



2022-2023 Annual Review



Southern First Nations
Secretariat



A Message from our Executive Director and Board Chairperson

Dear SFNS Community,

As we look back on the activities of the past year, it is with great pride that we share the accomplishments achieved by our collective efforts. The year 2022-2023 has been a period of growth, collaboration, and resilience for our member First Nations and the Southern First Nations Secretariat.

In this annual review, we will take a reflective journey through the various initiatives, projects, and endeavors that have defined this year. From promoting higher education and improved health outcomes for First Nation

patients and communities to building a stronger local First Nation economy, each step forward has been a building block for a brighter future. A few highlights of our year include:

- Continuing to endorse the LDCC First Nation Health Declaration and Policy to promote relationship building between health care providers and First Nations.
- Conducting nine (9) SFNS Economic Toolkit (SET) engagement sessions, posting three-hundred and eighty (380) jobs; adding eighty-five (85) skills bank registrants; and adding one-hundred and thirty-seven (137) businesses to the business directory.
- Collaborating on a regional project where three sites worked collectively to develop Violence & Harassment programs meeting new Regulations SOR/2020-130 as a standard.
- Support for Employment & Training departments who serviced over 261 clients with 54% of these interventions resulting in employment/self-employment, 19% resulting in a client



returning to school and 27% with ongoing activities into the next fiscal or achieving a more employable result.

- Partnered with TCDC and Sarnia Tourism -Lambton to organize a successful First Nations Cultural Tourism Event held on October 1, 2022 in Aamjiwnaang.
- Three-hundred and seventy-nine (379) funded students received support from the Post-Secondary team with 67 students graduating from their respective program.
- Fifty-one (51) CAD drawings were created by Technical Services in 22-23; two-hundred (200) new construction inspections; three-hundred and six (306) existing housing inspections; and fifteen (15) CMHC Technical Service Requests (TSR's) were conducted.

We extend our gratitude to the individuals, leaders, and partners who have stood with us throughout this journey. Your support and contributions have been invaluable, and together, we continue to create positive change for our members.

As we turn the pages of this annual review, may we be inspired by our achievements and energized to tackle the opportunities and challenges that lie ahead. The stories within these pages are a testament to the power of collaboration, dedication, and the unwavering spirit of the Southern First Nations Secretariat.

Thank you for being a part of this journey with us.

Sincerely,



Jennifer Whiteye
Executive Director



Shawn Plain
Chairperson, SFNS Board of Directors



About Us



The Southern First Nations Secretariat (SFNS) is presently located in Eelūnaapéewi Lahkéewiit in Southwestern Ontario. SFNS is the administrative arm of the London District Chiefs Council and is responsible for providing support services to the following member First Nations: Aamjiwnaang First Nation, Caldwell First Nation, Chippewas of Kettle & Stony Point First Nation, Chippewas of the Thames First Nation, Eelūnaapéewi Lahkéewiit (Delaware Nation), Munsee-Delaware Nation, and Oneida Nation of the Thames.



Strategic Plan

Vision

SFNS member First Nations are prosperous.

Mission

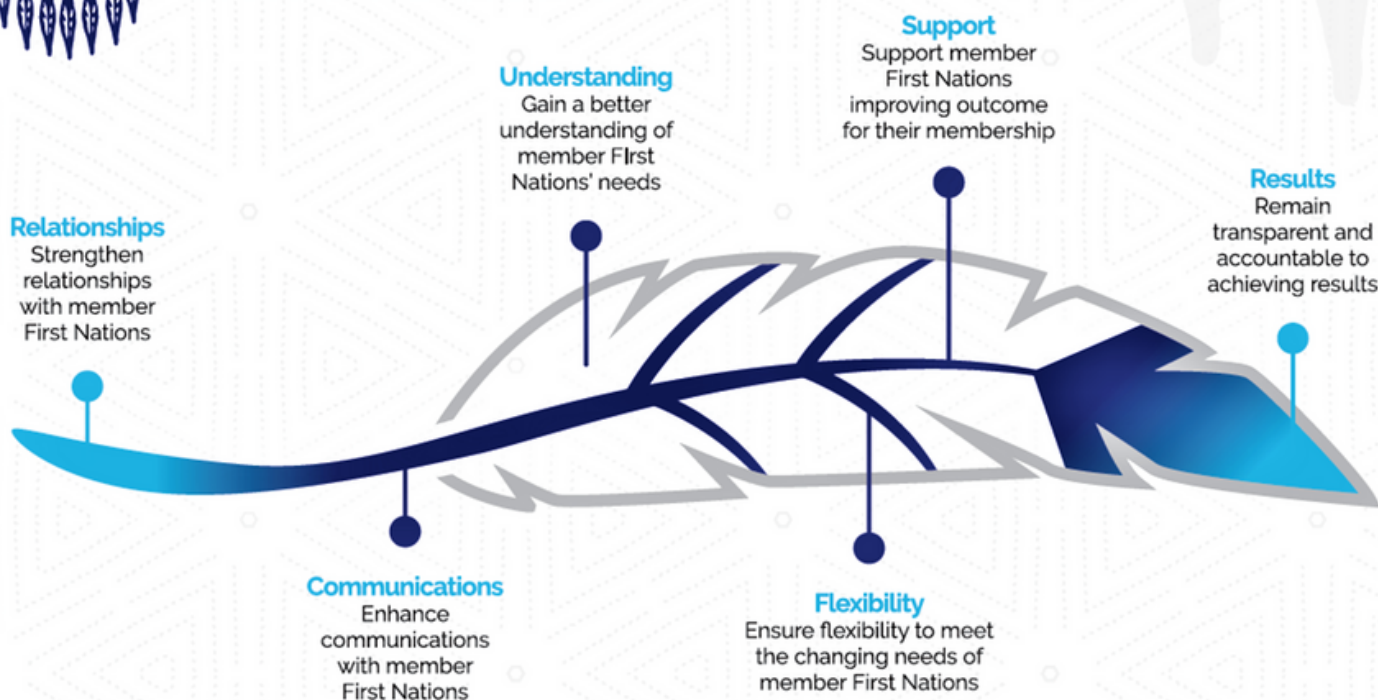
SFNS supports member First Nations by delivering quality programs and services that improve outcomes for their membership.

