



BUILDING OUR NATIONS FIRST!



: ONTARIO FIRST NATIONS
: TECHNICAL SERVICES
: CORPORATION

ANNUAL REPORT
2019-2020

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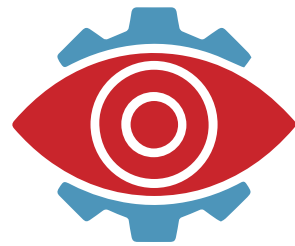
BUILDING OUR NATIONS FIRST!



CORPORATE OVERVIEW

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

The OFNTSC also creates future capacity by encouraging youth to pursue careers in science, technology, engineering and math (STEM). Learn more on page 40.



OUR VISION

is a future where Ontario First Nations are self-sufficient and sustainable, with the capacity to deliver self-reliant technical services for future generations.



OUR MISSION

is to accept the transfer of certain technical services from federal agencies such as the Department of Indian Affairs and the Department of Public Works (or their successors) on behalf of First Nations in Ontario. We provide core technical services to Tribal Councils and First Nations in Ontario, and assist existing technical services units at the First Nation and Tribal Council level. OFNTSC is mandated to accept the transfer of programs related to technical service areas from the governments of Ontario and Canada.



ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION
was created in 1995 to support First Nations to meet the contemporary and future challenges associated with their paths to technical self-reliance and self-sufficiency. We will strive to achieve our mission through the provision of technical services and professional advice to First Nations and through encouraging youth to become the technical leaders of tomorrow.

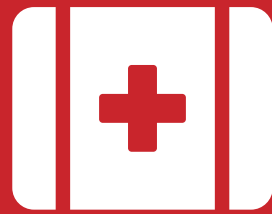




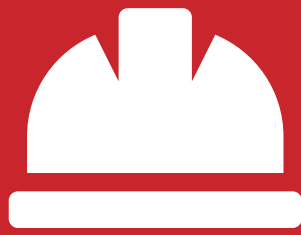
OUR CORE SERVICES

WHAT WE DO

OVER THE COURSE OF THE 2019-2020 FISCAL YEAR, OFNTSC PROVIDED TECHNICAL SERVICES TO ONTARIO FIRST NATIONS IN THE FOLLOWING AREAS:



EMERGENCY
MANAGEMENT
PREPAREDNESS



ENGINEERING



ENVIRONMENT



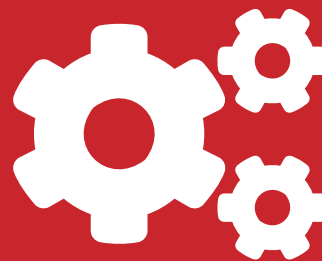
FIRE AND SAFETY*



FUEL SYSTEMS
MANAGEMENT



HOUSING



INFRASTRUCTURE



OPERATIONS AND
MAINTENANCE



WATER AND
WASTEWATER



CIRCUIT RIDER
TRAINING PROGRAM



COMMUNITY ENERGY
PLANNING

WHO WE SERVE... OUR COMMUNITIES

The Ontario First Nations Technical Services Corporation is proud to be the primary technical advisory service provider for the 19 Unaffiliated First Nations (UFNs) in Ontario. Since these communities are not affiliated with a Tribal Council to receive services, OFNTSC is the organization they count on for technical advisory services.

In addition to working directly with the Unaffiliated First Nations, the OFNTSC also works with Tribal Councils from time-to-time when a project may require additional resources. Since Tribal Councils receive fund-



ing to provide technical advisory services to their member First Nations, communities that are part of a Tribal Council must first approach their Tribal Council before approaching OFNTSC for assistance.

Occasionally, OFNTSC works with the Large First Nations in Ontario. Large First Nations often provide technical advisory services to their own communities as they are funded by Indigenous Services Canada. However, there are times when a large First Nation may require “Enhanced Technical Services” and can request assistance from OFNTSC.

OUR PARTNERS



OFNTSC maintains a collaborative partnership with Indigenous Services Canada, the Canada Mortgage and Housing Corporation, Health Canada, Environment Canada, Public Services and Procurement Services

Canada, Employment and Social Development Canada, Natural Resources Canada, Ontario's Ministry of the Environment and Climate Change, Ministry of Natural Resources and Ministry of Indigenous Relations and Reconcil-

iation. Furthermore, the OFNTSC pursues strategic alliances with other First Nation organizations, provincial and municipal governments, professional associations and the private sector.



THE BOARD OF DIRECTORS WISHES TO REAFFIRM OUR MISSION OF PROVIDING TECHNICAL ADVICE AND SERVICES TO FIRST NATIONS IN ONTARIO TOWARDS THE GOAL OF SELF-SUFFICIENCY.”



MESSAGE FROM THE BOARD PRESIDENT WESLEY BOVA

On behalf of the Ontario First Nations Technical Services Corporation Board of Directors and staff, it is my pleasure to share with you the 25th Annual Report of the Ontario First Nations Technical Services Corporation. As we celebrate our, “25 Years of Existence”, we want to extend our gratitude to the Ontario First Nations communities that have allowed us to provide professional technical services to them.

Over this past year, we lost a fellow Board member and friend, the late Jay Benedict. Jay served on the OFNTSC Board of Directors for twenty-five years and was foundational in creating the organization that we have today. It is through his dedication, much like many of our other Board members and staff, that we are able to create self-reliance and self-sufficiency through the OFNTSC.

This year had substantive undertakings for the Board of Directors that

have resulted in many positive outcomes. First and foremost, the Board proactively undertook governance reform to ensure the Board would continue its efforts to provide strategic direction to the OFNTSC staff. This governance reform resulted in a successful resolution passed by the Chiefs of Ontario focusing on the continued relationship between both organizations. At the same time, OFNTSC is committed to continue our work with Provincial Territorial Orga-

nizations and the Assembly of First Nations.

The Board of Directors extends its gratitude and respect to the continued support of OFNTSC, and to reaffirm our mission of providing technical advice and services to First Nations in Ontario.

As we move through into the next year, despite the challenges that the current pandemic has caused, we are committed to providing our services to First Nations in Ontario.

Nya:weh and chi miig-wetch,

Wesley Bova,
President



AS A MEMBER OF THE ANISHINAABE NATION, I AM HONoured TO CONTINUE THE MEANINGFUL WORK OF LIFTING THE ONTARIO FIRST NATIONS UP IN THE PURSUIT OF FOSTERING SELF-RELIANCE.”



MESSAGE FROM THE EXECUTIVE DIRECTOR MELANIE DEBASSIGE

First and foremost, I would like to thank the Ontario First Nations Technical Services (OFNTSC) Board of Directors for the continued opportunity to lead such a pivotal organization. As a member of the Anishinaabe Nation, I am honoured to continue the meaningful work of lifting the Ontario First Nations up in the pursuit of fostering self-reliance.

