STRATEGIC PLAN
2023 - 2028

ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION
# Table of Contents

Vision, Mission, Values ................................................................. 5
Introduction .................................................................................. 7
Strategic Plan at a Glance ............................................................. 8
Envisioned Future ......................................................................... 11
The OFNTSC Brand Story ............................................................ 12
Key Statistics ................................................................................ 14
Business and Key Statistics ......................................................... 15
Strategic Priorities ........................................................................ 16
  Community Development .......................................................... 16
  Client Focus .............................................................................. 17
Mandate Core Services .................................................................. 18
Emerging Opportunities ............................................................... 19
Talent Acquisition and Development ........................................... 20
Culture and Advocacy ................................................................. 21
Planning Team ............................................................................ 23
Our Vision

To support and empower First Nations on their journey to technical self-reliance.

Our Mission

Supporting First Nations in their right to technical self-determination through the delivery of culturally respectful professional technical services and training.

Our Values

**Respect** - Supporting one another through respectful interactions with all forms of life water and mother earth.

**Trust** - Having and maintaining faith and confidence in each other, both for our team, and with our client communities.

**Humility** - At OFNTSC, we embody the qualities of selflessness and humility as we work together to create stronger First Nations communities and resources.

**Honesty** - Open and honest communication is an expectation of all staff, management and Directors.

**Peace** - We strive to maintain a peaceful work environment, free from unnecessary stressors, by maintaining a sense of balance, tranquility, and respect in all interactions with each other and the communities we serve.

**Knowledge & Wisdom** - Braiding traditional Indigenous knowledge and wisdom with western ways of knowing strengthens our understanding of the work we do. We will strive to utilize the best of both worlds for the betterment of ourselves and our communities.
Introduction

The Ontario First Nations Technical Services Corporation (OFNTSC) was created in February 1995 to provide professional advisory level technical services and foster technical self-reliance for First Nations communities in Ontario.

The OFNTSC also creates future capacity by encouraging Indigenous youth to pursue careers in science, technology, engineering and math (STEM) through its Technical Youth Career Outreach Program (TYCOP).

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

In addition to working directly with the Unaffiliated First Nations, the OFNTSC also works with the 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 the 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!

The OFNTSC Board and Administration met on September 26-27, 2022 to develop a Five Year (2022-2028) Strategic Plan.
Strategic Plan at a Glance

- Culture and Advocacy
- Talent Acquisition and Development
- Emerging Opportunities
- Community Development
- Client Focus
- Mandate Core Services
The Envisioned Future

The planning team envisioned a future where the organization can make the following statements in 2028.

- We assist First Nation communities to have the same quality of infrastructure as any other community
- We are a valued and highly utilized organization supporting our partners
- We are a certifying body
- We are exploring certification opportunities to enhance our competitiveness
- We have diversified and expanded our services and ensured that all of our employees have a path to certification
- We are an employer of choice
- We are the largest technical Indigenous employer
- We have a climate change action plan
- We have engaged our youth in FN-STEM
- We have employed our youth
- We have technically supported the removal of all long-term drinking water advisories
- We have participated in achieving equitable technical standards for capital and operational maintenance for FN communities
- We have sustainable own-sourced revenue streams which complement our core funding
- We are the go-to, preferred service provider for FNs in Ontario, in collaboration with tribal councils
- We are recognized as the quality provider of services and information
The OFNTSC Brand Story

“In the mid-1990s, the Ontario First Nations Technical Services Corporation’s logo was commissioned by an ad-hoc committee, created by the Chiefs of Ontario, to create an identity for the organization that was representative of our Indigenous culture.

The blue circle with the light beige ring around it was meant to represent the circle of life. Water and the various environments we work in were originally represented by horizontal lines in the background of the first edition of the logo. The sacredness of the eagle and the eagle feather is another critical piece of our culture.

In celebration of the growth of the corporation, and to evolve with the changing graphic design standards of the mid-2000s, the lines within the blue circle were later removed, the colours were updated, and the vertical blue line and 6 red dots were added, demonstrating how OFNTSC is able to combine our traditional cultural knowledge with our willingness and ability to adapt to future challenges.

This logo is now part of our corporate identity and ingrained in all that we do and who we are.”
**Key Statistics**

120
First Nations representatives participated in training through our Environment Service team!

336
Technical Services Requests (TSRs) were received from the Canada Mortgage and Housing Corporation, of which 270 were closed off for a completion rate of 80%.

1,470
Fire Extinguishers were delivered to 19 Unaffiliated First Nations communities in Ontario.

6
Fire Safety info sheets were created and are available in 4 different languages (Ojibway, Cree, Mohawk & English) on OFNTSC's website.

