

ANNUAL REPORT

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2021/2022



ONTARIO FIRST NATIONS
TECHNICAL SERVICES
CORPORATION



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About OFNTSC

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

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

Our Vision

We envision 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

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, to provide core technical services to Tribal Councils and First Nations in Ontario, to assist existing technical service units at the First Nation and Tribal Council level, and to accept the transfer from the governments of Ontario and Canada of programs related to the technical service areas.

President's Report

One year ago, I reported on how successfully the Ontario First Nations Technical Services Corporation (OFNTSC) navigated the COVID 19 pandemic and shutdown. And while we've just recently been able to return to the office full time for the first time in over two years, I am incredibly proud of the fact that there were no disruptions to the essential services OFNTSC provides to First Nations in Ontario.

Through the use of emails, zoom meetings, phone calls, and the continued delivery of essential in-person water operator training, OFNTSC remained a constant and reliable source of support for our communities during their toughest of times. This commitment and dedication from our staff and leadership is a testament to how strongly we all believe in the mission of this organization.

This previous fiscal year has also been the first full year that our new Board of Directors has been able to both observe the work and have an impact on the organization. I could not be more proud of the incredible accomplishments that the organization has achieved within the last year and I'm very humbled and grateful to be a part of their success.

This year also saw the implementation of the Technical Advisory Committee and Leadership Advisory Committee (colloquially referred to as TAC and LAC, respectively). The TAC is made up of technical experts from Tribal Councils and First Nations communities in Ontario. They met with OFNTSC leadership and staff four times throughout the 2021/2022 fiscal year and shared insights and advice on emerging technologies, technical challenges, and technical services. This committee helps OFNTSC keep the lines of communication open with the communities and Tribal Councils we serve, and provides a forum where the technical leaders can share their experiences and challenges.



The Leadership Advisory Committee, which is comprised of First Nations leaders, also met for the first time this year, with the goal of providing insight to OFNTSC on how to best engage with First Nations communities, while also providing advice on important decisions and investments. As President of OFNTSC, I attend both the LAC and TAC meetings to report back to OFNTSC's Board of Directors on the progress made.

Our commitment to First Nations communities is what keeps us going. I would like to thank the many Voting Members, First Nations, Tribal Councils, and everyone who makes this work possible. My sincere thanks also go out to our Executive Director, Melanie Debassige, for her determination, positivity, and grit, without which, none of this would have been possible.

I look towards the future with hope and positivity, awaiting the next great milestone towards technical self-reliance for all First Nations in Ontario.

Aaron Genereux
President

Executive Director's Report

When people ask me about the Ontario First Nations Technical Services Corporation (OFNTSC) - who we are and what we do - my answer is simple: we strive to empower Indigenous peoples and communities in Ontario by fostering *technical* self-reliance. After a brief pause, you can see a look of mild confusion lingering on their faces. There's a common misconception when people hear the word "technical." Their minds immediately think of an internet service provider or technological gadgets company, when in reality, what we do is even more essential.

As defined in our mandate, we provide advisory level technical services to First Nations in Ontario in the areas of water and wastewater, housing, infrastructure, asset management, fire safety, engineering, environment, fuel systems management, and more! Each of these core areas is a vital piece of the puzzle when it comes to fostering community health and success. It was this mission that initially drew me to the organization nearly five years ago, and it is this mission that continues to drive all of our incredible staff to go above and beyond so we can one day see this vision come to life.

The past year has been incredibly difficult due to the COVID-19 pandemic's impact on First Nations communities across Ontario. Despite this, our team has continued to provide essential water operator support through our HUB program (report on page 24), online and in-person water operator training through our Circuit Rider Training Program (page 20), and all other services via remote and in person delivery (when safe). Here at OFNTSC we have emerged from the COVID-19 pandemic with an even larger and more robust team than when it started, making it clear that there is a high demand for the work that we do. We have always, and will always, continue to answer the call to do more.



As a member of the Anishinaabe Nation, I am honoured to continue the meaningful work of lifting up Ontario First Nations in the pursuit of technical self-reliance and by providing opportunities to create the technical leaders of tomorrow. Under the leadership of our incredible Board of Directors, which includes President Aaron Genereux, Vice President Wendy Landry, Treasurer Amy Comegan, and Secretary Kerry Black, we have made great progress which you will see throughout this report.

I, along with everyone at OFNTSC, am dedicated to enhancing the many critical infrastructure issues facing our people across the province. My gratitude goes out to our amazing team for their continued efforts in assisting us with implementing OFNTSC's mandate to help us realize the self-sufficiency and determination for First Nations communities in Ontario.

I look forward to seeing what next year brings, but in the meantime, please enjoy our 2021/2022 Annual Report.

Miigwetch,

Melanie Debassige, MBA, ICD.D
Executive Director

Our Board of Directors

The role of our board is to ensure long-term success and sustainability for OFNTSC, and to enhance accountability and transparency.

The board composition is designed to represent and serve our stakeholders. It is appointed by our Voting Members, which ensures there is strong accountability to the people and communities we serve.

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.



Aaron Genereux, P.Eng.
Member of Wiikwemkoong Unceded Territory
Board President/Chair
Governance & Nominating Committee Chair



Wendy Landry
Member of Red Rock Indian Band
Board Vice-President/Co-Chair
HR & Compensating Committee Chair



Amy Comegan, FCPA, FCGA, CAFM
Member of Anishinaabeg of Naongashiing
Board Treasurer
Audit & Risk Committee Chair



Kerry Black, PhD, P.Eng.
Treaty #7 Territory, Ally
Board Secretary
Business & Technology Committee Chair



Chris Buckell
Member of Michipicoten First Nation
HR & Compensating Committee
Business & Technology Committee



David Gordon
Member of Lac Seul First Nation
Audit & Risk Committee



Erin Corston
Member of Chapleau Cree First Nation
Audit & Risk Committee
HR & Compensating Committee



Jacob Dockstator
Member of Oneida of the Thames First Nation
Governance & Nominating Committee
Business & Technology Committee



Monique Dubé, Ph.D.
Treaty #7 Territory, Ally
Governance & Nominating Committee
Business & Technology Committee
Audit & Risk Committee



Paul Schisler, B.A.Sc, B.Comm, P.Eng.
Ontario Treaty #2 Territory, Ally
Governance & Nominating Committee
HR & Compensating Committee
Audit & Risk Committee



Roger Rozon
Member of Red Rock First Nation
Governance & Nominating Committee
HR & Compensating Committee



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

What we do

Over the course of the 2021/2022 fiscal year, OFNTSC provided technical services to Ontario First Nations in the following areas:

- Emergency Management Preparedness
 - Engineering
 - Environment
 - Fire and Safety
 - Fuel Systems Management
 - Housing
- Infrastructure
 - Operations and Maintenance
 - Water and Wastewater
 - Circuit Rider Training Program
 - Community Energy Planning
 - HUB Water Operator Support

Who we serve – Our Communities

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

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

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



Year-at-a-glance

120

First Nations representatives participated in training through our environment service!