The OFNTSC has had a very successful year in implementing year two, of the five-year strategic

plan. The strategic plan has focussed on four main areas. These areas included organizational review and restructuring to ensure long-term sustainability, supporting First Nations with community development by becoming a total solutions provider, ensuring consistency of mandated core services to improve the First Nations standard of living and improving First Nations focus and satisfaction.

This past year, OFNTSC has made great strides in governance reform and organizational improve-

ments to ensure streamlined efficiencies and functions. These efficiencies continue to allow our team to maximize their skillset and dedicate their programs to community specific projects.

As the Executive Director, I am continually dedicated along with the OFNTSC team, to ameliorate the many critical infrastructure issues facing our people across the province.

In March 2020, due to the COVID-19 pandemic, OFNTSC decided to implement remote working. Our team was prepared

for this change and there was little to no interruption in services for our First Nations communities. As of June 2020, we are continuing to work remotely and follow the provincial guidelines for when it is safe to return to the office.

Lastly, I want to thank the OFNTSC staff for their continued efforts to assisting us with implementing the OFNTSC mandate to help us realize the self-sufficiency and determination for Ontario First Nations communities. Miigwetch.

Melanie Debassige,
MBA, ICD.D
Executive Director



DIRECTOR OF ENGINEERING AND INFRASTRUCTURE SERVICES GLEN GOODMAN

As we reflect on our accomplishments over the past 25 years, the OFNTSC's Engineering division remains dedicated to developing our First Nations. The success we achieve is directly related to the commitment of the OFNTSC's staff & our Engineering Team to which I extend my gratitude.

Going forward we will enhance the Engineering & Infrastructure Services with additional personnel and

training programs that will contribute to the development of new infrastructure and capacity in our First Nations. To the OFNTSC's Board of Directors, Executive Director and the First Nations that we represent, I convey my appreciation for your confidence in our corporation's abilities and look forward to maintaining and expanding on the services that we will provide in the next fiscal year.

Glen Goodman,
*Director of Engineering and
Infrastructure Services*



DIRECTOR OF OPERATIONS BRIAN STAATS

After 25 years of providing technical advisory services to First Nations across Ontario the OFNTSC continues to evolve with our clients. The 2019/2020 fiscal year proved to be a year of great accomplishments for our organization. As communities face issues such as climate change, the rising cost of infrastructure, and other funding challenges, First Nations are adapting and so are we.

The adaptations we've made during this last fiscal year include enhancing services in landfill and waste diversion projects via our Environment program; continuing to support Asset Management related to climate change through the

Operations & Maintenance service; managing the Canada Mortgage & Housing Corporation's Progress Inspection Contract through our Housing & Infrastructure services; and lastly assisting First Nations with in-community training through our Emergency Management Preparedness program. These enhancements move us closer to achieving our vision of technically self-reliant First Nations communities.

I would like to thank the Board of Directors for their support and I would also like to recognize the entire OFNTSC staff for their support and continued dedication over the past twenty-five years.

Brian Staats,
Director of Operations



DIRECTOR OF CORPORATE FINANCE AND ADMINISTRATION ALISHA ANDERSON

Over the course of the 2019-2020 year the Finance & Administration Department has made some significant successful changes in the areas of enhancing our reporting mechanisms as well as maintaining our new accounting system to be more versatile for the needs of the Corporation. These financial changes have allowed us to create more transparent reporting and have the statistical information for reporting and funding proposal submissions. We have established extensive project manage-

ment tools to assist with the reporting to our stakeholders and funding sources. Our Finance department has initiated and is now successfully maintaining our own payroll processes and procedures for our staff instead of a third party.

Overall, these system changes will allow us to work seamlessly in producing our work in a timely and organized fashion. Our Department is looking forward to continually supporting the Corporation Staff and our clients of First Nations and Tribal Councils that we graciously serve.

Alisha Anderson,
*Director of Corporate Finance
and Administration*



WHAT WE
ACCOMPLISHED
IN 2019/2020

\$143,000,000

WORTH OF FUNDING PROPOSAL SUBMISSIONS
WERE MADE BY OFNTSC ON BEHALF OF OUR
FIRST NATIONS COMMUNITIES

\$120
MILLION

THE VALUE OF THE 60 PROJECTS OFNTSC'S
ENGINEERING TEAM CONSULTED ON

FIRST NATIONS WERE
SUPPORTED WITH THEIR MINOR
CAPITAL PROJECTS RELATED
TO SOLID WASTE

7

466 HOUSING
INSPECTION
REPORTS WERE
COMPLETED

600

TECHNICAL YOUTH CAREER OUTREACH PROJECT
MET WITH OVER 600 INDIGENOUS STUDENTS TO
PROMOTE TECHNICAL CAREERS FOR YOUTH

219 FIRST NATION
CIRCUIT RIDER TRAINER
SITE VISITS

219

469
FIRST NATION OPERATORS
PARTICIPATED IN TRAINING
469 TIMES

3,137
CERTIFIED-EDUCATION-
UNIT HOURS (CEU'S)

3,799

ON-THE-JOB-
TRAINING
HOURS (OJT'S)

9

OFNTSC'S
FIRST NATIONS
INFRASTRUCTURE
TECHNICAL
MEETING TOOK
PLACE ON
OCTOBER 1 & 2, 2019
WITH 90
PARTICIPANTS IN
RAMA FIRST
NATION

INCREASED REACH
ON SOCIAL MEDIA:



+64%

Our Facebook audience grew by 64%



+13%

Our Twitter following grew by 13%



+63%

Our Instagram following grew by 63%



+400

In its first year of use, our Linked In
following gained over 400 followers



STRATEGIC PLAN - SERVING YOU BETTER

Over the past fiscal year of 2019-2020, OFNTSC has made great strides in achieving goals set out in year two of the strategic plan. Under strategy one, “Organizational review and restructuring to ensure long-term sustainability,” OFNTSC has undergone a structural review, and is currently implementing recommendations from the overall organizational operations review that has ultimately increased

organizational effectiveness and efficiency. Moving forward in year three we will be working on the development of a new funding model to ensure we hit the strategic initiative to increase revenue and maximize funding for the core mandated services we deliver.

Supporting First Nations with community development by becoming a total solutions provider has been supported by OFNTSC by continually increasing First Nations

capacity and community development. Some of the areas within this strategy include asset management planning which we are currently working on through our First Nations PIEVC program and through the development of solid waste management plans with our environmental teams.

Strategy three ensures that consistent delivery of mandated core services is continually offered to improve First Nations standard of living. We do

this through diversifying our services and offering additional core services based on needs.

