



February 15, 2017

**ALBERTA NATIVE  
FRIENDSHIP  
CENTRES  
ASSOCIATION**

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Aboriginal Friendship  
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Athabasca Native  
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Bonnyville Canadian  
Native Friendship Centre

Canadian Native  
Friendship Centre

Cold Lake Native  
Friendship Centre

Edson Friendship Centre

Grande Prairie  
Friendship Centre

High Level Native  
Friendship Centre

High Prairie Native  
Friendship Centre

Hinton Friendship Centre

Lac La Biche Canadian  
Native Friendship Centre

Lloydminster Native  
Friendship Centre

Mannawalis Native  
Friendship Centre

Napi Friendship  
Association

Nistawoyou Association  
Friendship Centre

Red Deer Native  
Friendship Society

Rocky Native  
Friendship Centre Society

Sagittawa  
Friendship Centre Society

Sik-oo-kotoki  
Friendship Society

Slave Lake Native  
Friendship Centre Society

**Notice to All Alberta Member Friendship Centres**

**Re: Funding Delays for Fiscal Year Starting April 1, 2017**

Dear Friendship Centre Executive Directors and Presidents,

Please take time to carefully read through this email, print it out and share it with your Board of Directors, and as a matter of discussion at your Friendship Centre's next Board of Directors meeting.

On October 20<sup>th</sup>, 2016, all Executive Directors received an email with an update on a number of items: *Indigenous Friendship Centre Program, Current Funding Situation, Risk Management Preparations, Mobilizing the Friendship Centre Movement and Key Messages*. I have attached a copy of this email to this correspondence for your reference. It will be useful to review this initial communication, as it provides more background on some of the matters that will be addressed in this letter.

As of today, ANFCA has not yet been informed of the Federal Budget 2017 or of what program will be replacing the Urban Aboriginal Strategy (UAS) after March 31, 2017. As you are aware, the UAS contains the two funding programs called Community Capacity Support (CCS) and Urban Partnerships (UP); the CCS Program is where our Friendship Centres access their federal core-like funds. ANFCA has been advising our member Friendship Centres to expect a delay in core/core-like funding from the Federal Government in the fiscal year of 2017-18.

We are now expecting that the Federal Budget 2017 is going to be further delayed and will not be announced until late March 2017. We want Friendship Centres to prepare for the possibility of an even longer delay of up to four months, which would mean that Friendship Centres may not be able to apply for any core/core-like expenses from the Federal Government until as late as August 1, 2017.

Each Friendship Centre must prepare to enter the next fiscal year as of April 1, 2017, without any federal core funding program in place. We realize that this is going to place an immense amount of financial difficulty on our member Friendship Centres. However, **the ANFCA is insisting that each Friendship Centre's Board of Directors develop a financial and operational risk management plan that will allow your Friendship Centre to maintain operations for a minimum of four (4) months without core funding** after the CCS Program ends on March 31, 2017.

We need to emphasize that all core operational expenses your Centre incurs as of April 1, 2017 must be paid for by another approved revenue source which could include:

- another core-like funding grant, which you have been approved to use for core-like expenses, (eg. *Alberta Indigenous Relations grant*)
- **unrestricted** savings (*ensure that all financial policies are followed in utilizing savings, and that proper Board decisions are documented*)
- **unrestricted** self-generated revenue, sponsorship, donations/fundraising (*ensure that all financial policies are followed in utilizing these sources, and that proper Board decisions are documented*)

When making decisions, keep in mind that there is no expectation that expenses your Friendship Centre incurs can be recouped through a new federal core funding program; eligible expenditures may only begin as of the funding agreement signing date.

Considerations in your financial and operational risk management plan may also include operational arrangements such as reducing service hours (drop-in hours, program access hours, etc), reducing travel plans, reducing staff hours or laying-off staff, delaying major events or activities, etc.

We realize that these decisions will be extremely difficult, but we want to ensure that we are being as responsible, communicative and accountable to our Alberta Friendship Centres as we can be in asking you to take preparatory actions now.