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

80%

1,470

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



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

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



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




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

311

participants at OFNTSC run conferences and events





The Engineering Service is a Project Team member/working on 32 Engineering Projects valued at approximately

\$75 million

The Engineering Service worked on five Investing in Canada Infrastructure Program (ICIP) Green Stream funding applications, two of which were successful, worth

\$10 million



Assisted with 17 Green and Inclusive Community Building (GICB) Funding Applications including Energy Modelling of existing buildings worth

\$62 million

OFNTSC's Circuit Rider Trainer Program provided:

- 4,208 Continuing Education Unit training hours to First Nations Water Operators
- 1,423 On-the-Job training hours to First Nations Water Operators
- Training to 255 Water Operators in First Nations
- Training to 111 First Nations

HUB Water and Wastewater Program:

- More than 950 work orders completed.
- 4 Long-term Drinking Water Advisories were resolved.

Strategic Plan Update

We are very pleased to share that the 2021/2022 fiscal year was very successful in terms of the strides made towards achieving the strategic objectives laid out in our five-year plan.

This upcoming year (2022/2023) will be our last year of the five-year strategic plan and we are currently preparing to undertake a new strategy session with our staff and board, which will be implemented starting April 1, 2023.





SERVICE REPORTS

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Director of Operations Report

As the long days of a new COVID impacted world move by, new challenges arise and we at the OFNTSC continue to learn how to adjust to the post-pandemic era. During the last year we have not forgotten about our roots as a technical organization and have continued to provide sound technical advice and services. Our clients have continued to build and move ahead with projects and following their lead, so have we.

From year to year we at OFNTSC have taken it upon ourselves to ensure that we expand our technical services to match new industry standards, and to ensure that our clients receive the same, if not better, technical support for their needs. Many First Nations in Ontario have great goals and the OFNTSC will proudly move hand in hand with our First Nations to assist with any of their technical needs.

Under the Operations portfolio, services include:

- Housing & Infrastructure which includes CMHC Section 95, RRAP, CMHC Solutions Lab, CMHC Housing Supply Challenge; Infrastructure Specialist includes Code Compliance Inspection, OBC Construction Stage Inspections, technical advisory support for the Chiefs of Ontario and Assembly of First Nations in the Chiefs Committee on Housing and Infrastructure
- Environmental services include Solid Waste, Landfills, Transfer Stations, the Blue Box Program, and Used Oil Program
- Fire and Safety services include the New Fire Truck Purchase, Proposal for Bulk Fire equipment Purchase, and the review of specifications for the construction of New Fire Halls and Building Code interpretation.

The OFNTSC did suffer a loss of a major project during the 2021/2022 fiscal year... The Emergency Management Planning (EMP) and the Emergency Management Planning Capacity (EMP-C) project were both retired. These projects will remain dormant due to a loss of funding that was dependent upon Indigenous Services Canada to continue via a “proposal driven process” from year to year. The OFNTSC EMP project had carried out service since 2010 and the EMP-C had been in operation for the previous eighteen months.

The OFNTSC team continues to respect our client’s protocols during our meetings within the communities that we visit. Most First Nations have some type of technical project and the OFNTSC will always be there to provide the best technical services we can. The OFNTSC’s continued goal is to assist our First Nations in achieving “Technical Self Reliance” and I certainly hope that we will accomplish our goal one day.

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 many years.

Brian Staats, CRSP
Director of Operations



Environment Service Update

During the 2021-2022 fiscal year, the Ontario First Nations Technical Services Corporation (OFNTSC) was funded under the Lands and Economic Development Services Program and through the First Nation Waste Management Initiative to explore the “*Development and Implementation of an Ontario First Nations Solid Waste Management Strategy.*” This report outlines the completed projects for the 2021/2022 fiscal year.

Training Sessions

OFNTSC delivered a total of six (6) virtual training sessions, as well as two (2) in-person field groundwater training sessions. Approximately 120 people participated in our training sessions throughout the past year. Virtual sessions focused on Landfill Basics, Landfill Fires, Transfer Station Operation & Maintenance; and Hazardous & Special Products.

In addition to the above, OFNTSC purchased ground-water monitoring equipment which was distributed to most Tribal Councils and Large First Nations in Ontario. Bkejwanong Territory (Walpole Island), Six Nations of the Grand River and Wikwemikong Unceded Indian Reserve were among the Large First Nations that received groundwater monitoring equipment through this program funding.

Participants field tested their equipment and sampled groundwater monitoring wells which had been previously installed at two First Nation waste disposal sites.

Collected groundwater samples were analyzed for parameters indicative of leachate. As a follow-up, field groups were combined into one virtual session whereby participants discussed the results of analysis and the long-term environmental implications of potential contamination. Groundwater monitoring reports were provided to each participant, as well as to each First Nation from where samples were collected.

Solid Waste Infrastructure Projects

In response to COVID-19 restrictions, some project funding was redirected to support waste diversion initiatives in unaffiliated First Nations. Currently, the Chippewas of Nawash Unceded First Nation is constructing a new household hazardous waste locker and used oil recovery tank with funding provided through this initiative. OFNTSC is planning to initiate a similar project in Weenusk this coming fiscal year.



Figure 1: Various GW Monitoring Equipment Being Used During In-Class Training (Oct, 2021)



Figure 2: Groundwater Fieldwork at NWA #33B and Wikwemikong Unceded Indian Reserve

Development of Promotion and Education Materials (P&E)

OFNTSC retained the services of Robins Environmental to assist in the development of various promotion and educational materials. First Nation specific materials were developed for Hiawatha, Red Rock Indian Band, Naotkamegwanning, Curve Lake, Algonquins of Pikwakanagan and Mississaugas of the Credit First Nation. The full complement of P&E materials includes: Waste Diversion 2022 Calendars, Office Posters, Fridge Magnets, Oops Hangers, Brochures, an Earth Keeper Activity Book, and a Waste Diversion Handbook. These materials, along with other solid waste technical resources, will be made available through OFNTSC's dedicated Solid Waste Portal on our website. The portal is anticipated to be completed this fiscal year.