Guiding Principles

SFNS is an organization that respects equality and diversity in the services it provides. At the SFNS we strive for excellence in all that we do and are accountable to those we serve.



Strategic Plan



Board of Directors



**Aamjiwnaang
First Nation**

Shawn Plain
Chairperson



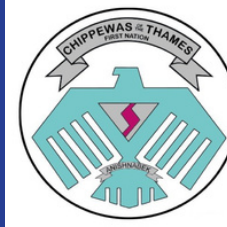
**Caldwell
First Nation**

Vacant



**Chippewas of
Kettle & Stony
Point First Nation**

Marshall George



**Chippewas of the
Thames First
Nation**

Warren Huff



**Eelūnaapéewi
Lahkéewiit -
Delaware Nation**

Aliyah Whiteye



**Munsee-Delaware
Nation**

Wahbuhnung Snake



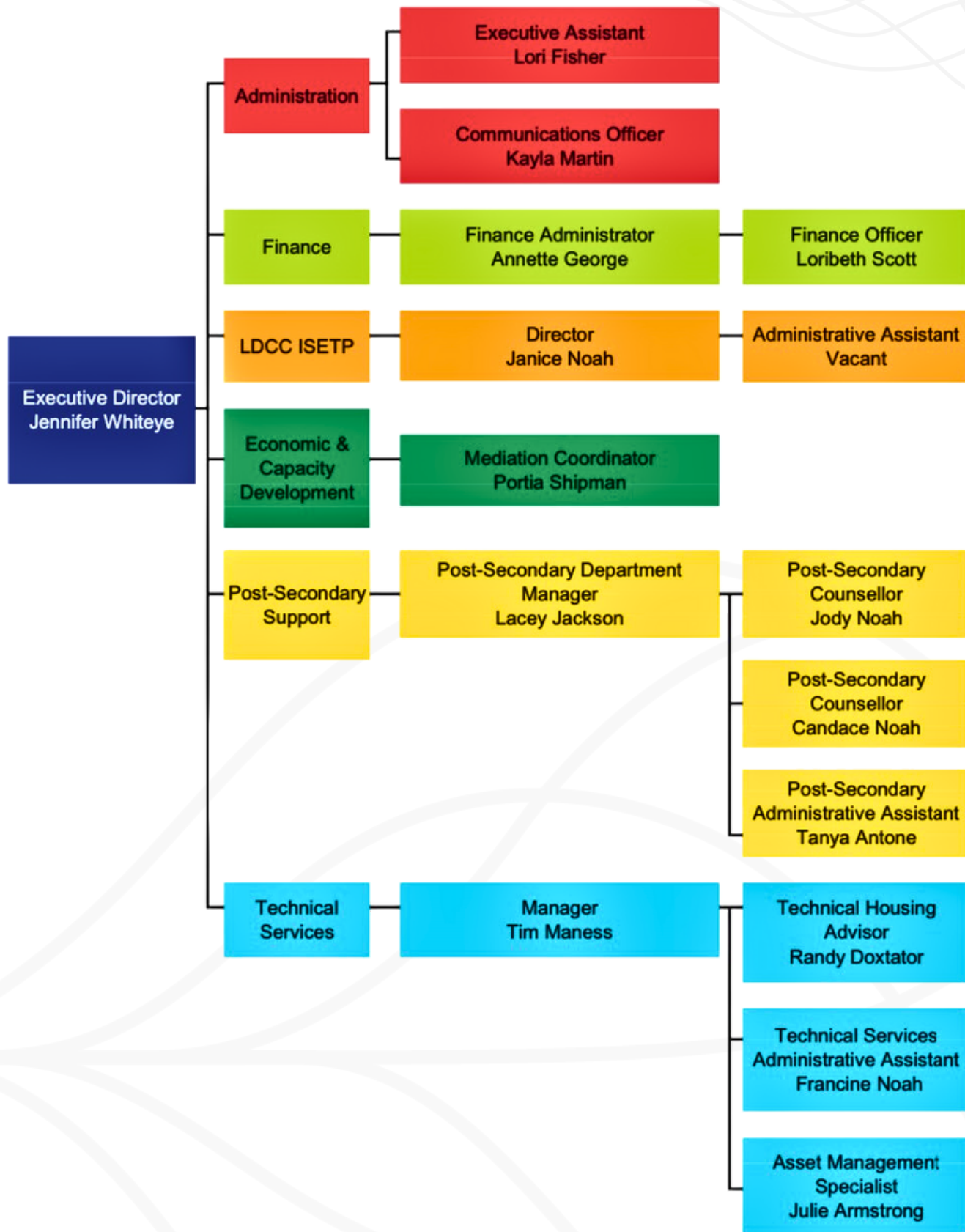
**Oneida Nation of
the Thames**

Holly Elijah

As of August 17, 2023



Organizational Chart



Consolidated Statement

Southern First Nations Secretariat Consolidated Statement of Operations

For the year ended March 31	Budget 2023	2023	2022
Revenue			
Indigenous Services Canada	\$12,445,924	\$10,509,676	\$ 9,627,371
Administration	14,000	85,458	65,964
Board Contribution	25,000	25,008	21,322
Canada Mortgage and Housing Corporation	10,000	4,753	6,908
Employment and Social Development			
Canada	2,938,761	2,468,593	3,137,151
Community contribution (PSSSP) (Note 6)	-	214,975	241,296
Golf tournament	-	16,463	15,920
Ministry of Indigenous Affairs	-	-	16,952
Ontario Health (West)	-	-	20,000
Interest	75,000	140,344	21,901
Other	5,000	7,123	48,845
Rental	44,940	47,985	44,940
Indigenous Economic Development Fund	134,528	-	-
	15,693,153	13,520,378	13,268,570
Operating expenses			
Administration - Schedule 1	1,775,386	1,865,458	1,585,835
Post Secondary Program - Schedule 2	10,069,305	8,751,066	8,006,268
Post Secondary General List - Schedule 3	66,877	113,744	173,678
Indigenous Skills and Employment			
Training Program - Schedule 4	2,938,761	2,468,593	3,137,151
First Nation Inuit Youth Employment			
Strategy - Schedule 5	65,222	30,287	42,364
LDCC Regional Youth Initiatives			
- Schedule 6	-	13,383	14,548
First Nations Health Policy - Schedule 7	-	1,726	40,000
