



# ANNUAL REPORT

## 2024 - 2025



• ONTARIO FIRST NATIONS  
• TECHNICAL SERVICES  
• CORPORATION





# Table of Contents

<b>4</b>	<b>About OFNTSC</b>
5	Organizational Values
<b>6</b>	<b>President's Report</b>
<b>7</b>	<b>Executive Director's Report</b>
<b>8</b>	<b>Our Board of Directors</b>
<b>12</b>	<b>What We Do</b>
<b>13</b>	<b>Who We Serve - Our Communities</b>
<b>14</b>	<b>2024/2025 Highlights</b>
<b>18</b>	<b>Strategic Plan Update</b>
<b>19</b>	<b>Director Reports</b>
20	Director of Corporate Finance and Administration Report
22	Director of Operations Report
24	Director of Engineering & Infrastructure Services Report
<b>25</b>	<b>Service Reports</b>
26	Circuit Rider Training Program (CRTP) Service Update
28	Engineering Service Update
30	Environment Service Update
35	Fire & Safety Service Update
37	Fuel Systems Management Service Update
39	Housing Service Update
41	HUB Program Service Update
44	Infrastructure Service Update
47	Operations & Maintenance Service Update
<b>50</b>	<b>Reaching Home</b>
<b>52</b>	<b>Technical Youth Career Outreach Program</b>
<b>54</b>	<b>Water/Wastewater Engineering</b>
<b>56</b>	<b>TechNations Conference, Tradeshow, and Golf Tournament</b>
57	Student Achievement Awards
<b>58</b>	<b>Statement of Financial Position</b>
<b>59</b>	<b>Statement of Operations</b>







## About OFNTSC

The Ontario First Nations Technical Services Corporation (OFNTSC) was created in February 1995 and mandated by Ontario First Nations Chiefs-in-Assembly 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) and annual student scholarship awards.

### **Vision Statement** 2023 – 2028

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

### **Mission Statement** 2023 – 2028

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





## ORGANIZATIONAL VALUES

In carrying out its responsibilities, the organization is guided by the following 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 will 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 a requirement 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.



# President's Report

Dear First Nations Chiefs, Councils, Communities, and Stakeholders,

It is my honour to share the Ontario First Nations Technical Services Corporation's Annual Report for the 2024–2025 fiscal year. As a First Nations woman from Red Rock Indian Band and the first female Chair and President of OFNTSC, I remain proud to serve in this role and support the work of our dedicated team.

This past year marked the second year of our 5-year Strategic Plan and 30 years of existence as a technical services corporation. Our strategy continues to guide our work across six key priority areas: Community Development, Client Focus, Mandated Core Services, Emerging Opportunities, Talent Development, and Culture & Advocacy. These pillars ensure our services are responsive, sustainable, and community-driven.

Through ongoing collaboration with First Nations, OFNTSC continues to provide technical expertise in critical areas like housing, water and wastewater, fire and safety, operations and maintenance, infrastructure resilience, and emergency planning. We also remain committed to growing capacity within communities by offering training, mentorship, and hands-on support.

We are proud to be a trusted partner to over 130 First Nations across Ontario. Our client-first approach is rooted in respect and meaningful relationships. We recognize that each Nation's needs are unique and work closely with leadership and staff to deliver culturally appropriate, practical solutions.

Our organization is grounded in core values: respect, trust, humility, honesty, peace, and knowledge & wisdom. These guide every decision and interaction, whether working with communities, governments, or partner organizations.

Looking ahead, we remain focused on supporting First Nations' paths to technical self-reliance and sustainability. On behalf of the Board, I thank the community leaders, Elders, youth, staff, and stakeholders who contribute to our shared success. I look forward to another year of meaningful progress.

*Miigwetch,*

**Wendy Landry**

Board President and Chair  
Member of Red Rock Indian Band



# Executive Director's Report

Dear First Nations Chiefs, Councils, Communities, and Stakeholders,

I am proud to share the Ontario First Nations Technical Services Corporation's (OFNTSC) progress over the 2024–2025 fiscal year. Our team continues to advance the goals of our 2023–2028 Strategic Plan while delivering essential, high-quality technical services to First Nations across Ontario.

The Strategic Plan's six key priorities—Community Development, Client Focus, Mandated Core Services, Emerging Opportunities, Talent Development, and Culture & Advocacy—have guided our work this year.

To strengthen community development, I've continued regular visits to First Nations to hear feedback directly from leadership and members. Your comments inform how we shape our services to better meet local needs.

We've continued delivering targeted training programs on source water protection, fuel handling, solid waste, contaminated sites, and water and wastewater management. These efforts are part of our commitment to community-driven service and technical self-reliance.

We remain deeply committed to nurturing future talent. This year, OFNTSC awarded 10 scholarships to First Nations students pursuing studies in STEM fields. We've also expanded internship opportunities within our programs to support Indigenous youth exploring technical careers.

We are proud to be supporting major infrastructure projects, including the new water treatment plant and distribution system with the Algonquins of Pikwakanagan, and the ground-breaking of a new child and family services building with the Apitipi Anicinapek Nation. These milestones are a testament to our team's expertise and dedication.

In communications, we proudly launched our podcast, Ontario First Nations Technically Speaking 'Cast, to share community success stories, technical insights, and sector knowledge in a new and engaging way.

Looking forward, we are building a comprehensive Asset Management Portfolio—a centralized hub for accessing community data, resources, and support tools. This will improve service delivery and provide easier access to vital information for First Nations.

Internally, we continue to promote reconciliation through education. Our staff Lunch and Learn series now includes discussions on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Action Plan, reinforcing our commitment to ongoing learning and cultural awareness.

These highlights represent just a portion of the work OFNTSC is doing.

I invite you to explore the full annual report and connect with us on social media for updates, training opportunities, and more.

Thank you for your trust and continued partnership. Together, we are building stronger, more resilient First Nations communities.

*Miigwetch,*

**Melanie Debassige, MBA, ICD.D**

Executive Director

Anishinabek Kwe, member of M'Chigeeng First Nation





# Our Board of Directors

We have a best-in-class board with extensive local and national experience in the areas that are relevant to the success of OFNTSC and our stakeholders.



**Wendy Landry**

- Member of Red Rock Indian Band
- Board President/Chair
- Governance and Nominating Committee Chair
- HR and Compensating Committee
- Business and Technology Committee
- Audit and Risk Committee



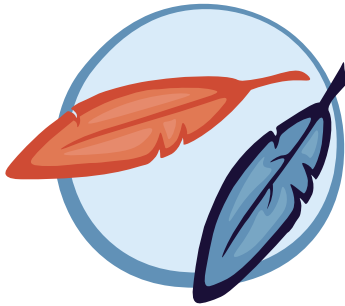
**Chris Buckell**

- Member of Michipicoten First Nation
- Board Vice-President/Co-Chair
- HR and Compensating Committee Chair
- Governance and Nominating Committee
- Business and Technology Committee
- Audit and Risk Committee



**Kerry Black, PhD, P.Eng.**

- Treaty #7 Territory, Ally
- Board Treasurer
- Governance and Nominating Committee
- HR and Compensating Committee
- Business and Technology Committee
- Audit and Risk Committee



## Caytlen Burning

- Member of Six Nations of the Grand River
- Governance and Nominating Committee
- Business and Technology Committee



## Erin Corston

- Member of Chapleau Cree First Nation
- Board Secretary
- Governance and Nominating Committee
- Business and Technology Committee



## Cheryl Fort

- Anishinaabe kwe from Ogoki River area, Embametoong First Nation and Marten Falls First Nation, part of Treaty 9
- Governance and Nominating Committee
- Audit and Risk Committee



## **William Hutchison**

- Treaty #5 and Treaty #9 Territory, Ally
- Governance & Nominating Committee
- HR and Compensating Committee
- Business and Technology Committee



## **Michael Jacobs**

- Member of Curve Lake First Nation
- Governance and Nominating Committee
- Audit and Risk Committee



## **James Maiangowi**

- Member of Wiikwemkoong Unceded Territory
- Business and Technology Committee
- Audit and Risk Committee





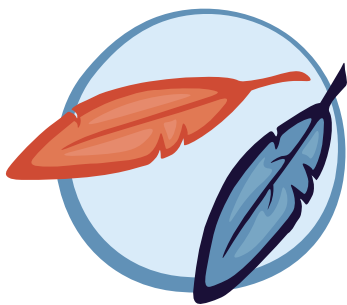
### **Roger Rozon**

- Member of Red Rock Indian Band
- Governance and Nominating Committee
- HR and Compensating Committee