Figure 3: Examples of Promotion & Educational Materials

Technical Support and Resources

OFNTSC retained the services of First Nations Engineering Services Limited (FNESL) to produce a Generic Terms of Reference (TOR) for the Design of Landfill Closure and for the Design of Transfer Stations. Since the completion of the TOR, we have initiated new capital projects in Wahta Mohawks, Algonquins of Pikwakanagan, Naotkamegwanning and Saugeen First Nations. The TOR are also available to Tribal Councils for use by their respective member First Nations.

Fire & Safety Service Update

The Fire & Safety service at OFNTSC works with communities and tribal councils to aid regional fire prevention officers with building code interpretation and compliance as it relates to fire safety.

Over the years, the Fire and Safety program has assisted in expanding training to First Nations volunteer fire departments by providing and retaining a list of First Nation fire fighter training officers that are skilled and experts in their field when it comes to Life Safety and Fire Safety training for volunteer firefighters.

2021/2022 Achievements:

Over the past twelve months (April 2021 – March 2022) a total of 1470 Fire Extinguishers were delivered to 19 Unaffiliated First Nation communities throughout the start of the 2021-2022 fiscal year. The majority of the Fire Extinguishers were 5lb ABC type extinguishers. This type of extinguishers were purchased and delivered to the First Nations with the intention of being inside homes within the community.

Over \$100,000 worth of Fire Protection equipment was delivered to the 16 Unaffiliated First Nations that have active Fire Departments in their communities throughout the start of the 2021-2022 fiscal year. Some of the equipment delivered to communities included: gloves, balaclavas, nozzles and hydrant wrenches.

The Fire and Safety program also developed some “Fire Safety in the home” resources. These resources include: 6 infosheets (available in Ojibway, Cree, Mohawk and English), 2 animated videos (narrated in both Cree and English), and 8 “Fire Safety Tip” social media graphics. These resources are available for download on our website at <https://ofntsc.org/our-services/core-services/fire-and-safety>.

We also assisted Unaffiliated First Nation communities with technical requirements and obtaining quotations from manufacturers for the purchase of new Fire Trucks.

Another key accomplishment, through a collaborative effort of the housing and fire safety programs, was assisting Saugeen First Nation with acquiring an operational used fire truck to replace one of their fire trucks that was deemed inadequate. The truck was donated to Saugeen First Nation through the Firefighters without borders organization.

Housing Service Update

During the 2021/2022 fiscal year, the housing staff successfully executed the contract with the Canada Mortgage and Housing Corporation (CMHC) for Technical Services, which included inspection services under the federal housing program (PCRs, RRAP, ERP and Section 95). Because of the success in executing this contract, the OFNTSC has been granted an extension to the contract until March 2024.

CMHC Solutions Lab

In January 2020 OFNTSC was successful with an application for the CMHC Solutions Lab. The focus on skills training in this project looked to reimagine a piece of the housing system. Working with First Nations across Ontario, this Solutions Lab examined the skills and training gaps most relevant to creating change in communities by identifying, addressing and overcoming capacity development barriers to build greater autonomy. Across Ontario, we recognized that these needs and areas of focus may be diverse, and this project looked to address this diversity by bringing together community representatives and practitioners across the housing sector to co-develop more appropriate methods of training, certification and learning.

Solutions Lab Engagement

- OFNTSC hosted two (2) macro-labs in the fall of 2021 which focused on identifying the challenges with existing training programs
- Identified two priority areas to further analyze and develop
- A total of 27 individuals participated in the macro-labs (in-person sessions)
- Hosted two virtual (2) micro-labs in the winter of 2022. The focus was to develop solutions for the challenges identified during the macro-lab sessions
- A total of 7 participants in the virtual sessions
- Final deliverables were included in a final report with details on the challenges identified and proposed solutions

Housing Supply Challenge Project Overview

OFNTSC submitted a proposal to CMHC under the National Housing Strategy to develop a software solution that would hold community housing data in January 2021. We received approval in March 2021 to move into Phase 2 of the approval process. During that time, we were to refine the initial concept and provide additional supporting documentation that would show that it was a much-needed solution to address the data gaps related to housing.

We identified the following needs to help us build the proposal:

- There is currently no regional housing strategy in Ontario;
- Data is unknown as it relates to housing;
- Current data systems are not always used;
- Known overcrowding in Indigenous communities;
- Barriers in securing housing units in Indigenous communities due to limitations of program models or federal processes.

We examined the methodologies used previously to capture housing gaps in Ontario First Nation communities, identified lessons learned from previous methods used to capture the housing gap data and apply it to the implementation plan, and developed a preliminary implementation plan and apply costs to each activity.

The Stage 2 proposal was submitted to CMHC on September 29, 2021 and was approved in January 2022.



Through scalability of the project, we have the potential to make an impact on First Nations community planning and growth.

Through this project we aim to:

- Establish a reliable data source that may be used for community planning
- Build long term relationships on housing securitization with federal government as part of reconciliation;
- Become a part of the federal program development by identifying barriers that make it difficult for Indigenous communities to secure housing.

Housing Supply Challenge Engagement Sessions

Activity	Location	Date	No. of Participants
Engagement Session – Proposal Development	Sault Ste. Marie, ON	July 20-21, 2021	10
Engagement Session – Stakeholder Input	Kingston	August 24, 2021	6
Proposal Development – Final Session	Sault Ste. Marie, ON	September 13-14, 2021	10
TechNations Proposal Overview	Virtual	August 17, 2021	15
Chiefs of Ontario Housing Workshop Proposal Overview	Virtual	July 22, 2021	unknown

Community Success Story:

- The staff in the Housing Program assisted Saugeen First Nation with the recruitment of a new housing manager by reviewing and revising the job description and providing hands-on training for the position. Once the job description was updated, the OFNTSC staff assisted with the creation of housing-related interview questions.
- Once the new housing manager was recruited and on the job, the OFNTSC staff assisted with informing him of the reporting requirements, reviewing financial reports, and providing information on the federal housing programs.
- The housing manager has been successfully filling the role since November of 2021.

Infrastructure Service Update

The Infrastructure Specialist program at OFNTSC is the primary technical group supporting Ontario's Unaffiliated First Nations in utilizing Canada Mortgage and Housing Corporation's On-Reserve Housing programming. Technical Service Requests (TSRs) are received and reports are provided on various timelines depending on specific programming. New Construction projects generally utilize the Section 95 program and may include up to 6 inspections per unit over the course of construction.

Existing home programming work is completed for the Residential Rehabilitation Assistance Program (RRAP) with both regular renovations and Disability focused retrofits. The Emergency Repair Program (ERP) is also available for households where financing and occupant health and safety are primary reasons for not being able to complete much needed repairs. Home Adaptions for Seniors Independence (HASI) is another existing home program that is utilized by UFN's. Physical Condition Reviews (PCR) are another annual service within the Section 95 program where previously constructed homes are assessed with report feedback provided to CMHC and the First Nation for follow up.

