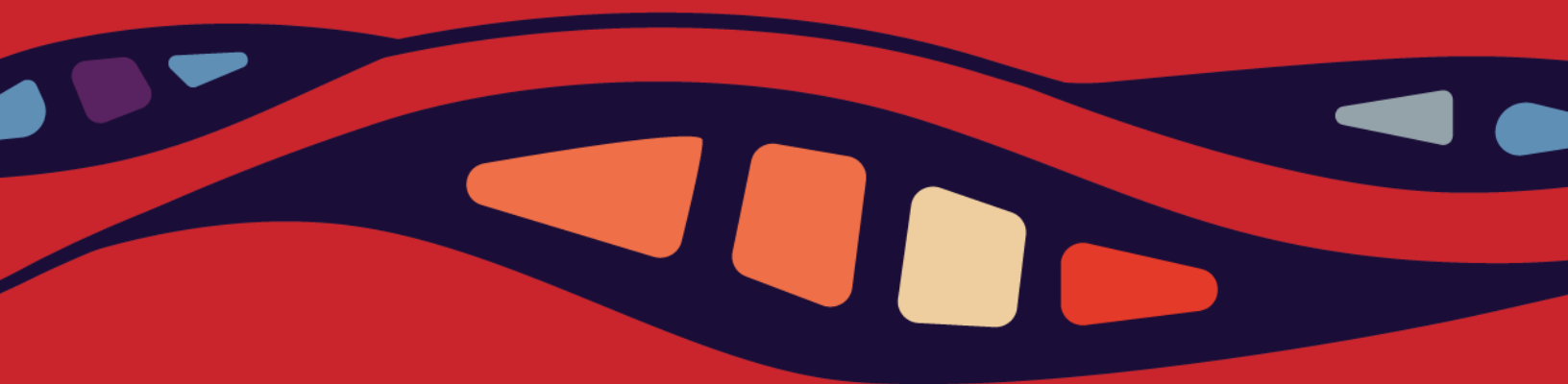


EVOLVING TO SERVE FIRST NATIONS BETTER



: ONTARIO FIRST NATIONS
: TECHNICAL SERVICES
: CORPORATION

: ANNUAL
: REPORT
: 2020-2021



ANNUAL REPORT

2020-21

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AARON GENEREUX PRESIDENT'S REPORT

While nothing could have prepared us for the unprecedented times and challenges of this year, we continued to press on and support our communities. We have encountered technical challenges unique to the effects of this COVID-19 pandemic, ranging from safety of communities, safety of workers, continuity of community services, resource limitations, materials and supply challenges, logistical challenges to extreme price escalations extending to nearly all categories. OFNTSC has continued to be there to support our communities every step of the way.

Considering this, I could not be more proud of our staff, management, board and the First Nations communities for the way they handled and continue to handle these challenges with steadfast resiliency, adaptability and optimism to see through the COVID-19 pandemic. OFNTSC has strived to provide our best service to every First Nation and this past year, added both challenges and opportunities to make positive differences to the communities we serve. In the end, we were able to continue running and delivering all of our services with little to no interruption. Thank you all!

Despite the pandemic, OFNTSC still managed to provide training for over 160 First Nations technical services personnel; provided nearly 1,200 essential building inspections; generated over \$44 million in community capital program funding through applications support;

and held dozens of training and technical opportunities in the areas of housing, fire safety, engineering, environment, and asset management. I am very proud of these accomplishments by our staff and management. This demonstrates our organization's commitment to supporting Ontario First Nations.

Our commitment to First Nations communities is what keeps us going. That's why, in January 2021, OFNTSC officially launched and implemented a new and improved governance structure to better meet the needs of our communities, partners, and clients. This restructured governance system was designed with input from our stakeholders and expert advisors who, since 2016, have been working together with us to incorporate industry best practices and First Nations culture and values into our governance model.

Some of the changes to the governance structure included moving to a smaller, more agile sized board (from 24 board members to 12); diversifying the skills matrix to include directors with finance, legal, information technology and research skills; establishing a Technical Advisory Committee composed of technical experts that work in First Nations infrastructure to advise the board; and the establishment of modern board committees to ensure good governance, strong financial management and ongoing accountability to First Nations in Ontario.

I would like to thank our many dedicated Voting Members, First Nations, Tribal Councils, clients, and all of our past

OFNTSC Board Members, who have provided input to implement our new governance structure over the past year and a half. I would like to take this opportunity, to acknowledge our former Board President, Wesley Bova. Wesley's professional dedication to solving technical issues in First Nations and supporting communities is unparalleled. Under his leadership and guidance, we were able to create an improved governance system that is more efficient, innovative and in-tune with the needs of our stakeholders, allowing OFNTSC to better serve our communities. Thank you Wesley for your many years of service to this organization.

I would like to acknowledge our Executive Director, Melanie Debassige, for her steadfast leadership, determination, positivity, grit, and her continual willingness and passion for OFNTSC to provide improved delivery and service. Melanie's leadership and focus throughout the past year was instrumental in our success of the recent governance restructure, moving OFNTSC towards an improved service delivery for our organization.

AARON GENEREUX,
President



OUR COMMITMENT TO FIRST NATIONS COMMUNITIES IS WHAT KEEPS US GOING. THAT'S WHY, IN JANUARY 2021, OFNTSC OFFICIALLY LAUNCHED AND IMPLEMENTED A NEW AND IMPROVED GOVERNANCE STRUCTURE TO BETTER MEET THE NEEDS OF OUR COMMUNITIES, PARTNERS, AND CLIENTS."



THE OFNTSC HAS HAD A VERY SUCCESSFUL YEAR IN IMPLEMENTING YEAR THREE OF THE OVERALL FIVE-YEAR STRATEGIC PLAN. IN ADDITION TO IMPROVING THE OVERSIGHT OF THE ORGANIZATION, WE HAVE IMPLEMENTED MODERN BOARD COMMITTEES TO ENSURE BETTER GOVERNANCE, STRONG FINANCIAL MANAGEMENT AND ONGOING ACCOUNTABILITY TO FIRST NATIONS IN ONTARIO.”



MELANIE DEBASSIGE EXECUTIVE DIRECTOR'S REPORT

The 2020-2021 year has been a year like no other for the Ontario First Nations Technical Services Corporation (OFNTSC). In the midst of this global pandemic, OFNTSC has experienced many challenges which created a unique set of circumstances. These circumstances have elevated the organization to continue to drive growth despite these unprecedented times.

Since 2016, OFNTSC has been working on organizational development and governance reform. During this time, we heard from our stakeholders that they want OFNTSC to be a best-in-class organization, the kind that makes efficient use of its resources, provides innovative solutions to give First Nations what they need. The most effective boards have a specific mix of key skills to successfully direct an organization. We have been able to attract Directors with extensive local and national experience in these areas. This includes a

number of past board members who not only bring an exceptional depth of knowledge to the new board, but also valuable continuity and legacy experience.

The OFNTSC has had a very successful year in implementing year three of the overall five-year strategic plan. In addition to improving the oversight of the organization, we have implemented modern Board committees to ensure better governance, strong financial management and ongoing accountability to First Nations in Ontario. This aligns with the strategic plan which focuses on the organizational review and restructuring to ensure long-term sustainability, supporting First Nations with community development by becoming a total solutions provider, ensuring consistency of mandated core services to improve the First Nations standard of living and improving First Nations focus and satisfaction.

As a member of the Anishinabek Nation, I am honoured to continue the meaningful work of lifting the Ontario First Nations up in the pursuit of fostering self-reliance and by sharing opportunities to create the technical leaders of tomorrow. I am dedicated along with

the OFNTSC team, to enhance the many critical infrastructure issues facing our people across the province. Lastly, I want to thank the OFNTSC team for their continued efforts in assisting us with implementing the OFNTSC mandate to help us realize the self-sufficiency and determination for Ontario First Nations communities.

Miigwetch,

MELANIE DEBASSIGE, MBA, IC.D.D
Executive Director

GOVERNANCE REFORMS: DRIVEN BY OUR STAKEHOLDERS

In 2016, OFNTSC decided to take the organization to the next level when it comes to governance. We heard from our stakeholders that they want us to be a best-in-class organization—the kind that makes efficient use of its resources, provides innovative solutions to give clients what they need, is finding ways to grow its funding and service offerings, and – most importantly – listens closely to its stakeholders.

Since 2016, we have been engaging with First Nations and subject matter experts in governance to design a governance model that incorporates industry best practices and reflects First Nations culture and values.

WHAT HAS CHANGED

Smaller, more agile board size

Data shows that smaller, skill-based boards are more effective and efficient. The board size has been reduced from 24 to 12, in line with governance best practices.

Modern, skills-based board

The most effective boards are apolitical, with a specific mix of key skills to successfully direct an organization. The new board is designed to have the specific cross-section of skills, experience and representation to understand the needs of our stakeholders and deliver on our mission.