### **Paul Schisler, B.A.Sc, B.Comm, P.Eng.**

- Ontario Treaty #2 Territory, Ally
- Business and Technology Committee Chair
- Governance and Nominating Committee
- HR and Compensating Committee
- Audit and Risk Committee



### **Elaine Stewart**

- Audit and Risk Committee Chair
- HR and Compensating Committee

# What We Do

Over the course of the 2024/2025 fiscal year, OFNTSC provided technical advisory services to First Nations in Ontario in the following areas:

- Circuit Rider Training
- Engineering
- Environment
- Fire & Safety
- Fuel Systems Management
- Housing
- HUB Water & Wastewater
- Infrastructure
- Operations & Maintenance
- Technical Youth Career Outreach Program
- Water & Wastewater Engineering





## Who We Serve - Our Communities

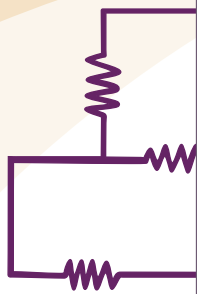
The Ontario First Nations Technical Services Corporation is proud to be the primary technical advisory service provider for 21 Unaffiliated First Nations (UFNs) in Ontario. Since these communities are not affiliated with a Tribal Council to receive technical advisory services, OFNTSC is their primary technical advisory service provider.

In addition to working directly with the Unaffiliated First Nations, 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 there to provide assistance when required.



# 2024/2025 Highlights



The **Circuit Rider** Training Program provided training to 197 First Nations Water Operators, for a total of 3,980 training hours in 78 different First Nations communities.



**Environment** offered 10 trainings attended by 136 participants and is a project Team member/working on 11 capital infrastructure projects in 9 communities valued at approximately \$35 million.





**Engineering Project** Team member / working on 68 Engineering Projects worth approximately \$250 million.



**Engineering** assisted with 19 funding applications to programs outside of ISC, helping First Nations request over \$100 million in funding.



**Fuel Systems** management held five training sessions across Ontario helping 41 people obtain certificates of completion. 22 spill kits were shipped to First Nations communities in Ontario as well.




Our **Fire & Safety** service reached a combined total of over 2,600 people through social media and in-person events, and assisted Mishkeegogamang with the design of their fire apparatus and fire hall worth over \$1 million.





**OFNTSC's Housing** services completed 56 Technical Service Requests, 275 inspection reports in 40 communities, and 182 Physical Condition Reviews in 35 communities.



- **The HUB** team completed over 250 onsite support visits, as well as 100+ inspections, and closed more than 970 work orders.



The **Infrastructure** team completed 479 new construction inspections and 365 existing construction inspections, increasing the amount for both from the previous year.



The **Operations and Maintenance** team completed climate risk assessments in 2 communities, as well as E-ACRS inspections for 12 communities.





OFNTSC introduced the **Reaching Home** initiative, which provides funding to help reduce homelessness in First Nations communities.



The **Technical Youth Career Outreach Project** hosted 212 Indigenous students at its events and reached over 6,000 at in-person events.



**Water and Wastewater Engineering** is a project team member/working on 31 water and wastewater projects valued at over \$600 million.

10 **student achievement awards** valued at \$2,000 given out to First Nations post-secondary students pursuing careers in STEM (science, technology, engineering, math).



# Strategic Plan Update

On September 26 & 27, 2022 our Board of Directors and Senior Management team met to bring our ideas together for a new five year (2023-2028) strategic plan. One that would bring our organization into a future where we:

- Assist First Nation communities to have the same quality of infrastructure as any other community;
- Are a valued and highly utilized organization, supporting our partners;
- Have diversified and expanded our services to ensure that all of our employees have a path to certification;
- Have a climate change action plan;
- Have engaged and employed our youth in FN-STEM (First Nations Science, Technology, Engineering, and Math);
- Have technically supported the removal of all long-term drinking water advisories;
- Have participated in achieving equitable technical standards for capital and operational maintenance for First Nations communities;
- & more!

This new plan took effect as of April 1, 2023 and includes the following pillars which serve as the foundation of our strategic plan:

1. Culture & Advocacy
2. Talent Acquisition and Development
3. Emerging Opportunities
4. Community Development
5. Client Focus
6. Mandated Core Services

To learn more about our new strategic plan, visit our website, [www.ofntsc.org](http://www.ofntsc.org) and look for “Strategic Plan” under the About Us menu.

# Director Reports



# Director of Corporate Finance and Administration Report

OFNTSC's Finance and Administration Department includes OFNTSC's Finance and Human Resources teams. The primary goal for the teams is to advance the OFNTSC organizational strategy by supporting OFNTSC's service delivery teams as seamlessly and efficiently as possible. The Finance and Administration Department remains committed to delivering on the organizational strategy through the strategic goal of culture and advocacy. Reconciliation has been a focus of internal training and growth for staff to ensure cultural awareness and cultural integrity are implemented and acknowledged.

During the year, the Department supported OFNTSC's expression of interest in participating in the New Fiscal Relationship Grant. The New Fiscal Relationship Grant is an Indigenous Service Canada program that provides 10-year funding arrangements for First Nations and First Nations organizations replacing the previous 5-year contribution agreements and would provide OFNTSC with enhanced security of funding. The expression of interest required a full review of OFNTSC's financial, governance and human resource policies and financials against the standards put in place by the First Nations Financial Management Board. Although OFNTSC measured favourably against the standards, the timing of the application process did not allow for a successful application. OFNTSC will be resubmitting its application during the next expression of interest period.

Human Resources has been driving the strategic results of the goal talent and acquisition and focusing on attracting more First Nations youth into OFNTSC. The team expanded its recruiting activities to include attending post-secondary institution career events and community job fairs in addition to continuing efforts to expand their outreach to Indigenous focused employment resources. During the year, the team completed another significant update to OFNTSC's Human Resource Manual and Employee Handbook adding Accessibility for Ontarians with Disabilities Act, Whistleblower and Vehicle Use Policies. The team continues to improve onboarding and offboarding processes resulting in smoother onboarding and offboarding to and from HR, Payroll and Benefits Providers.



The Finance team continues to work towards improving the timing of month-end financial close processes and improving reporting and forecasting processes. The Finance Policy and Procedure Manual was updated during the year. Reporting continues to be improved with Senior Management and Project Leads being engaged with month-end financial reviews and project updates. The team also supported a number of Request for Proposal processes and OFNTSC contracting activities. During the fiscal year, OFNTSC met all of its reporting requirements with Indigenous Services Canada (ISC).

The Department continues to oversee OFNTSC's Risk Management process and manage updates to the OFNTSC Risk Register. OFNTSC's Risk Management process was updated during the year. The Risk Register is reviewed and updated quarterly by Senior Management along with their department teams and updates are provided to Board Committees and the Board of Directors for their review and approval.

The Department continues to maintain intern positions and promote summer student opportunities with the goal of helping introduce First Nations youth to the accounting, finance and human resource careers and assist First Nations youth in building upon their education by gaining work experience.

The Department continues to support OFNTSC in delivering against the goals and objectives in the 2023 – 2028 Strategic Plan.



**Joe LeClair, MBA, CPA, CMA**

Director of Corporate Finance and Administration  
Member of Sand Point First Nation

# Director of Operations Report

Exceeding portfolio targets and thresholds throughout the course of the past year, the OFNTSC's Operations Team continues to raise expectations and increase the levels of support that we have provided to First Nations across Ontario in 2024-2025. The Operations departments' staff have all attained and maintain both Provincial and National accreditations and certifications recognized by a multitude of different Ministries and experts in their field of work.

The Bulk Fuel Training Program is continually recognized by our community's as the leader in certified fuel storage and transfer systems training. The OFNTSC is the supplier of fuel spill equipment that protects our First Nations infrastructure and safe guards the natural environments surrounding your communities. With a persistent focus on training large bulk fuel storage systems Operators in the remote North whereas a dependence on diesel fuel continues to be a necessity, the only training course of its kind in all of Canada continues to receive National recognition and recently transitioned into technically supporting privately owned bulk fuel installations located on First Nations in Ontario.