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

EMERGENCY
MANAGEMENT
PREPAREDNESS



ENGINEERING



ENVIRONMENT



FIRE AND
SAFETY



FUEL
SYSTEMS
MANAGEMENT



HOUSING



INFRASTRUCTURE



OPERATIONS
AND
MAINTENANCE



COMMUNITY
ENERGY
PLANNING

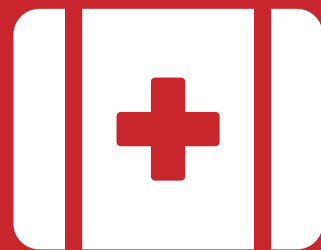


CIRCUIT RIDER
TRAINING
PROGRAM



WATER AND
WASTEWATER





EMERGENCY MANAGEMENT PREPAREDNESS

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



HIGHLIGHTS:

- During the 2019/2020 fiscal year, the Emergency Management Preparedness (EMP) program developed and piloted three Evacuation and Reception Centre Overview training sessions.
- Training sessions were attended by 37 First Nations and 4 Tribal Councils.
- 84% of participants completed an evaluation.
- 89% rated OFNTSC's EMP training as “Above Average” or “Excellent.” Participants rated the training in the areas of material, scope, depth and applicability of content in the high 80th percentile, and Facilitator/Trainer Knowledge/Performance in the mid 90th percentile.



KEY ACCOMPLISHMENTS IN 2019/2020:

While supporting our clients with their Master Emergency Response Plan development, exercising and updating, the Emergency Management Team carried out nine (9) in-community Hazard Identification and Risk Assessments (HIRA)/ Phase 1-2 Review Training Sessions attended by 75 participants.

There were also eight (8) Emergency Management Discussion-Based Seminar and Workshop Exercises resulting in six (6) First Nations having completed their HIRA to supplement and inform their Emergency Planning processes.



GOALS FOR 2020-2021:

- The Emergency Management Preparedness program plans to pilot e-learning training sessions.
- Continue to provide in-community training and exercises where feasible.
- Continue to provide First Nations with one-on-one assistance to update/develop their Master Emergency Response Plan.
- Begin to expand the program into other Emergency Plans (sub-plans) that First Nations may require.





ENGINEERING

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



HIGHLIGHTS:

- Tripled the number of funding proposal submissions made on behalf of our First Nations interests in a value exceeding \$143 M.
- OFNTSC's Engineering Team were consulted upon by First Nations for 60 projects to a value of \$120 M.
- Averaged a 35% increase in the number CEU & OJT training hours facilitated through the CRTP.
- In collaboration with OFNTSC's Operations & Maintenance program, we developed and implemented a First Nations-specific Asset Management training program.

KEY ACCOMPLISHMENTS IN 2019/2020:

1 “Organizational Sustainability.” With a focus on First Nation infrastructure development, OFNTSC's Team of Engineers have contributed to the corporation's longevity by participating in the submission of numerous First Nations' applications and securing funding that has led to feasibility studies and construction activities. In the majority of instances these projects are generally staged over multiple years sustaining OFNTSC's involvement, but more importantly they are works destined to serve a community's social and economic well being.

2 “Community Development.” By establishing new and modernised infrastructure in First Nations OFNTSC's Engineering Team sustains community development by relaying the related training support services that currently includes asset management, bulk fuel handling and water operations.

3 “Mandated Core Services.” In the past year OFNTSC's Engineering Team have demonstrated the value in its' capabilities by leading the direction towards proposal-based funding submissions. With a strong emphasis being placed on relaying and demonstrating to our First Nations exactly what services are that the Engineering Team can provide, the past year has been one of the corporations most successful in retaining core support and extend project-based agreements into the next fiscal year.

4 “Client Focus.” With the implementation of OFNTSC's position papers our clients are better served with a stronger understanding of the services the Engineering Team can provide. By maintaining and developing community relationships a measurement of activities are being relayed through client satisfaction surveys and personal points of contact with each individual team member.



I have been working closely with OFNTSC's Engineering Group for all stages of our project - to navigate the funding requests and obtain funding, retain a design consultant, and move through the design and construction phases. I've been extremely happy with the professionalism and service that I have received; I don't hesitate to pick up the phone and call when I have a question. OFNTSC is an excellent resource for our community.

Debbie King,
Environmental Technician, Pays Plat First Nation



GOALS FOR 2020-2021:

- Implementation of the OFNTSC Unaffiliated First Nations HUB.
- Increase the number of Water Treatment Operators-in-Training on First Nations.
- Develop preventative maintenance plans for First Nations' water treatment & fuel infrastructure.
- Decrease the number of Boil Water Advisories and Long-Term Drinking Water Advisories on First Nations.
- Increase the number of First Nation employees participating in OFNTSC training programs
- Increase the number of minor & major capital applications submitted on behalf of First Nations
- Continue to work towards developing First Nations infrastructure.
- Increase the number of professionally accredited OFNTSC Engineering & Infrastructure staff to better serve our First Nations.
- Expand on the OFNTSC's partnerships with industry & government and develop relationships with academia
- Move forward with a First Nation Water Authority model.



ENVIRONMENT

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



HIGHLIGHTS:

- 14 Tribal Councils and 5 Large First Nations were supported with training, professional development, and networking opportunities as part of the Solid Waste Management Working Group and including 6 separate events.
- 31 participants from 20 First Nations and 7 Tribal Councils completed the Fundamentals of Solid Waste Diversion training.
- 100% of participants in the Fundamentals of Solid Waste Diversion training said the course met their expectations and they would recommend it to others.



KEY ACCOMPLISHMENTS IN 2019/2020:

1 As part of our mandated core services, OFNTSC's Environment staff provided technical assistance to six southern and two northern Unaffiliated First Nations for solid waste management and landfill assistance projects. Assistance included preparing minor capital applications for funding; drafting and issuing requests for proposals; consultant selection; project reporting; and technical support throughout project implementation.

2 Starting in 2018-19 OFNTSC began coordinating a Tribal Council and Large First Nation Community of Practice in Solid Waste Management aimed at building technical capacity. This work continued in 2019-20 with a number of initiatives including a Blue Box Datacall session;

participation in the Municipal Waste Association's Spring Workshop where our group also toured a transfer station and material recovery facility (MRF); Landfill Groundwater Monitoring training in Kenora and Iskatewiz-aagegan 39 First Nation; participation at the SWANA Northern Lights Chapter Conference in Winnipeg; SWANA Landfill training in Thunder Bay; and a group planning session with Indigenous Services Canada (ISC) in Rama First Nation.

3 Continuing our work related to building technical capacity, OFNTSC's Environment program developed and delivered new training for First Nations and Tribal Councils. The “Fundamentals of Solid Waste Diversion” is a two-day course that provides training on conducting waste audits,

Continued on pg. 24 →





ENVIRONMENT

→ Continued from pg. 22

planning waste diversion programs, and promotion and education in support of waste diversion programming. This course was delivered to 31 participants in Nipissing First Nation on Oct. 1 & 2, 2019. OFNTSC also partnered with the First Nations Technical Services Advisory Group (TSAG) in Alberta to adapt their Transfer Station Operations & Maintenance Course for Ontario First Nations. This training was postponed due to COVID-19 and is planned to be delivered later in 2020.