Mental Health Initiatives - Schedule 8	-	-	16,952
Post Secondary Northern List - Schedule 9	623,292	76,325	169,076
Regional Economic Leakage Program -			
Schedule 10	123,003	123,003	-
	15,661,846	13,443,585	13,185,872
Annual surplus	\$ 31,307	\$ 76,793	\$ 82,698



Consolidated Statement

Southern First Nations Secretariat Consolidated Statement of Financial Position

March 31	2023	2022
Financial Assets		
Cash	\$ 4,918,041	\$ 4,434,109
Portfolio investments	234,844	234,855
Accounts receivable (Note 3)	380,974	381,238
	<u>\$ 5,533,859</u>	<u>\$ 5,050,202</u>
Liabilities		
Accounts payable and accrued liabilities	\$ 801,843	\$ 1,069,560
Deferred revenues (Note 4)	3,389,820	2,711,180
Repayable funding (Note 5)	6,534	6,534
	<u>4,198,197</u>	<u>3,787,274</u>
Net Financial Assets	<u>\$ 1,335,662</u>	<u>\$ 1,262,928</u>
Non-Financial Assets		
Prepaid expenses	\$ 321,106	\$ 331,112
Tangible capital assets - net	14,065	-
Accumulated Surplus	<u>\$ 1,670,833</u>	<u>\$ 1,594,040</u>

On behalf of the Board:



Director



Director



Administration Department

Administrative Support



Photographed left to right: Magic Huff, Daveigh Fletcher, and Lori Fisher

The Administration Department offers a comprehensive range of daily services to support the member First Nations and SFNS departments. These services encompass various tasks, including but not limited to reception services, document assistance, IT support, meeting coordination, and organizing special events. Additionally, the department provides essential administrative support to the Board of Directors and the LDCC, ensuring smooth planning and execution of meetings. This includes verifying quorum attendance, taking meeting minutes, and maintaining consistent communication with Chiefs, Councils, Council Secretaries, and Band Administrators/Director of Operations.

Furthermore, the Administration Department actively responds to a diverse array of requests from member First Nations. These requests encompass document and template development, historical research, information on programming, and more.