The Infrastructure Specialist Team continue to impress on First Nations in Ontario that through the application of the National Building Code and Ontario Building Code regulations, new & renovated residences are built structurally sound and safe. CMHC & ISC have entrusted the OFNTSC to be the Regional catalyst and oversee that First Nations homes are being constructed to acceptable standards lessening the burden of repetitive long-term investments and risks on Chiefs and Councils. Building inspection partnerships with Ontario's Tribal Councils have ensured that a high level of competency is maintained and recently matured into the sharing of Indigenous home building experiences that have created house inspector internship positions within the corporation. Expectations are that the OFNTSC will be providing accredited Ontario Ministry of Municipal Affairs & Housing training curriculums to advance the service capabilities of our Tribal Council partners and the corporation in the next year.

The OFNTSC's Fire & Safety Program continues to stress the importance of community engagement. Fire related tragedy's in First Nations continue to occur to often and can be negated through fire prevention and outreach. Over successive years the OFNTSC has assisted many First Nations in Ontario with making major equipment upgrades and constructing new fire related infrastructure. Engaging our Indigenous youth in schools to reinforce the importance of fire safety will be a main priority during the course of the next year.

The Circuit Rider Training Program continues to be the only Certified-Education-Unit & On-the-Job-Training Water Treatment Plant Operator Training Program provided at no cost to all the First Nations in Ontario. The OFNTSC maintains a Provincially certified library of thirty-three CEU's that were developed specifically for Ontario's Indigenous WTP Operators. CRTP services are being provided directly in participating WTP Operators communities lessening disruptions to day-to-day WTP operations and lessening the burden to travel offsite to obtain their training.

The OFNTSC's HUB facilitates operational and maintenance services to all eighteen Unaffiliated First Nations and one Large First Nation in Ontario. Our hands-on in-person approach to water & wastewater systems has significantly decreased the number and frequency of Boil Water Advisories and major equipment failures in our partners communities. Emphasizing an educational approach utilizing Provincially licensed Water & Wastewater Operators and both a Red Seal Millwright & an Electrician, the OFNTSC's HUB has also transitioned into engaging Indigenous youth as Operators-In-Training and an apprentice Millwright. This multifaceted support capability continues to develop and will eventually include a permanent Instrumentation Mechanic position and the associated apprenticeship in our immediate future.

The OFNTSC's aspirations are to continue transferring our Operations Teams' experience and knowledge to community employees and specifically Indigenous youth who will someday be leading the housing, fire safety, bulk fuel and water & wastewater departments in their communities. Transitional skills and tangible results are being attained by the OFNTSC, supporting and advancing the Operational needs in every First Nation that we are technically supporting.



**Glen Goodman**

Director of Operations

Member of Animbiigoo Zaagi'igan Anishinaabek

# Director of Engineering & Infrastructure Services Report

Engineering and Infrastructure has been very busy this past year. Our teams remain focused on providing the very best in service for our First Nation clientele. The communities we are working for have a long journey to being able to provide a level of service comparable to what one might expect in a non-native community located close to or next to themselves. While our communities continue to make strides in that direction, our engineering and infrastructure teams continue to help them in their journey. Much remains to be accomplished and our teams continue to look toward improvements and future trends that can be incorporated to more effectively meet the needs of our client communities.

This year saw the full roll out of the E-ACRS program, replacing the former ACRS program. Consequently, Operation and Maintenance was renamed to Asset Management. That is intended to not only capture that industry's trend, but to also help First Nation move beyond reactionary maintenance and promote a managed approach to maintaining their valued assets more effectively.

OFNTSC recently lost the services of our Emergency Management Coordinator. In light of this set back OFNTSC remains committed to helping the Unaffiliated First Nations to strengthen their Emergency Management Planning and response. OFNTSC will continue to work with the UFN's and our funding partners to rebuild this portfolio in the coming years.

Improved management of assets will lend itself to better coordination of our various portfolios, including engineering and environment. It will also, move communities closer to understanding how climate change could potentially impact their critical infrastructure and look toward developing the mitigation plans to guard against that potential impact. Our teams continue to be forward looking and engaged in helping First Nation communities. I am very proud of that level of engagement and professionalism and the team work all at the OFNTSC exhibit in working to improve First Nation communities' access to technical services.



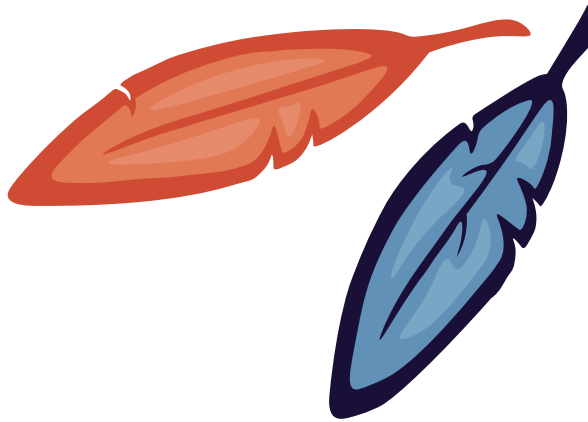
*Nia:wen,*

**Drew Hill, P.Eng**

Director of Engineering & Infrastructure Services  
Mohawk from Six Nations of the Grand River



# Service Reports



# Circuit Rider Training Program (CRTP)

## Service Update

---

### KEY METRICS/STATISTICS

- Participating Operators - 197
  - On The Job Training Hours - 1,594
  - Continuing Education Unit Training Hours - 2,386
  - Total Training Hours - 3,980
  - Participating Communities - 78
- 

### KEY ACCOMPLISHMENTS

Circuit Rider Trainer Program provided onsite training to 197 operators in 78 First Nations communities across Ontario in 2024/25 fiscal year. Provided workshop CEU training in national and provincial conferences including the OFNTSC's annual TechNations conference.

### COMMUNITY IMPACT

The Circuit Rider Trainer Program's unique ability to travel for in person onsite training allows for flexibility in training delivery between Continuing Education Units and site specific On The Job Training. Training can be tailored based on specific needs whether it's technically focused or preparing for examinations. Circuit Rider Trainers assist operators with licence upgrades, renewals, and also assist with updating facility licences.

## CHALLENGES

Logistics throughout Ontario often pose considerable challenges especially when travelling remotely, and time is often of the essence. The Circuit Rider Program strives to deliver in person training opportunities to all First Nations operators of Ontario.

## FUTURE PLANS

The Circuit Rider Trainer Program maintains a library of 32 Ontario Water & Wastewater Certification Office Director Approved Continuing Education Unit courses. All courses are directly relevant in assisting operators attain the knowledge and expertise to confidently operate their facilities. The Circuit Rider Program continues to grow it's training library, and is always engaging new and innovative ways to deliver these critical courses.



# Engineering Service Update



---

## KEY METRICS/STATISTICS

- Project Team member / working on 68 Engineering Projects worth approximately \$250 million.
  - Assisted with 19 funding applications to programs outside of ISC, helping First Nations request over \$100 million in funding.
- 

## KEY ACCOMPLISHMENTS

Our Engineering team continues to be busy this year in helping First Nation communities. We work with the First Nations through the entire project duration, from helping source funding, retaining qualified consultants, reviewing design submissions, schedules and budgets. We are always available to provide advice on a project. We are team members on 68 Engineering Projects with a capital value of approximately \$250 million.

The projects we work on include all parts of life on reserve, such as Capital Planning Studies, Schools, Fire Halls, Training Facilities, Bridges, and Community Centres. All our projects go to support communities, with our common goal of having safe and happy communities and families.

Our team monitors and communicates out funding opportunities, so that First Nations across the province can decide which opportunities to apply for. We monitor the Grants Ontario website on a weekly basis, and with our communications staff have set up an email list to notify First Nation representatives of relevant funding opportunities. We provide assistance to First Nations as requested on drafting applications.

Our team has become proficient at helping First Nations write quality funding applications. Through this, we helped with 19 applications worth over \$100 million. Two of these applications to date have been successful, for \$6 million in funding for community buildings.

Our Engineering team is passionate about working with First Nation communities, sharing our knowledge and helping them succeed.



## COMMUNITY IMPACT

Algonquins of Pikwakanagan reached out to our team with the good news that they received funding for a new Primary Health Care building - the First Nation team needed some guidance on how to get the project off the ground. Working with the community, we helped the First Nation team in the setting up the framework for a successful project, and are happy that the project is now beginning construction!

Apitipi Anicinapek reached out to OFNTSC for help with a new Child and Family Centre. We worked with the community to issue a RFP to hire an architect, reviewed the design as it progressed, and assisted the community through the duration of the project. The construction of the new facility is nearing completion, and the First Nation residents are excited for the new community space to support its families and children.