**Furthermore, please notify Emilea Saadeh of your Centre's plans for managing a minimum 4 month funding delay until August 1, 2017. ANFCA will use these plans to provide additional support to you, as we are able to, and to inform our ANFCA Executive Committee and our National Negotiating Committee representative of the impacts the delay is having on each Friendship Centre.**

We will continue to remain hopeful and optimistic that the significant delay we are experiencing will result in a positive program outcome for the Friendship Centre Movement. Our National Negotiating Committee (NNC) has continued to engage with the Federal Government to negotiate for an Indigenous Friendship Centre Program (IFCP) on behalf of all Friendship Centres in Canada.

**We encourage your Centres to continue engaging with government representatives – particularly Members of Parliament (MPs),** but also Members of Legislative Assembly (MLAs) and municipal representatives. We will include briefing notes on Key Messages and the Indigenous Friendship Centre Program that you may use as speaking points. ANFCA will also re-email the engagement tools that were drafted by the NAFC and originally emailed to Friendship Centres on December 5<sup>th</sup>, 2016. Please keep a note of all types of engagement that you have had with government representatives or staff with respect to core funding and/or the IFCP in the past year. A separate email with a simple engagement tracking tool will be sent out to your Centres in March.

Thank you for your continued dedication to your communities and to the Friendship Centre Movement. Emilea Saadeh will continue to follow up with Centres in communicating information on the Federal Budget 2017 and core-funding implications as they become available.

In friendship,



Emilea Saadeh, ANFCA UP Administrator

[Emilea.anfca@telus.net](mailto:Emilea.anfca@telus.net) / 780-423-3138 ext 203 or 780-265-2609

Cc: Staci Poirier, ANFCA Finance Manager

Copy of Previous Communication  
For background and reference.

**From:** Emilea  
**To:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
**Cc:** \_\_\_\_\_  
\_\_\_\_\_  
**Subject:** CORE FUNDING CONSIDERATIONS and PREPARATIONS  
**Date:** October 20, 2016 3:35:44 PM  
**Importance:** High

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Dear Friendship Centres,

Please take time to carefully read through this email, print it out and share it with your President and as a matter of discussion at your Centre's next Board of Directors meeting. I have a number of items for your consideration: Indigenous Friendship Centre Program, Current Funding Situation, Risk Management Preparations, Mobilizing the Friendship Centre Movement and Key Messages.

#### **Indigenous Friendship Centre Program (IFCP)**

Nelson, Merle and myself attended the NAFC Presidents and Executive Directors meeting this week, where much of the discussion was focused on the future of the Urban Aboriginal Strategy (UAS), through the Ministry of Indigenous and Northern Affairs Canada (INAC). We were provided information on the National Negotiation Committee's (NNC) activities, on INAC's engagement meetings they conducted over July-August 2016, on NAFC's Engagement Survey outcomes and on the political climate, which included funding timeline forecasts that NAFC is expecting.

While the specific plans and activities of what the NAFC's National Negotiation Committee (NNC) are kept confidential to those not on the NNC, they shared that they are still in active discussions with INAC on the proposed Indigenous Friendship Centre Program (IFCP) model. The IFCP would somewhat be a return to the old core-funding Aboriginal Friendship Centre Program (AFCP) model that Friendship Centres accessed between 1988-2013, and which was effectively administered directly by NAFC and PTAs since 1996.

#### **Key features that the Friendship Centre Movement (FCM) are advocating for in the IFCP model include:**

- **Multi-year agreements.** Ideally, a 5 year agreement, without any requirement for annual applications, would provide a stable and predictable funding base from which Friendship Centres (FCs) could operate more efficiently and could leverage other funding more effectively.
- **Increased core operational funding.** Friendship Centres require core funding that more closely matches the actual cost of operations to keep the doors open, provide adequate staff salaries, and provide an appropriate level of programs and services.
- **Dedicated Youth funding.** FCs require additional dedicated funding to support ongoing, uninterrupted youth engagement and leadership development initiatives such as youth centres.