Director of Engineering & Infrastructure Services Report

As the OFNTSC pressed our technical services through the adversity of the COVID pandemic restrictions over the past year, the consistent availability and onsite presence in our communities by the Engineering Team proved to be most important in supporting our First Nations partners in maintaining and developing their infrastructure.

The diversity in the OFNTSC's achievements include multiple Water & Wastewater, Infrastructure, Operations & Maintenance, Bulk Fuel, CRTP, HUB and Energy projects at numbers and values never before realized in our organization's history. The people from within the First Nations that we work alongside are our corporation's most important assets and the sharing of our knowledge and their experiences will prove to be beneficial as the OFNTSC moves towards engaging and training the next generation of First Nations technical experts.

The continued support that the OFNTSC engineering team receives from our communities' Chiefs and Councils and their staff, the corporation's Board of Directors and sub-committee members and our Federal Government partners will be critically important as the OFNTSC works towards attaining our goals in improving community infrastructure and developing the technical capabilities for each of our First Nations.

Glen Goodman
Director of Engineering & Infrastructure Services



Circuit Rider Training Program (CRTP) Service Update

Highlights:

- 4,208 CEU training hours have been provided to First Nations' Operators
- 1,423.5 OJT training hours provided to First Nations' Operators
- 255 First Nations Water Operators trained through CRTP
- 111 First Nations represented
- 11 new Operators in Training were certified through the CRTP prep courses

Key Accomplishments

Accomplishment #1 — OFNTSC's CRTP continues to stay up to date on the needs of the community; as such we have developed two new CEU courses: Best Practices in Drinking Water Systems and Managing Safe Drinking Water Systems.

Accomplishment #2 — All OFNTSC Circuit Rider Trainers have completed the "Train the Trainer" program to ensure that each trainer is ready and geared to continue to give training to all First Nation Operators.

Accomplishment #3 — All Circuit Rider Trainers are making extensive use of computer maintenance management system, FIIX, for scheduling training in each community in the form of work orders. This helps give a more accurate representation of where trainers will be and to see what training will be completed for each operator.

Accomplishment #4 — With our growing initiative to ensure that we get certified operators working in these water treatment plants; CRTP is proud to share that we have created 11 new OIT operators through our prep courses with goals of getting these operators their Class 1 and to continue to work with these operators to upgrade and maintain their certification.

// Community Success Story:

I just wanted to say thank you again for the training provided to me on Walpole Island recently preparing me for my OIT exam. I was successful in passing my exam! It was very helpful having your assistance along the way. I look forward to having a long career providing safe drinking water to my community down here on Walpole Island. Hopefully we can work together again soon for future exam prep courses.

Elijah Contreras
Walpole Island Water Works

Engineering Service Update

Highlights:

- The Engineering Service is a Project Team member/working on 32 Engineering Projects valued at approximately \$75 million
- The Engineering Service worked on five Investing in Canada Infrastructure Program (ICIP) Green Stream funding applications, two of which were successful worth \$10 million
- Assisted with 17 Green and Inclusive Community Building (GICB) Funding Applications including Energy Modelling of existing buildings worth \$62 million
- Worked on 22 funding applications to other agencies

Key Accomplishments

Our Engineering Group has continued to be very active over the past year! Our team includes three Engineers, two Engineer-in-Trainings, and a Project Manager. We continue developing youth and our Engineers in Training (EITs) are gaining valuable skills which include project management, project development, and funding applications.

We remain busy throughout this year providing assistance to First Nations. Our Engineers and EITs contribute throughout the lifecycle of a project, from funding applications, developing project-specific Terms of References, retaining qualified consultants, reviewing work completed and budgets, and providing advice throughout all stages. We are team members on 32 Engineering Projects with a capital value of approximately \$75 million.

We work on a range of projects, as we try to help as many First Nations and Tribal Councils as we can. Projects we participated on included a new school, replacing an access road, fire halls, a new child and family services building, bridge assessments, upgrades to an arena, and upgrades to a baseball field! All of our infrastructure projects work towards everyone's common goal of having a safe and happy community.

Our Engineering Team knows the importance of being aware of funding opportunities. We monitor the Grants Ontario website on a weekly basis, and have coordinated with our communications staff to set up an email list to notify First Nation representatives of relevant funding opportunities when we become aware of them. We provide assistance to First Nations as requested on drafting applications. Our team was very busy with Infrastructure Canada's Green and Inclusive Community Building opportunity, helping with 17 applications worth \$62 million, which included creating energy modelling of existing buildings. We assisted five First Nations with ICIP Green applications, two of which were successful and worth approximately \$10 million. Beyond that, we worked on 14 other funding applications with other agencies, including FedNor, CCRF, and CSICP.

We are excited to continue helping First Nations advance projects and see them through from conception to completion.



Community Success Story:

OFNTSC has helped me become familiar with the process and procedures of working with Indigenous Services Canada and getting large projects off the ground. OFNTSC has helped me to communicate with band management, and to work on needed applications for a project to move forward positively. OFNTSC has been invaluable to me, because with their support I am more confident in the way I approach new projects. Working with OFNTSC is always a positive learning experience. OFNTSC has helped guide me through the steps to move projects ahead and to build the skills I need to progress community projects. They have taught me project management skills that I'm able to use to help move projects forward. If I ever have any questions, OFNTSC is always there to provide advice.

I would encourage working with OFNTSC. OFNTSC's attitude towards helping you is very fair and understanding. They approach working with First Nations in a good way. You don't have to feel like you're asking for too much because they're there to give you that support. By utilizing OFNTSC and their resources, you have a great chance of your project moving positively. They're a great advocate for First Nations – they ask questions that need to be answered and work on holding consultants accountable for their schedules and work.