## FUTURE PLANS

Our team of Tricia Hamilton, Lorri Bova, Darko Dimitrijevic, Amy Gollat, Lydia Hoffmann, Sam Merko, and Destiny Soney, will continue to help foster self-reliance in First Nation communities, through providing guidance through the lifecycle of capital infrastructure projects.



# Environment Service Update

---

## KEY METRICS / STATISTICS

- Offered 10 trainings attended by 136 participants.
- Held Source Water Protection Planning training in M'Chigeeng First Nation and Thunder Bay with a total of 34 participants from 27 communities/tribal councils.
- Held a third Contaminated Sites 101 Training in Sudbury with 17 participants.
- Completed 5 waste management projects.
- Served 31 clients in a variety of environmental technical and advisory services.
- Project Team member/working on 11 capital infrastructure projects in 9 communities valued at approximately \$35 million.
- Project Team member/working on 5 waste diversion projects in 4 communities.



## KEY ACCOMPLISHMENTS

**Source Water Protection Planning:** We developed a First Nation-led and informed Source water protection planning framework, which is the first of its kind in Ontario, as well as provided training on the framework.

**Wrap up of Contaminated Sites Management 101 Training:** A total of 3 trainings were delivered by OFNTSC and Stantec over the last two fiscal years, training a total of 61 participants from OFNTSC client communities and tribal councils. Surveys were administered to participants after the training, and 98% of participants stated they would recommend this training to colleagues.

**National Waste Standards Review Project:** In partnership with the First Nation Land Management Resource Centre, OFNTSC is reviewing municipal, provincial, and federal waste standards to identify gaps and propose service levels equal to or better than those in Canadian municipalities. A survey was sent to 685 municipalities, with 114 responses received.

**Ontario Waste Diversion Regulation Amendments:** On December 20, 2024, following First Nations feedback, Ontario amended several waste regulations (Tires, Batteries, EEE) to align with the Hazardous and Special Products Regulation. This now requires producers to fund on-demand collection in Far North communities—ensuring proper material management.

**National Advisory Committee Participation:** Heidi Manitowabi, our Regional Solid Waste Specialist, serves on the National Advisory Committee for the First Nations Solid Waste Management Initiative, advising CIRNAC and ISC in the implementation of the First Nations Solid Waste Management Initiative.

**Joint Table on Waste Management:** A Joint First Nations-Federal Table is exploring options to address long-standing environmental protection gaps on reserve lands, focusing on waste management and unauthorized dumping. Comprising 13 First Nations organizations and federal departments, our Regional Solid Waste Specialist is an active member of this group. They aim to deliver findings by Fall 2025, with community engagement to follow.

**Seasonal Waste Audits:** OFNTSC contracted AET Group Inc. to conduct 4-season waste audits in Nipissing and Hiawatha First Nations from Nov 2024–Oct 2025. These audits will support previous findings showing lower per-household waste generation in First Nations compared to Ontario municipalities.

**Solid Waste Data Collection Tool:** Canyon Logics developed a mapping tool showing First Nations and tribal councils, including Far North boundaries. A solid waste data tool was also created [1] [2], and communities are encouraged to complete the Solid Waste Management Survey.



**Ozone depletion prevention training:** Based on requests from client communities for ozone depletion prevention training, OFNTSC provided this training for the first time to our clients. The training was well attended (15 participants) from 10 different client organizations.

**Team Growth:** Our team is growing, and as a result, we will be expanding our services in the next fiscal year. This year, we gained:

- Madison Hill, who returned from maternity leave to join our team in September 2024.
- Bradeigh Trudeau, who joined our team as the Environmental Administrative Assistant in September 2024.
- We have contracted a consultant dedicated to the Solid Waste Program who started in November 2024.





## COMMUNITY IMPACT

“Over the past year, the support we’ve received from OFNTSC has been incredibly valuable in advancing solid waste management initiatives across Bimose Tribal Council communities. [OFNTSC] visited 3 of our communities to provide guidance, hands-on support, and encouragement as we navigate both short-term and long-term waste management goals. Through the OFNTSC Solid Waste Program, we were also able to access funding for external training opportunities that would have otherwise posed challenges to access. [OFNTSC] has continued to show Bimose Tribal Council support, and we cannot be happier for the successful partnership we have created. ”

- Elizabeth Blyth, “Stop-Gap” Solid Waste Coordinator at Bimose Tribal Council

The Contaminated Sites Management 101 program, which was completed in October 2024, was designed to build the capacity of First Nation and Tribal Council representatives in the areas of environmental site assessments and remediation. Participants were introduced to Indigenous Services Canada’s (ISC) 10-step framework for managing contaminated sites and gained a general understanding of conceptual site modeling key tools to support meaningful community-level involvement in contaminated site management.

As a result, First Nations and their technical organizations are now better equipped to plan, implement, and oversee environmental site assessments and remediation projects. This enhanced knowledge will empower communities to respond more effectively to newly identified sites, reduce potential environmental and health liabilities, and strengthen their ability to understand third-party polluters.

## CHALLENGES

Addressing concerns with the prospect of the First Nations Solid Waste Management Initiative sunseting in 2027 - 28.

Challenges associated with providing source water protection planning assistance to communities without a dedicated funding stream.





## FUTURE PLANS

As our team has grown, we are committed to expanding and aligning our services with the evolving needs of First Nation communities. Our goal is to provide environmental services that align a technical science base understanding with a traditional Indigenous mindset. We are taking steps to deepen our understanding of how Indigenous stewardship is defined by our client communities and how OFNTSC can support and strengthen that role, whether that is through advocacy, outreach, training, awareness, or technical services.

The following outlines just some of the initiatives we are aiming to start in the future:

**Waste Management initiatives:** Provide Landfill & Waste Diversion Depot Operator Training, host engagement Sessions to inform the Joint Table Findings, and provide Blue Box Transition Support.

**Inaugural Regional Solid Waste Conference:** OFNTSC's Solid Waste Program is planning to host a Regional Solid Waste Conference in Ontario in Spring 2026 to advocate for sustained funding, promote access to the First Nations Solid Waste Management Initiative, prioritize sustainable waste solutions, and provide a platform for networking and collaboration among First Nations and partners.

**Contaminated Sites 102 Training Program:** Building on the success of the Contaminated Sites Management 101 training, the Environment department is planning for CSM 102, which will be an advanced, hands-on field program for contaminated sites management. Participant feedback from the initial training highlighted the need for supplemental training on Phase 1 and Phase 2 Environmental Site Assessments (ESAs) as well as a field component, which this next training will provide.

**Floodplain mapping:** We recognize the need for floodplain mapping services in our communities. We are looking to establish services for floodplain mapping to protect communities, assets, and safeguard the environment.

# Fire & Safety Service Update

## KEY METRICS/STATISTICS

- 2176 people reached through Fire Prevention Week Social Media Blitz.
- Assist with design of Mishkeegogamang Fire Apparatus - \$652,000
- Assist with design of Mishkeegogamang fire Hall - \$378,918
- 300+ people reached through Fire Prevention Workshops.
- 150+ students mentored through 2 TYCOP STEM Summits.
- 1 Course completed successfully - NFPA Life Safety Educator Course.

## KEY ACCOMPLISHMENTS

**Accomplishment #1:** Design of Mishkeegogamang Fire Hall and Fire Apparatus. One of the Strategic Priorities was Client Focus with a goal of being the trusted advisor partner and resource. I think our Fire & Safety team along with our Engineering team was instrumental in ensuring our community had the professional resources at hand in the design of their fire station and fire apparatus.

**Accomplishment #2:** TYCOP Event Mentor. One of the Strategic Priorities is Community Development with a goal of supporting the advancement of resilient, self determining Nations. Being a mentor at the TYCOP events, reaching 150+ First Nations youth is the beginning of seeing our communities become resilient and self determining.





**Accomplishment #3:** NFPA Life Safety Educator Course. Strategic Priority Talent Acquisition and Development with a goal of enhancing capacity development of our people. OFNTSC prioritizes developing talent from within the organization which helps ensure our people and our communities can succeed.