4 Relating both to community planning and building technical capacity, the OFNTSC participated alongside 12 Northern Tribal Councils to coordinate NOFNEC 2019 “Engaging Our Communities in Environmental Sustainability”. In 2019, the conference focussed on Solid Waste Management, Food Security/Sustainability, and Climate Change/Energy Conservation. Together these topics provided participants with a holistic approach to environmental management and land-use planning. The 8th annual event allowed participants to build upon their environmental training from previous years, to focus and become more specialized, as well as, the opportunity to explore new environmental initiatives. Dele-



gates were provided the opportunity to reconnect with other First Nations across the Province and to share successes. Overall NOFNEC 2019 was viewed as a tremendous success by those that attended.

5 As part of our mandated core services OFNTSC Environment secured funding to conduct another four-season professional waste audit in two First Nations in 2019-20. Nipissing and Hiawatha First Nations partnered with OFNTSC on this project and the results of the Waste Audits are now available for use by any Ontario First Nation, Tribal Council, and consultant working for our First Nations. In addition, OFNTSC finalized a Guide for Ontario First Nations on Solid Waste Diversion and Tribal Council specific sub-reports detailing local options for solid waste diversion.

6 OFNTSC’s Environment program was a member of the organizing committee that established the newly incorporated national Indigenous Centre of Expertise for Cumulative Effects Assessment and Management and continued to work with the National Advisory Committee on Solid Waste.



GOALS FOR 2020-2021:

- Continued advancement of unaffiliated First Nations Solid Waste Management Plans and capital projects.
- Development and delivery of Solid Waste training including Transfer Station Operations & Maintenance; Landfill Operations & Maintenance; Household Hazardous Waste Diversion; and Refrigerant Recovery & Removal.
- Coordination of an Ontario region-wide First Nations and Tribal Council Solid Waste Forum.
- Direct assistance to First Nations in developing and implementing a Source Water Protection Plan for their community and watershed.
- Continued work with the Tribal Council and Large First Nation Solid Waste Working Group including the second phase of environmental monitoring training at landfill sites and development of a new approach to solid waste management planning.
- Development of a new program to directly assist unaffiliated First Nations with environmental monitoring at landfill sites.



FUEL SYSTEMS MANAGEMENT

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



HIGHLIGHTS:

- Dispersed 25 (205L Spill Kit Drums) to First Nation Communities.
- Dispersed 23 (red portable Spill Kit Bags) to First Nations Communities.
- Provided TDG & WHMIS Training to 43 participants from 16 Communities.
- Provided Fuel Systems Management training to 55 participants from 17 Communities.
- Project team for Weenusk Generating Station fuel bulk plant project.
- Worked with Indigenous Services Canada on Weenusk School fuel tank replacement.



GOALS FOR 2020-2021:

- Provide Fuel Systems Management Training across Ontario.
- Develop a training mode for stand-alone generators.
- Provide online training for Fuel Systems Management during the COVID-19 restrictions.



“OFNTSC provided training with fuel handling, WHMIS and TDG in the fall of 2019 to various communities in the region. The feedback from participants was quite positive and our experience in working with OFNTSC has always been a rewarding experience.”

Denis Nault,
Program Manager,
Keewaytinook Centre of Excellence



HOUSING

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



HIGHLIGHTS:

- Coordinated building code training “Part 9: The House” in Sudbury.
- OFNTSC housing staff contributed to the development of the Assembly of First Nations’ National First Nations and Related Infrastructure Strategy’s Implementation Plan. OFNTSC’s participation ensured that Ontario regional perspectives were taken into consideration when developing the plan.
- Presented the Housing Policy Toolkit at the First Nations Housing Conference.



KEY ACCOMPLISHMENTS IN 2019/2020:

1 OFNTSC’s Housing Service assisted the Chiefs of Ontario in the development of a regional housing strategy. A presentation was made to the Chiefs at a Housing Summit in August regarding the success of the Assembly of First Nations data collection initiative. Following the Summit, OFNTSC began preliminary work in developing a housing strategy that included proposed models of housing governance and delivery in Ontario. The models were presented during a second Housing Summit in October 2019.

2 OFNTSC’s Housing Service was awarded research funding from CMHC under their National Housing Strategy Innovation and Research: Solutions Lab and is partnering

with Ryerson University’s Together Design Lab to complete this work. Research will focus on assessing the skills, capacity and resource needs in housing delivery across First Nations communities in Ontario to ensure success in the care and control of their community housing. Results of the project will be improved or renewed systems in capacity and skills training and development. This project will contribute to the organization’s strategic plan by supporting clients with community development by becoming a total solution provider.

3 OFNTSC worked with the Assembly of First Nations (AFN) to undertake data collection on Housing & Infrastructure Data Collection for 110 First Nation communities across Ontario. OFNTSC Housing collaboratively worked with the OFNTSC

Infrastructure Specialists and Tribal Councils to collect the data. Collectively, 110 First Nation communities submitted data representing an 81% response rate. This data will form a component of the 10-Year “First Nations National Housing and Related Infrastructure Strategy.” This strategy contributes to ensuring that we have consistent delivery of mandated core services which will improve First Nations’ standard of living.

4 With the success of the CMHC Technical Services Contract in the 2019 calendar year, an extension of the contract has been extended for the 2020-2021 fiscal year. OFNTSC will continue to provide the inspection services for the CMHC On-Reserve Non-Profit Housing Program in Ontario and continue building the organization’s capacity in project management.



GOALS FOR 2020-2021:

- Continue to provide building code training to First Nations community members.
- Conduct micro and macro-labs within communities to help determine skills, capacity and resource needs within the area of housing.
- Design skill-based training prototype program and implementation plan to build capacity in First Nation communities in relation to housing.
- Work with FN Housing Departments to develop or update their housing policies.





INFRASTRUCTURE

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



KEY METRICS/ STATISTICS

- 6 Asset Conditional Review System conducted in the Northern Ontario Unaffiliated First Nations
- Integrated Capital Management System call letters were sent out to 5 First Nations.
- 540 CMHC inspections completed by OFNTSC staff.
- 26 new construction projects outside of Canada Mortgage Housing Corporation (CMHC) contract.
- Residential Conditional Assessments outside of CMHC contract.
- 3 Indoor Air Quality & Mold Assessments.