### Current Funding Situation

As you are aware, the Government of Canada's Federal Budget 2016, announced on March 22, 2016, extended the UAS funding for one year (April 1, 2016-March 31, 2016), while including a commitment that *"the Government of Canada will work to identify ways to strengthen the program to more effectively meet the needs of urban Indigenous peoples."* While the NNC has been negotiating specifically for the IFCP since at least 2015 as far as I'm aware of, given the drastic changes to government and certain treasury board conditions, change to the UAS structure has been slow. NAFC is feeling that given the lateness in this fiscal year, with only 5 months remaining in the fiscal year, our Friendship Centres will have to prepare for the likely circumstance that we will enter the April 1, 2017 fiscal year without any core funding agreement in place. We know **that INAC has not yet developed or re-designed the UAS for the next fiscal year**, and whatever decision is made on the re-design, it is unlikely that it will be finalized in time to sign agreements, commit funding or deliver funding to Friendship Centres for April 1, 2017. To be clear, **we are quite positive that an agreement for funding will be achieved in some form, but we are not positive that the agreement will be completed quickly enough for the April 1, 2017 fiscal year start.**

### Risk Management Preparations

Given this situation, and based upon prior experience in establishing agreements, Friendship Centres may be without a core funding agreement for approximately 3 months (April 1-June 30, 2017). The ANFCA is insisting that each Friendship Centre's Board of Directors **develop a risk management plan that will allow your Friendship Centre to maintain operations for a minimum of 3 months without core funding** from what is currently called Community Capacity Supports (CCS).

This plan may include financial decisions such as accessing and re-directing savings, gaming funds, fundraising, self-generated funding or sponsorships/donations. You must ensure that any monies you are re-directing to core costs are not part of another funded program/project or that they are restricted to another use in any way. You can't expect to be able to "pay-back" any of these funds.

We would hope that these 3 months of operations could be met through financial preparations and plans, but if not, you will also need to consider and enact additional operational arrangements to stretch your available dollars. This may involve considering flexibility to alter "open" hours, service/program delivery hours or ways that you conduct program/service delivery (eg. reducing travel) and staffing arrangements.

As tough as it is to write an email asking FCs to make these sorts of risk management plans, it is the most responsible and accountable action we can take in preparation for the new fiscal year. We hope it does not come down to this significant delay in an agreement and in funding, but it would be negligent of the ANFCA if we were not being open with you in asking that FCs take preparatory actions now.

### Mobilizing the Friendship Centre Movement

The NAFC and the NNC are calling on **all our Friendship Centres to mobilize our staff, board and members in encouraging Members of Parliament (MPs) to make**

**expedient and supportive UAS decisions** of great benefit to the urban Indigenous people in our urban centres who rely on the services of Friendship Centres. Please **discuss a plan with your Board on how to best engage with the MPs** in your ridings. The most impactful engagement would be to formally invite your MP to visit your Friendship Centre. Special events such as annual Christmas Dinners may be good opportunities for invitations, and some MPs may enjoy these opportunities to volunteer for their own PR.

Another very strong voice to have in the engagement will be that of your youth. For those who have youth councils or organized youth programs, you could consider **mobilizing youth to contact MPs**. Youth groups may even want to develop a social media campaign about your local Friendship Centre, its programs/services and impact on the community.

In addition to **formal invitations**, we are suggesting that you **call, email and mail** your MPs. If you would like assistance in obtaining contact information for your MP, please let me know.

### **Key Messages**

For clear, consistent communications by the FCM, the following key messages have been developed about Friendship Centres and about core funding to Friendship Centres:

#### ***Friendship Centres: A History of Success***

- With more than **60 years of experience**, Friendship Centres have proven to be the most effective program and service delivery institution for Indigenous people in Canada's urban centres.
- With a presence in **118 communities** across Canada, Friendship Centres can play a key role in advancing federal priorities for Indigenous people in urban areas. Friendship Centres represent significant value for money. In 2015, for every federal dollar invested **an additional \$11 was leveraged** from other sources.
- **As a central cultural hub** in the communities we serve, we **understand the challenges** facing our Indigenous people in Canada's urban centres, including population growth, access to education, health and other barriers to employment while helping them to develop the economic resilience they need to live a good life and to strengthen Canada's economic, social and cultural life.
- The Friendship Centre Movement is a key **partner in reconciliation**. In welcoming the Truth and Reconciliation Commission's Calls to Action, we are seeking commitments to meaningful actions to address the Commission's findings. In particular, the NAFC has highlighted community-based opportunities for youth and the commitment to a multi-year National Action Plan for Reconciliation as opportunities for Friendship Centres to play a central role in advancing reconciliation in Canada.
- FCs are the most viable and appropriate urban Indigenous institutions to facilitate Indigenous human resource development; to facilitate community development; to facilitate economic development, innovation and social entrepreneurship; and to

promote volunteerism and participation in community services.

