, Red Deer, Medicine Hat, Rocky Mountain House) were supported to have trained facilitators deliver the IAKM Program. The key outcomes were:

- 314 community sessions hosted
- 451 Indigenous men participated across Alberta

- 591 indirect supports provided to participants
- 83 community connections within the projects
- 85 cultural supports provided to men within the projects
- 67 referrals made for participants to other programs/supports
- 57 Knowledge Keepers engaged within the projects
- 696 families indirectly supported through the project

As highlighted in our 'Navigating Toward Our North Star' strategic framework, there is a significant lack of funding for men's programming. IAKM is a testament to the power of Indigenous led, designed, and delivered solutions that are essential for meaningful change. We are committed to securing sustainable and equitable resources to continue supporting Indigenous men and boys in their commitment to ending GBV.

The next phase of the program will include the development of an Administrative Guide to support Friendship Centres in their delivery of IAKM. We anticipate the guide's completion in the 2025-2026 fiscal year.

PROVINCIAL INITIATIVES



COMMUNITY WORKFORCE DEVELOPMENT (CWDP) PROGRAM

The Community Workforce Development Program is a pilot to test community-based approaches to workforce planning and skills training in rural and/or remote areas to pilot community-led workforce planning models to support economic diversification strategies and support inclusive growth.

The CWDP program seeks to harness the distinctive wraparound service delivery model utilized by Friendship Centres to establish a network of community-based organizations, employers, and training providers across various industries and sectors. This initiative aims to identify opportunities for economic growth and assist Indigenous individuals with intersecting identities in pursuing meaningful employment within the local labor market.

In 2024/25, ANFCA successfully secured \$1,203,160 in funding to support seven rural Friendship Centres in their work on employment and economic development.

This funding enabled these Friendship Centres to provide invaluable support to their communities, including:

- **Work Placements:** Successfully supported 63 participants in securing work placement training and 19 Job placements.
- **Job Search Assistance:** A total of 349 individuals received support with their job searches, including skills training, resume and job application preparation, and the provision of personal protective equipment (PPE).
- **Community Engagement:** 90 community engagements with 505 participants from 85 organizations, demonstrating the commitment to building strong networks and partnerships.

The CWDP program was designed to serve a diverse group of individuals, with a special focus on those who are often underserved: 67 Indigenous individuals 56 participants were women, 3 identified as gender diverse, 5 identified as 2SLGBTQIA+, 24 youth, 7 persons with disabilities, 5 newcomers, and 4 aged persons.





PROVINCIAL INITIATIVES



ALBERTA INDIGENOUS YOUTH COUNCIL

The Alberta Indigenous Youth Council (AIYC) is a vital part of our network, meeting regularly to advance Friendship Centre youth priorities and share information, resources, and support across the province. A key highlight of their advocacy work this year was the AIYC participation in the Indigenous Youth Anti-Racism in Health Care Information Gathering Session with Alberta Health Services. During this session, AIYC youth representatives courageously shared their personal experiences within the healthcare system in Alberta and provided valuable suggestions on how to improve understanding and addressing the needs of Indigenous people within the system. Their engagement is a testament to the power of youth advocacy in creating systemic change.

RISE UP: BRAIDED PERSPECTIVES

ANFCA's 'Rise Up: Braided Perspectives' initiative is empowering Indigenous youth by fostering deep, intergenerational connections and engaging them at the forefront of the reconciliation conversation.

- Community Engagement: ANFCA engaged over **240 youth and Elders** through in-person and virtual
- programming, which confirmed that youth are ready and willing to lead the way on reconciliation.
- 'Gather at the Sacred Fire' Event: Over 55 people attended this special event at kihcihkaw aski (Sacred Land). The event brought together Youth, Elders, and Friendship Centre staff to learn traditional teachings, share stories, and build connections that have strengthened cultural pride, self-esteem, and language revitalization.

The youth and Elders involved in the project chose six key topics for the Action Guide: Language/Culture, Health, Justice, Reconciliation, Child Welfare, and Education. Each section includes action items and resources to support youth-led advocacy. The Reconciliation Action Guide was developed, with content for the document coming from video interviews of Friendship Centre Elders discussing the significance of reconciliation and an extensive research process of current available resources around reconciliation. As well as youth and Elder discussions including virtual check ins, and EWC and AIYC meetings.