KEY ACCOMPLISHMENTS IN 2019/2020:

- 1** This year the annual Asset Condition Reporting System (ACRS) project included six (6) Northern Ontario Unaffiliated First Nation communities. OFNTSC prepared the request for proposals, reviewed consultant proposals and selected a suitable consultant. OFNTSC completed all project correspondence, all required coordination with the consultant and First Nations, and prepared for final binder review and feedback for final delivery to ISC and First Nations clients.
- 2** OFNTSC's Infrastructure Service also assisted and provided advisory services in the completion of First Nations Infrastructure Investment Plans (FNIIP) as required and requested by our Unaffiliated First Nations clients.

- 3** Infrastructure services provided the required technical services for preparation of all data collection instrument forms for the updated and newly acquired community assets for submission to Indigenous Services Canada. Updates to the system provide our clients with the additional operational and maintenance funding for the future sustainability and operation of these community assets.

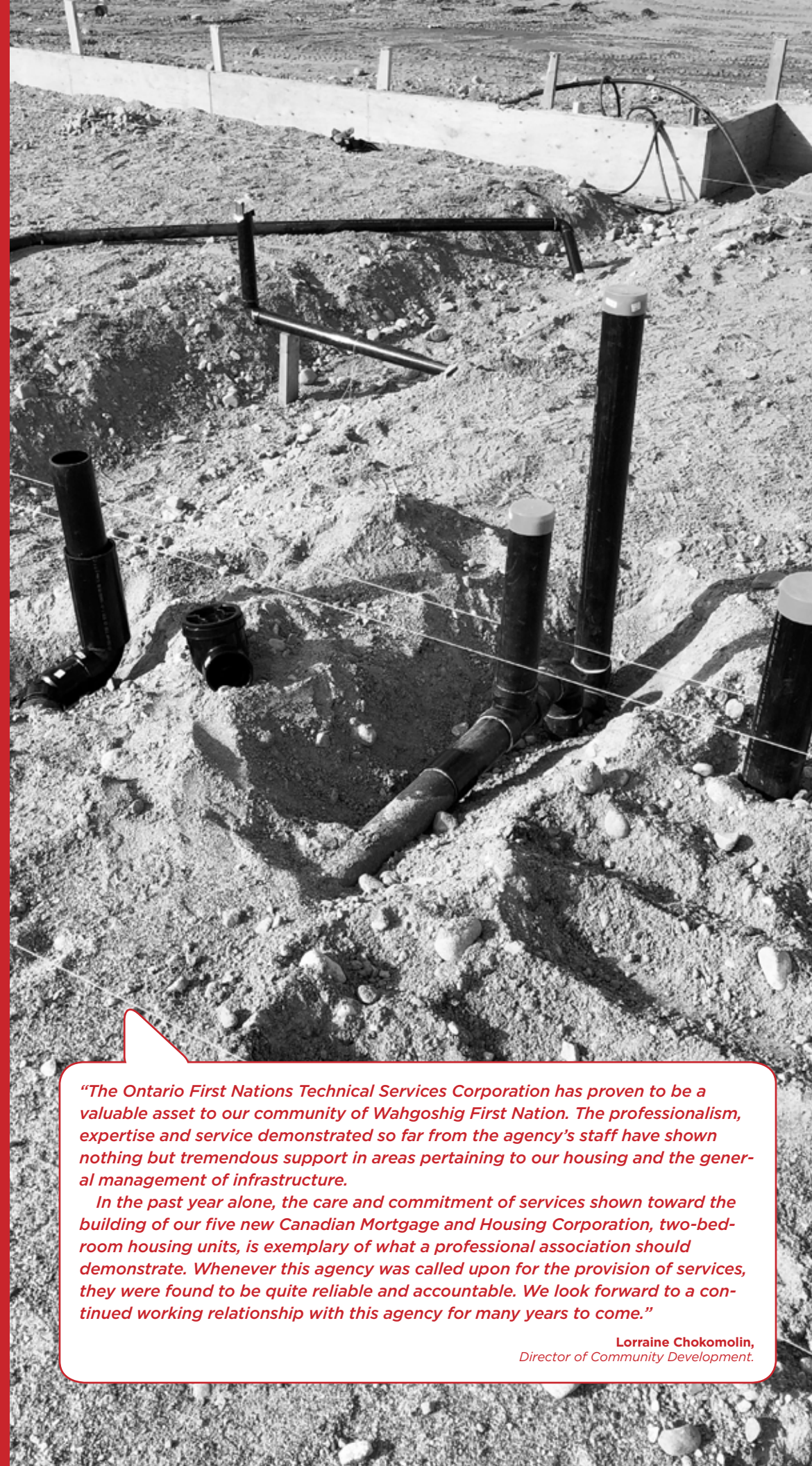
- 4** CMHC Inspections – OFNTSC Contract resulted in 1017 CMHC Inspections last year utilizing 16 Subcontractors and 6 OFNTSC Staff. The OFNTSC infrastructure staff completed approximately 540 of these inspections. OFNTSC maintains quick turnaround time on CMHC Technical Service

Reviews.

- 5** New Construction: outside of CMHC, Unaffiliated First Nation communities constructed 26 houses during the 2019 / 2020 fiscal year. OFNTSC staff conducted plan reviews and code compliance inspections.

- 6** Conditional Assessments outside of CMHC – OFNTSC staff conducted approximately 115 conditional assessment as requested by the UFN communities. These assessments are typically utilized to address health and safety, structural, water damaged areas and renovations.

- 7** Indoor Air Quality & Mold Assessments were performed on an as needed basis by Infrastructure Specialist staff.



GOALS FOR 2020-2021:

- Provide ongoing training to First Nation personnel on all areas of concern with respect to INAC reporting, housing, CMHC programs, OFNTSC initiatives and programs, etc.
- Obtain OBOA / MMAH BCQ designation.
- Obtain WETT certification.
- Continue to service assigned UFN communities as needed.
- Continue to expand knowledge working with OBC and NBC.
- Submit application for Ontario Building Officials Association Certified Building Code Officials under the Small Buildings Stream.
- OFNTSC Infrastructure Specialists maintain a high level of Building Code certification, some of the highest levels of the province in regards to First Nations.

“The Ontario First Nations Technical Services Corporation has proven to be a valuable asset to our community of Wahgoshig First Nation. The professionalism, expertise and service demonstrated so far from the agency’s staff have shown nothing but tremendous support in areas pertaining to our housing and the general management of infrastructure.

In the past year alone, the care and commitment of services shown toward the building of our five new Canadian Mortgage and Housing Corporation, two-bedroom housing units, is exemplary of what a professional association should demonstrate. Whenever this agency was called upon for the provision of services, they were found to be quite reliable and accountable. We look forward to a continued working relationship with this agency for many years to come.”

Lorraine Chokomolin,
Director of Community Development.