## FUTURE PLANS

- Work with NIFSC to ensure Community Risk Assessments/Fire Department Assessments are completed for OFNTSC Communities. If NIFSC continues with extremely slow pace - Inquire into potential for facilitating Community Risk Assessments using Community participation and Ontario Fire Marshall guidelines.
- Assist with EACRS assessments, specifically the Fire portion
- Site visits to most OFNTSC communities, meet with leadership, review fire assets, host fire prevention workshop
- Regularly post fire prevention adds in community newsletters
- Complete Standard Operating Guideline Templates for communities
- Complete standard Training Package for communities





# Fuel Systems Management Service Update

---

## KEY METRICS/STATISTICS

- Five training sessions held across Ontario.
  - Forty-one persons were trained and received certificates of completion.
  - Twenty-two spill kits shipped to First Nations communities across Ontario.
  - Numerous technical advisory services for petroleum spills, remediation of contaminated sites and numerous advisory services for new builds.
  - Two fuel systems upgrade projects are in progress.
  - Three fuel site inspections completed.
- 

## KEY ACCOMPLISHMENTS

The purchase of spill response and safety equipment to be distributed across Ontario's First Nations.

Investigation of fuel spills at a First Nation-owned fuel station that resulted in the proper remediation of the site.

The reactivation of two fuel projects in a remote community has been on hold due to the COVID-19 pandemic. These projects are underway, with equipment being shipped up on the winter road.

Construction is scheduled for the summer of 2025.

Working with TSSA to have the fuel systems Management training accredited by the province.







## EXAMPLE OF COMMUNITY IMPACT

The Fuel Program has provided more advisory services than ever for fuel-related enquiries. The Fuel System Management training has seen more leaders participating. The more community leaders that participate in the training, the greater understanding they acquire of the need to have fuel equipment in good repair and properly trained personnel responsible for fuel sites. This demonstrates that not just hands-on personnel need this training, but Leaders also. Petroleum products are the number one contaminant to Mother Earth.

## CHALLENGES

Challenges slow everything down and lead to limited services. Finding a suitable date for training in a community is one of the biggest challenges, which leads to having to reschedule the training multiple times. Weather is also a huge problem, leading cancellation of flights or road travel. The proper contact person in a community for coordinating services is also a challenge.

## FUTURE PLANS

Develop a training session for community leaders that targets their role in understanding the Federal and Provincial fuel systems regulations.



# Housing Service Update

---

## KEY METRICS / STATISTICS

- 56 Technical Service Requests (TSRs).
  - 275 inspection reports in 40 First Nations communities.
  - 182 Physical Condition Reviews completed in 35 First Nation communities.
- 

## PROGRAM OVERVIEW

1. Through an agreement with the Canada Mortgage and Housing Corporation (CMHC), OFNTSC's Housing Service administers technical services required under CMHC's non-profit housing programs which include on-reserve Non-profit Housing Program (Section 95) Progress validations; Physical Condition Reviews (PCR) and Renovation Program Reviews (RRAP-Regular, RRAP- Disability and Emergency Repair (ERP)).
2. What is a Technical Service Request - TSR?  
A TSR is a request made by the First Nation to have a progress inspection completed on one of their CMHC renovation projects (RRAP-R, RRAP-D, ERP) or on a CMHC Section 95 Housing project currently in construction. Inspections are for progress reports, not code compliance.
3. TSRs are facilitated through OFNTSC Project Administrator through the following process:
  - 1 – First Nation Submits Inspection Request to their CMHC Representative
  - 2 – CMHC Produces TSR internally and sends request to OFNTSC
  - 3 – OFNTSC relays TSR to the assigned inspector
  - 4 – Inspector completes inspection and completes report
  - 5 – Inspector submits inspection report to OFNTSC
  - 6 – OFNTSC reviews and records then submits the report to CMHC

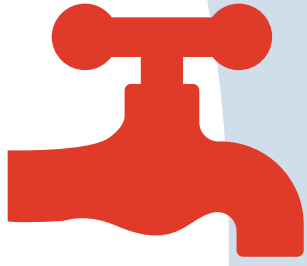


## CHALLENGES

Due to a shortage of inspectors, OFNTSC Infrastructure Specialists workload has increased. This caused the turnaround time for report submission to increase as well. Contracted Inspectors have also identified workloads as a reason for delayed reports.

## GOALS FOR 2025-2026

- OFNTSC is planning a minimum of 2 building code training code courses with additional courses scheduled for 2026-2027. This series of courses and Ministry of Municipal Affairs and Housing examinations are intended to provide Tribal Councils and Large First Nations with the opportunity to train an individual to complete progress and code compliance inspections within their respective communities. These courses are available due to the generous support of Indigenous Services Canada and Canada Mortgage and Housing Corporation.
- 183 PCRs scheduled for 2025-2026. Planned to complete these inspections throughout summer / fall 2025.
- OFNTSC is planning a series of 4 webinars on the topics of: Basic Home Maintenance, HRV Maintenance, New Construction Inspection Stages, Reporting and Administration. Additional information will be made available soon on [www.ofntsc.org](http://www.ofntsc.org).



# HUB

## Program Service Update



Reporting to the OFNTSC's Director of Operations, The HUB Project Team is comprised of a Manager, a Coordinator, up to 6 Process Technicians who maintain provincial certifications in both drinking water & wastewater, a Red Seal Industrial Millwright, and a Journeyman Electrician.

Through additional funding applications with the First Nations & Inuit Youth Employment Strategy this team has also been fortunate to add a compliment of Operators in Training (OIT's) and a Mechanical Millwright Apprentice.

This team is dedicated to traveling each week on site to deliver water & wastewater operational support alongside community operators in the Unaffiliated First Nations across Ontario and one large First Nation.

The HUB Project deliverables lay our foundation as a service and include Emergency Response & Planning, Maintenance Management Planning, Onsite Operations and Maintenance support, On the Job Training, and Mechanical & Electrical Troubleshooting, Maintenance, and Repair. The HUB Project also has a deep commitment to ensuring water & wastewater operators and their respective communities have access to our personnel 24/7.

To date, service focuses have varied from community to community and are tailored to meet specific needs as they relate to our deliverables and assistance to achieving common goals in reliable and safe drinking water operations. We also support operators during times of change, through capital improvements and construction of new water & wastewater infrastructure.

Our years of progress can be marked by our team's commitment to working alongside local operators, it is through these strong working relationships we have been able to grow and enhance our service delivery, and how we are able to demonstrate our commitment and reliability as a service that operators can call upon and rely on.



Results year over year have led to a decline in emergency type response volumes, a notable factor captured by our Computerized Maintenance Management System.

Emergency decline can be attributed to a decrease in 'Damage' or 'Corrective' type activities and correlated with an increase in 'Preventative' and 'Inspection' type activities being completed. Another key contributing factor is our ability to provide onsite in-person support.

Water and Wastewater facilities require diligent daily and periodic inspection and assessment to ensure drinking water quality and plant performance.

HUB staff, alongside local operators conduct routine facility, mechanical, electrical, and Health & Safety inspections which are designed to identify areas of concern and any opportunities to implement preventative and scheduled maintenance activities.

In 2024/2025 our HUB staff were onsite more than 250 times and conducted more than 100 site specific inspections or assessments. Often these observations lead to tangible recommendations resulting in improvements in drinking water operations. The importance of routine facility inspection or assessment cannot be underscored enough, these observations generate greater perspective of overall operating conditions, and they lead to tangible recommendations that address concerning issues that otherwise, if left unattended, could jeopardize the overall safety of the drinking water systems.

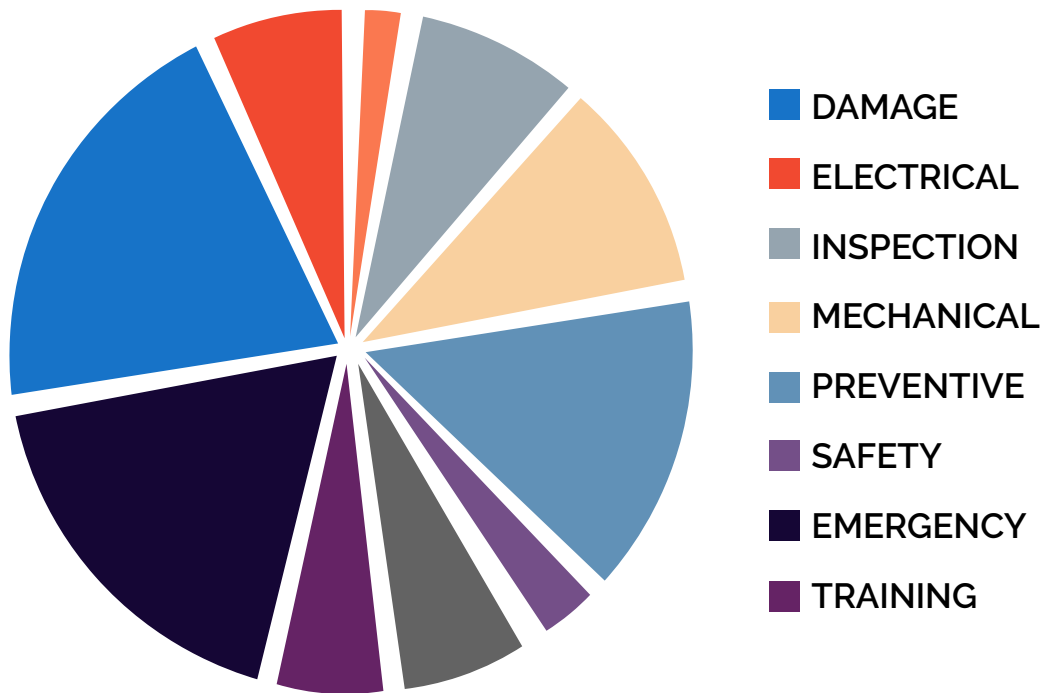
From its onset, the HUB Project incorporated the use of a computerized maintenance management system into our daily activities. This system captures maintenance efforts in the form of work orders, the details captured include; location, asset information, maintenance type, details of the work performed, and whether activities were preventative or reactive. Computerized Maintenance Management serves as a powerful maintenance scheduling tool, allowing operators to plan ahead, keep detailed records of works performed, extend critical asset life cycles, and improve overall operating conditions.