Sincerely,

Charles Friday

at Pwi-di-goo-zing Ne-yaa-zhing Advisory Services

Fuel Systems Management Service Update

Fuel Systems Management Training:

- Two class room, 21 people trained
- Four online, 8 people trained

Lands and Economic Development Services Program (LEDSP):

- WHMIS online training 13 people
- TDG online training 15 people

Spill response equipment delivered:

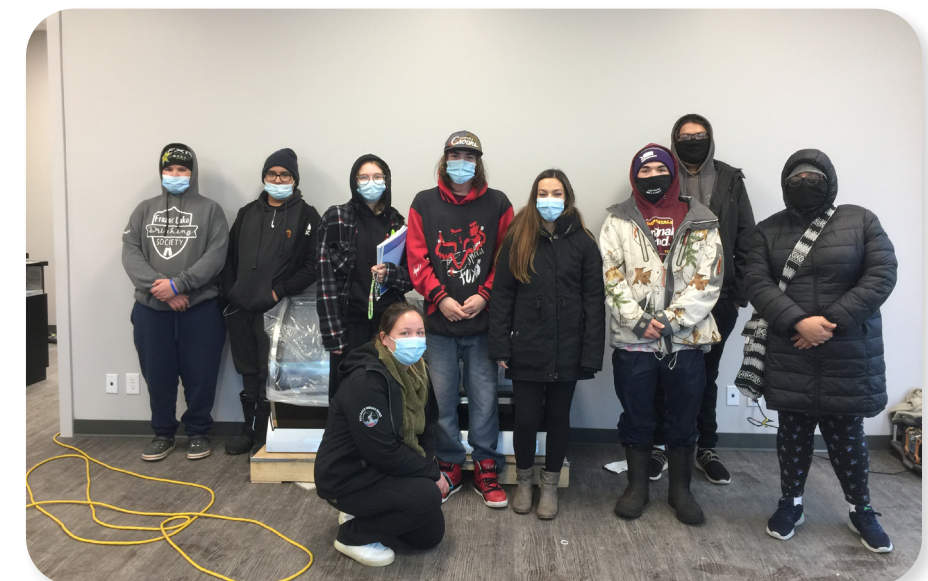
- Twenty 205L Blue Drum Spill Kits
- Twenty Portable Red Bag Spill Kits

Projects:

- Working on two fuel projects.
- Consulted on 6 fuel related projects

Key Accomplishments During 2021/2022 Fiscal Year

2021 was a start to getting back to doing live in person training. The Fuel program was able to deliver two in person Fuel Systems Management training to Wahnapiatae FN and Red Rock FN.



Fuel Systems Management training class – Red Rock FN

HUB Program Service Update

Key Metrics/Statistics:

- More than 950 work orders completed.
- 4 Long-term Drinking Water Advisories were resolved.
- The HUB was able to effectively respond to emergency situations on a regular basis.

Key Accomplishments During 2021/2022 Fiscal Year

The HUB program is very pleased to report on our first successful complete fiscal year. Our team has seen growth and adapted to numerous occasions with consistency and resilience. We extend our appreciation to our new and seasoned staff of dedicated personnel and everyone who works so hard to support the HUB’s pursuit of providing on-site water and wastewater technical support services to 22 participating communities.

The HUB’s hindsight for 2021/2022 is just about 20/20, thanks to our Computerized Maintenance Management System, or just ‘CMMS’, which has yielded more than 950 completed work orders representing 100’s of hours of operational insight to reflect on this year. All related to water and wastewater operations and maintenance, whether we perform an inspection, collect a sample, or make a recommendation, it is tracked by our CMMS. This information affords a great deal of understanding of where our services have been focused and shines a light on successes. It also helps to identify First Nations drinking water conditions that still need improvement.

HUB 2021/2022 Highlights:

- Assisted in resolving 4 Long Term Drinking Water Advisories.
- Hired an electrician to conduct assessments, provide recommendation, and provide on-site electrical support.
- Provided effective emergency response services including supporting another HUB during a critical staffing shortage, preventing interruptions in water services to the community. Note: unfortunately, critical staffing shortages are of growing concern and a challenge the HUB is working to help address.
- Continuously mentored and provided on-site technical operator support.

Our foresight may not be quite as sharp as our hindsight, but we have had the opportunity to convene on efforts to date and directionally plan for future service efforts. We anticipate another busy year as we continue to grow and honor our commitment to First Nations communities’ inherent right to clean safe drinking water and technical self-reliance. This commitment extends to the continued development of operator capacities at the community level through mentorship, training, and the implementation of industry practices to help ensure the continual provision of safe drinking water.

It is important to acknowledge that the HUB has been successful since our inception in 2020 because of the strong relationships the OFNTSC has forged in our communities. We are very proud of these relationships and look forward to maintaining them. First Nations drinking water issues still face the same challenges that we’ve all as a nation become profoundly aware of in recent years, and there is still a long way to go. The HUB is very proud to be of assistance.

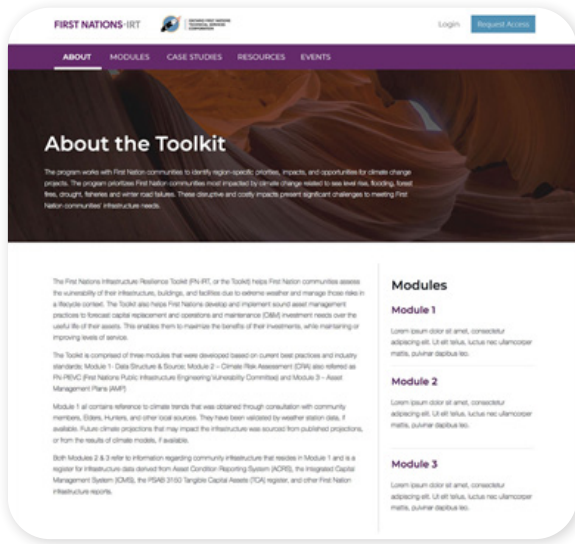
Operations & Maintenance Service Update

Key Accomplishments During 2021/2022

1. First Nations Infrastructure Resilience Toolkit (FN-IRT) Website in Development

The “Award Winning” First Nations Infrastructure Resilience Toolkit (FN-IRT) has simple, yet comprehensive processes designed to assist First Nations with managing their community infrastructure, buildings, and facilities. It was specifically developed with FN operational methodologies and capacities in mind. The toolkit provides instructional guidance on the infrastructure data collection, climate risk assessments, and tools for the preparation of AM Plans, including the technical and financial management protocols for FN communities.

To make the toolkit accessible to First Nations, OFNTSC is currently in the process of creating a specific FN-IRT website. The website will allow access to tools, such as a comprehensive asset inventory & costing spreadsheet, AM policy, strategy and roadmap, matrix for completing climate risk assessments and simple toolkit user’s guides. The website will be the platform that will help OFNTSC manage the toolkit distribution, provide updates and be used for future webinars, training and remote learning.



2. Mamaweswen Asset Management Initiative - Phase 2 and 3

The OFNTSC has partnered the Mamaweswen North Shore Tribal Council (NSTC) in their Phase 2- Planning and used the outcomes of Phase 1 - Awareness to develop effective workshops that helped their communities understand the value of asset management plans. Phase 2 built the elements of their Asset Management plans and identified the actual capital and O&M needs for community assets.

A main focus in Phase 2 would help the communities understand and build their AM spreadsheets. The spreadsheet would incorporate existing infrastructure data from ACRS, ICMS and PSAB 3150 data source and also integrate local and traditional knowledge used to help in the data validation.