Technical Advisory Committee (TAC) established

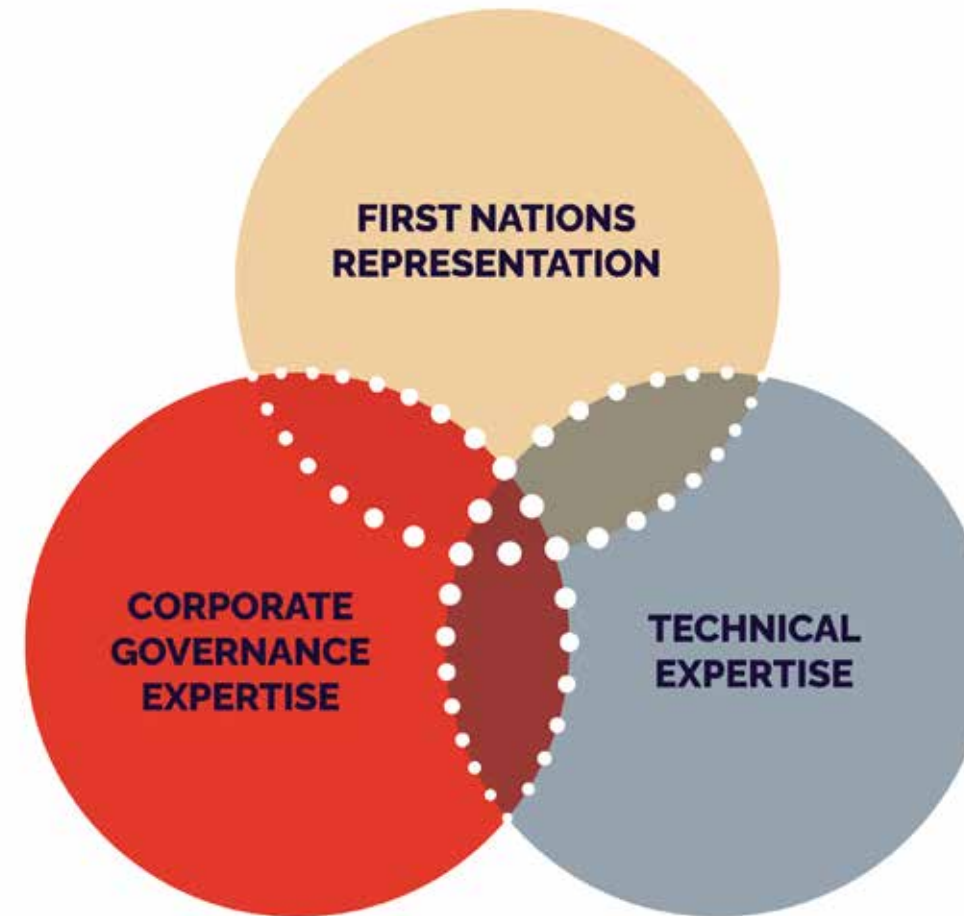
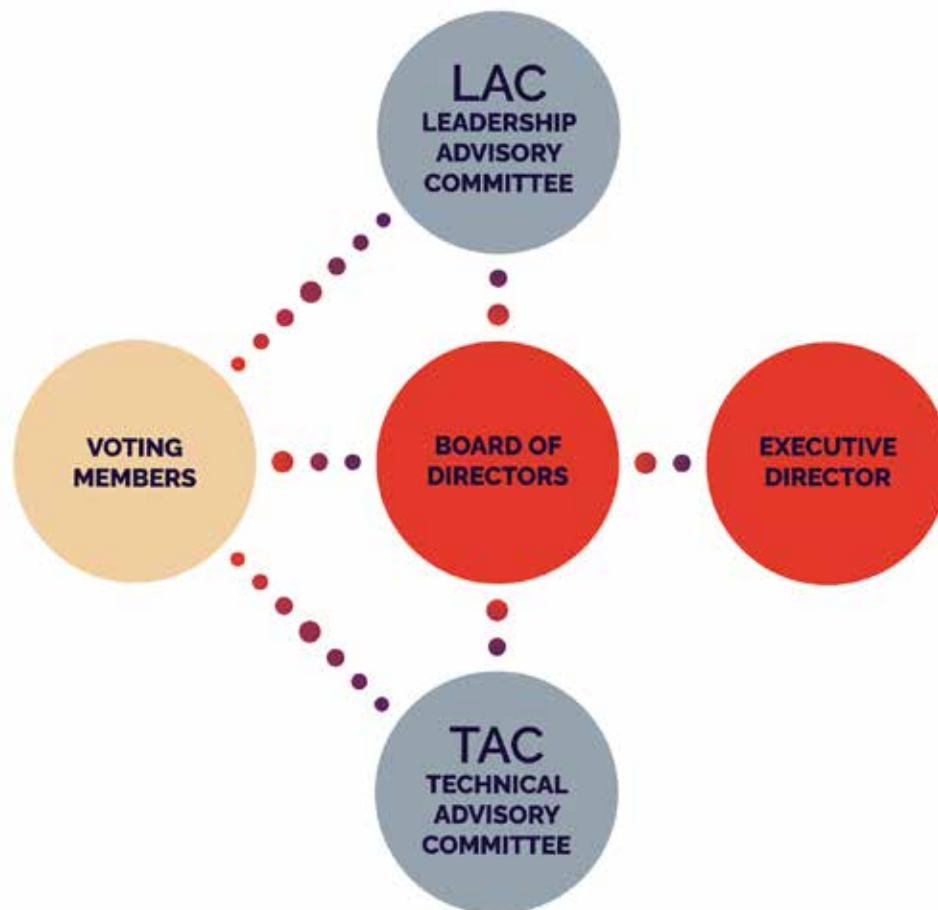
This new committee is made up of technical experts who play a key role in the new governance structure. It provides a forum for sharing insights and advice on emerging technologies, technical challenges, technical services and opportunities. The TAC is critical to providing advice and insights on new OFNTSC initiatives and services.

Leadership Advisory Committee (LAC) to be established

Engaging with First Nations, funders and political organizations is key to the success of OFNTSC and its mission to serve our stakeholders. This committee will be made up of experienced leaders who can provide insights on how to best engage with these organizations, while also providing advice on important decisions and investments.

Common, modern Board Committees to be established

To improve oversight of the organization, we have implemented modern board committees to ensure good governance, strong financial management and ongoing accountability to First Nations in Ontario.



HOW OUR FIRST NATIONS WILL BENEFIT

These improvements to our governance are designed to make us more efficient, innovative and in-tune with the needs of our stakeholders to provide the following benefits:

- Improved opportunities for representation and feedback from stakeholders.
- Needs of First Nations are better understood and accommodated.
- Better client support and new services made possible by improved use of existing resources and finding new sources of funding and partnership.

- Apolitical board removes personal agendas, allowing business to move more quickly and objectively.

- Clients have access to the latest, most innovative service offerings available.

COMMITTED TO HEARING AND SERVING STAKEHOLDERS

We are guided by our stakeholders and welcome your continued input. For more information, to provide input, or request a community visit, please get in touch with our Executive Director, or visit our website at ofntsc.org/about-us/governance.



BOARD OF DIRECTORS

FROM JAN. 8, 2021 - PRESENT

1. Aaron Genereux, President, Chair
2. Wendy Landry, Vice-President, Co-Chair
3. Amy Comegan, Treasurer
4. Kerry Black, Secretary
5. Chris Buckell
6. David Gordon
7. Erin Corston
8. Jacob Dockstator
9. Monique Dubé
10. Paul Schisler
11. Roger Rozon
12. William Hutchison

FROM JAN. 8, 2020 - JAN. 7, 2021

1. Wesley Bova, President, Chair
2. Aaron Genereux, Vice President
3. Roger Rozon, Treasurer
4. Irvin George, Secretary
5. Kevin Debassige
6. David Gordon
7. William Assinewai
8. Jason Batise
9. William Hutchison
10. Paul Schisler
11. Todd Kring
12. David Mellor

EXECUTIVE REPORTS



MESSAGE FROM THE DIRECTOR OF ENGINEERING AND INFRASTRUCTURE SERVICES | **GLEN GOODMAN**

Over the past year the accomplishments of the OFNTSC's Engineering Team during the COVID pandemic have been extraordinary. The portfolio was one of the first in Canada to transition to an online platform allowing our staff to continue facilitating support services to our First Nations with minimal disruption.

Our Corporation has been leading by example and strengthening our resources through the development of our Engineers-In-Training to supplement our Water/Wastewater Engineering and Project Management services. The Operator's-In-Training will serve as a foundation for our HUB and CRTP program's growth over the next decade. OFNTSC developed proposals continue to support our First Nations and funding supports have been attained at levels never previously realized. With the interest in O&M because of new facilities coming to realization, the application of

OFNTSC's Asset Management services will be critical in establishing life-cycle maintenance programs for the related Infrastructure in First Nations.

Despite the hesitancy in our communities because of health-related concerns, the OFNTSC is pushing forward and ensuring that all our technical services remain available to all First Nations in Ontario in this new working environment. In recognition of the past year's achievement's, I extend my appreciation to everyone involved including the previous and current Board of Directors and forward a special recognition to all of the OFNTSC's employees who continue to provide these services onsite in our First Nation communities.

Glen Goodman,
Director of Engineering and Infrastructure Services

MESSAGE FROM THE DIRECTOR OF OPERATIONS | **BRIAN STAATS**

As the OFNTSC continues to move towards our 30th year of providing technical advisory services to our clients, we are expanding our horizons to keep pace with the First Nations' technical needs. The 2020/2021 fiscal year was a challenge, to say the least, due to the global pandemic. As an organization, we took a regimented approach to ensure the safety of our staff and the communities while providing services. We did this by respecting the First Nations' safety measures and protocols to ensure our core mandated services and projects were executed in a timely fashion.

We will continue to utilize technology that has allowed us to successfully limit pandemic challenges, and, by implementing our Business Continuity Plan our core services and projects have continued to move forward. This year,



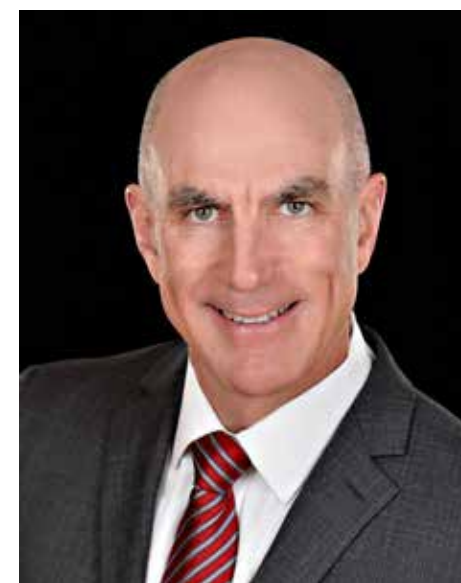
I am proud of the work we've done in the areas of landfill and waste diversion projects via our Environment program; management of the Canada Mortgage & Housing Corporation's Progress Inspection Contract through our Housing & Infrastructure services; the successful coordination and delivery of fire protection equipment via our Fire & Safety service; and lastly assisting First Nations with in-community training through our Emergency Management Preparedness program.

These enhancements move us closer to achieving our vision of technically self-reliant First Nations communities.

I would like to thank the Board of Directors for their support and I would also like to recognize the entire OFNTSC staff for their support and continued dedication.

Brian Staats,
Director of Operations

MESSAGE FROM THE ACTING DIRECTOR OF CORPORATE FINANCE AND ADMINISTRATION | **ALLAN SMITH**



The fiscal year 2020-2021 saw significant change in the Finance and Administration Department in terms of refining our processes and procedures and documentation, to ensure that efforts to enhance efficiencies and effectiveness will be maintained in the years ahead.

A new Finance Policy and Procedure Manual was finalized with significant enhancements in the area of Procurement. The changes in this area were made to ensure that all major purchases by OFNTSC are transparent and made at the best price, in the right quantity and quality, delivered to the right place and the right time, with the maximum impact and value for our ultimate clients.

Mid-year, OFNTSC developed a new financial forecasting model, designed to ensure that productive expenditures were made to greatest extent possible within our budgetary framework. This model was used in the second half of the year to free up investment capacity in areas where previously there existed more restrictive constraints. An example of this in early 2021, was OFNTSC's ability to assist many communities in the area of acquiring new fire and safety equipment. In collaboration with partners, OFNTSC developed a formula-based activity funding model to be used in further core funding discussions with government. The model is to be used to outline the suite of

services clients can expect from us, to define performance expectations, to inform strategic planning, to demonstrate that funds are being productively put to intended purposes and to be accountable to the corporation's Voting Members and client communities.