PROVINCIAL INITIATIVES



RISE UP: EMPOWERING URBAN INDIGENOUS YOUTH

The 'Rise Up' initiative began in February 2025 and will be fully operational until the end of the 2027 fiscal year. This province-wide initiative is focused on empowering up to 130 urban Indigenous youth by providing them with training and learning opportunities that promote the goals of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the 94 Calls to Action of the Truth and Reconciliation Commission (TRC). Each Friendship Centre and participating youth are provided with a range of supports to foster their engagement, including:

- Mentorship
- Travel subsidies for leadership meeting attendance
- Technology
- Wellness resources
- Indigenous materials and resources

YESS (YOUTH EMPLOYMENT)

ANFCA has been actively working to secure multi-year funding for a new pilot initiative, 'Building Our Bundles, Together', focused on youth employment. This project is designed to support youth who are furthest from employment by providing them with individualized and tailored plans.

ANFCA was successfully selected for this project by Employment and Social Development Canada (ESDC) in 2024. Although the project has been delayed due to ongoing contract negotiations, ANFCA has already selected two Friendship Centre communities, based on specific criteria, to deliver the program once the agreement is finalized. The initiative, expected to run from 2025 to 2028, will provide youth with crucial access to training, educational supports, and materials.

PROVINCIAL INITIATIVES



JUSTICE: FROM THE PEOPLE TO PAPER

ANFCA's 'From the People to Paper' initiative was created to document the best practices of Friendship Centres in advancing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission (TRC) Calls to Action in their communities.

Through a comprehensive report on this work, ANFCA can more effectively advocate for continued and adequate support from stakeholders, partners, and various levels of government.

Research for this report engaged:

- **20** Friendship Centres through surveys, interviews, and consultations.
- **56** Community Elders/Seniors in direct research consultations.
- **26** ANFCA Youth/Elders in a consultation specifically for the report.

UNDRIP and the TRC have provided the 'roadmap' for steps to be taken, but there needs to be long term resources allocated to that 'roadmap'. Where gaps exist - such as lack of funding for Cultural Awareness Sessions, lack of funding for specific UNDRIP

and TRC activities, lack of funding for advocacy purposes to support families within the child welfare system, lack of funding for food security, and a multitude of other needs that are outlined within the UNDRIP Articles and the TRC Calls to Action - Friendship Centres excel at filling the gaps and responding to community needs. They find creative ways to respond to community needs, but this can create a strain on the capacity of the Friendship Centre.

Key Findings from the Research:

- Only 5% of Friendship Centres in Alberta were actively involved in developing their community's Reconciliation Plan (one out of twenty), highlighting a significant area for growth.
- Of the twenty Friendship Centres that responded, only 25% indicated they had received any funding from their local municipality/town/city for reconciliation-type events. It was also reported that these investments were typically for one-time events and not for the long-term, sustainable work needed to achieve lasting positive outcomes.





PROVINCIAL INITIATIVES

WEAVING WÎCIHITOWIN FOR LEARNING (WWFL): BRIDGING CLASSROOMS TO COMMUNITIES INITIATIVE

The first year of our three-year grant, totaling \$7.5 million, was dedicated to increasing educational supports for Indigenous students through our member Friendship Centres. From April 2024 to March 2025, Alberta Friendship Centres successfully implemented community-level programming across three key priority areas: Community Connections, Community-based Student Supports, School Collaboration:

Collectively, the program provided support to **20,093 urban Indigenous Kindergarten to Grade 12 students** throughout the 2024 fiscal year.

ANFCA also played a crucial role in building capacity and strengthening partnerships:

- Delivered 6 presentations at Teachers' Conventions and School Leadership Conferences, reaching over 200+ Educators and School Leaders across 19 school districts.
- Hosted a successful Education Knowledge Exchange with 38 attendees

- and 12 presenters, which strengthened relationships and increased the capacity of Friendship Centres to implement the program.
- 14 Friendship Centre engagements with 54 unique individuals, including three WWFL participant sharing circles.