***Core Funding: Serving Canada's Urban Indigenous People***

- As nearly **60% of Indigenous people in Canada live in urban areas** it is imperative that Friendship Centres are funded to assist this vulnerable population to overcome barriers to greater social and economic inclusion.
- A core funding program is necessary to provide Friendship Centres with **stable and predictable operational funding** from which they can continue to leverage funds from a variety of sources to address needs identified by their community.

Thank you all for carefully considering this email. Please do not hesitate to call myself or Nelson (although Nelson will be out of the office until Monday, October 24<sup>th</sup>).

**Furthermore, please keep Nelson and I informed of actions you take in engaging with MPs or any other government representatives, as well as any assistance you may need in developing your risk management plans.**

In friendship,  
Emilea Saadeh, UP Administrator  
ANFCA  
10336-121 Street, Edmonton, AB T5N 1K8  
Email: [emilea.anfca@telus.net](mailto:emilea.anfca@telus.net)  
Phone: 780-265-2609, or 780-423-3138 ext203

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## Key Messages

### *Friendship Centres: A History of Success*

- With more than **60 years of experience**, Friendship Centres have proven to be the most effective program and service delivery institution for Indigenous people in Canada's urban centres.
- With a presence in **118 communities** across Canada, Friendship Centres can play a key role in advancing federal priorities for Indigenous people in urban areas. Friendship Centres represent significant value for money. In 2015, for every federal dollar invested **an additional \$11 was leveraged** from other sources.
- As a **central cultural hub** in the communities we serve, we **understand the challenges facing our Indigenous people in Canada's urban centres, including population growth, access to education, health and other barriers to employment while helping them to develop the economic resilience** they need to live a good life and to strengthen Canada's economic, social and cultural life.
- The Friendship Centre Movement is a key **partner in reconciliation**. In welcoming the Truth and Reconciliation Commission's Calls to Action, we are seeking commitments to meaningful actions to address the Commission's findings. In particular, the NAFC has highlighted community-based opportunities for youth and the commitment to a multi-year National Action Plan for Reconciliation as opportunities for Friendship Centres to play a central role in advancing reconciliation in Canada.
- FCs are the most viable and appropriate urban Indigenous institutions to facilitate Indigenous **human resource development**; to facilitate **community development**; to facilitate **economic development, innovation and social entrepreneurship**; and to promote **volunteerism and participation in community services**.

### *Core Funding: Serving Canada's Urban Indigenous People*

- As nearly **60% of Indigenous people in Canada live in urban areas** it is imperative that Friendship Centres are funded to assist this vulnerable population to overcome barriers to greater social and economic inclusion.
- A core funding program is necessary to provide Friendship Centres with **stable and predictable operational funding** from which they can continue to leverage funds from a variety of sources to address needs identified by their community.



**DATE:** October 24, 2016

Updated February 15, 2017

- |                                     |                            |
|-------------------------------------|----------------------------|
| <input checked="" type="checkbox"/> | Executive Director         |
| <input checked="" type="checkbox"/> | Executive Committee        |
| <input checked="" type="checkbox"/> | Alberta Friendship Centres |
| <input type="checkbox"/>            | For Decision               |
| <input checked="" type="checkbox"/> | For Information            |

## **BRIEFING NOTE**

**SUBJECT: Negotiating for a Federal Indigenous Friendship Centre Program (IFCP)**

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### **ISSUE:**

The loss of dedicated, core funding from the Government of Canada to the Friendship Centres and the National Association of Friendship Centres (NAFC) has had an impact on the sustainability and expansion of the programs and services delivered across the Friendship Centre Movement.