OPERATIONS AND MAINTENANCE

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

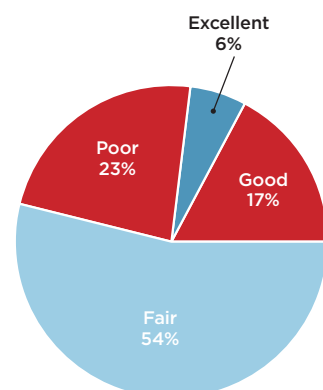


HIGHLIGHTS:

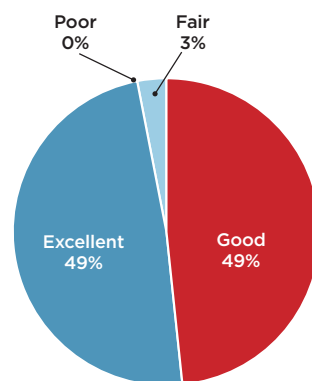
- Training workshops delivered to 111 Ontario First Nations representatives from 62 First Nation communities, 8 Tribal Councils and 1 Provincial Territorial Organization - Nishnawbe Aski Nation.

- Feedback from workshop participants was extremely positive. The example below demonstrates participant knowledge of climate risk and how it relates to infrastructure before and after taking the workshop.

Please rate your knowledge of climate risk and how it related to infrastructure decision-making
BEFORE THE WORKSHOP



Please rate your knowledge of climate risk and how it related to infrastructure decision-making
AFTER THE WORKSHOP



KEY ACCOMPLISHMENTS IN 2019/2020:

1 OFNTSC developed the First Nations Infrastructure Resilience Toolkit (FN-IRT or Toolkit) to help First Nation communities identify climate risks and develop mitigation measures for their infrastructure. The toolkit provides guidance on how to incorporate climate risks into sound asset management practices to better plan maintenance, repairs, and replacement of the assets.



- First Nation Infrastructure Resilience Toolkit wins Award! The OFNTSC, in partnership with Stantec Consulting Ltd., was awarded the 2019 Ontario Consulting Engineering Award for the First Nations Infrastructure Resilience Toolkit and Pilot Projects. To learn more visit our website, ofntsc.org.

The toolkit was developed in collaboration with Stantec Consulting Ltd and Engineers Canada with support from the First Nation Adapt Program, Crown-Indigenous Relations and Northern Affairs Canada and Ontario Centre of Climate Impacts and Adaptation Resources.

The Toolkit allows communities to take advantage of the rich infrastructure



information available to First Nations communities in their ACRS & ICMS databases and reports, and enhances this data with Traditional Knowledge and local experience to identify changes in climate that may have impacted the community infrastructure.

2 To better understand the use of the Toolkit, OFNTSC provided (10) highly interactive training workshops throughout Ontario. The workshops allowed participants to complete a climate risk assessment on assets of their choosing using the Climate Risks Assessment module (FN-IRT, Module 2). The workshops allowed each working group time to plan, work and discuss their risk assessment and processes to link the risks to the Asset Management Module 3 of the toolkit.



3 OFNTSC played a large role in the National Asset Management Pilot Projects. The Assembly of First Nations (AFN) received funding to support the development of a National Asset Management Plans (AMP) through pilot projects for all regions in Canada. One of the objectives of the pilot project would have each region select (2) two First Nations to develop a fully costed Asset Management Plan for all federally funded assets using industry standards.

OFNTSC elected to engage (3) three First Nations in the Ontario region AMP pilot project; Curve Lake First Nation, Moose Cree First Nation and Kasabonika Lake First Nation.

The Asset Management Plans developed in the pilot project were the first ever for First Nations and included the framework that supports informed decision-making and processes to better manage community's infrastructure.



GOALS FOR 2020-2021:

- Following the same format of the ten (10) FN PIEVC/Asset Management workshop delivered in 2019-2020, OFNTSC will provide four additional regional workshops in 2020-2021.
- In 2020-2021, the FN-IRT (toolkit) will be finalized and include regional climate risk profiles for community infrastructure; sample risk mitigation and adaptation measures, risk management principles and climate threats to assets; improved asset management principles & processes; and strengthen the asset management module to help communities mitigate risks and include processes for full life cycle analysis from capital acquisition to day-to-day operation & maintenance to asset decommissioning and reconstruction.
- Assist the (3) three pilot communities identified in the National Asset Management Pilot Projects, as well, other First Nations that plan to adopt community Asset Management strategies and build their Asset Management Plan Roadmap.



WATER AND WASTEWATER

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



HIGHLIGHTS:

- Worked with First Nations to complete funding applications with the Ministry of Infrastructure.
- Completed Minor Capital Application (MCAs) to complete feasibility studies, repairs, complete upgrades on 18 First Nation water and/or wastewater projects.
- Reviewed and assisted with five Project Approval Request (PAR) submissions.
- Project team member on three construction projects, three diesel generator projects, seven design projects, and eleven feasibility study projects.

KEY ACCOMPLISHMENTS IN 2019/2020:

- 1** Completion/Commissioning of a \$4 million water treatment plant upgrade which OFNTSC has been engaged with since project inception.
- 2** Construction begun on a new large water treatment plant of which OFNTSC is on the project team.
- 3** Construction begun on two major water treatment plant upgrades of which OFNTSC is on the project team.
- 4** Construction began on three new diesel generators at water treatment plants of which OFNTSC is on the project team.

- 5** Design underway of seven major water treatment / water system upgrades of which OFNTSC is on the project team.

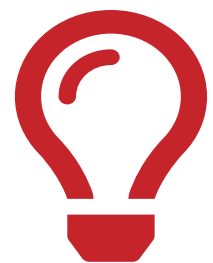
- 6** Feasibility Study underway or completed on eleven water / wastewater systems of which OFNTSC is on the project team.



GOALS FOR 2020-2021:

- Work with First Nation as they mitigate potential impacts from the COVID-19 Pandemic.
- Assist First Nations with funding submissions to develop projects.
- Assist First Nations to issue Terms of References to retain qualified consultants to complete the work.
- Work with First Nations on identifying and applying for project funding.
- Be aware of potential funding opportunities, communicate them out to our Clients, and provide assistance in submitting applications.
- Continue to provide design review services.
- Continue to provide assistance throughout projects.





COMMUNITY ENERGY PLANNING

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



HIGHLIGHTS:

- In 2019/2020, community energy champions have undergone the capacity building activities through three regional in-class and field training sessions.
- Since, 2017, 60 community energy focal points were engaged.
- 90% of workshop participants said they benefitted from OFNTSC training.



KEY ACCOMPLISHMENTS IN 2019/2020:

1 Curriculum development: OFNTSC developed modular, hands-on, exercise-based curriculum on energy fundamentals, units & measurements, baselines & benchmarks, energy efficiency & conservation cost assessments and energy audits. The curriculum is specifically designed to meet First Nations energy needs and priorities. The training contents aligns well with OFNTSC's organization objectives to support community development and wellness through focused, comprehensive, and sustainable solutions.