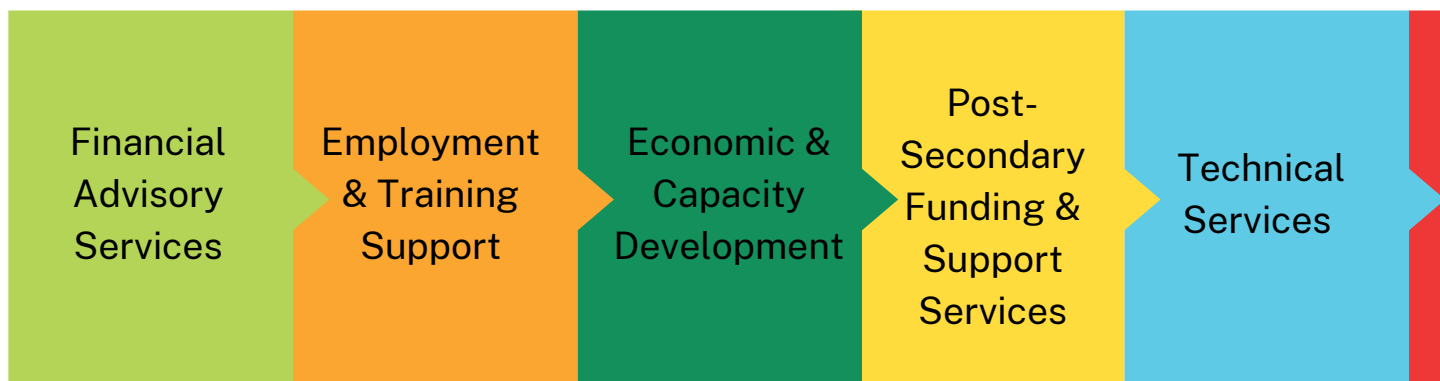
Administration activities are consistently adapted to meet evolving program needs and requirements. The services we offer maintain a continuous and efficient pace throughout the year, ensuring seamless support. As events and projects pass through the Administration Department, SFNS benefits from the collective capacity and support of our entire staff, enabling us to deliver professional and high-quality results.



Administration Department

SFNS Mandate

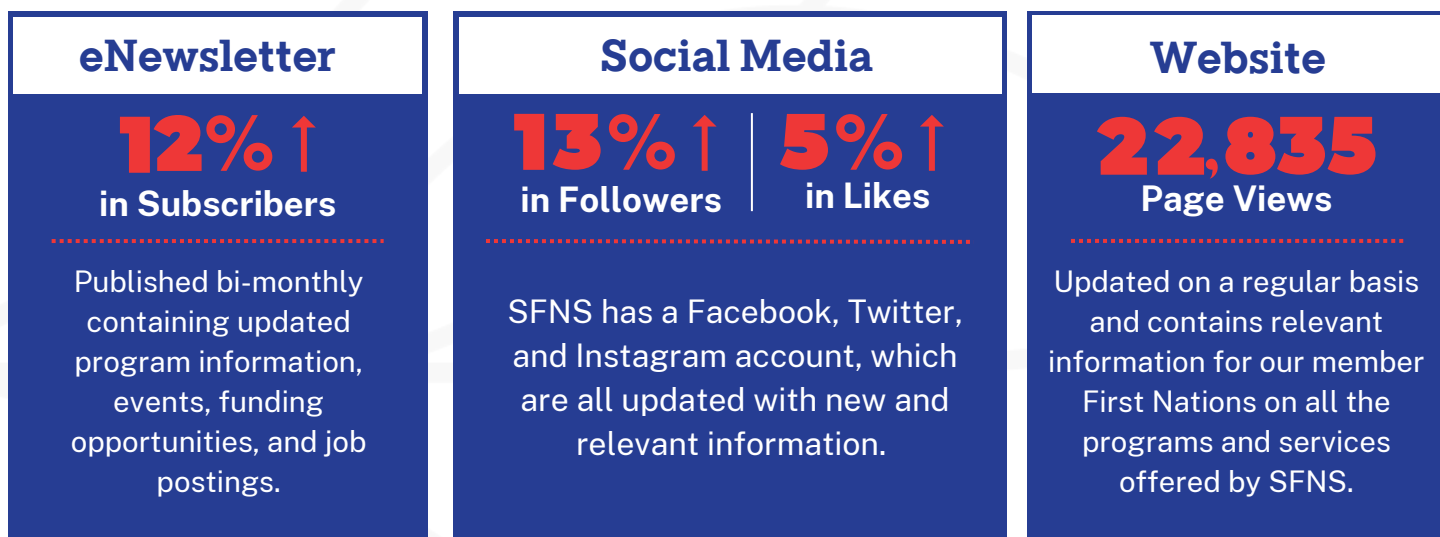
SFNS delivers programs and services to our member First Nations in the following areas:



Communications

Effective communication is crucial for building strong relationships, fostering trust, and encouraging engagement with our member First Nations.

The staff at SFNS maintain regular communication with a diverse network, including Chiefs, Council Members, Political Assistants, Directors of Operations/Band Administrators, and program staff. SFNS is dedicated to enhancing communication with member First Nations, employing various channels such as:



Please note that the statistics above are compiled annually.



Special Projects

LDCC 3rd Annual Golf Tournament - Benefiting Regional Youth Initiatives

Southern First Nations Secretariat hosted the 3rd Annual LDCC Golf Tournament at the Willow Ridge Golf & Country Club in Blenheim, Ontario on August 5, 2022 where we were able to raise \$5,809. Willow Ridge was able to accommodate all our golfers with an 18-hole course, banquet hall, kitchen and patio. The tournament was run as a 4-person scramble with men's, women's and mixed divisions. This year we encouraged junior youth, aged 6-16 years, to participate by providing them a discounted registration rate through the support of Junior Youth Golfer sponsorships.



