

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 Aquisition and Development	20
Culture and Advocacy	21
Planning Team	23






WASH SUPPLY

WARNING
CHEMICAL HAZARD



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.

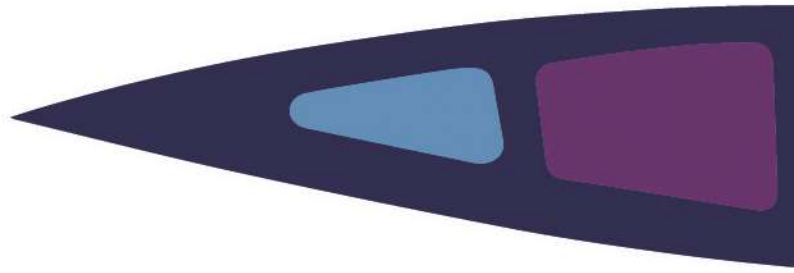
Honesty - Open and honest communication is an expectation of all staff, management and Directors.

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

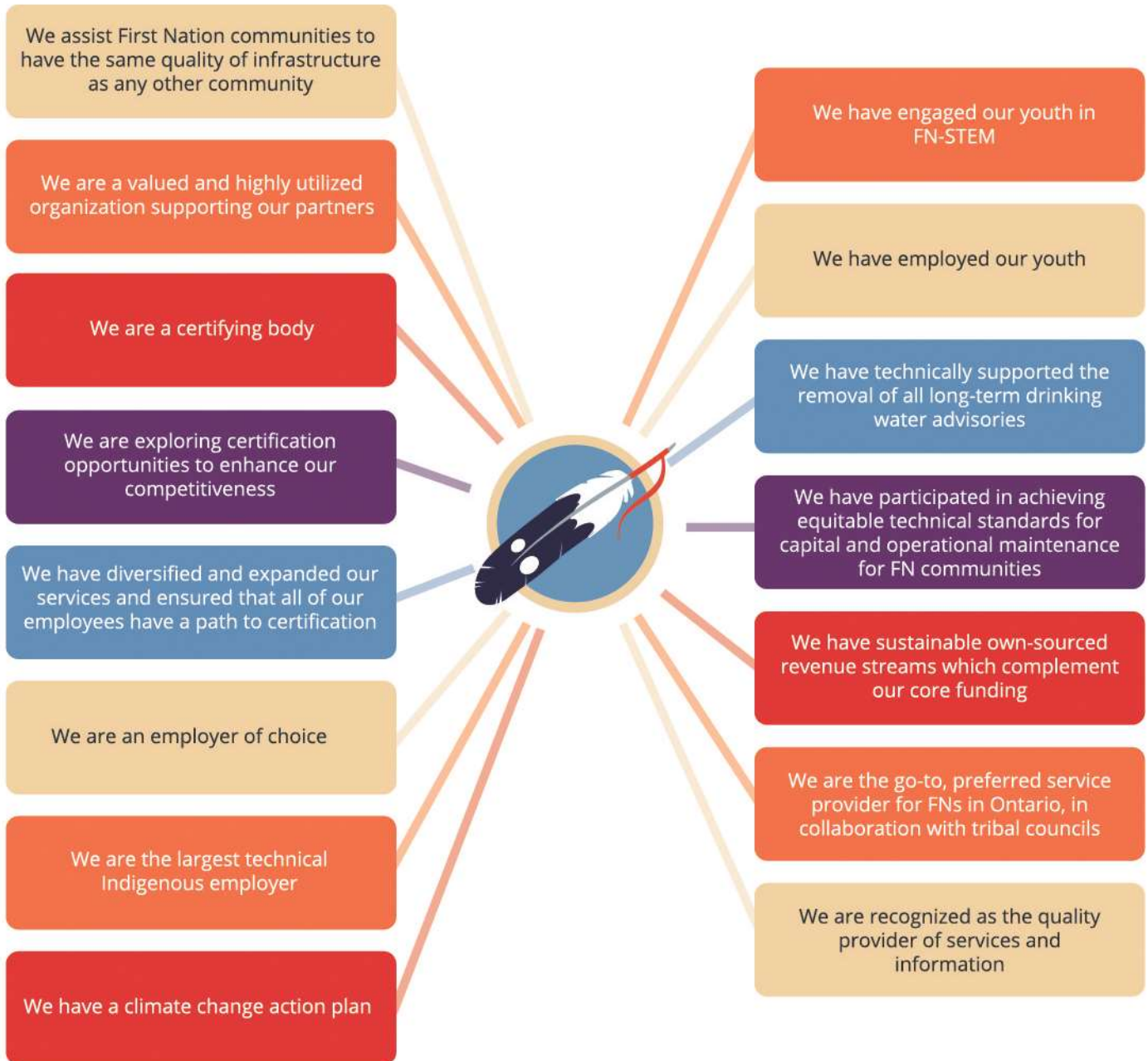






The Envisioned Future

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



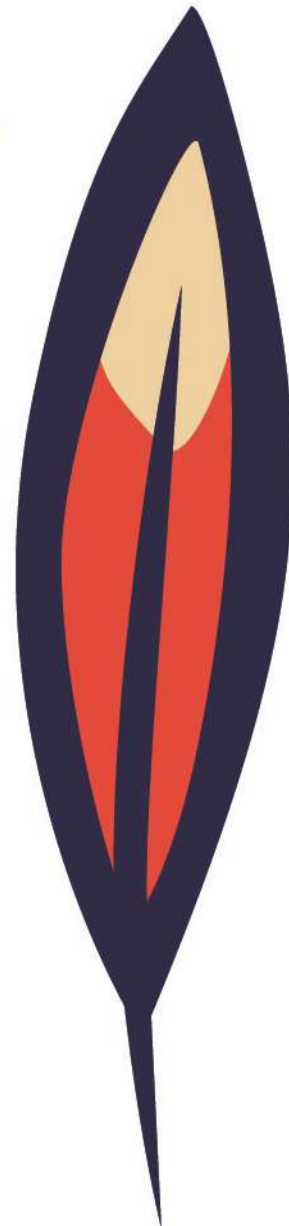
The OFNTSC Brand Story

"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."



• ONTARIO FIRST NATIONS
• TECHNICAL SERVICES
• CORPORATION



Key Statistics

120

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

336

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



Fire protection Equipment valued at over \$100,000 was delivered to 16 Unaffiliated First Nations that have active fire departments in their community.

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.



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

2

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

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



Aaron Genereux
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
Director



David Gordon
Director

Staff



Melanie Debassige
Executive Director



Drew Hill
Director of Engineering
and Infrastructure



Chelsey Johnson
Communications Manager



Joe LeClair
Director of Corporate Finance
and Administration



Glen Goodman
Director of Operations



Angela Trudeau
Executive Assistant



Dr. Marie Delorme
Facilitator
Imagination Consulting



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