On a more routine level, flow charting of all finance and administration processes has taken place to ensure that staff understand how activity is tracked and why internal control processes are both practical and useful. Greater efficiencies can be gained when processes are understood by all and easily taught to newcomers.

Of course, the department of Finance and Administration continues to provide day-to-day accounting and related services in support of OFNTSC's activity; doing its part to enable the broader mission.

Allan Smith,
Acting Director of Corporate Finance and Administration

MESSAGE FROM THE DIRECTOR OF PEOPLE, STRATEGY & ENGAGEMENT | **VIKAS PONI**

Over the course of the 2020 fiscal year the Human Resource (HR) Department has made significant governance and operational changes in the areas of enhancing our HR management, staff engagement systems and performance management tools. HR policies have been modified to industry best practice and approved by the OFNTSC Board of Directors. I am particularly happy to report that staff learning and development has been prioritized to ensure and enable operational staff performance alignment with the strategic objectives, associated outcome targets of the Corporation, and most importantly to ensure that we efficiently and effectively serve our stakeholder needs.

Systematic corporate implementations, i.e. implementation of BambooHR, has allowed us to not only streamline our HR processes but have efficient access to accurate data to work with and report on. Our HR Department is looking forward to continually supporting our hard working staff, First Nation clients and Tribal Councils that we graciously serve. My sincere thanks to the OFNTSC's Board of Directors, the Executive Director for the continued support and confidence in the HR Department. I look forward to moving the needle on continuous improvement initiatives over the 2021 fiscal year.

Vikas Poni,
Director of People, Strategy and Engagement



CORPORATE OVERVIEW

The Ontario First Nations Technical Services Corporation (OFNTSC) provides expert technical advisory services to First Nations in Ontario. OFNTSC is mandated to provide professional technical and advisory services to First Nations communities and foster technical self-reliance.

The OFNTSC also creates future capacity by encouraging youth to pursue careers in science, technology, engineering and math (STEM).

Our Vision

Ontario First Nations Technical Services Corporation envisions self-sufficient and sustainable First Nations with the capacity to deliver self-reliant technical services for future generations. Ontario First

Nations Technical Services Corporation will support First Nations in accomplishing this through the provision of needs-based, technical solutions.

Our Mission

As per the organization's original mandate, OFNTSC was created to:

a. To accept the transfer of certain technical services from federal agencies such as the Department of Indian Affairs and the Department of Public Works (or their successors) on behalf of First Nations in Ontario, to provide core technical services to Tribal Councils and First Nations in Ontario, and to assist existing technical service units at the First Nation and Tribal Council level; and

b. To accept the transfer from the governments of Ontario and Canada of programs related to the technical service area, such as environmental management and fire control.

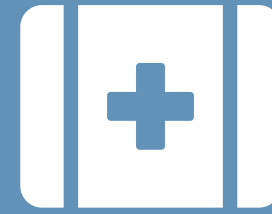
Ontario First Nations Technical Services will influence impactful and measurable change, positioning and supporting First Nations to meet the contemporary and future challenges associated with their paths to self-reliance and self-sufficiency. We will strive to achieve our mission through the provision of technical services and professional advice to First Nations and through encouraging youth to become the technical leaders of tomorrow.



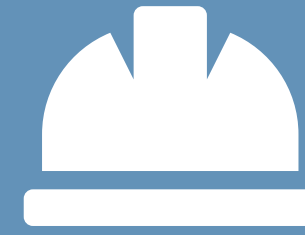
The Ontario First Nations Technical Services Corporation was created in 1995 to support First Nations to meet the contemporary and future challenges associated with their paths to technical self-reliance and self-sufficiency. We will strive to achieve our mission through the provision of technical services and professional advice to First Nations and through encouraging youth to become the technical leaders of tomorrow.

WHAT WE DO

OVER THE COURSE OF THE 2020-2021 FISCAL YEAR, OFNTSC PROVIDED TECHNICAL SERVICES TO ONTARIO FIRST NATIONS IN THE FOLLOWING AREAS:



EMERGENCY
MANAGEMENT
PREPAREDNESS



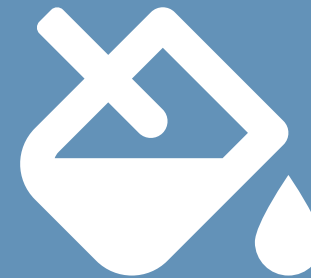
ENGINEERING



ENVIRONMENT



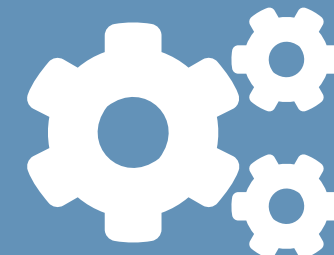
FIRE AND SAFETY*



FUEL SYSTEMS
MANAGEMENT



HOUSING



INFRASTRUCTURE



OPERATIONS AND
MAINTENANCE



WATER AND
WASTEWATER



CIRCUIT RIDER
TRAINING PROGRAM



COMMUNITY ENERGY
PLANNING



HUB PILOT PROJECT

❤️ WHO WE SERVE: OUR COMMUNITIES

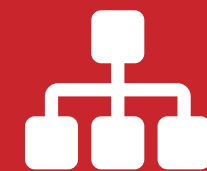
The Ontario First Nations Technical Services Corporation is proud to be the primary technical advisory service provider for the 22 Unaffiliated First Nations (UFNs) in Ontario. Since these communities are not affiliated with a Tribal Council to receive services, OFNTSC is the organization they count on for technical advisory services.

In addition to working directly with the Unaffiliated First Nations, the OFNTSC also works with Tribal Councils when a project may require additional resources. Since Tribal Councils receive funding to provide technical advisory services to their member First Nations, communities that are part of a Tribal Council must first approach their Tribal Council if they require services from OFNTSC.

OFNTSC also works with the Large First Nations in Ontario. Large First Nations often provide technical advisory services to their own communities as they are funded directly by Indigenous Services Canada. However, there are times when a large First Nation may require “Enhanced Technical Services” and OFNTSC is always happy to help!

OUR PARTNERS

OFNTSC maintains a collaborative partnership with Indigenous Services Canada, the Canada Mortgage and Housing Corporation, along with other federal and provincial ministries in the areas of health, environment, public services, employment, natural resources, and Indigenous relations. Furthermore, the OFNTSC pursues strategic alliances with other First Nation organizations, provincial and municipal governments, professional associations and the private sector.



STRATEGIC PLAN UPDATE



Over the past fiscal year of 2020-2021, despite the pandemic, OFNTSC has been resilient and has continued to make progress in achieving goals set out in year three of the strategic plan. Under strategy one, “Organizational review and restructuring to ensure long-term sustainability,” OFNTSC has fully implemented recommendations from the structural and operations review that has ultimately increased organizational effectiveness and efficiency.

We also developed a new funding model to ensure we hit the strategic initiative to increase revenue and maximize funding for the core mandated services we deliver. We will continue working on

the funding model support over the next fiscal year to reach this target.

Supporting First Nations with community development by becoming a total solutions provider has been supported by OFNTSC by continually increasing First Nations capacity and community development. Some of the areas within this strategy include asset management planning which we are currently working on through our First Nations PIEVC program and through the development of solid waste management plans with our environmental teams. In addition, we have implemented a Geographical Information System (GIS). OFNTSC’s vision is to deliver innovative, sustainable and effective GIS solutions to strengthen First Nations data governance and reporting.

Strategy three ensures that consistent delivery of mandated core services is continually offered to improve First Nations standard of living. We do this through diversifying our services and offering additional core services based on the needs of each community.

Lastly, strategy four is focused on our First Nations communities by improving focus and satisfaction. To date, OFNTSC has completed a set of position papers, developed a client survey, which is available on our updated website and has made efforts to provide First Nations communities with presentations on our programs and services.

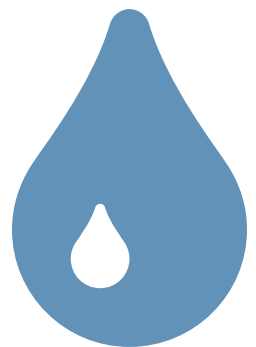
YEAR AT-A-GLANCE 2020/2021

25

OFNTSC's engineering team worked on **25 projects** valued at **\$85 million**

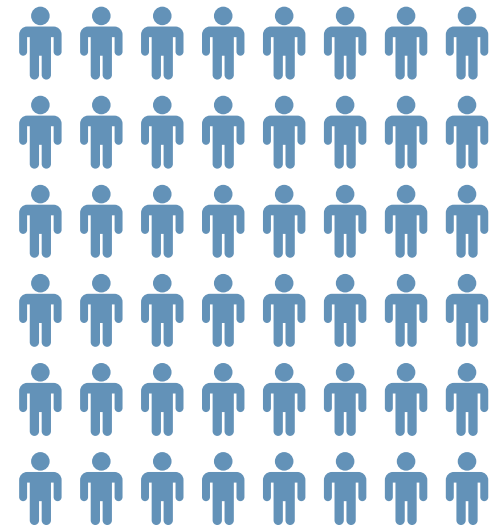
\$11.8 MILLION

Funding secured from the Investing in Canada Infrastructure Program's Rural Stream for **roads upgrades in 5 First Nation communities**



\$238 MILLION

OFNTSC is active on 41 water & wastewater projects valued at \$238 million dollars, including projects which will result in **lifting 8 long-term boil water advisories**



48 participants from **22 First Nations** and **8 Tribal Councils** received virtual Hazard Identification and Risk Assessment training

39

First Nations fuel handlers received **Fuel Systems Management certifications**



1,150 HOUSING INSPECTIONS

were completed by OFNTSC Infrastructure Specialists with CMHC

401

WORK ORDERS RESOLVED

OFNTSC's new HUB Pilot Project hired **6 HUB Process technicians** to service **15 First Nations** and resolved **401 work orders** in First Nations communities



Coordinated the purchase and delivery of 1470 Fire Extinguishers and over **\$115,000** worth of Fire Protection equipment to 19 First Nations in Ontario



Removed and disposed over **\$85,000** worth of household hazardous waste, scrap metal, and bulky waste from First Nations waste disposal sites

15 OUT OF 18

Assisted First Nations communities with the Investing in Canada Infrastructure Program's Green Funding Applications, with **15 out of 18 applications** being successful, for a total value of **\$33 million dollars** in outside funding from the Ministry of Infrastructure



Funded over **1,200 recycling bins** for First Nations residents

84

First Nations communities participated in OFNTSC's Circuit Rider Training Program for a total of **2,226 CEU training hours** and **748 On-the-Job training hours** for First Nations' operators



EMERGENCY MANAGEMENT PREPAREDNESS

“PROVIDING EMERGENCY PLANNING ADVICE AND TRAINING TO FIRST NATIONS IN ONTARIO.”