COMMUNITY DETAILED AM SPREADSHEET	
Date	Community
October 19, 2021	Sagamok Anishnawbek
October 20, 2021	Thessalon First Nation
October 20, 2021	Serpent River First Nation
October 25, 2021	Atikameksheng Anishnawbek
October 26, 2021	Garden River First Nation
October 26, 2021	Batchewana First Nation
Note: Mississauga FN withdrew from the NSTC AM project to pursue their own development of AMP's	

In the fall 2021, a series of community training workshops were initiated and though we faced challenges due to the COVID-19 pandemic, all training workshops were successfully delivered virtually.

The first series workshops introduce the AM spreadsheet to each of the (6) First Nations communities and engaged key staff members in procedures to populate the asset registry used in the calculation of the Capital Replacement Value (CRV) of community assets.

The second series of workshops provided the First Nations with a completed spreadsheet and training to explain the spreadsheets different functions and features. The table to the left provides a list of the sessions with the communities.

Asset Management Phase 3 - Implementation

The NSTC Asset Management Phase 3 – Implementation started in January 2022 and focuses on building the First Nations asset management policy, strategy, and plan.

Phase 3 will produce all (6) First Nation's Asset Management Plans, including the following:

- Identify activities required to continue building local capacity and competencies for First Nations to fully achieve the benefits of their AMP's.
- Adopt their AM policy, strategy and engage with the community in defining their levels of service.
- Develop each community's set of priorities to help with the medium to long-term planning.

At the end of Phase 3, each community will have its own set of infrastructure needs and priorities, tools tailored for local conditions and processes to effectively implement Asset Management Plans.



3. NAICATCHEWENIN FIRST NATIONS PHASE 1 - AWARENESS ASSET MANAGEMENT PROJECT

Asset management helps communities like Naicatchewenin First Nation manage local infrastructure assets and make better service and investment decisions. It also helps identify and reduce risks to provide reliable and affordable services for a better quality of life for First Nation members.

We've partnered with Naicatchewenin First Nation to support their asset management journey by starting to build the local capacity through Phase 1 Awareness of their asset management project.

Naicatchewenin First Nation Phase 1 Awareness of their asset management journey started in January 2022 and was successfully completed by March 31, 2022.

The next steps in their asset management journey would look to Phase 2 - Planning which is scheduled to start in the summer 2022.

4. OFNTSC - ICLR Memorandum of Understanding (MOU)

The Ontario First Nations Technical Services Corporation (OFNTSC) established a formal partnership with the PIEVC Program Partnership. The OFNTSC and the Institute of Catastrophic Loss Reduction (ICLR) entered into a Memorandum of Understanding (MOU) to become affiliated for the purposes of promoting the PIEVC Program and the First Nations Infrastructure Resilience Toolkit (FN-IRT) to First Nations communities in Ontario and across Canada.

For more information on how to access and utilize the toolkit, First Nations can contact OFNTSC Senior Adviser, Elmer Lickers at elickers@ofntsc.org.



Water and Wastewater Service Update

Highlights:

- Project Team member/working on 35 Water and Wastewater Projects valued at over \$300 million dollars
- Project team member of 15 projects valued at \$150 million currently under construction or recently completed
- Assisted with ICIP Green Funding Applications, securing \$10 million in outside funding from the Ministry of Infrastructure

Key Accomplishments

Our team remains busy on multiple projects. We are team members on projects which will resolve 5 long-term boil water advisories. 13 projects are currently under construction, and another 7 are in detailed design. Two large projects were completed and commissioned this year. Many of the large projects we are working on are valued at over \$15 million. Two of these projects include completely new distribution systems or major upgrades to distribution systems.

Our Engineering Team worked closely with five First Nations on submitting quality applications for the Ministry of Infrastructure's ICIP Green Funding stream for water, sewage, and stormwater projects. Two of these applications were successful, worth approximately \$10 million in outside funding. Relying on partial funding from the Ministry of Infrastructure frees up funds from ISC, to allow more projects to go forward on First Nation communities.

Our team provides a lot of expertise in authoring Terms of References to hire qualified project managers and consultants – we have worked on 18 Terms of References this year, and guided the Project Team through a fair and transparent tendering process, to work towards successful projects.

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



Other OFNTSC Initiatives: Geographic Information System (GIS) Update

Highlights:

Over the course of the 2021 fiscal year four key GIS strategic documents were produced by ESRI GIS Experts (consultant).

- 1. GIS Assessment, Strategy and Roadmap
- 2. GIS Policy #01 - Field Data Collection Policy
- 3. GIS Policy #02 - GIS Data Management Policy
- 4. Technical Needs Assessment - First Nations Infrastructure Resilience Toolkit

Staff engagement was at the forefront of the GIS project, to help us better understand the business needs of OFNTSC and how GIS could be leveraged as a system to improve OFNTSC corporate/client data governance and reporting.

Over the course of the 2021 fiscal year the following staff engagement sessions/workshops were facilitated online.

- 1. Casino Rama Team Building Presentation
- 2. Project Kick-Off Session (1 hr)
- 3. Six Facilitated Discovery Workshops (1.5hrs each) with all service areas

Pre-Workshop Survey and Background Documents

- 22 Survey Responses received
- Extensive supplemental background documentation provided (as captured in the OFNTSC GIS Business Requirements Document)

Approximately 35 OFNTSC staff were engaged.

Community Success:

We look forward to working with our First Nation community members in Phase 2 of the GIS initiative. The priority up until now has been to ensure OFNTSC corporate GIS governance structure is aligned to industry best practice. Community members have been consulted during Phase 1 and we look forward to working with Curve Lake First Nation as a pilot partner in Phase 2.

Key Accomplishments:

GIS Assessment, Strategy and Roadmap

This document provides a high-level understanding and summary of Geospatial needs across the core service areas and initiatives, an overview of the current enterprise GIS infrastructure and technology environment, and a situational analysis of the factors affecting the current enterprise Geospatial state.

Information was gathered from various sources, including a questionnaire, discovery workshops with staff leads from core service areas, projects and initiatives, and a review of background organizational documents and material.

The resulting analysis, findings and recommendations have been consolidated in this document, which describes the scope of OFNTSC's Geospatial Strategy and associated implementation plan.

The proposed plan comprises 12 strategic actions designed to advance the state of Geospatial technology, processes and workforce.

The primary recommendation is that OFNTSC aligns the level of geospatial resourcing with the demand for services and solutions. This includes developing an organizational-level Geospatial program, maturing spatial data governance practices, and developing a delivery model that facilitates strategic, targeted, and paced development of geospatial solutions that can be utilized across multiple advisory services, which are sustainable, and provide a platform for meeting emerging demand.