### **BACKGROUND:**

#### Friendship Centre Movement

- Friendship Centres have a history of success. With more than 60 years of experience, Friendship Centres have proven to be the most effective program and service delivery institution for Indigenous people in Canada's urban centres.
- With a presence in 118 communities across Canada, Friendship Centres can play a key role in advancing federal priorities for Indigenous people in urban areas. Friendship Centres represent significant value for money. In 2015, for every federal dollar invested, an additional \$11 was leveraged from other sources.
- As a central cultural hub in the communities we serve, Friendship Centres understand the challenges facing Indigenous people in Canada's urban centres, including population growth, access to education, health and other barriers to employment while helping them to develop the economic resilience they need to live a good life and to strengthen Canada's economic, social and cultural life.
- The Friendship Centre Movement is a key partner in reconciliation. In welcoming the Truth and Reconciliation Commission's Calls to Action, we are seeking commitments to meaningful actions to address the Commission's findings. In particular, the NAFC has highlighted community-based opportunities for youth and the commitment to a multi-year National Action Plan for Reconciliation as opportunities for Friendship Centres to play a central role in advancing reconciliation in Canada.
- Friendship Centres are the most viable and appropriate urban Indigenous institutions to facilitate Indigenous human resource development; to facilitate community development; to facilitate economic development, innovation and social entrepreneurship; and to promote volunteerism and participation in community services.

#### Current need or issues faced by urban Indigenous people in Alberta

- According to the 2011 National Household Survey (NHS), there are 1,400,685 people who acknowledged their Aboriginal identity, representing 4.3% of the total Canadian population. This shows a continual growth; it was up from 3.8% enumerated in the 2006 census, 3.3% in the 2001 Census and 2.8% in the 1996 Census. Over 60% of Indigenous people live in urban centres.
- Nearly in one in six Aboriginal people in Canada live in Alberta. In Alberta, there were 220,695 Aboriginal people, representing 15.8% of the total Aboriginal population. This has increased by over 30,000 people since the 2001 census. They made up 6% of the total population of that province.
- Nearly half (49%) of Aboriginal people in Alberta were under the age of 25, compared with 32% of the non-Aboriginal population. More than half of First Nations people (53%) were in this age group (55% of those living on a reserve and 52% of the off-reserve population), as were half of Inuit and 45% of Métis.



- In 2011, the median age of First Nations people was 23.0; the off-reserve population was slightly older (23.7) than those living on a reserve (22.0). Métis had a median age of 28.2; that of Inuit was 25.0. All three groups were younger than the non-Aboriginal population, whose median age was 36.8.
- As noted previously, over 60% of all those who identify as Indigenous People in Alberta reside in urban areas. Of those 60%, a large majority are not being provided the services they require from their communities of origin or in many instances they do not have an Indigenous community of origin. In these situations, the Friendship Centres are able to support their transition, advocate on behalf of their needs or direct them to those who can. While we do not represent any group of people, we offer supports in whatever capacity we are able to, that addresses their current need.
- It is within this context that Friendship Centres must operate and provide services. The needs of the Friendship Centres are representative of the needs of those that they serve; and the ANFCA recognizes these needs and strives to provide consistent and dependable support for Friendship Centres.
- Specifically, the local Friendship Centres in Alberta focus on addressing service gaps in over 20 urban centres, providing programs and services to both Aboriginal and non-Aboriginal people. The Friendship Centres are status blind in the delivery of programs and services.
- According to the Urban Aboriginal Strategy Alberta Regional Strategic Plan (October 2015), upon review of urban Indigenous organizations that support Indigenous people through program and service delivery, the Friendship Centres were noted as being the primary urban organization for many communities. The primary urban Aboriginal organization in Pincher Creek, Rocky Mountain House, Hinton, Edson, Bonnyville, Lloydminster, Cold Lake, St. Paul, Athabasca, Lac La Biche, High Level, Peace River, High Prairie, and Slave Lake is the Friendship Centre. The Red Deer Native Friendship Centre is also active and is currently undertaking a major capital development, Asooahum Crossing, "A safe place for our Elders, families and youth to grow and flourish." Additionally, the **Grande Prairie** Friendship Centre (GPFC) is the hub for the Urban Aboriginal community in Grande Prairie, bringing together all levels of government, service providers, urban Aboriginal people, business and industry to develop a community strategic plan, and collaborate in addressing the needs of urban Aboriginal people in Grande Prairie. The Grande Prairie Friendship Centre also offers a number of programs and services for urban Aboriginal people. There is a high demand for employment in all sectors of business, services and trades industry in Grande Prairie. Employers recognize that the Aboriginal community has many skilled and talented potential workers and is showing a willingness to work with the GPFC to develop a workforce framework.