HIGHLIGHTS:

- In September 2020, the Emergency Management Preparedness team facilitated a Pandemic Debrief session with a First Nation Community Control Group (CCG) consisting of 12 participants including various CCG members and Band Council representatives.
- Pilot – Virtual Session – February 23 – 25, 2021: 25 Participants representing 13 First Nations, 5 Tribal Council, 1 PTO.
- Pilot – Virtual Session – March 9 – 11, 2021: 23 Participants representing 13 First Nations, 3 Tribal Councils, 2 other Organizations.
- Feedback received through post-event evaluations were excellent and came with requests for additional time to expand on specific areas of interest: i.e. CCG Roles and Responsibilities, communications, and Elected Officials roles and responsibilities, etc.
- Throughout the 2020-2021 year, we provided 200 Evacuation Resource Material Starter Kits to Tribal Councils and First Nations.



KEY ACCOMPLISHMENTS DURING 2020/2021:

Accomplishment #1 – Facilitated a Pandemic Debrief in September 2020. The requested exercise was a success with the First Nation Community Control Group. The session was well attended by all members of the CCG, as well as Band Council representatives and was facilitated by EMP staff and instructor Wilbert Wesley. Discussions ranged from roles and responsibilities of the crisis team, security teams, band council, and band departments such as health, social services, public works, etc. as well as lockdown practices used within the community and how they were accepted by members of the community.

This exercise request allowed the EMP team to continue focusing on assisting First Nations that sent in request for services during the COVID-19 Pandemic.

Accomplishment #2 – Phase 1 – Hazard Identification and Risk Assessment – PILOT Virtual Sessions: February 23 – 25, 2021 & March 9 – 11, 2021. The training sessions focused on:

- Providing an understanding of Hazard Identification and Risk Assessment

- Providing an understanding of the HIRA tools and various matrix available
- Roles and Responsibilities of the Community Control Group (CCG)
- Providing an understanding of the Core Components of a First Nation Master Emergency Response Plan (MERP)

The sessions were well attended with 50 participants representing 22 First Nations, 8 Tribal Councils, and 1 Provincial Territorial Organization.

This was the first virtual training session offered by the Emergency Management Planning team and therefore, participant engagement was the focus. Various discussions on relevant emergency and natural disaster scenarios were encouraged and virtual breakout rooms were utilized to keep participants involved and engaged during the training.

The Hazard Identification and Risk Assessment exercise using the OFNTSC developed matrix was designed to initiate brainstorming on a variety of natural disasters under the three main categories:

Natural Disasters, Technological Disasters, and Man-Made Disasters that could occur in any geographical location. This process also brought into discussion the resources that First Nations communities have available, as well as response times when situations developed beyond the First Nation capabilities to respond and handle the emergency safely.

Accomplishment #3 – Micro-Credential Collaboration with Wilfrid Laurier University (WLU) – Centre of Public Safety and Well-Being (CPSW).

A collaboration with CPSW – WLU was established at the end February to have the OFNTSC – EMP – Phases 1 – 6 enhanced and endorsed through the CPSW – WLU. This enhancement will allow for participants that take all six (6) training modules to receive a ‘Certificate of Completion’ from CPSW – WLU/ OFNTSC - EMP upon successful completion of an online examination. Further collaboration will also allow those participants that wish to attain a CEU unit towards a degree in a designated area through a ‘Challenge for Credit’ process, this will be further outlined during the 2021/2022 fiscal year.

Please feel free to contact any of the OFNTSC – EMP team to further discuss the possibilities of how this ‘Challenge for Credit’ opportunity works with CPSW – WLU and the OFNTSC – EMP.

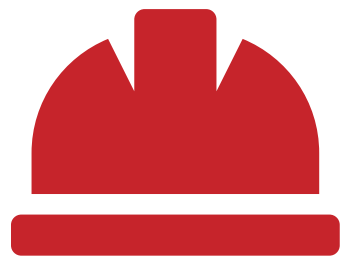


SUCCESS STORY:

“Mishkosiminiibiing (Big Grassy River) First Nation has relied on and had a great working relationship with the OFNTSC’s Emergency Management Preparedness (EMP) program for the past 10 years. Over the years, OFNTSC has provided our community with excellent training and one to one work that has assisted our community to develop and keep our Master Emergency Response Plan (MERP) up to date. They worked with our First Nation to conduct exercises to enhance our community’s MERP and EMP awareness. The OFNTSC has helped us to identify gaps in our Emergency Management system sub-plans providing resources and information to fill these gaps.

I look forward to continuing to work with the EMP team staff, and attending further training that will help to keep Big Grassy First Nation informed and better prepared to deal with the possible emergencies that could happen within our community.”

TIM ARCHIE, Project Director/
Fire Chief, Mishkosiminiibiing (Big Grassy River) First Nation



ENGINEERING

“PROVIDING TECHNICAL GUIDANCE AND OVERSIGHT TO FIRST NATIONS IN THE DEVELOPMENT AND IMPLEMENTATION OF THEIR MAJOR CAPITAL INVESTMENT PROJECTS.”



HIGHLIGHTS:

- Project Team member/working on 25 Engineering Projects valued at approximately \$85 million
- Secured \$11.8 million in funding from the Investing in Canada Infrastructure Program Rural Stream for Roads upgrades in five First Nation communities
- Authored 32 funding applications in to Indigenous Services Canada, including Minor Capital Applications and Project Approval Requests (for both Engineering and Water / Waste-water Projects)



KEY ACCOMPLISHMENTS IN 2020/2021:

Our Engineering Group was happy to welcome three new Engineers-in-Training (EITs) to our team for 2020 - 2021! OFNTSC knows how important it is to develop youth – our EITs are gaining valuable skills which include project management, project development, and funding applications.

Our team has been meeting regularly with the University of Ottawa to touch base on opportunities for collaboration. As part of this, OFNTSC has provided coordination works for a fully funded program to sample sewage for COVID. This is used to help anticipate and track cases in the community and outbreaks, and can tie in to proactive health responses. We are also working with the University of Ottawa on a program to inspect septic systems and tanks, and to train First Nations on maintaining these systems.

Our Engineering Team worked on five roads funding applications which were successful for the Ministry of Infrastructure’s ICIP Rural Fund, securing \$11.8 million in outside funding. We are on the Project Team for

these jobs. We are excited that these projects have kicked off in earnest – two of the projects are scheduled for construction in 2021, one of them is in design, and two of them are in project development stages.

We remain busy throughout this year providing assistance to First Nations – our Engineers and EITs contribute throughout the lifecycle of a project, from funding applications, retaining qualified consultants, reviewing work completed and budgets, and providing advice throughout all stages. We are team members of 25 Engineering Projects with a capital value of approximately \$85 million. The projects we are on include a wide variety of infrastructure – from schools and bridges to roads and fire stations. We look forward to continuing to help our First Nations clients with their infrastructure needs! Having proper infrastructure in place is critical to having a safe and happy community.



SUCCESS STORY:

“OFNTSC works with Biigtigong Nishnaabeg on a number of different projects. We hold our drinking water near and dear to our hearts and OFNTSC has always been supportive through the ongoing circuit rider training program, through the hub support, and through the Engineering Group. We are in the design stage of a new water treatment plant, and upgrades to our roads, and OFNTSC has helped us along the way. OFNTSC is always looking for innovative ways to keep our infrastructure running.

I feel like everybody is always willing at OFNTSC. They always make time for you, and you’re never left hanging. If someone doesn’t have the answer that day, they’ll get back to you very quickly and you’re going to get the support that OFNTSC is always willing to provide.

A lot of the data and information that we received is above and beyond the familiarity of the person who is handling the project. OFNTSC is able to explain and simplify the information and put it in a Coles Notes, which allows our First Nation to be able to make sound decisions.”

DANIEL MICHANO, Capital Housing Director, Biigtigong Nishnaabeg

ENVIRONMENT

“PROVIDING TECHNICAL ADVISORY SERVICES AND TRAINING TO FIRST NATIONS AND TRIBAL COUNCILS IN ONTARIO IN ALL THINGS ENVIRONMENT: SOLID WASTE MANAGEMENT, LANDFILLS, SOURCE WATER PROTECTION, SITE ASSESSMENT, LEGISLATION, AND MUCH MORE!”



HIGHLIGHTS:

- Removed and disposed over \$85,000 worth of household hazardous waste, scrap metal, and bulky waste from First Nations waste disposal sites
- Funded over 1,200 recycling bins for First Nations residents
- Offered 5 waste management training sessions to over 25 First Nations and Tribal Councils
- Offered Blue Box Datacall Workshop to 26 First Nations participants to complete the annual Datacall application to fund Blue Box-related services
- Offered Blue Box Datacall one-on-one support to over 9 First Nations communities
- Consulted and provided technical services to 6 solid waste management, landfill assessment, and feasibility studies
- Attended 3 provincial consultation meetings regarding proposed regulations on different waste diversion opportunities
- Identified and georeferenced over 45 groundwater monitoring wells at landfill sites across 6 First Nations communities



KEY ACCOMPLISHMENTS IN 2020/2021:

- 1. Solid Waste Management Planning and Feasibility Studies and Landfill Assessments** – The Environment unit, as part our core services, assisted and provided technical support on numerous waste management and feasibility studies and landfill assessments to meet First Nations communities’ long-term waste management, financial, and environmental needs.
- 2. In-house Waste Disposal Site Assessments** – To better assess the conditions of waste disposal sites, a comprehensive site inspection form was developed to assist OFNTSC when conducting site visits at First Nations communities. The on-site waste disposal site assessments help identify where improvements are needed and the different waste diversion programs available.
- 3. Household Hazardous Waste Removal and Disposal** - OFNTSC worked with First Nations communities to remove household hazardous waste, used oil, bulky waste, and scrap metal from waste disposal sites. This in turn directly improves the environment and community health and safety.