ANFCA continues support capacity for Friendship Centres through peer support meetings and the development of valuable resources such as the Education Kit K-12 Learning Bundle, Program Guide, and Reporting Guide.

ANFCA is committed to building and maintaining strong relationships with key educational stakeholders to advance the needs of Indigenous students and communities. This year, we continued our membership on the Indigenous Education Committee with the Alberta Teachers' Association and engaged a variety of stakeholders, including the College of Alberta School Superintendents (CASS), Alberta School Boards Association (ASBA), and the University of Alberta Future Energy Systems.



PROVINCIAL INITIATIVES

GREEN INITIATIVES

SAIT/ Friendship Centre Retrofits: Since 2021, ANFCA collaborated with SAIT Green Building Technologies and Friendship Centres in St. Paul, Medicine Hat, Fort McMurray, and Grande Prairie. With an investment of \$430,000, Friendship Centres successfully **reduced 35 tonnes of greenhouse gases** annually. By lowering emissions and operating costs, Friendship Centres can reinvest savings into essential community services, including housing, food security, health, and employment programs—creating healthier, more sustainable spaces for thousands of people across Alberta.

In the spring of 2024, ANFCA moderated a vital discussion on Indigenous Housing Innovation at the Alberta Energy Efficiency Conference in Calgary. The session, attended by over 100 people, brought together leaders from Frog Lake First Nation and Siksika Nation to share their groundbreaking work. The discussion centered on Siksika Nation's innovative 3D-printed homes and Frog Lake First Nation's developing energy-efficient housing program.

This robust conversation highlighted the challenges and opportunities of integrating new technologies into Indigenous communities. The dialogue, framed by a "two-eyed vision" that blends traditional knowledge with modern innovation, provided invaluable insights into the future of Indigenous energy efficiency projects in Alberta.

ANFCA held three in-person Energy Summits in partnership with the Grande Prairie Friendship Centre, Miywasin Friendship Centre in Medicine Hat, and the Mannawanis Friendship Centre in St. Paul, and a virtual session with the Nistawoyou Friendship Centre in Fort McMurray. The summits focused on the difference between a standard retrofit and a 'deep retrofit'. While a standard retrofit improves energy efficiency, a deep retrofit is a holistic approach that integrates Indigenous perspectives and cultural components into a building's systems. A key outcome of these discussions was a deeper understanding of the processes involved in developing and executing these comprehensive retrofit projects, paving the way for a more sustainable and culturally informed approach to building systems.



FRIENDSHIP CENTRE SERVICE DELIVERY

In the 2024/25 fiscal year, Alberta Friendship Centres continued to serve as vital community hubs, delivering a wide range of programs and services that are essential to the health and well-being of urban Indigenous people across the province. Through significant provincial and federal allocations totaling over **\$7.5 million** (AIR - \$881,813, UPIP PSS \$1,783,324, and UPIP OCS \$4,845,793) and augmented by an estimated \$1.1 million in in-kind contributions, Friendship Centres provided a multitude of supports and services, reinforcing their central role in the community.

The impact of these efforts is evident in the remarkable scale of engagement and participation. Friendship Centres offered a total of **24,770 activities**, reaching an impressive 78,409 unique participants. Indigenous Youth were a key focus, with 65% of programming—representing over \$1.2 million in funding—dedicated to their needs, engaging **20,987 youth participants**. Friendship Centres also provided vital support to vulnerable populations, allocating over \$500,000 to programs that reached 67,600 participants.

A notable success has been the increased focus on holistic well-being, including dedicated programming for Indigenous men and support for single fathers, leading to **79 distinct men's programs**. This work is part of a broader commitment to providing culturally relevant support for all community members, including 25,767 women and 3,773 active Elders who participated in a variety of programs.

The scope of services provided was extensive, spanning a wide array of areas crucial to community empowerment. In a single year, Friendship Centres delivered 272 mental health programs, 272 cultural programs, and 58 language programs, fostering connection and healing. Other key areas of focus included education (117 programs), justice (36 programs), and employment (36 programs), all designed to help community members navigate complex systems and achieve self-determination. Additionally, Friendship Centres provided critical support in areas such as food security (97 programs), housing and homelessness (122 programs), and financial literacy (24 programs).