#### Negotiating the IFCP

- While the specific plans and activities of what the NAFC's National Negotiation Committee (NNC) are kept confidential to those not on the NNC, they shared that they are still in active discussions with INAC on the proposed Indigenous Friendship Centre Program (IFCP) model. The proposed IFCP would somewhat be a return to the old core-funding Aboriginal Friendship Centre Program (AFCP) model that Friendship Centres accessed between 1988-2013, and which was effectively administered directly by NAFC and PTAs since 1996.
- In fact, the NAFC and Friendship Centres across Canada have been provided core funding by the Federal Government since 1972 with the Migrating Native Peoples' Program through the Department of the Secretary of State. The NAFC seeks to re-establish this strong historical relationship and partnership with the Government of Canada in providing stable, non-competitive, core funding to Friendship Centres and ensure that Indigenous people in Canada's urban communities continue to receive the valuable and beneficial programs and services that Friendship Centres provide.

Following are some key features in the proposed IFCP model include:

- **Multi-year agreements:** Ideally, a 5 year agreement, without any requirement for annual applications, would provide a stable and predictable funding base from which Friendship Centres could operate more efficiently and could leverage other funding more effectively.

- **Increased core operational funding:** Friendship Centres require core funding that more closely matches the actual cost of operations to keep the doors open, provide adequate staff salaries, and provide an appropriate level of programs and services.
- **Dedicated Youth funding:** Friendship Centres require additional dedicated funding to support ongoing, uninterrupted youth engagement and leadership development initiatives such as youth centres.

#### **Current Funding Situation**

- Government of Canada's Federal Budget 2016, announced on March 22, 2016, extended the UAS funding for one year (April 1, 2016-March 31, 2016), while including a commitment that *"the Government of Canada will work to identify ways to strengthen the program to more effectively meet the needs of urban Indigenous peoples."*
- Given the lateness in this fiscal year, our Friendship Centres have to prepare to enter the April 1, 2017 fiscal year without a core funding agreement in place.
- We know that INAC has not yet developed or redesigned the UAS for the next fiscal year, and whatever decision is made on the redesign, it is unlikely that it will be finalized in time to sign agreements, commit funding or deliver funding to Friendship Centres for April 1, 2017.

#### **Risk Management Preparations**

With the above concern with funding, the ANFCA is insisting that each Friendship Centre's Board of Directors develop a risk management plan that will allow Friendship Centres to maintain operations for a minimum of 4 months without core funding from what is currently called Community Capacity Supports (CCS).

The ANFCA is hopeful that these 4 months of operations could be met through financial preparations and plans, but if not, lack of funding may result in the need to restructure the "open" hours, service/program delivery hours or ways that Friendship Centres conduct program/service delivery. This will negatively impact those urban Indigenous people who rely on the services of the Friendship Centres and will also impact the reputation and partnerships that Friendship Centres have built in the past few decades.

#### **RECOMMENDATIONS:**

1. As over 60% of Indigenous people in Canada live in urban areas (based on 2011 Census), it is imperative that Friendship Centres are funded at an acceptable, consistent level to assist this vulnerable population to overcome barriers to greater social and economic inclusion.
2. A core funding program is necessary to provide Friendship Centres with stable, predictable and non-competitive operational funding from which they can continue to leverage funds from a variety of sources to address needs identified by their community.
3. ANFCA requests support from the Alberta Government to lobby the federal government on behalf of the ANFCA and member Friendship Centres.
4. ANFCA to continue to lobby the Alberta Government for increased operational funding support; for additional support to increase capacity at both the provincial and local Friendship Centre level.

**SUBMITTED BY:** Candy Morningway, Strategic Planning Manager