- 4. Waste Disposal Site Gate** – Illegal dumping and unauthorized access to waste disposal sites are often concerns at many First Nations communities. As a result, OFNTSC helped fund one of the First Nations to construct and install a brand new gate at the community’s waste disposal site to help deter illegal dumping activities and limit site access to only operational hours.
- 5. GIS Integration into Environment** – To better serve First Nations communities, the environment department started using GIS services in-house to manage various environmental assets and site plans of landfills at First Nations communities. This included the identification and locations of landfills, groundwater monitoring wells, and the different waste diversion programs in place.
- 6. In-house Landfill Monitoring** – In-house fall groundwater monitoring was completed at two First Nations communities. Landfill monitoring is a best practice that should be followed at all open or closed landfills. This routine monitoring can eventually be completed by First Nations staff to build technical capacity and self-reliance within the community.



7. Groundwater Monitoring Equipment – An integral part of waste management is groundwater monitoring of the waste disposal site. In 2020, OFNTSC purchased over \$75,000 worth of groundwater monitoring equipment that will be distributed to Tribal Councils to directly assist them and their member Nations to complete their own in-house monitoring.

8. Solid Waste Education Modules – In 2020, OFNTSC was able to start and will continue working in the next fiscal year, on a full suite of 14 solid waste education modules on various waste diversion topics. This ranges from waste generation calculations to monitoring, promotion and education, and even annual reporting as examples. These modules are to assist First Nations and Tribal Councils in knowledge sharing and building technical capacity within the community.

9. Waste Management Training – Professional development and continuous learning is an important part of any public works and staff working at waste disposal sites. OFNTSC offered 5 waste training sessions on refrigerant management, landfill operations, transfer station operations, and household hazardous waste. The proper handling and management of waste materials and operations of waste disposal sites ensure First Nations are following the best management practices are adhering and compliant to any applicable laws and regulations.



GOALS FOR 2020-2021:

- Assist on the completion of Minor Capital Applications for landfill assessments, feasibility studies, landfill closure, and design and construction of transfer station
- Offer another round of waste management training to all Tribal Councils and First Nations to bring awareness to landfill and transfer station operations, maintenance, and management



SUCCESS STORY:

“The experience of working with the staff at OFNTSC was and continues to be very positive. The staff are highly skilled, knowledgeable and professional. Their level of commitment in regards to supporting the Wahta Community is outstanding. Each staff member that we have worked with demonstrates a strong interest in helping us. In addition, OFNTSC staff communicate with us very effectively and have consistently demonstrated a willingness to share their knowledge and expertise. The staff at OFNTSC are trusted partners and colleagues.”

RANDELL SONMOR, Capital Assets Manager, Wahta Mohawks

- Release of a comprehensive suite of 14 different solid waste training modules to assist First Nations communities on waste monitoring, reporting, and enhancing operation and maintenance of landfills and transfer stations
- Offer support to First Nations on Promotion and Education needs regarding waste management and recycling awareness
- Continue support to First Nations in removal and disposal of household hazardous waste at landfill and transfer station sites
- Continue support to First Nations to implement available waste diversion opportunities
- Offer groundwater monitoring training and equipment to Tribal Councils to initiate in-house groundwater monitoring program



FIRE AND SAFETY

“CREATING FIRE PREVENTION AND SAFETY AWARENESS THROUGH TRAINING, RESOURCE DISTRIBUTION, AND CONSULTATION WITH FIRST NATIONS IN ONTARIO.”



HIGHLIGHTS:

- Coordinated the purchase and delivery of over \$115,000 worth of Fire Protection equipment to 15 First Nations in Ontario with operational Fire Departments within the community.
- Coordinated the purchase and delivery of a total of 1470 Fire Extinguishers to 19 First Nations in Ontario.
- Started a Fire Prevention Digital Marketing Campaign. The Digital Marketing Campaign is focusing on “Fire Prevention in the Home”. The content created in the campaign will have a First Nations focus.



KEY ACCOMPLISHMENTS IN 2020-2021:

1. Accomplishment #1 – Coordinated the purchase and delivery of over \$115,000 of Fire Protection equipment to 15 First Nations communities in Ontario. The equipment will be used to increase the capacity of the Fire Departments with each community. The

equipment will help to ensure that they can respond to emergencies in a safe and efficient manner.

2. Accomplishment #2 – Coordinated the purchase and delivery of 1470 Fire Extinguishers to a total of 19 First Nations communities throughout the province. The majority of the extinguishers are 5lb ABC extinguishers, which are intended for home use. The extinguishers have been provided directly to the housing department in each community; that way they can be provided directly to home owners / occupants. Each extinguisher includes directions and diagrams showing the P.A.S.S. method of using a Fire Extinguisher in the event of a fire.

3. Accomplishment #3 – Began working with a designer on a Fire Safety Digital Marketing Campaign. The campaign will focus on “Fire Safety in the Home”. Content created throughout the campaign will be shared on social media and available for print when necessary. The content created during the campaign will have a First Nations focus and some of the content will be created in traditional First Nations languages. We hope this provides an opportunity to keep languages alive as well as learn some important Fire Prevention information. The content created will be made available to all First Nations in Ontario and on the OFNTSC website when completed.

4. Accomplishment #4 – Created a presentation on the topic of “Planning for Fire Safety”. This presentation was

shared at the 2021 First Nations Housing Conference. The conference was held virtually and featured over 100 delegates. The presentation was focused on Fire Protection requirements that should warrant special attention during the planning phase of a residential construction project.



GOALS FOR 2021-2022:

- Hoping to provide additional Fire Protection equipment and Fire Extinguishers to First Nations should funds become available. Funding submissions will be made to ISC to purchase of \$2,000,000 of equipment.
- Content created through the Fire and Safety Digital Marketing Campaign will be shared and available to all First Nations in the province.
- Participate in training courses to increase capacity in OBC & NBC Part 3 Large Buildings.
- Participate in NFPA 1035 Fire & Life Safety Educator training course. Information gained from this course will be used to help with the creation of Fire Prevention content in the future.
- Work to identify and address gaps currently existing within Fire Protection in First Nations communities.



FUEL SYSTEMS MANAGEMENT

“TRAINING FIRST NATIONS IN ONTARIO ON PROPER FUEL HANDLING TECHNIQUES, MANAGEMENT, AND EMERGENCY FUEL SPILL RESPONSE.”



HIGHLIGHTS:

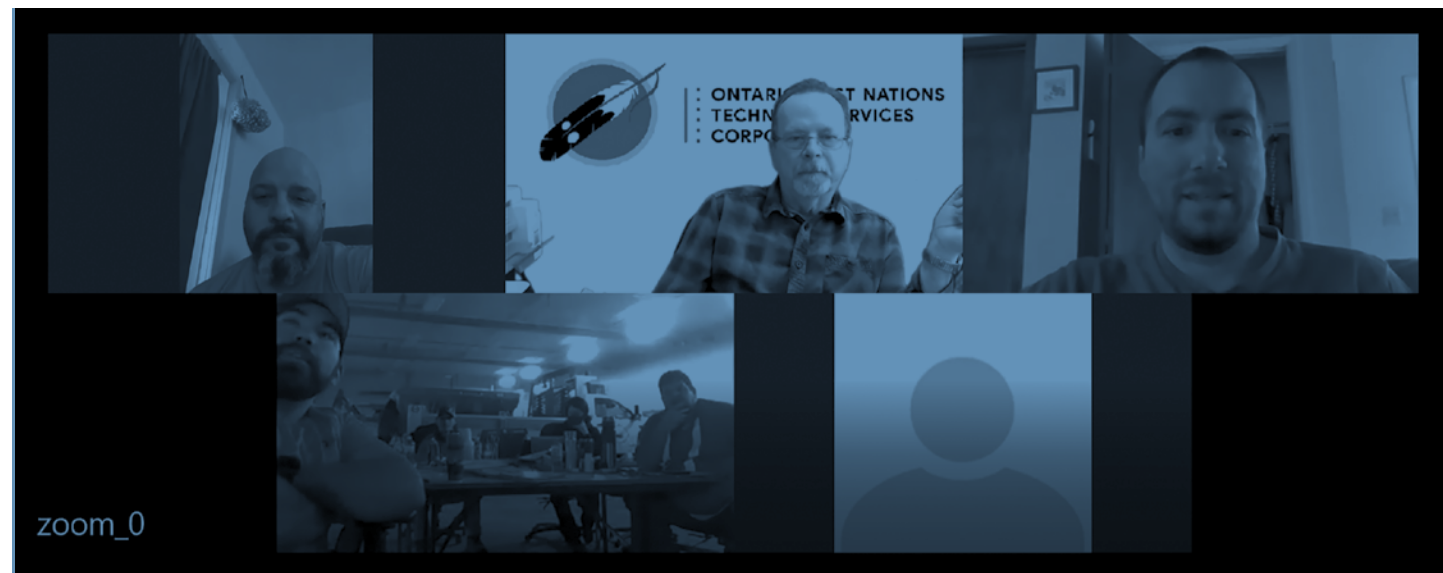
- Held 8 live 3 hr. 3-day training courses on ZOOM
- 39 fuel handlers received Fuel Systems Management certification (online, zoom)
- Part of 2 project teams for fuel systems
- Constant flow of technical advice and research on fuel related items



KEY ACCOMPLISHMENTS IN 2020-2021:

1. The creation of online Fuel Systems Management training provides First Nations with continuous service of this program during the pandemic.
2. The acquisition of 200 online WHMIS and 100 TDG seats provides First Nations employers and employees information on how to handle and work with hazardous or dangerous products safely.

3. The acquisition of 50 blue 205 L drum spill kits and 50 portable bag spill kits will provide First Nations fuel site operators initial response equipment for a fuel spill.
4. The Weenusk DGS fuel tank replacement is almost completed. All tanks, piping, vales, electronic, etc. is completed and the system is operating. A final inspection is needed, and old tanks removed from community when a winter road is available.



SUCCESS STORY:

“We attended the Fuel Systems Management training course with Mark Schell via Zoom video conferencing. I thought the training went very well. Mark was very detailed in his approach and we didn't feel like he was rushing to show us all the content as they're was a fair bit. We had a lot of back and forth discussion and we were given the opportunity to ask any questions. I highly recommend any business wanting to get their staff trained to contact Mark or anyone at OFNTSC. They'll be set up for great success!

JD MONETTE,
Hiawatha First Nation





HOUSING

“DEVELOPING CAPACITY AND PROVIDING TECHNICAL SUPPORT RELATED TO HOUSING FOR FIRST NATIONS IN ONTARIO.”