2 Building Capacities: In partnership with the Independent Electricity Systems Operator (IESO), OFNTSC delivers technical and hands-on training to the IESO's Community Energy Champions (CECs) through a multi-module curriculum encompassing demonstrations of energy generation opportunities, project management skills and tools, community engagement strategies, as well as developing a community energy plan. Knowledge mobilization and awareness tools, such as fact sheets, flyers, and magnets are developed to raise awareness on energy cost savings at household and at the community level. The capacity building project will continue until 2023.

3 Innovative solutions: OFNTSC strives to scope new and innovative solutions to meet local community needs. OFNTSC initiated a project with IESO to develop and deliver a foundational and integrated research and training activity on Waste to Energy (WtE). The project intends to meet dual purposes of community energy and solid waste management with multi-faceted strategies and collective benefits in the two sectors. The WtE system will take a sustainable development and management approach using technology and knowledge resources.

4 Building community of practice: Over the



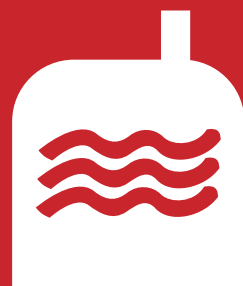
GOALS FOR 2020-2021:

- Continued technical guidance in developing energy plans and implementation projects.
- Raise awareness on energy conservation.
- Enhance partnerships between energy focal points and the industry stakeholders for effective networking and knowledge mobilization.
- Celebrate community energy success stories.

years, OFNTSC has supported youth leadership in developing skills to undertake community energy projects with confidence. The ongoing and continued engagement with the energy focal points through both, face to face and digital platforms that includes speaking and presenting community energy project success stories at conferences, sharing project updates through the social media, and learning opportunities through webinars has evolved in a community of practice on energy management. This has further enhanced effective partnerships and networking among the communities, funders, and industry stakeholders.

"The OFNTSC has acted as a great resource to the Ogemawahj Tribal Council. Through their work with the IESO, the OFNTSC has provided training in the areas of energy literacy and build transferable knowledge and skills. The organization was willing to participate in events and recently attended the OTC's inaugural energy symposium, Flip the Switch. Their presence added some great technical insight and the OFNTSC was engaged with our community members throughout the event. Not only have they helped to build education and capacity within our member communities, but they have also supported research partnerships that have broader First Nation's participation. We look forward to furthering our work with the OFNTSC."

Nick Brown
Regional Energy Coordinator
Ogemawahj Tribal Council



CIRCUIT RIDER TRAINING PROGRAM (CRTP)

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



HIGHLIGHTS:

- Extended the CRTP funding agreement into 2020-21.
- Doubled the number of Circuit Rider Trainers able to facilitate OFNTSC's Operator training services.
- Increased the number of CEU & OJT training hours facilitated through the CRTP.
- Extended the CRTP into National prominence by facilitating CEU training to Operators from other regions of Canada.
- Supported the development of additional First Nation partnerships.



KEY ACCOMPLISHMENTS IN 2019/2020:

1 By displaying that operator training is an integral component of maintaining community health, the OFNTSC maintained a training curriculum specific to First Nation water & wastewater infrastructure.

2 The OFNTSC's CRTP training plans ensured that water and wastewater systems operators are up-to-date on their specific treatment plants' operations & maintenance requirements and are prepared for any unplanned events that may be detrimental to water quality in their community.

3 The OFNTSC has created a clear relationship between training, operational support & pending development of a regulative body. On-going discussions con-

tinue with a multitude of partners with a target eventually leading to the formation of a First Nation owned water & wastewater governing commission.

4 By facilitating First Nations' operational support services through the CRTP, the OFNTSC has not only demonstrated a flexibility in its services but the ability to have the Operators of First Nation water & wastewater systems attain provincially accredited licensing. Establishing partnerships with Tribal Councils that include KO, PWI, IFNA, & Bimose, recognized water industry organizations that support First Nations KCE, WCWC and AWWAO and developing relationships with academia will ultimately ensure that our First Nations have a water source that is both dependable and healthy.



GOALS FOR 2020-2021:

- Increase the number of Water Treatment Operator's-in-Training on First Nations.
- Develop Preventative Maintenance Plans for First Nations water & wastewater Infrastructure.
- Decrease the number of BWA's & LTDWA's on First Nations.
- Increase the number of First Nation Operators participating in the CRTP.
- Expand on the OFNTSC's partnerships with industry & government and develop relationships with academia.
- Establish the CRTP as an OFNTSC core service delivery program.





TRILATERAL STEERING COMMITTEE

From April 2016 to November 2019, OFNTSC was part of a Trilateral Steering Committee whose mandate was to monitor and develop action plans for resolving the Long-Term Drinking Water Advisories (LTDWAs) in Ontario.

The Trilateral Steering Committee included representation from Chiefs of Ontario (COO), Ontario Provincial Territorial Organizations, OFNTSC, ISC, First Nations and Inuit Health Branch, and the MECP. A Trilateral Technical Working Group, comprised of program and technical experts from Indigenous Services Canada (ISC), the Ontario Ministry of Environment, Conservation and Parks (MECP), and the Ontario First Nation Technical Services Corporation (OFNTSC) worked under the direction of the Steering Committee. The primary role of the Technical Working Group was to monitor action and implementation plans to Long-term Drinking Water Advisories (LTDWAs) affecting First Nation communities in Ontario.

The Technical Working Group monitored project progress through development, feasibility, design, and construction phases. It also monitored and tracked the number of resolved and new drinking water advisories; as well as, short-term advisories that have exceeded the 1-year threshold which puts them at risk of becoming LTDWAs.

As of May 2020, 36 LTDWA have been lifted in 24 First Nations communities throughout the province. Currently there are 47 LTDWAs in effect for 27 communities, of which most are in the construction stages.

STATUS	# OF LTDWAS	# OF COMMUNITIES
PROJECT DEVELOPMENT	2	1
FEASIBILITY	0	0
DESIGN	8	4
CONSTRUCTION	37	22
TOTAL	47	27





FIRST NATIONS YOUTH OUTREACH

In addition to working directly with our First Nations communities to provide technical advice, we also focus on the next generation of leaders and technical professionals who will continue that work in our communities across Ontario.

STUDENT ACHIEVEMENT & MEMORIAL AWARDS

The OFNTSC recognizes the time, dedication, and sacrifice students must make in order to achieve their goal of graduation from College or University in the fields of science, technology, engineering and math (STEM). Each year the OFNTSC honours the accomplishments of First Nations students who have persevered in attaining a high level of education in the STEM fields. The recipients of the 2019 OFNTSC Student Achievement Awards are:



SKYLAR MANITOWABI
recipient of the Robert Olivier Memorial Award, received \$5,000 to complete his studies in the Civil Engineering Infrastructure Technology program at McMaster University.