Geospatial Data Governance Policies

GIS Policy #01 – Field Data Collection Policy

This Field data collection policy intends to facilitate consistent data collection practices across all service areas and OFNTSC projects, ensuring an acceptable level of data accuracy and integrity.

GIS Policy #02 – GIS Data Management Policy

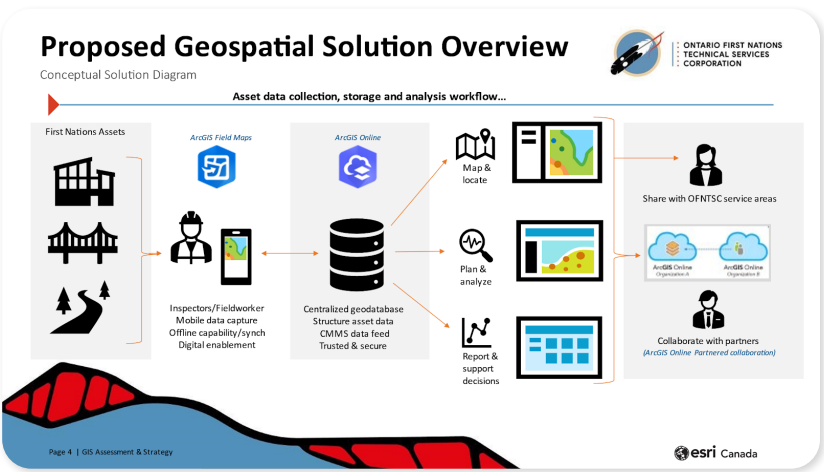
This GIS data management policy defines principles and guidelines intended to facilitate consistent organizational practices for managing and maintaining GIS data throughout its full lifecycle. OFNTSC staff shall follow these guidelines to ensure that GIS data and information is created, collected, stored, used, maintained and archived at an acceptable level of accuracy and integrity.

Technical Needs Assessment - First Nations Infrastructure Resilience Toolkit (FN-IRT)

This document describes what is required to implement GIS-based solutions in support of the FN-IRT (Module 1).

The business process involves consolidating asset data and information in a geodatabase, outline a structured method for field data collection and enabling the sharing of maps and insight across services areas and partners.

The conceptual solution diagram to the right shows the expected workflow.



First Nations Youth Outreach

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

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.

During the 2021/2022 fiscal year, for the first time ever, the OFNTSC hosted two events for Indigenous youth to participate and learn more about technical careers!

December 9, 2021 – TYCOP Report:

The Technical Youth Career Outreach Project (TYCOP) hosted a First Nations Youth Technical Career Fair on December 9th, 2021. This event was held virtually out of an abundance of caution for COVID-19.

Registration

We received a great number of attendees at this event, although the ticket sales may not show it, we had Classroom tickets where Teachers registered a class between 10-30 students, with that being said we exceeded our expectations.

- Individual – Teacher/Guidance Counselor: 11
- Individual – Student: 30
- Classroom Ticket: 21
- VIP: 4

March 30, 2022 – TYCOP STEM Summit

TYCOP hosted a First Nations Youth STEM Summit on March 30, 2022. This event was set up as a hybrid event, with an in-person component and an online component. The event took place in Thunder Bay, Ontario at the Fort William Historical Park in the McGillivray’s Landing room.

Registration

- Virtual Classroom ticket: 43
- Virtual – Individual: 46
- In-person classroom ticket: 7
- In-person Individual Ticket: 22

We estimate that we reached over 500 Indigenous students during the 2021/2022 fiscal year.

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

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 2021 OFNTSC Student Achievement Awards are:



**Jaiden Betts,
Jay Benedict Memorial Award**
Community: Mohawks of the Bay of Quinte
Program: Architecture
School: Loyalist College



**Bohdana Chiupka Innes,
Student Achievement Award**
Community: Moose Cree
Program: Architecture Master’s Degree
School: Laurentian University



**Justin Goodchild,
Student Achievement Award**
Community: Ojibways of Onigaming
Program: Electrical Engineering Technology
School: Confederation College



**Tyler Moses,
Student Achievement Award**
Community: Fort Albany
Program: Biotechnology
School: Georgian College



**Shilah LeFeuvre,
Student Achievement Award**
Community: Chippewas of Rama
Program: Biology, Master’s Degree
School: Trent University



**Mackenzie Pitawanakwat,
Student Achievement Award**
Community: Atikameksheng Anishnawbek
Program: Architecture
School: Laurentian University



**Bruce Marsden,
Robert Olivier Memorial**
Community: Beausoleil
Program: Civil Engineering Technology
School: Northern Alberta Institute of Technology



**Skylar Manitowabi,
Student Achievement Award**
Community: Wiikwemkoong
Unceded Territory
Program: Engineering
School: McMaster University



**Ainsley Whalen,
Student Achievement Award**
Community: Mohawks of the Bay of Quinte
Program: Engineering
School: Queen’s University



**Madeleine Duncan,
Derrick Kamanga Memorial Award**
Community: Curve Lake First Nation
Program: Engineering
School: Queens University



TechNations 2021 Report – August 17 & 18, 2021

The Ontario First Nations Technical Services Corporation (OFNTSC) hosted its annual TechNations Conference and Tradeshow virtually on August 17th and 18th, 2021. The virtual platform we used allowed exhibitors and attendees to engage and share information easily. They could brand their virtual booth with graphics and colors with their branding, they could also upload videos and documents the attendees could access. Through the platform, articles were shared with exhibitors on best practices and a guide on how to set up the booth to create the best experience.

Registration

Staff/Board (Free) — 51	40 attended Day 1	35 attended Day 2	146 attendees Day 1
First Nations Members (\$50) — 44	35 attended Day 1	30 attended Day 2	
Sponsored Delegates (Free) — 34	30 attended Day 1	20 attended Day 2	
Presenters/Speakers (Free) — 26	15 attended Day 1	12 attended Day 2	122 attendees Day 2
Exhibitors (Free) — 13	10 attended Day 1	12 attended Day 2	
Students/Yputh (Free) — 9	6 attended both days		268 attendees Total
General/Non-First Nations (\$150) — 7	6 attended Day 1	5 attended Day 2	
Water Plant Operators (Free) — 5	4 attended Day 1	4 attended Day 2	

Topics covered included:

- “Canada’s Next Top Fire Risk Protection Model?”
- Do Natural Processes Mitigate Groundwater Contamination from Landfill Leachate?
- Introduction to Project Management Planning
- Workplace & Transportation Safety/Accident Prevention/Dangerous Goods
- New Construction Inspection Stages
- Asset Management Planning - AFN Initiatives
- UV Basics & Preventative Maintenance/Basic Troubleshooting
- Continued Education Unit - Conventional Water Treatment
- Housing Supply Challenge
- GIS Strategy and Pilot Project #1
- Regional Perspective: First Nations Asset Management Plans (AMP)
- Introduction to Project Management Planning – Continued
- Taking Responsibility for Fire Safety
- Maintenance Requirements for Diesel Powered Generators
- CMHC Renovations and Section-95 Program – Process Overview
- Petroleum Products, the Environment and You & more!