In 2024/2025 the HUB Project closed more than 975 work orders, all detailing extraordinary efforts to assist operators in their facilities. The number of work orders closed year over year continues to increase as our staff perpetuate the significance of meaningful maintenance management practices and train as they encourage operators to utilize the software at the facility level.





## CLOSED WORK ORDERS BY CATEGORY



As the HUB Project enters its fifth year as an onsite water & wastewater support service provider we can reflect on consistent growth and adaption over the last 4 years and look forward to our continued commitment to delivering the most effective support services possible. Water and wastewater treatment facilities require a strong commitment to routine monitoring and regular maintenance and repair to ensure the continuous provision of safe and reliable drinking water. Operators require specialized training and enhanced support mechanisms to attain the knowledge, certification, and expertise to operate their systems with confidence.

Our commitment is to support First Nations communities and their operators every step of the way.

### HIGHLIGHTS

- +250 occasions of onsite support
- +100 inspections
- +970 closed work orders



# Infrastructure Service Update

---

## KEY METRICS / STATISTICS

- **479 New Construction Inspections.** An increase of **149** from the previous fiscal year.
  - **365 Existing Construction Inspection.** An increase of **115** from the previous fiscal year.
  - **Service provided to: 21 Unaffiliated First Nations Communities, 26 Tribal Council Affiliated First Nation communities, 6 Large First Nation Communities.**
  - **6 Inspectors qualified under Ministry of Municipal Affairs and Housing requirements.**
- 

## KEY ACCOMPLISHMENTS

1. Former Infrastructure Specialist Intern Spenser Dickson successfully completed a total of 8 Ontario Building Officials Association training courses and 5 Ministry of Municipal Affairs and Housing provincial examinations. Spenser was promoted to Infrastructure Specialist in April 2025 and is qualified to complete field inspections without supervision or oversight.
2. 5 Infrastructure Specialists and Infrastructure Supervisor participated in Part 8 On-Site Sewage Ontario Building Officials Association training course and successfully passed Ministry of Municipal Affairs and Housing provincial examination.
3. 2 Infrastructure Specialists completed Wood Energy Technology Transfer SITE Basic Training and obtained certification.
4. 2020 National Building Code – Small Buildings training course offered virtually in March 2025. 24 total participants.

## PROGRAM OVERVIEW

### New Construction Inspections

The Infrastructure program consists of five full-time staff from across Ontario. Inspections are completed on a variety of projects funded by Canada Mortgage and Housing Corporation (CMHC), Indigenous Services Canada (ISC), First Nations funding, private lending institutions, and individual homeowners.

Infrastructure Specialists generally perform up to seven inspections per build, including callbacks as needed. Inspection stages generally includes:

1. Foundation
2. Footing
3. Backfill
4. Framing
5. Rough Ins
6. Insulation/Vapour Barrier
7. Final/Occupancy

Other inspection stages may include:

- Plan Review
- Lot Layout Review
- Site Inspection
- Underground Plumbing

Infrastructure Specialists are available to provide certificate of code compliance for CMHC Section 95 projects. A certificate of code compliance is generally required at Pre-Backfill, Pre-Drywall and Final Stages of construction.

### Existing Construction Inspections

Infrastructure Specialists are available to inspect existing and occupied dwelling units. These inspections support ISC and CMHC renovation and retrofit planning programs. Other assessments are requested by First Nations for general housing programming and planning for individual home occupants. Our team also provides mold remediation assessments and evaluates indoor air quality challenges. Home maintenance advice is offered through training sessions and specific visits with home occupants and First Nation housing staff.



## Expertise and Professional Certifications

Infrastructure Specialists at OFNTSC come from diverse technical education and work experience backgrounds, including Civil Engineering Technology, Architectural Technology, Construction Engineering Technician and Residential Construction Experience. Team members maintain professional inspector certifications with the Ministry of Municipal Affairs and Housing (MMAH) and the Ontario Building Officials Association (OBOA), holding designations such as Certified Building Code Official (CBCO) and Building Code Qualified (BCQ). Additionally, staff members hold various other professional designations from organizations such as Wood Energy Technology Transfer (WETT) and Heating, Refrigeration and Air Conditioning Institute of Canada (HRAI).

Our Infrastructure Specialists Ministry of Municipal Affairs and Housing Qualification list:

- House 2012
- Small Buildings 2012
- Large Buildings 2012
- HVAC-House 2012
- Plumbing-House 2012
- Plumbing-All Buildings 2012
- Fire Protection 2012
- Building Services 2012
- Building Structural 2012
- On-Site Sewage Systems 2012
- General Legal/Process 2012

## GOALS FOR 2025-2026

- Expanding training opportunities available to First Nations. Basic Housing Maintenance and HRV Maintenance Training Courses planned to be available in 2025.
- Add 1 additional Infrastructure Specialist in Thunder Bay
- Add 1-2 Infrastructure Specialist Interns

# Operations & Maintenance

## Service Update

### KEY METRICS/STATISTICS

- Film Documentary on Climate Impacts in FN communities.
- Climate Risk Assessment completed in (2) NSTC FN communities.
- 2024-2025 E-ACRS inspections done for (12) UFN's.
- Increase interest in the FN-iRT that currently has (76) requests from communities in Ontario, British Columbia, Alberta, Saskatchewan, Manitoba, Nova Scotia and Quebec.
- (2) new staff members in the AM program (Gary Naponse & Ryan Migwans), including (2) shared employees that are available to support AM activities (Madison Hill and Destiny Soney).

### KEY ACCOMPLISHMENTS

- The year 2025 also marks an important milestone for Elmer Lickers, who has been with OFNTSC from the very first day. As the keynote speaker for the 2025 OFNTSC's Annual Conference & Tradeshow, Elmer reflected on his 30 year career with OFNTSC and outlined the evolution of asset management in First Nation communities.

Over three decades, Elmer has led initiatives such as CAMS2000 (2001), AssetNav (2012), PS3150 (2014) and E-ACRS (2024), always with the goal of helping First Nations to acquire the skills and knowledge required to improve their community asset management planning.

These initiatives, along with shared knowledge, collaboration at all levels, have led to the creation of the "Awarding Winning" First Nations Infrastructure Resilience Toolkit (FN-iRT), a tool designed to help First Nations develop and implement sound asset management practices that forecast capital replacement and O&M investment needs over the life-cycle of their assets. The FN-iRT also allows communities to identify critical climate-related risks and how to integrate these risks into their asset management planning.

With the FN-iRT, First Nations are now better equipped to put asset management plans in place in order to build a resilient infrastructure for future generations.



- Using the Climate Risk Assessment (Module 2) of the FN-iRT, Sagamok Anishnawbek and Batchewana First Nations completed their Climate Risk Assessment project. Their climate risk assessment identified risks and vulnerability of their community infrastructure to the effects of current extreme weather and future climate projections. To help manage and mitigate climate impacts, the communities incorporated these risks into their existing Asset Management Plans.
- The OFNTSC, the Prairie Climate Center and the Pacific Institute for Climate Solutions produced a climate change film documentary at Sagamok Anishnawbek and Batchewana First Nations while using the FN-iRT (Module 2) in the community's climate risk assessment project. The film captured local knowledge to help build resilient communities in the face of climate change.