HIGHLIGHTS:

- Delivered 2 workshops to First Nation building inspectors (Building Science and Part 12 OBC)
- 37 participants in total attended both workshops
- Achieved 67% survey target completion rate for the Solutions Lab engagement survey



KEY ACCOMPLISHMENTS IN 2020/2021:

1. Successfully delivered the CMHC Technical Service contract to the First Nation communities in Ontario. There were 461 inspection reports completed by all service providers. The CMHC Programs include Section 95, RRAP Residential and Disabled and Emergency Repair Program (ERP) which provides new housing through the Section 95 program and home repairs to bring up the standard of living. Delivering this program to First Nation communities

support the strategy to improve First Nation’s standard of living.

2. As part of the organizational strategy to provide organizational review and restructuring to ensure long-term sustainability to our Unaffiliated First Nations (UFNs), Housing Policy reviews took place where we provided recommendations to improve internal processes related to the housing program. A strong housing policy will help contribute to the continuation of housing programs and maintenance of the housing units on-reserve.

3. The Housing Program supports clients with community development by assisting the client with their needs when requested. In December of 2020, the Senior Housing Policy Lead assisted two UFNs on the completion of the Rapid Housing Initiative (RHI) which was due December 31, 2021. Though the applications were unsuccessful, they have been put on a waiting list should additional funds become available. The housing lead will be ready to assist with further development of this proposal should it move forward in the process as we move through this fiscal year.

4. The OFNTSC offered 2 workshops to the technical resources in the First Nation communities in Ontario: Complying with Part 12 of the OBC and Building Science for Inspectors. These workshops were not limited to building inspectors and we had participants that included housing and asset management staff. The workshops were well

attended with participant engagement, though it was conducted on the zoom platform. The participants received a certificate of participation where they can claim CEUs towards a designation they may hold. By providing workshops to our clients we are supporting the organizational strategy by supporting our clients with community development to become a total solution provider.



GOALS FOR 2021-2022:

- Submission of Phase 2 of the Housing Supply Challenge proposal will provide OFNTSC the opportunity to develop a costing model and determine the housing gap in First Nation communities in Ontario, if we are successful;
- Completion of the Solutions Lab project where we would have developed a skill-based training program prototype in the area of housing;
- Development of OFNTSC-owned training material to be delivered to housing staff in First Nation communities in Ontario;
- Successful completion of a three-year contract with CMHC to deliver inspection services for the CMHC Section 95, RRAP, ERP and PCR inspections.



SUCCESS STORY:

“The building science training with John Harris was a great refresher for myself and other inspectors! The facilitator was very knowledgeable and used many examples that were relevant to our work. I would definitely be open to taking training similar to this yearly. Thanks to Janet at OFNTSC for organizing this!!!”

SAVERIO RIZZO, Housing Inspector/Coordinator at Matawa First Nations Management



INFRASTRUCTURE

“SUPPORTING, ASSISTING AND TRAINING FIRST NATION COMMUNITIES ON INFRASTRUCTURE SERVICES INCLUDE HOUSING INSPECTIONS”



HIGHLIGHTS:

- 520+ New Construction inspections completed.
- 170+ Existing Home inspections for various renovations projects and planning.
- 163 completed reports for CMHC On-Reserve Housing projects.
- 35 Ontario First Nations received direct service delivery from the program.



KEY ACCOMPLISHMENTS IN 2020/2021:

1. Accomplishment #1 – The Infrastructure Specialist program utilizes 6 staff to complete over 500 new construction inspections annually. These projects are a combination of projects with Canada Mortgage and Housing Corporation funding programs, Indigenous Services Canada funding from Core Capital funding agreements, First Nations funded projects, projects funded with other private lending institutions and individual home owner funded builds. The inspectors will complete up to six inspections per build with call backs as needed beginning with a plans review, lot layout review and proceeding through all construction phases to final and ready for occupancy.

2. Accomplishment #2 – The IS program completes in the range of 200 existing home condition assessments throughout the year including for CMHC programs planning for renovations and retrofits. Other projects include First Nations general housing programming and planning and for individual home occupants where requested by the First Nation. Some staff have been called on to provide mold remediation assessments and also assessments to determine challenges with indoor air quality in homes. Home maintenance advice is also

offered by training and specific visits with home occupants and First Nation housing staff.

3. Accomplishment #3 – The program is the primary technical group supporting Ontario’s UFN’s in utilizing Canada Mortgage and Housing Corporation’s On-Reserve Housing programming. Technical Service Requests are received and reports provided on various timelines depending on specific programming. New Construction projects generally utilize the Section 95 program and may include up to 6 inspections per unit over the course of construction. Existing home programming work is completed for the Residential Rehabilitation Assistance Program (RRAP) with both regular renovations and disability focused retrofits. The Emergency Repair Program (ERP) is also available for households where financing and occupant health and safety are primary reasons for not being able to complete much needed repairs. Home Adaptions for Seniors Independence (HASI) is another existing home program that is utilized by UFN’s. Physical Condition Reviews (PCR) are another annual service within the Section 95 program where previously constructed homes are assessed with report feedback provided to CMHC and the First Nation for follow up.



SUCCESS STORY:

“The infrastructure specialist that advises our community is always ready to offer advice to help us keep our housing projects moving forward. The inspection services offered not only provide feedback on building code compliance for our construction projects but give a lot of advice on better building techniques and project management practices for our First Nation builders.”

BRIAN JOSEPH, Housing Manager, Naotkamegwanning

4. Accomplishment #4 - Program staff serve 22 Unaffiliated First Nations across Ontario working from the two base office locations in Brantford and Thunder Bay. Some inspectors work from regional locations like Sudbury and Orillia where travel distances are better suited for reaching a number of First Nations. The program has also supported service agreements with 4 Tribal Councils and 2 Large First Nations. Our reach in the past year has been to serve up to 43 First Nations.

5. Accomplishment #5 Program staff continue to build on an excellent skill and knowledge base drawing from over 110 years of combined housing professional experience. Staff come

from a variety of technical education backgrounds including Civil Engineering Technology, Architectural Technology and Construction Technology. Program staff maintain professional inspector certification with the Ontario Building Officials Association (OBOA) with professional designations Certified Building Code Official (CBCO) and Building Code Qualified (BCQ). Program staff also maintain several other professional designations with Wood Energy Technology Transfer (WETT), the Heating, Refrigeration and Air Conditioning Institute of Canada (HRAI), Natural Resources Canada (NRCan), and WSIB and several other industry related associations.



GOALS FOR 2021-2022:

- Coordinate up to 13 Asset Condition Review System (ACRS) update projects for UFN’s.
- Continue serving 22 Unaffiliated FN’s, 2 Large FN’s with direct and advisory service delivery and now 5 Tribal Councils with various service agreements.
- Keep IS team up-to-date with training in all building code updates, government regulations, industry-related training and innovative construction materials and methods.
- Work with OFNTSC Housing to develop and implement training curriculum suitable for all First Nations housing needs in construction, project management and administration.
- Continue to partner with organizations such as Chiefs of Ontario (COO), the Assembly of First Nations (AFN), Canada Mortgage and Housing Corporation (CMHC), First Nations Market Housing Fund (FNMHF), the First Nations Housing Community (FNHC),
- Indigenous Services Canada (ISC) and other similar organizations in bringing opportunity to Ontario First Nations.
- Hire at least one full time Infrastructure Specialist and also two interns for the Infrastructure/Housing program.

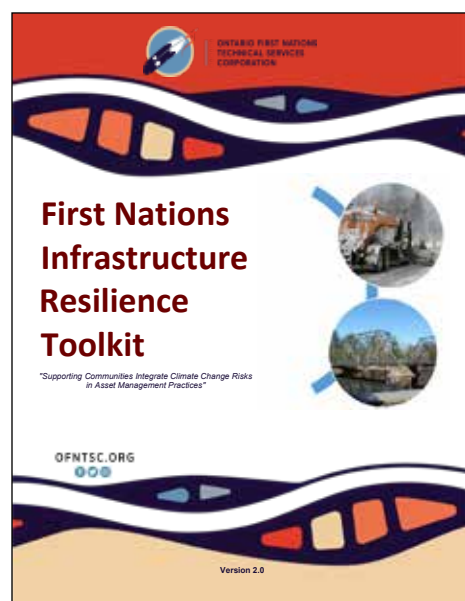
OPERATIONS AND MAINTENANCE

“BUILDING AWARENESS OF OPERATIONS & MAINTENANCE, INCLUDING ASSET MANAGEMENT BEST PRACTICES, TO PROTECT OUR FIRST NATIONS COMMUNITIES.”



KEY ACCOMPLISHMENTS IN 2020/2021:

1. First Nations Infrastructure Resilience Toolkit (FN-IRT) – We are very pleased to announce that after three years in the making, the award-winning “First Nations Infrastructure Resilience Toolkit” (FN-IRT, or Toolkit) is completed and ready for use by First Nation communities.



The Toolkit allows First Nation communities to assess the vulnerability of their infrastructure, buildings, and facilities due to extreme weather, while

enabling communities to forecast critical climate-related risks over the lifecycle of their assets, and providing guidance on how these risks can be integrated into long-term planning.

The Toolkit is comprised of three main modules and was developed based on current best practices and industry standards.

2. First Nations Infrastructure Resilience Toolkit Workshops - In 2020-2021, OFNTSC’s Operations & Maintenance service delivered virtual training workshops and information sessions on the Infrastructure Resilience Toolkit (FN-IRT or Toolkit) to First Nations, Tribal Councils and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC).

A total of two 2-day workshops were delivered to 37 participants representing 14 Unaffiliated First Nations, 10 Tribal Councils, 1 Large First Nation and included 4 representatives from the private sector, Queen’s University and the Government of Costa Rica.

Two 1-day information sessions were also delivered to 38 officials from CIRNAC.

Feedback received from participants was positive and included some of the following comments:

“Miigwetch for providing such a great service/toolkit and for making it very specific, and easy to understand and implement.”

“I’m looking forward to implementing the toolkit in my department and to help guide other departments to do the same!”

“Critical contents for First Nations to move towards sustainable communities. O&M as it relates to Climate Change should be recognized and addressed by all levels of government. Thank you!”

3. OFNTSC & North Shore Tribal Council “Asset Management Initiative” – The Ontario First Nations Technical Services Corporation (OFNTSC) and Mamaweswen, The North Shore Tribal Council (NSTC), have partnered to develop Asset Management Plans (AMP) for all seven NSTC communities. The First Nation AMP’s are being developed in three phases:

PHASE 1 – AWARENESS:

By March 2021, Phase 1 was completed. A series of virtual workshops were delivered to First Nation representatives including Chief and Council, administration, finance and maintenance staff across all seven First Nation communities.

PHASE 2 – PLANNING:

Planning started in January 2021 with the development of an AM Strategy and Roadmap (AM S&R) for each of the seven communities. The AM S&R was developed based on industry best practices; i.e. guidance documents from the Federation of Canadian Municipalities, ISO 55000 Asset Management standards, and information from the Institute of Asset Management.