2
Fire Safety videos were created in the English and Cree languages and are available on OFNTSC's YouTube page.

OFNTSC’s Circuit Rider Trainer Program Provided:
- 4,208 Continuing Education Unit training hours to First Nations Water Operators
- 1,423 On-the-Job training hours to First Nations Water Operators
- Training to 255 Water Operators in First Nations
- Training to 111 First Nations
Business and Social Impacts

- **Over 500 First Nations youth were reached through the Technical Youth Career Outreach Project (TYCOP)**

- **311 Participants at OFNTSC run conferences and events**

- **OFNTSC Engineering Service is a Project Team member, working on 32 Engineering Projects valued at approximately $75 million**

- **OFNTSC Engineering Service worked on five Investing in Canada Infrastructure Program (ICIP) Green Stream funding applications, two of which were successful, worth $10 million**

- **Assisted with 17 Green and Inclusive Community Building (GICB) Funding Applications, Including Energy Modeling of existing buildings worth $62 million**

- **HUB Water and Wastewater Program:**
  - More than 950 work orders completed.
  - 4 Long-term Drinking Water Advisories were resolved.
Strategic Priorities

COMMUNITY DEVELOPMENT

Goals:

- Contribute to the improvement of living standards
- Assist communities in meeting their goals and objectives
- Support the advancement of resilient, self-determining Nations
- Build relationships

Actions:

1. Provide training opportunities
2. Support the provision of technological solutions and options
3. Communicate and showcase the available resources
4. Engage with communities on-site, in-person
Strategic Priorities

CLIENT FOCUS

Goals:

- Focus on communities we service
- Be the trusted advisor, partner, and resource
- Improve and enhance community and stakeholder engagement
- Build culturally respectful and meaningful relationships

Actions:

1. Respond to community identification and prioritization of needs
2. Engage with communities on-site and in-person
Strategic Priorities

MANDATE CORE SERVICES

Goals:

• Continue to deliver high-quality services to Unaffiliated First Nations
• Secure funding to meet service-level needs
• Lead industry best practices in the region

Actions:

1. Advocate for funding to provide additional core services
2. Advocate for changes in services standards
3. Build partnerships for support and advocacy
4. Seek, modernization of the mandate from the Chiefs of Ontario
Strategic Priorities

EMERGING OPPORTUNITIES

Goals:

- Organizational growth
- Diversified revenue stream
- Nimble to emerging opportunities
- Support community climate change solutions
- Best service capability with best fit technology

Actions:

1. Review and update the business model for service expansion
   a. Establish a process and principles to evaluate new opportunities
   b. Explore creating a for-profit entity
   c. Establish a national service delivery presence
2. Conduct a community climate change solutions needs assessment
   a. Identify community assets at greatest climate change risk
   b. Establish partnerships to address critical climate and environmental issues
Strategic Priorities

TALENT ACQUISITION AND DEVELOPMENT

Goals:

- Enhance capacity development of our people
- Plan for succession
- Build a First Nations talent pool
- Be the employer of choice for First Nations people
- Actively advocate for reconciliation action plans

Actions:

1. Clearly articulate and promote a cultural plan based on First Nations values and principles
2. Create learning opportunities, spaces and places for Indigenous culture and practices
3. Develop a plan focused on being the employer of choice for First Nations people
   a. Consider creating a recruitment and retention position/services
   b. Establish internship, Co-op and mentoring programs
   c. Develop a First Nations employee retention plan
4. Develop an employee engagement and satisfaction process
5. Engage with elementary schools to develop an interest in FN-STEAM
6. Develop succession plans for all key positions
Strategic Priorities
CULTURE AND ADVOCACY

Goals:

- Actively advocate for reconciliation action plans
- Build culturally respectful and meaningful relationships
- Support the advancement of resilient, self-determining Nations
- Assist communities in meeting their technical services goals and objectives in a culturally appropriate manner
- Ensure the workplace is culturally inclusive and respectful
- Create safe cultural spaces

Actions:

1. Develop an action and advocacy plan for the TRC Calls to Action, the UN Declaration Articles, and the MMIWG Calls to Justice
2. Review policies and processes to ensure cultural relevancy
3. Braid traditional First Nations knowledge with technical services
4. Seek linkages between technical services and First Nations culture
5. Advocate for services that are culturally relevant
The Planning Team

Board of Directors

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Board President/Chair

Wendy Landry
Board Vice-President/Co-Chair

Amy Comegan
Board Treasurer

Kerry Black
Board Secretary

Chris Buckell
Director

Paul Schisler
Director

William Hutchison
Director

Roger Rozon
Director

Erin Corston
Director

Monique Dubé
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David Gordon
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Staff

Melanie DeBassige
Executive Director

Joe LeClair
Director of Corporate Finance and Administration

Drew Hill
Director of Engineering and Infrastructure

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