Photographed left to right: Howard IV Shipman, Kara Cornelius, and Cole Shipman



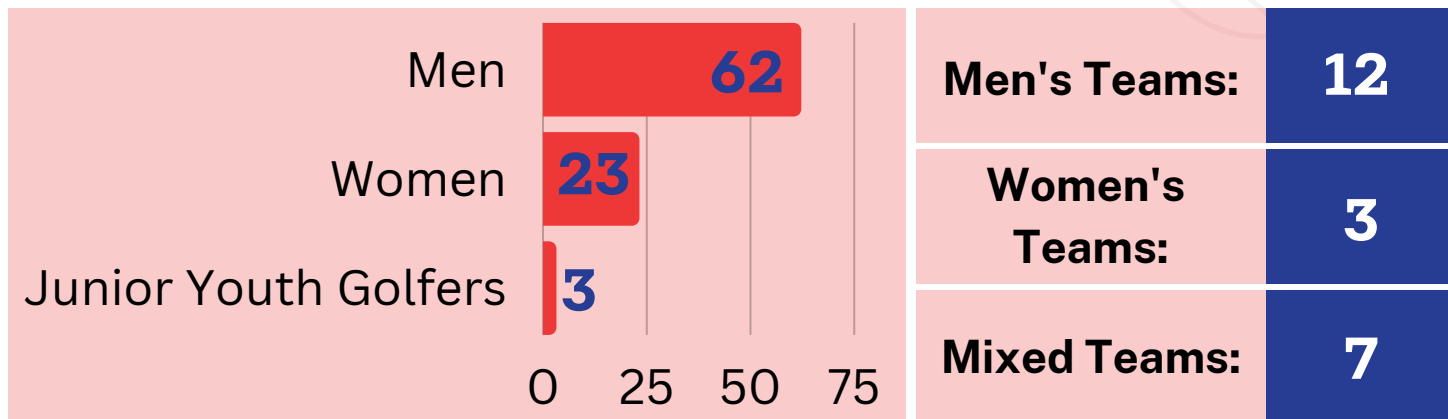
Golfers

- Registered golfers: 92
- Golfers in attendance: 85



Special Projects

Of those that attended, there were:



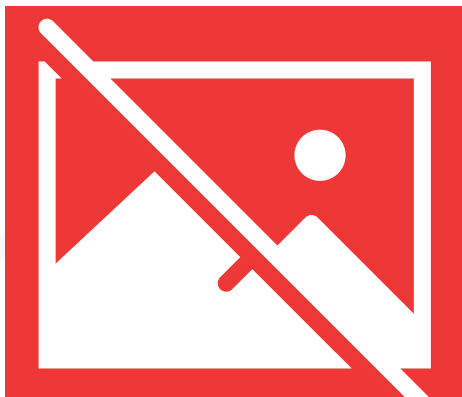
Best Score Winners

Men's Division:



Hard Hitters
Score: 55

Women's Division:



O-Town Girls,
Score: 65

Mixed Division:



Fore
Score: 60

Contest Results

Longest Drive		
Men's:	Women's:	Junior Youth:
Brett Miskokomon	Michelle Kennedy	Kara Cornelius



Special Projects

Closest to the Pin		
Men's:	Women's:	Junior Youth:
Bel Brown	N/A	Kara Cornelius

Putting Challenge		
Men's:	Women's:	Junior Youth:
Joe Doxtator	(TIED) Chloe Gray & Michelle Kollin	Cole Shipman

Special thank you to our 2022 golf tournament sponsors and donors!

BDO Canada
Lambton College
Three Fires Development Corporation & Thunderbird Plaza
Southern Ontario Aboriginal Health Access Centre
Chippewas of Kettle & Stony Point First Nation
MC Business Solutions
TekSavvy
Native Education & Training College
Les Timothy Memorial/Delaware Nation
Sisco & Associates
40 Fuel
WP Pensions & Benefits
Programmed Insurance Brokers Inc.
Institute of Indigenous Learning at Fanshawe College
First Nations Technical Institute
First Nations Limited Engineering Services
KL Martin & Associates