OFNIT 2022 Report – February 9, 2022

The Ontario First Nations Infrastructure Technical Meeting (previously known as All Tribal Council Meeting) took place virtually this year due to the COVID-19 pandemic. The event provided an opportunity for delegates to receive updates from First Nations organizations and the Federal and Provincial governments on programs and services related to the work we do. OFNTSC also highlights new initiatives and provides updates from staff on different service areas.

Delegates for this event consist mostly of OFNTSC's client base which includes Tribal Councils, Large First Nations and Unaffiliated First Nations in Ontario.

Registration

Ontario First Nation Representative — 68
OFNIT Guest — 39
OFNTSC Staff Ticket — 31
Tribal Council Representative — 27



Topics:

- Assembly of First Nations Update with Bing Leblanc. This session presented on the current status of AFN activities related to the sector work on Infrastructure and Water.
- Canada Mortgage and Housing Corporation
- Chiefs of Ontario Update and Q&A
- OFNTSC Program Updates
- Indigenous Services Canada Update Q&A
- Canada Infrastructure Bank Update with Hillary Thatcher
- Independent Electricity System Operator (IESO) First Nations Funding Programs
- OFNTSC Operations and Engineering Update with Glen Goodman and Brian Staats



Director of People, Strategy, and Engagement Report

Over the course of the 2021 fiscal year the OFNTSC staff and leadership collaboratively overcame several challenges including but not limited to adjusting to COVID safety protocols, but also successfully adapting to both work from home and work from office environments. With the support of all OFNTSC staff, the HR department was able to successfully implement a systems approach to enhance OFNTSC Human Resource management, talent acquisition, staff engagement and a proactive performance management process.

HR policies within our employee handbook have been revised and aligned to industry best practice and new legislation. A revised and updated Human Resource Manual and Employee Handbook has been approved by the OFNTSC Board of Directors. I am particularly happy to report that OFNTSC staff learning and development continues to be a top priority in efforts to ensure all staff have the capacity and skills to efficiently and effectively serve our stakeholders.

We have significantly increased recruitment efforts and socialized our job postings/ job board throughout many Indigenous institutions across Ontario. The HR department is looking forward to continually supporting our hard-working staff, First Nation clients and Tribal Councils that we graciously serve. My sincere thanks to the OFNTSC's Board of Directors, and the Executive Director for the continued support and confidence in the HR department. I look forward to keeping the needle moving on continuous improvement initiatives and advancing the GIS program over the 2022 fiscal year; with a primary focus on improving our evidence informed strategic decision making approach.

Vikas Poni, MBA, OCT
Director of People, Strategy and Engagement



Director of Corporate Finance and Administration Report

For the 2021/22 fiscal year, the Finance and Administration Department continued to focus on refining and improving processes in order to better support the Corporation's operations and strategic goals.

One of the key achievements was being able to move to an almost entirely paperless environment, improving the team's ability to respond to and support Corporation activities while reducing postage and printing costs. To accomplish this, the team engaged the Corporation's vendors and looked for opportunities to move to electronic billing and payments. The team also looked at its processes and eliminated steps that required unnecessary printing.

Improvements were also made to the forecasting and reporting processes. To support this, the team worked to shorten the timing of month-end financial close processes. A monthly forecasting process was developed and monthly financial reporting was rolled out to Senior Management. Quarterly reporting to the Audit and Risk Committee and Board of Directors was also refined and improved. The team also ensured that all required reporting to external agencies was up-to-date during the year.

To support the Corporation's strategic goals, a Risk Management process was developed and implemented leading to the creation of the Corporation's 'Risk Register'. A risk register is a tool used by organizations to document, assess, and develop mitigation plans for identified risks. The Corporation's Risk Register is reviewed and updated quarterly by Senior Management and updates are provided to Board Committees and the Board of Directors.

The team continues to look for opportunities to improve as well as partner with other OFNTSC teams to deliver on the Corporation's overall mandate and mission.

Joe LeClair, MBA, CPA, CMA
Director of Corporate Finance and Administration



Statement of Financial Position

Year ended March 31, 2022, with comparative information for 2021.

	2022	2021
Financial assets:		
Cash and cash equivalents	\$ 4,702,896	\$ 3,695,693
Amounts receivable	1,204,152	3,421,746
	5,907,048	7,117,439
Liabilities:		
Accounts payable and accrued liabilities	576,370	642,872
Deferred revenue	2,518,765	3,596,335
Deferred lease inducement	8,227	8,227
	3,103,362	4,247,434
Net financial assets	2,803,686	2,870,005
Non-financial assets:		
Prepaid expenses	127,079	133,713
Tangible capital assets	670,144	770,258
	797,223	903,971
Accumulated surplus	\$ 3,600,909	\$ 3,773,976

On behalf of the Board:

 , Director

 , Director



Statement of Operations

Year ended March 31, 2022, with comparative information for 2021.

	2022	2021
Revenues:		
Indigenous Services Canada	\$ 8,198,888	\$ 7,813,377
Canada Mortgage and Housing Corporation	409,378	274,751
Independent Electricity System Operator	5,487	152,820
Interest	8,073	11,733
Other	572,108	442,839
	9,193,934	8,695,520
Operating expenditures:		
Salaries and benefits	2,906,194	2,560,443
Travel	205,289	73,653
Board, committees and meetings	126,993	73,399
Professional services	340,983	468,463
Rent	261,535	180,017
General and office	195,573	535,301
Bad debt expense	—	112,371
Copier, fax, telephone and postage	119,786	111,223
Computer support	211,726	156,085
Training	72,693	49,104
Insurance	152,407	127,460
Contributions	12,700	10,200
Annual conference	—	565
Amortization of tangible capital assets	133,960	150,903
	4,739,839	4,609,187
Project expenses (Schedule 1)	4,627,162	3,923,169
Annual (deficit) surplus	(173,067)	163,164
Accumulated surplus, beginning of year	3,773,976	3,610,812
Accumulated surplus, end of year	\$ 3,600,909	\$ 3,773,976



| : ONTARIO FIRST NATIONS
| : TECHNICAL SERVICES
| : CORPORATION

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