While applying the FN-iRT toolkit, it was crucial to capture the local traditional knowledge from Elders, youths, hunters and knowledge keeper's on climate impacts First Nations face and a key element in the planning and protection of their community infrastructure.

- The OFNTSC and the Prairie Climate Center co-deliver (3) national climate resiliency workshops with interested First Nations and architectural, planning, and engineering practitioners that support climate resilience work in First Nation communities. The workshops provided additional awareness regarding climate impacts on community infrastructure and feedback on pressing climate related issues facing First Nation communities.
- Feedback from the National Climate Resiliency Workshops would help to expand the need for better climate data for First Nations. This will be done through the Pacific Institute for Climate Solution "Indigenous Climate Atlas" <https://climateatlas.ca/indigenous>) and its climate data integration into the FN Infrastructure Resilience Toolkit (FN-iRT). With the combination of the relevant climate data and FN-iRT processes introduces ground-breaking tools and innovations that takes a "two-eyed seeing" approach that brings together western science and indigenous knowledge to advances climate action, resilience, and reconciliation in indigenous communities.
- Utilizing the services from First Nations Engineering Services Limited, Saulteaux Consulting & Engineering Inc. and R. Radloff & Associates Inc., the OFNTSC coordinated the 2024-2025 Extended - Asset Condition Reporting System (E-EACRS) inspections for (12) Unaffiliated First Nation communities.

The E-ACRS process conducted inspections on infrastructure assets in the categories related to: water, wastewater, electrical, roads/bridges, education, community buildings, fire protection and solid waste for which Indigenous Services Canada provides O&M funding contributions. The E-ACRS process is intended to offer several benefits for First Nations communities and primarily centered on infrastructure management and sustainability. Some of the benefits looks to improve asset management practices, better facilitation of infrastructure funding, and reducing long-term costs by enabling proactive maintenance procedures.

Also included in E-ACRS is a 35-Year Component/Asset Replacement schedule designed to provide a forecast of capital replacement costs over a 35-year timeframe. The 35-Year asset replacement forecast supports the development of an Asset Management Plan for First Nation communities.

## EXAMPLE OF COMMUNITY IMPACT

The FN-iRT, combined with E-ACRS, provides First Nations with tools that build sound asset management practices and, applying climate risk assessment processes, integrates climate-related risks into the asset management planning over the full life-cycle of the community infrastructure.

## CHALLENGES

Due to understaffing and limited funding issues, the AM program current experience challenges in keeping up with First Nations demands to implement asset management plans during 2024/2025.

Transitioning from the 2018 Asset Condition Report System (ACRS) to the new 2024 Extended - Asset Condition Report System (E-ACRS) introduced additional administrative and asset validation tasks.

## FUTURE PLANS

- E-ACRS Inspections at (6) Northern Unaffiliated First Nations
- Asset Management Plans for (6) Unaffiliated First Nations using the FN-iRT
- Indigenous Climate Atlas climate data integration into the FN-iRT
- Propose Climate Risk Assessments at (5) additional NSTC First Nations using the FN-iRT
- Enhancement to the FN-iRT website ([firstnationsirt.org](https://firstnationsirt.org))

# Reaching Home

OFNTSC, with support from the Chiefs of Ontario (COO) through a Leadership Council Motion dated February 27, 2024, applied through a solicited call proposal to Housing, Infrastructure and Communities Canada (HICC) to be the Ontario representative delivering Reaching Home Funding through the Distinctions Based Approach under the Ontario First Nations Reaching Home Funding Initiative (OFNRHFI).

## BACKGROUND

Canada and the AFN jointly developed the Call for Proposals in order to address the need for First Nations-led homelessness solutions through a funding stream informed by First Nations needs and priorities, as well as to support the development of a First Nations Homelessness Action Plan.

Reaching Home is a community-based social program that provides funding to help prevent and reduce homelessness across Canada. The Ontario First Nations Reaching Home Funding Initiative (OFNRHFI) empowers First Nation communities by providing funding to help them prevent and reduce homelessness amongst their members through culturally appropriate, tailored supports and solutions developed and led by First Nations for First Nations.

Eligible activities and expenses for local sub-projects include, but are not limited to:

- Housing services, including supporting housing placement services, emergency housing funding and one-time assistance with household set-up;
- Prevention and shelter diversion;
- Client support services for homeless people, including basic needs services, clinical and treatment services, economic integration services and social and community integration services;
- Minor capital investments with limitations;
- Coordination of resources and data collection; and,
- Capacity and skills development.

Activities related to directly supporting permanent housing and/or subdivision developments or the construction of housing are ineligible.

## UPDATE

An agreement was reached between HICC and OFNTSC and signed on October 16, 2024. Since then OFNTSC has:

- Introduced the Ontario First Nations Reaching Home Funding Initiative through OFNTSC's newsletter and email blasts to Ontario First Nations;
- Developed and distributed detailed proposal guidelines and FAQs;
- Held webinars in November 2024 and January 2025 to review the proposal guidelines and answer any questions from potential project proponents;
- Developed funding sub-agreements; and
- Implemented a proposal intake process with initial proposal intakes occurring in January and March 2025.

The first funding sub-agreements were issued in February 2025 with initial funding provided to successful project proponents in March 2025.

In 2025/26, OFNTSC anticipates implementing a quarterly proposal intake process to facilitate future funding awards. This process will be supported with additional outreach activities including continuing the quarterly information webinars.

For more information regarding the Ontario First Nations Reaching Home Funding Initiative please feel free to contact **[reachinghome@ofntsc.org](mailto:reachinghome@ofntsc.org)**.







# Technical Youth Career Outreach Program

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.

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. 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.

## 2024/2025 ACCOMPLISHMENTS

Beginning in April 2024, TYCOP participated in several major outreach events, including the Indspire Soaring Tradeshow in Ottawa, which drew over 1,000 youth participants, and the Red Rock Indian Band Career Fair. The program also took part in community engagement activities such as the Earth Day Clean-Up in Six Nations and replenished branded promotional materials to support visibility at future events. During this period, the TYCOP Brand Guidelines were finalized to support cohesive and culturally respectful communications.

Throughout the summer months, significant progress was made in the planning and delivery of youth programming. This included finalizing documentation for the mentorship program, securing paid student internships, and coordinating a STEM Camp in Thunder Bay. The camp provided students with experiential learning in areas such as robotics, source water protection, fire safety careers and more.

From September 2024 through March 2025, TYCOP expanded its stakeholder engagement with educational institutions, Indigenous organizations, and conference partners. A major milestone was the successful delivery of the Ontario-wide STEM Summit in Sault Ste. Marie in November 2024.

## QUICK NUMBERS

- 16 partnerships/network connections established to help grow TYCOP's reach
- 212 Indigenous students from Ontario participated in TYCOP-hosted events
- 6,000 Indigenous students and parents reached through attendance at events



## EVENTS ATTENDED

The TYCOP program set up information booths at the following events this year:

- Red Rock Indian Band Career Fair (April 2024).  
**Students reached: ~50**
- Indspire's Soaring Tradeshow (April 2024).  
**Students reached: ~1,000**
- Chiefs of Ontario Assembly (June 2024).  
**People reached: ~300**
- Aboriginal Post-Secondary Information Program Education Fair at Six Nations Polytechnic (November 2024). **Students reached: ~10**
- American Indian Science and Engineering Society Toronto Conference (March 2025). **Students reached: ~400**
- Little Native Hockey League (March 2025).  
**Students reached: ~4,000**
- GREAT Student Day (March 2025). **Students reached: 240**

**Total impact of the TYCOP program at various in-person events: 6,000**

Throughout 2024-2025, the Technical Youth Career Outreach Project (TYCOP) made significant strides in connecting Indigenous youth to opportunities in technical careers and postsecondary education. By strategically focusing our outreach on K-12 schools, post-secondary institutions, STEM organizations and First Nations organizations, we built a strong foundation for meaningful engagement, mentorship, and career exploration.

TYCOP participated in over a dozen major events, including career fairs, education summits, and specialized conferences, reaching thousands of Indigenous youth across Ontario. We successfully developed and launched a mentorship program, hosted a dynamic STEM camp, expanded our digital presence through partnerships with IndigPro, and executed a highly impactful Ontario-wide STEM summit. At the same time, we continued to strengthen our brand presence, broaden our network, and build internal capacity to deliver even more programming in the years ahead.