Special Projects

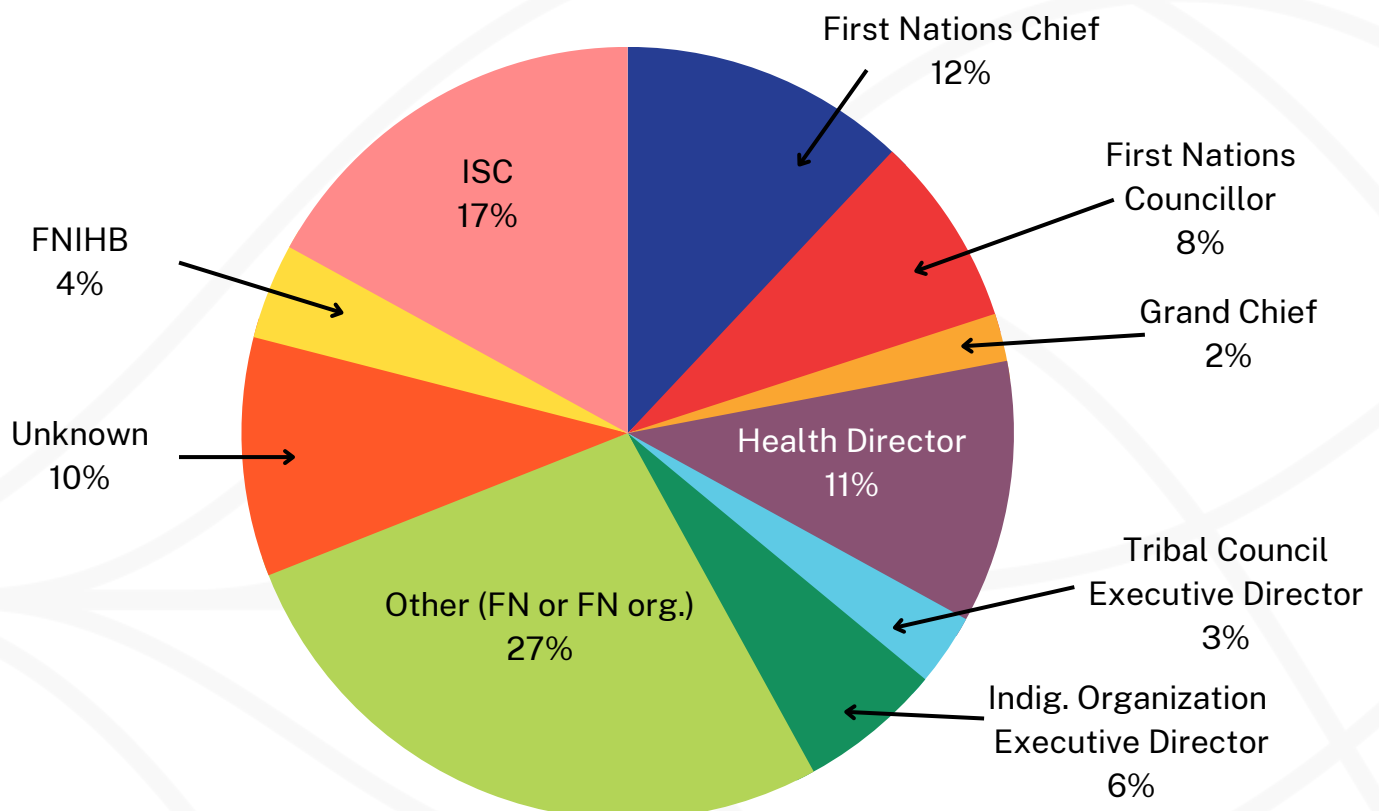
Indigenous Services Canada - Ontario Joint Gathering

Overview

Southern First Nations Secretariat (SFNS) led logistics coordination as the conference organizer of the Indigenous Services Canada Ontario Region's 2022 Annual Ontario Joint Gathering. SFNS' key duties included liaising with representatives from Indigenous Services Canada, First Nations and Inuit Health Branch, tracking registration, coordinating Zoom, coordinating with the Chelsea Hotel, and coordinating all of the vendors, service providers, and entertainers. SFNS also coordinated, verified eligibility, and processed travel claim subsidies for participants.

The goal of this event is to gather First Nations leadership, public servants, and elected officials of Ontario and Canada to build upon existing relationships, share priorities, successes, and concerns.

The Ontario Joint Gathering was a hybrid event hosted at the Chelsea Hotel in Toronto, Ontario on October 25 & 26, 2022 for in-person and offering virtual attendance via Zoom. There were over 350 delegates in-person and over 50 virtual attendees, with over 60 Ontario First Nations represented.



Special Projects

October 24, 2022 – Welcome Reception

The welcome reception was held at the Indigenous Services Canada's Dodem Kanonhsa' Cultural Lodge, located one block from the Chelsea Hotel. In-person delegates were able to enjoy light snacks, refreshments and a cultural group performance by Iron River Agency.



Photographed left to right: Glen Hare (Ontario Regional Chief), John Hupfield, Anne Scotton (Former Regional Director General, ISC), Deanne Hupfield, Wausnodeh Kiwenzie, Hunter Shipman, Styles Shipman, Ashton Shipman, and White-Lightning Clark at the Welcome Reception.

October 25, 2022 – Ontario Joint Gathering Day One

SFNS staff worked the registration table, prepared printed name tags for on-site registrations, operated the Zoom meeting, and assisted ISC and FNIHB with additional requests.

The Joint Gathering opened with a welcome and introduction by the Master of Ceremonies, Stephanie Pangowish. Followed by a prayer by elder, Jane Chartrand, and a hand drum song by White-Lightning Clark.



Special Projects

Throughout the day a vaccine clinic for both the flu shot and COVID-19 were available.

Delegates enjoyed an acoustic lunch hour performance by Brothers Wilde, a brother duo from Kettle & Stony Point First Nation.



Photographed left to right: Janice Noah, Josh Noah, and Autumn Manning at the registration table.



Photograph of Brothers Wilde performance.

October 26, 2022 – Ontario Joint Gathering Day Two

SFNS staff continued to work the registration table, prepared printed name tags for on-site registrations, operated the Zoom meeting, and assisted ISC and FNIHB with additional requests.