The AM S&R was designed to help First Nations define how the community’s context and strategic objectives translate to AM objectives (such as levels of service) and associated decision-making criteria; and to describe how the AM system will implement the principles set out in the AM policy and support the delivery of the AM objectives.

PHASE 3 – IMPLEMENTATION:

Implementation of the Asset Management Plans is expected to start in the fall of 2021.

This project received funding from Indigenous Services Canada’s (ISC) Asset Management Program.

GOALS FOR 2021/2022:

1. Infrastructure Asset Database - Implementing Module 1 of the FN-IRT to First Nations as a tool to manage and maintain an accurate inventory of all community infrastructure.

2. Costs and Funding - Assist First Nations in developing their Asset Man-

agement plans, identifying their actual Capital and O&M needs.

3. Life-Cycle Management - Since assets typically require most of their O&M funding in the last 1/3 of their service life, OFNTSC will assist First Nations in the evaluation of life-cycle costing.

4. Risk Management - Assist First Nations in the identification of risks to community assets – including risks related to climate change.

5. Levels of Service - Assist First Nations in defining, through community consultations, the desired levels of service for different asset classes.

6. Implementation & Monitoring - Encourage First Nations to adopt an Asset Management Policy to guide all AM efforts in the community. The AM plan and policy should be reviewed annually in order to assist in balancing the actual levels of service with available funding and prioritize financial decisions.

For more detailed information on each of these projects, please visit our website at ofntsc.org/o&m

**Note: This photo was taken during a workshop that took place prior to the COVID-19 pandemic.*



WATER AND WASTEWATER

“WORKING WITH FIRST NATIONS TO ENSURE RAW WATER TREATMENT, DISTRIBUTION, WASTE COLLECTION AND TREATMENT FACILITIES OPERATE EFFICIENTLY AND WITHIN DESIGNED OPERATING PARAMETERS AND GUIDELINES.”



HIGHLIGHTS:

- Project Team members are currently working on 41 Water and Wastewater Projects valued at approximately \$238 million dollars
- Project team member on works which will result in lifting 8 long-term boil water advisories
- Project team member of 12 projects valued at \$60 million currently under construction
- Assisted with ICIP Green Funding Applications, with 15 out of 18 applications being successful, worth \$33 million dollars in outside funding from the Ministry of Infrastructure
- Authored 32 funding applications in to ISC, including Minor Capital Applications and Project Approval Requests (for both Engineering and Water / Wastewater Projects)



KEY ACCOMPLISHMENTS IN 2020/2021:

Our Engineering Team worked closely with a number of First Nations on submitting quality applications for the Ministry of Infrastructure’s ICIP Green Funding stream for water, sewage, and stormwater projects. We have been delighted to report that, of about 18 applications submitted, 15 were successful! These 15 applications are worth approximately \$33 million dollars in funding support. Relying on partial funding from the Ministry of Infrastructure frees up funds from ISC, to allow more projects to go forward on First Nation communities.

Our team remains busy on multiple projects. We are team members on projects which will resolve 8 long-term boil water advisories. 12 projects are currently under construction, and another 12 are in detailed design. Four separate projects were completed and commissioned this year. These generator projects will prevent frequent boil water advisories which result whenever there is a power outage, due to pressure loss in the distribution system. Being vulnerable to losing water whenever there is a power outage, which can

be frequent in remote areas, is a source of stress to people living on reserve.

We understand that the chronic long-term drinking water advisories are a source of stress for people living on reserve – not having access to clean and safe drinking water at the tap plus the cost of bottled water adds a constant strain to every-day life. OFNTSC has hired Orbis Consulting to collect data on the barriers and challenges to Safe Drinking Water. As part of this exercise, OFNTSC met with 7 of the 11 Tribal Councils representing over 70% of long-term drinking water advisories in Ontario, to understand and report on the common barriers and challenges in resolving these advisories. Our goal is to join with stakeholders to work towards resolving these barriers.

OFNTSC understands that there are still many drinking-water systems, and wastewater systems, which are considered high-risk though do not fall under the umbrella of a drinking water advisory. In 2018, OFNTSC interviewed 85 First Nations in Ontario on what their water and wastewater needs were, and provided a cost estimate of the capital work required. Understanding that cost in 2018 are no longer reflective of current costs, this year OFNTSC reached out to Tribal Councils to provide an update of the capital needs within First Nations – some of the work from 2018 has been completed, much has not, updated pricing has been received, and some new projects were added. OFNTSC added an escalation factor to pricing from three years ago to estimate what the current capital needs in Ontario are.

All of our work on drinking water and sewage projects is ultimately to help improve the quality of life for First Nations people. We look forward to continuing to provide assistance to all of our First Nations Clients!





COMMUNITY ENERGY PLANNING

SINCE 2017, OFNTSC HAS BEEN PROVIDING TRAINING AND BUILDING THE CAPACITIES OF ENERGY FOCAL POINTS ACROSS FIRST NATIONS COMMUNITIES IN ONTARIO ON ENERGY PLANNING AND ENERGY PROJECTS IMPLEMENTATION.



HIGHLIGHTS

In 2020/2021, OFNTSC continued supporting energy priorities of First Nations communities throughout the pandemic via online delivery of services

Energy champions from 19 First Nations communities across Ontario were invited to participate in 6 webinars hosted by OFNTSC on community energy planning, concluding the Community Energy Champion (CEC) project funded by the Independent Electricity Systems Operator (IESO)

90% of attendees noted that they benefited from content presented during the webinars

A foundational guide offering a decision-making framework for the feasibility of Waste-to-Energy was drafted to explore innovative, novel solutions to promote First Nations' energy independence through resource recovery from waste streams



KEY ACCOMPLISHMENTS IN 2020/2021:

1. Online Program Delivery:

In the face of the pandemic, the OFNTSC's Community Energy Planning department quickly adapted to virtual platforms to continue developing and delivering practical, exercise-based curricula on energy planning, in keeping with the OFNTSC's 2018-2023 Strategic Plan to promote holistic, sustainable development across our First Nations communities. The team planned, organized and hosted a series of 6 webinars that covered fundamentals of energy planning, benchmarking and baselines, auditing, energy efficiency and conservation, as well as asset management for energy infrastructure.

2. Capacity Building and Curriculum Development:

The OFNTSC developed a multifaceted curriculum on energy planning in collab-

oration with the IESO to deliver hands-on training and learning opportunities for First Nations' Community Energy Champions. The curriculum focused on raising awareness of energy conservation, potential for renewable power generation, and preparing a community energy plan using knowledge mobilization tools, project management skills, community engagement and asset management approaches.

3. Driving Innovation:

As part of a collaboration with the IESO initiated in 2019, the OFNTSC continued exploring the feasibility of innovative waste-to-energy technologies for recovering energy from waste streams in First Nations communities in Ontario. A guiding document was drafted and is being finalized to provide a high-level decision making framework for selecting appropriate technologies to address the diverse waste management, energy and environmental

priorities of First Nations. Using this document as a foundation, a series of webinars are being planned to bring together community energy planners, leadership and technology suppliers to discuss opportunities for piloting suitable waste-to-energy technologies to determine their long-term viability for First Nations communities across the province.



GOALS FOR 2021-2022:

- Continue supporting energy priorities of First Nations communities through technical advisory services on energy planning, energy conservation and identifying opportunities for sustainable energy generation
- Create opportunities for continuing to support Community Energy Champions in their education, training and professional development
- Utilize a sustainable development approach to assess the potential for innovative technologies such as small-scale waste-to-energy systems for meeting key energy and solid waste management needs of First Nations communities



CIRCUIT RIDER TRAINING PROGRAM (CRTTP)

“ADMINISTERING CERTIFIED-EDUCATION-UNIT (CEU) AND ON-THE-JOB TRAINING (OJT) TO FIRST NATIONS WATER AND WASTEWATER SYSTEMS OPERATORS.”



HIGHLIGHTS:

- 2,226 CEU training hours provided to First Nations’ Operators.
- 748 OJT training hours provide to First Nations’ Operators.
- 84 First Nations represented.



KEY ACCOMPLISHMENTS IN 2020/2021:

1. OFNTSC’s CRTTP supported over 150 First Nations’ Water Treatment Plant Operators in attaining the necessary training hours to maintain their Provincial licences. Training Plans and OFNTSC’s provincial registry of 40 CEU courses developed specifically for First Nation Operators being key to the metric of developing and supporting internal capacity development on First Nations by First Nations.
2. In the first week of the COVID pandemic OFNTSC Senior Manager’s strategized on pending service disruptions and the CRTTP became the first Water Operator training program in all



3. OFNTSC continued to facilitate on-site training to interested First Nation Operators despite health-related travel restrictions in recognition that First Nation Operators and communities

4. A focus continues towards ending LTDWA’s on First Nations with enhanced training engagement activities for Water Systems Operators in the subject communities reflective of our clients (ISC) commitment to permanent solutions.



HUB PILOT PROGRAM

INTRODUCTION:

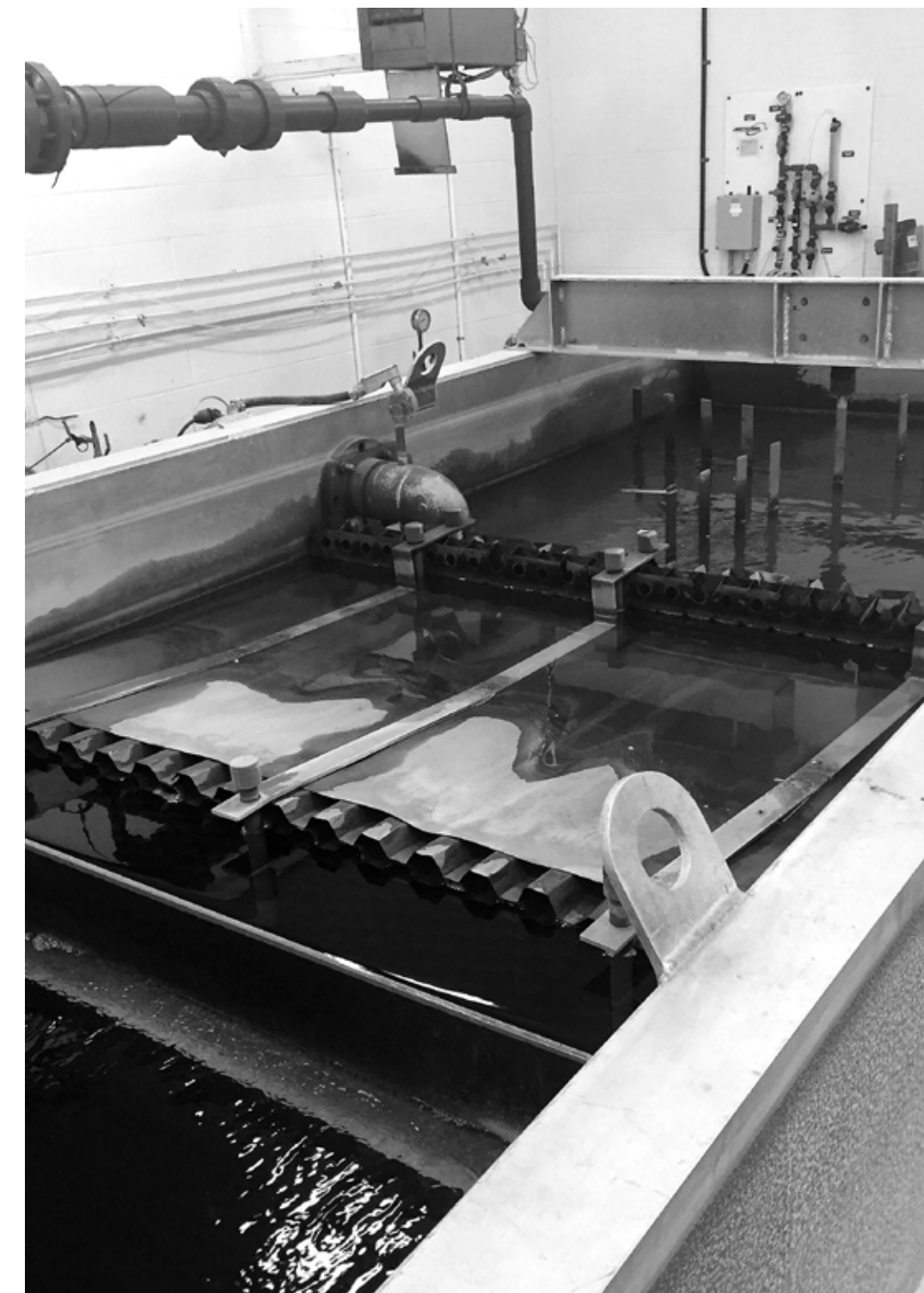
The goal of OFNTSC’s HUB Pilot Project is to provide advisory and technical support for the twenty-two (22) unaffiliated First Nations in Ontario. Our purpose is to ensure that Water Operators in these communities have 24/7 access to certified operator assistance, thus ensuring that their community’s water and wastewater systems are operated and maintained to meet the Province of Ontario’s Drinking Water Regulations, and that the related infrastructure and equipment contained within are periodically assessed to minimize catastrophic failures.

The HUB supports the participating communities to ensure that an Operator’s capacity is developed locally, so that community members can attain and maintain the licensing requirements at the level to which their treatment systems are classified. This approach will not only ensure that an Operator has the ability to maintain employment and contribute to the local economy, but also eliminate any of the risks associated with attending training offsite and leaving water & wastewater infrastructure unattended.

In the 2020/2021 year, the HUB project developed and began implementation of a Work Order System including a Maintenance Management Plan and scheduled & preventative maintenance activities for each of the participating First Nations.

HIGHLIGHTS:

- In its first year of operation, the HUB Pilot Project recruited and hired six HUB Process Technicians with a minimum of Class II certification in Water Treatment to provide on-site services to the participating HUB First Nation communities



Continued



HUB Pilot Program continued

- Implemented a computerized maintenance management system (CMMS) to track and document all work or services provided to the HUB First Nations communities
- Ground work has begun to implement a Maintenance Management Plan (MMP) for each participating site.

KEY ACCOMPLISHMENTS IN 2020/2021:

- With the implementation of the computerized maintenance management system (CMMS) tracking work performed and/or services provided,

as of the end of March 2021, 759 work orders had been issued with 358 open and 401 closed.

- Assisted one of the HUB communities with retracting a longstanding Boil Water Advisory (BWA).
- With the challenges of travel and access to First Nation communities due to the COVID pandemic, our HUB team continued to safely provide on site visits while fully utilizing personal protective equipment, to advise and provide various levels of advice and technical support to 15 of the 22 First Nations within this HUB.
- Developed standard operating procedures to remediate HUB First Nations with BWA's using a structured manufacturing approach to investi-

gate, advise, action plan and improve processes to help solve the BWA.

- Provided HUB services to an additional seven First Nations that requested our services.
- Reviewed the majority of training requirements of all the HUB First Nation operators, issued work orders to begin and track training, working with OFNTSC's Circuit Rider Training Program team.
- Reviewing the Emergency Response Plan (ERP) with the operators as related to the water treatment plants for the majority of the HUB First Nations and began updating, modifying, and publishing changes.

Continued

FIRST NATIONS YOUTH OUTREACH

In addition to working directly with our First Nations communities to provide technical advisory services, we also have initiatives to inspire and support the next generation of technical professionals.

STUDENT ACHIEVEMENT & MEMORIAL AWARDS

The OFNTSC recognizes the time, dedication, and sacrifice students must make in order to achieve their goal of graduation from College or University in the fields of science, technology, engineering and math (STEM). Each year the OFNTSC honours the accomplishments of First Nations students who have persevered in attaining a high level of education in the STEM fields. The recipients of the 2020 OFNTSC Student Achievement Awards are:

Aaryn Zoccole, recipient of the Robert Olivier Memorial Award, received \$2,000 to begin her studies in Mechanical Engineering at the University of Toronto.

Bohdana Innes, recipient of the inaugural Jay Benedict Memorial Award, re-

ceived \$2,000 to complete her Masters of Architecture at Laurentian University.

Sterling George, recipient of the Derrick Kamanga Memorial Award and received \$2,000 towards his Civil Engineering Program at Western University.

Megan Laroche, Student Achievement Award winner, received \$2,000 to help her during her Environmental Program at Cambrian College.

Chantel Desrochers, Student Achievement Award winner, received \$2,000 to continue her studies in Climate Monitoring/Indigenous Relations at Laurentian University.

TECHNICAL YOUTH CAREER OUTREACH PROJECT

Through the TYCOP initiative, OFNTSC aims to inform First Nations students about the various technical careers that exist and how they can achieve success in these areas.



Sterling George



Chantel Desrochers



Megan Laroche



Aaryn Zoccole

We showcase successful First Nations Role Models who are currently studying or working in a technical career, in the hope that they will inspire other youth to follow the same path.

In the 2020/2021 fiscal year, we added a mentorship program to the existing TYCOP role model program. The mentorship program was in development from January 2021 until March 31 2021 and launched on April 6.

For more information on the TYCOP initiative visit firstnationcareers.com.



Bohdana Innes

HUB Pilot Program continued

The following Unaffiliated First Nations in Ontario are able to access OFNTSC's HUB program services free of charge:

1. Algonquins of Pikwakanagan
2. Anishnaabeg of Naongashiing
3. Chippewas of Nawash Unceded First Nation
4. Saugeen First Nation
5. Curve Lake First Nation
6. Hiawatha First Nation
7. Mississaugas of the Credit First Nation
8. Shawanaga First Nation
9. Temagami First Nation
10. Wahta Mohawks
11. Michipicoten First Nation
12. Mishkeegogamang First Nation
13. Naotkamegwanning First Nation
14. Ojibways of Pic River
15. Pays Plat First Nation
16. Red Rock Indian Band
17. Ojibway Nation of Saugeen
18. Wahgoshig First Nation
19. Weenusk First Nation
20. Gull Bay First Nation
21. Caldwell First Nation
22. Grassy Narrows First Nation

HUB AWARENESS CAMPAIGN!

In January, February and March 2021, the HUB program ran an awareness campaign to generate interest in the newly launched service. This awareness campaign consisted of three phases in which informational materials were mailed to each Unaffiliated First Nation with the hopes of connecting for a follow-up meeting. Of the 22 First Nations who are eligible for the program, 15 have currently signed up. We will continue our ongoing conversations and outreach with the communities that have not yet signed on for HUB services and will always be available should they need our services in the future.

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2021



ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION


Statement of Financial Position

Year ended March 31, 2021, with comparative information for 2020


	2021	2020
Financial assets:		
Cash and cash equivalents (note 3)	\$ 3,695,693	\$ 3,274,260
Amounts receivable	3,421,746	1,052,575
	<u>7,117,439</u>	<u>4,326,835</u>
Liabilities:		
Accounts payable and accrued liabilities	642,872	243,357
Deferred revenue (note 5)	3,596,335	1,338,486
Deferred lease inducement	8,227	8,227
	<u>4,247,434</u>	<u>1,590,070</u>
Net financial assets	2,870,005	2,736,765
Non-financial assets:		
Prepaid expenses	133,713	130,443
Tangible capital assets (note 4)	770,258	743,604
	<u>903,971</u>	<u>874,047</u>
Accumulated surplus (note 6)	\$ 3,773,976	\$ 3,610,812

See accompanying notes to financial statements.

On behalf of the Board:



Director



Director

ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION

Statement of Operations

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Revenues:		
Indigenous Services Canada	\$ 7,829,960	\$ 8,205,014
Canada Mortgage and Housing Corporation	274,751	379,443
Independent Electricity System Operator	152,820	97,356
Interest	11,733	52,823
Other	243,706	617,363
	<u>8,512,970</u>	<u>9,351,999</u>
Operating expenditures:		
Salaries and benefits	2,377,893	2,063,911
Travel	73,653	555,975
Board, committees and meetings	73,399	163,786
Professional services	468,463	318,932
Rent	180,017	212,296
General and office	535,301	199,735
Bad debt expense	112,371	-
Copier, fax, telephone and postage	111,223	127,846
Computer support	156,085	131,669
Training	49,104	49,488
Insurance	127,460	93,461
Contributions	10,200	6,000
Annual conference	565	1,707
Amortization of tangible capital assets	150,903	131,609
Loss on disposal of capital assets	-	77,763
	<u>4,426,637</u>	<u>4,134,178</u>
Project expenses (Schedule 1)	3,899,652	4,445,330
Board surplus project expenses (Schedule 2)	23,517	138,478
	<u>3,923,169</u>	<u>4,583,808</u>
Annual surplus	163,164	634,013
Accumulated surplus, beginning of year	3,610,812	2,976,799
Accumulated surplus, end of year	\$ 3,773,976	\$ 3,610,812

See accompanying notes to financial statements.



: ONTARIO FIRST NATIONS
: TECHNICAL SERVICES
: CORPORATION

HEAD OFFICE,

LOCATED ON THE
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Fax: 807-623-2566

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