NYLAND HALL
Student Achievement Award winner, received \$2,500 to help him during his Building Construction Technician program at Algonquin college.



BRANDON LOFSTROM
Student Achievement Award winner, received \$2,500 to finish a Mechanical Engineering program at Canadore College.



EMILY OUELLETTE
Student Achievement Award winner, received \$2,500 to continue her studies in Architectural Technology at St. Clair College.

TECHNICAL YOUTH CAREER OUTREACH PROJECT (TYCOP)

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.

A large part of this project involves engaging with youth in person at career fairs and other events. In March 2020, OFNTSC staff attended Indspire's Soaring Indigenous Youth gathering, where more than 600 Indigenous youth from across Canada were in



attendance. Unfortunately, many of the events that were planned to take place had to be cancelled due to the unexpected COVID-19 pandemic. The project will continue to

reach out to youth via web-based platforms such as live social media broadcasts and presentations.

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



: ONTARIO FIRST NATIONS
: TECHNICAL SERVICES
: CORPORATION

BOARD OF DIRECTORS

FROM APRIL 1, 2019 - JANUARY 8, 2020

- | | | |
|---|-----------------------------|-----------------------|
| 1. WESLEY BOVA,
President | 8. Norma Lesperance | 17. David Mellor |
| 2. AARON GENEREUX,
Vice-President | 9. Marc McPherson | 18. Ryan Small |
| 3. Terry General, Secretary | 10. Jonathan Salo | 19. Lyle Johnson |
| 4. Roger Rozon, Treasurer | 11. Paul Schisler | 20. William Hutchison |
| 5. Kevin Debassige | 12. Luc McKay | 21. William Assinewai |
| 6. David Gordon | 13. Todd Kring | 22. Jason Batise |
| 7. Evan Sault | 14. Joe C. Meekis | 23. Jay Benedict |
| | 15. Chief Reginald Niganobe | 24. Irvin George |
| | 16. Cullen Robb | |

FROM JANUARY 8, 2020 - PRESENT

- | | |
|---|----------------------|
| 1. WESLEY BOVA,
President, Chair | 7. William Assinewai |
| 2. AARON GENEREUX,
Vice President | 8. Jason Batise |
| 3. Roger Rozon, Treasurer | 9. William Hutchison |
| 4. Irvin George, Secretary | 10. Paul Schisler |
| 5. Kevin Debassige | 11. Todd Kring |
| 6. David Gordon | 12. David Mellor |

FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2020

AIU	1,822	12,349
EJK	3,680	238,681
HPL	1,062	85,678
KEE	485	8,361
NAH	8,569	189,301
QOP	6,602	102,698
WJC	890	24,697
WJC	6,280	76,002
WJC	2,436	57,111



AIU	HJI	WWE	PLD	EER	QRT	OPY
1,822	20,369	890	6,350	10,985	665	6,800
(-35)	(+580)	(-20)	(-200)	(+580)	(-15)	(+175)
MBC	LJH	MJB	PON	NFR	UGH	QMJ
3,605	9,542	2,609	7,654	6,522	1,632	3,652
(+210)	(-128)	(+35)	(+169)	(+122)	(-54)	(+182)
YBV	QMN	MMJ	IIT	KLN	CCX	EMH
3,204	5,211	7,100	7,150	782	1,901	3,280
(-33)	(+156)	(-60)	(-150)	(-74)	(+101)	(-120)
MBB	WFF	HJM	QLC	LSD	SDH	GHS
3,320	712	1,114	2,022	531	6,287	12,630
(-120)	(+12)	(-6)	(-18)	(-40)	(-57)	(+330)



ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION

Statement of Financial Position

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Financial assets:		
Cash and cash equivalents (note 3)	\$ 3,274,260	\$ 3,441,093
Amounts receivable	1,052,575	1,518,348
	4,326,835	4,959,441
Liabilities:		
Accounts payable and accrued liabilities	243,357	731,939
Deferred revenue (note 5)	1,338,486	1,955,724
Deferred lease inducement	8,227	63,700
	1,590,070	2,751,363
Net financial assets	2,736,765	2,208,078
Non-financial assets:		
Prepaid expenses	130,443	128,587
Tangible capital assets (note 4)	743,604	640,134
	874,047	768,721
Accumulated surplus (note 6)	\$ 3,610,812	\$ 2,976,799

See accompanying notes to financial statements.

On behalf of the Board:

	Director
	Director

ONTARIO FIRST NATIONS TECHNICAL SERVICES CORPORATION

Statement of Operations

Year ended March 31, 2020, with comparative information for 2019

	Budget (Note 10)	2020	2019
Revenues:			
Indigenous Services Canada	\$ 3,601,350	\$ 8,205,014	\$ 7,340,865
MOECC		–	459,479
MIRR		–	86,815
Canada Mortgage and Housing Corporation		379,443	75,904
Independent Electricity System Operator		97,356	–
Interest		52,823	68,505
Other		617,363	200,969
	3,601,350	9,351,999	8,232,537
Operating expenditures:			
Salaries	948,000	1,884,890	2,298,652
Benefits	148,000	369,412	362,025
Travel	130,000	555,975	679,810
Board, committees and meetings	100,000	163,786	516,319
Professional services	165,000	318,932	385,821
Rent	260,500	212,296	366,264
General and office	240,000	9,344	328,198
Copier, fax, telephone and postage	51,000	127,846	142,161
Computer support	–	131,669	132,260
Training	40,000	49,488	108,591
Insurance	45,000	93,461	83,027
Contributions	–	6,000	37,717
Annual conference	10,000	1,707	28,878
Amortization of tangible capital assets	50,000	131,609	63,186
Loss on disposal of capital assets	–	77,763	–
	2,187,500	4,134,178	5,532,909
Project expenses (Schedule 1)	2,413,850	4,445,330	3,793,269
Board surplus project expenses (Schedule 2)		138,478	130,057
	2,413,850	4,583,808	3,923,326
Annual surplus (deficit)	(1,000,000)	634,013	(1,223,698)
Accumulated surplus, beginning of year	2,976,799	2,976,799	4,200,497
Accumulated surplus, end of year	\$ 1,976,799	\$ 3,610,812	\$ 2,976,799

See accompanying notes to financial statements.



**: ONTARIO FIRST NATIONS
: TECHNICAL SERVICES
: CORPORATION**

HEAD OFFICE,

**LOCATED ON THE
MISSISSAUGA'S OF THE
CREDIT FIRST NATION**

**78 First Line Rd.
New Credit
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Hagersville,
ON N0A 1H0
Tel: 905-768-3399
Fax: 905-768-1999**

**THUNDER BAY
SERVICE CENTRE**

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

**BRANTFORD
SERVICE CENTRE**

**195 Henry Street
Building 4, Unit 3
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Fax: 416-651-1673**

www.ofntsc.org