Day two was opened with a prayer by Travis Anderson. The morning M/C duties were fulfilled by Associate Regional Director General, Chad Aramburo, and ended with a hand drum song by White-Lightning Clark.

The vaccine clinic continued to be available throughout the day.

The First Nations and Inuit Health Branch continued the Health Director's gathering agenda for the afternoon. This session was facilitated by Sheri Doxtator of Oneida Nation of the Thames, and elder Laureen "Blu" Waters opened the session with a prayer.



Financial Advisory

Finance Department Overview

The Finance Department provides accountability for the efficient management of funding we receive throughout the year, ensuring our member First Nations, Post Secondary Institutions, students, employees and suppliers receive their correct remittances. In addition, we regularly ensure the following tasks are completed in a timely manner:

- 💰 Work with department managers and propose budgets for review by the Finance Committee and Board of Directors.
- 💰 Work with the Finance Committee to ensure funds are invested appropriately.
- 💰 Prepare quarterly financial reports for review by the Finance Committee which are presented to the Board of Directors.
- 💰 Monthly financial reports are distributed to program managers.
- 💰 Implementing and enforcing internal controls and procedures.
- 💰 Daily duties including processing invoices/payments, reconciliations for bank and credit cards, processing staff payroll, and submitting pension and government remittances.
- 💰 Annual audit preparation.

Meet the Finance Team

Annette George,
Finance Administrator

Loribeth Scott
Finance Officer



Photographed left to right: Loribeth Scott and Annette George

Finance Committee

1 **Wahbuhnung Snake**
Secretary/Treasurer

2 **Jennifer Whiteye**
Executive Director

3 **Annette George**
Finance Administrator



Financial Advisory

In addition to our regular responsibilities, we continue to develop our skill sets and stay informed of new and upcoming changes. As members of the National Payroll Institute, we have attended various webinars and training courses. We also attended various webinars through Capacity Connect with a focus on accounting best practices. As members of the Aboriginal Financial Officers Association, we attended a one-and-a-half-day session hosted by the Ontario Chapter of AFOA in June 2022, as well as the AFOA Conference that took place in Ottawa in February 2023.

Support Services

We continue to provide support to our member First Nations in various aspects including budget development, preparing cash flow forecasts, support for the annual audit process, preparing interim financial reports, and interfacing with major funders.

Annual Audit

The 2022-2023 Audit was completed by BDO. The audit report is consolidated with our for-profit company 2047353 Ontario Inc., according to Canadian Public Sector Accounting Standards.



Independent Auditor's Report

The function of the Independent Auditor's report is to outline the findings of the audit and provide an opinion on these findings. An unqualified opinion is best, and reflects the excellent work done by the SFNS Finance team.

The opinion of the auditor for the 2022-2023 audit states "the consolidated financial statements present fairly in all material respects, the consolidated financial position of the Group as of March 31, 2023 and its consolidated financial performance and cash flows for the year then ended in accordance with Canadian Public Sector accounting standards." (BDO).



Employment & Training

Overview

The Indigenous Skills and Employment Training Program (ISETP) is the Federal government's successor strategy to the Aboriginal Skills and Employment Training Strategy (ASETS). For over 20 years First Nation members have counted on these programs in their communities to provide training, skill development and employment opportunities.

ISETP is a ten year First Nations distinct program that came into effect on April 1, 2019 until March 31, 2029.

The ISETP purpose and objective reads as "...help close the employment and earning gaps between Indigenous and non-Indigenous people," with "a stronger focus on training for higher quality, better paying jobs rather than rapid re-employment," as well as assisting "clients to gain greater skills and find jobs that will support their long-term career success."

(a) to support First Nations in developing employment skills by pursuing training for employment and long-term careers, and by recognizing their unique needs, with the ultimate objective of closing the employment, earning and skills gap between First Nations and non-Indigenous people; and

(b) to support and enhance capacity of First Nations service delivery organizations and structures to customize culturally-appropriate services to support their clients throughout the employment continuum by developing and improving skills and employment training.

ISETP Funding Agreement – April 1, 2019

There are currently 5 active sub-agreements held with the following member First Nations:

- Aamjiwnaang First Nation
- Chippewas of the Thames First Nation
- Chippewas of Kettle & Stony Point First Nation
- Delaware Nation – Moravian of the Thames
- Munsee-Delaware Nation

The LDCC ISETP department is responsible for overseeing the activities of the sub-agreement holders and ensuring that activities are in compliance with the main agreement held with Canada. We provide support to each member Nation to ensure efficient and effective programming.



Employment & Training

Minimum Levels Of Service

Often referred to as “soft services”, Employment & Training offices are open to provide minimum levels of services to all clientele. Minimum levels of service are defined in the following two categories and do not incur a financial cost: Drop-in Clients and Service Needs Assessment. Over the 2022-2023 fiscal year Employment & Training staff have assisted approximately 120 clients per quarter with these types of services. Some examples of soft services are resume writing, interview skills, access to computers, internet, resources and job boards.