FRIENDSHIP CENTRE SERVICE DELIVERY



Beyond these structured activities, Friendship Centres served as a consistent point of contact for the community, recording **845,639 total points of service** and welcoming **507,459 drop-in clients**. This immense reach was further extended through 54 virtual programs and 1,176,399 social media points of contact. The strength of the Friendship Centre network is built on collaboration, evidenced by partnerships with 731 community organizations and the dedication of 4,506 volunteers who contributed over 31,359 hours of their time.

ANFCA member Friendship Centres received \$83,000 in funding from the previous fiscal year to provide trauma-informed mental health support. This program enabled 20 Centres to focus on critical areas of need. The primary emphasis was on providing access to mental health professionals, enhancing food security, and ensuring access to cultural programs and ceremonies. The funding also supported staff training, allowing them to better assist vulnerable populations with culturally sensitive care.

The data from this fiscal year demonstrates not just the quantity of services provided, but the enduring commitment of Alberta Friendship Centres to building healthy, resilient, and culturally connected urban Indigenous communities.

Friendship Centres 2024-2025 Data Highlights

845,639

POINTS OF SERVICE
DELIVERED

507,459

DROP-IN CLIENTS
SUPPORTED

4,506

FRIENDSHIP CENTRE
VOLUNTEERS

272

MENTAL HEALTH
PROGRAMS

272

CULTURAL
PROGRAMS

97

FOOD SECURITY
PROGRAMS

79

INDIGENOUS MEN'S
PROGRAMS

122

HOUSING/HOMELESS
PROGRAMS

FINANCIAL STEWARDSHIP AND PERFORMANCE



ANFCA remains committed to strong fiduciary practices, careful stewardship of resources, and safeguarding of assets. Our financial systems and internal controls are designed to ensure accountability and transparency. We sustained our existing reserves while also setting aside new reserves such as the emergency fund and a contingency fund to strengthen our long-term financial stability. Looking ahead, we continue to prioritize financial sustainability, careful risk management, and responsible use of public funds.

During this last reporting cycle, ANFCA has been committed to enhanced management of ANFCA's annual budget, expenses, and financial reporting. This has included monitoring spending, forecasting financial needs, and ensuring compliance with financial regulations. Financial performance has been closely monitored which has ensured the organization operated within budget constraints.

Year Ended March 31, 2025 (with comparative figures for 2024)

	2024-2025	2023-2024
<u>REVENUES</u>		
Programs - Grants	\$13,003,586	\$16,654,335
Interest	345,990	224,708
Donations	46,372	157,315
Program Revenue	104,536	44,800
Other	6,654	3,135
	<u>13,507,138</u>	<u>17,084,293</u>
<u>EXPENSES</u>		
Friendship Centre Grants	11,320,423	14,396,291
Human Resources	1,488,650	1,527,197
Office Operations	36,325	10,719
General & Administrative	153,530	239,941
Other	0	0
	<u>12,998,928</u>	<u>16,174,148</u>
Excess of Revenues over Expenses	\$508,210	\$910,145



Gratitude to Our Community

ANFCA extends our deepest gratitude to the Elders, knowledge keepers, and all the front-line staff and volunteers at Alberta's Friendship Centres. We also want to honour the leadership of our Executive Committee and the dedication of all ANFCA standing committee members. Your tireless efforts and the gifts of your time and spirit are the foundation of our work. Thank you for walking with us on this journey.



ANFCA extends our sincere gratitude to the funders who make our work possible. Your support is crucial to our mission and directly empowers the vital services provided by Alberta Friendship Centres. Thank you for being a dedicated partner in our efforts.

Alberta's Ministry of Indigenous Relations
Alberta's Ministry of Culture/Status of Women
Alberta Education
Department of Women and Gender Equality
Indigenous Services Canada
Canadian Heritage
Employment and Social Development Canada



Canadian
Heritage



Indigenous Services
Canada



Women and Gender
Equality Canada



Employment and
Social Development Canada



National Association
of Friendship Centres



anfca

alberta native friendship
centres association

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