Our activities this year were guided by a clear vision: to inspire Indigenous youth by connecting them early to technical pathways and providing the support networks they need to succeed. The results are evident not only in the numbers (participants engaged, partnerships formed, and events delivered) but also in the growing enthusiasm of the students, communities, and dedicated mentors we work with.

# Water/Wastewater Engineering

## KEY METRICS/STATISTICS

- Project Team member / working on 31 Water and Wastewater Projects valued at over \$600 million.
- Of those; 16 projects are currently under construction or recently completed.
- Funding received for a new \$10 million plant through the Ministry of Infrastructure.

## KEY ACCOMPLISHMENTS

Our team continues to be busy with drinking water and sewage projects in First Nations! Currently we are team members on 16 projects under construction. Many of these projects are large and worth tens of millions of dollars, including five brand new greenfield drinking water / wastewater plants.

We provide assistance through all phases of a project, from Feasibility Study to Construction. We have a lot of experience in authoring Terms of References to hire qualified project managers and consultants – we have worked on a number of request for proposals to guide the Project Team through a fair and transparent tendering process.

Some key projects include:

- Saugeen SCADA system upgrades nears completion
- Caldwell new sewage pumping station in design
- Naotkamegwaning Wastewater Treatment Plant continues construction
- Biigtigong Nishnaabeg new Water Treatment Plant continues construction
- Algonquins of Pikwakanagan new Water Treatment Plant continues construction

Our work on drinking water projects and sewage projects is to ensure the access to clean and safe drinking water for all people living on reserve, and to protect the environment. We look forward to continuing to provide assistance to all the First Nations we work with!



### Example of Community Impact

OFNTSC has been working with Curve Lake First Nation for their water and sewage projects. Curve Lake's new drinking water elevated storage reservoir is currently nearing completion. We are also excited that the construction of Curve Lake's new water treatment plant project has begun! With clearing, grading and road construction commencing. We are also working with Curve Lake for a new, \$8 million wastewater treatment plant.







# TechNations Conference, Tradeshow, and Golf Tournament

On August 21 & 22, 2024, the Ontario First Nation Technical Services Corporation (OFNTSC) hosted its annual conference and tradeshow, TechNations. The theme for TechNations was “From Blueprints to Boot prints Building the future for First Nations Housing & Infrastructure”. The event was held in Orillia, Ontario, at Casino Rama.

The conference attracted major funders and sponsors including Eramosa Engineering, Jr Cousins, Penco, First Nations Engineering Services, Enbridge, First Nations Housing Professionals Association, CMHC, Colliers Project Leaders, Hydro One, CIBC, and WP Financial. Thanks to the continued support from sponsors, OFNTSC is able to continue delivering TechNations on an annual basis.

The event was well attended and much anticipated by delegates. Speakers were relevant and offered current information for delegates to learn and further build capacity. The OFNTSC recognizes the need for this type of information and will continue to provide it to all Ontario First Nations. Most sectors of the OFNTSC were represented during the event including Housing, Infrastructure, Environment, Water & Wastewater, Operations & Maintenance, and Engineering. The agenda was streamlined to include mainly Housing & Infrastructure topics in relation to the theme.

This year’s tradeshow featured 21 exhibitors from across Ontario. Exhibitors represented services, suppliers, and vendors for a variety of technical matters. The full-day tradeshow also featured interactive demos alongside it, which encouraged delegates to visit the tradeshow throughout the event. The new demo concept met the OFNTSC’s objective of showcasing OFNTSC services and keeping delegates at the tradeshow.

This year, the OFNTSC decided to tie in the annual Student Award Classic Golf Tournament which took place at Hawk Ridge Golf Club, in Severn, ON. Each year, the OFNTSC chooses student achievement award recipients who are studying in the areas of science and technology in their post-secondary education. The Student Award classic was held on August 20th to fundraise for the student awards. An awards ceremony was held during TechNations lunch hour to honour the students and present them with their awards.

# Student Achievement Awards

## Laila Cook

COMMUNITY: Mohawks of Akwesasne

PROGRAM: Environmental Science

INSTITUTION: Trent University

## Grace David

COMMUNITY: Chapleau Cree

PROGRAM: Life Science

INSTITUTION: University of Toronto

## Kayden Rupert

COMMUNITY: Mohawks of the Bay of Quinte

PROGRAM: Fabrication Technician

INSTITUTION: Loyalist College

## Owen Kirdeikis

COMMUNITY: Beausoleil

PROGRAM: Engineering and Applied Science

INSTITUTION: University of British Columbia

## Cameron Alisappi

COMMUNITY: Moose Cree

PROGRAM: HVAC

INSTITUTION: Georgian College

## Christopher Clouthier

COMMUNITY: Mississauga's of Blind River

PROGRAM: Mechanical Engineering

INSTITUTION: Laurentian University

## Benjamin Schell

COMMUNITY: Thessalon

PROGRAM: Biochemistry

INSTITUTION: Brock University

### JAY BENEDICT MEMORIAL AWARD RECIPIENT:

## Naila Rose

COMMUNITY: Attawapiskat

PROGRAM: Architecture

INSTITUTION: Université de Montréal

### ROBERT OLIVIER MEMORIAL AWARD RECIPIENT:

## Levi Plain

COMMUNITY: Aamjiwnaang

PROGRAM: Chemical Engineering

INSTITUTION: Lambton College

### DERRICK KAMANGA MEMORIAL AWARD RECIPIENT:

## Ryan Parkinson

COMMUNITY: Aamjiwnaang

PROGRAM: Mechanical Engineering

INSTITUTION: University of  
Western Ontario



# ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION

## Statement of Financial Position

Year ended March 31, 2025, with comparative information for 2024

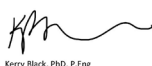
	2025	2024
Financial assets:		
Cash and cash equivalents (note 3)	\$ 12,127,442	\$ 6,423,438
Amounts receivable	688,528	1,089,072
	12,815,970	7,512,510
Liabilities:		
Accounts payable and accrued liabilities	421,687	501,718
Deferred revenue (note 5)	8,618,107	3,633,405
Deferred lease inducement	8,227	8,227
	9,048,021	4,143,350
Net financial assets	3,767,949	3,369,160
Non-financial assets:		
Prepaid expenses	60,124	64,598
Tangible capital assets (note 4)	411,544	497,560
	471,668	562,158
Accumulated surplus (note 6)	\$ 4,239,617	\$ 3,931,318

See accompanying notes to financial statements.

On behalf of the Board:



Director



Kerry Black, PhD, P.Eng

Director

# ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION

## Statement of Operations and Accumulated Surplus

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Revenues:		
Indigenous Services Canada	\$ 10,401,242	\$ 9,726,368
Canada Mortgage and Housing Corporation	457,465	404,525
Housing, Infrastructure and Communities Canada	86,250	—
Other	1,250,023	1,093,446
	12,194,980	11,224,339
Operating expenditures:		
Salaries and benefits	3,542,522	3,223,620
Travel	635,947	460,091
Rent	321,003	279,825
General and office	233,178	362,848
Computer support	212,041	173,314
Training	188,161	149,333
Insurance	163,268	144,363
Board, committees and meetings	152,988	128,245
Professional services	127,289	178,049
Amortization of tangible capital assets	104,797	111,027
Copier, fax, telephone and postage	101,911	112,919
Unrecoverable sales tax	14,470	102,609
Contributions	8,768	1,605
	5,806,343	5,427,848
Project expenses (Schedule 1)	6,080,338	5,427,528
Annual surplus	308,299	368,963
Accumulated surplus, beginning of year	3,931,318	3,562,355
Accumulated surplus, end of year	\$ 4,239,617	\$ 3,931,318

See accompanying notes to financial statements.



# LOCATIONS

## Head Office

78 First Line Rd.  
New Credit Commercial Plaza  
Unit 202, Box 8  
Hagersville, ON N0A 1H0  
**Tel:** 905-768-3399  
**Fax:** 905-768-1999

## Thunder Bay Office

1159 Alloy Drive, suite 202  
Thunder Bay, Ontario P7B 6M8  
**Tel:** 807-623-9595  
**Fax:** 807-623-2566

## Brantford Office

195 Henry Street  
Building 4, Unit 3  
Brantford, ON N3S 5C9  
**Tel:** 226-493-0225  
**Fax:** 416-651-1673

## Atikameksheng Anishnawbek First Nation Office

609 Gabode Drive  
Naughton, ON, P0M 2M0  
**Tel:** 705-692-4402



ONTARIO FIRST NATIONS  
TECHNICAL SERVICES  
CORPORATION



ofntsc.org  
info@ofntsc.org