120

Clients Assisted
per quarter

For clients who require more than the minimum levels of service, an Employment & Training staff member would undertake a client/needs assessment, creating an Employment Action Plan. The client's Employment Action Plan determines what training program is suitable.

The LDCC ISETP has seven programs designed to assist clients.



Employment & Training

Results



Over the last year, there were:

261

clients served within our five member communities.

Of these interventions

54%

resulted in employment/self employment

19%

resulted in a client returning to school

27%

were ongoing into the next fiscal or more employable

The 2022-2023 fiscal year has finally seen Employment & Training interventions beginning to return to the levels we saw before the COVID-19 pandemic. Employment & Training staff have worked hard to deliver programming through restrictions, office closures, sanitizing office spaces, providing supports so that clients could continue with their interventions. These supports and client results demonstrate the dedication of each E&T staff.

During the 2022-2023 fiscal year, Child Care Centres in 4 of our member communities submitted questionnaires outlining their urgent repair and renovations needs. Some examples are needs assessments, fencing, safety lighting, upgrade phone systems, replace entry doors, construct storage shed and generator purchase. These centres were successful in obtaining \$556,192 in FNICCI Urgent Repairs and Renovations funding that spread over the 2022-2023 and 2023-2024 fiscal years.



Economic & Capacity Development

Capacity Development

Workshop Summaries

1

First Nations Cultural Tourism Event

October 1, 2022

Est. 300 Attendees

SFNS partnered with TCDC and Sarnia Tourism - Lambton to offer this free family event which took place at the Maawn Gumig Aamjiwnaang Community Centre from 10:00am – 3:00pm. The highlight of the event was to share the rich culture and heritage of First Nation peoples with activities such as traditional drumming, storytelling, traditional food, and cultural dancers in their regalia. Guests were welcomed to the outdoor pavilion where there were over 30 creative artisans, craft demonstrations, and on-site interactions with two descendants of Ojibway wild horses (Spirit Horses).



2

Generational Differences in the Workplace

November 24, 2022

12 Participants



The session was a one-hour virtual keynote with Dr. Karyn Gordon, CEO & Co-Founder – DK Leadership: Global Leadership Coaching Co. The session started off with identifying the following generations along with their traits, and driving factors such as Traditionalist, Boomer, Generation X, Generation Y, and Generation Z.



Economic & Capacity Development

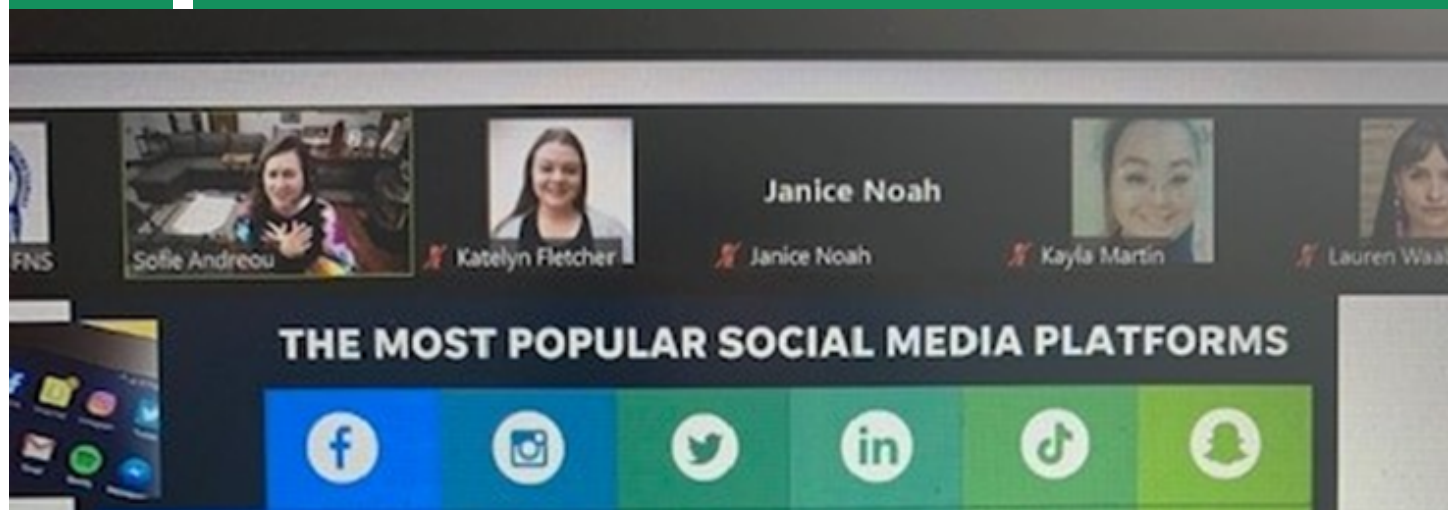
We also learned how each of them are motivated and how to best obtain productivity. The session closed with participants being encouraged to access the 5 Leadership EQ Skills Scorecard – Increase Your Awareness To Become A Confident Great Leader and one lucky participant won a free course of their choosing from the Success Intelligence: Leadership Courses.

3

Social Media 101

January 27, 2023

10 participants



The session had a total of 10 participants for the one-hour webinar with Sofie Andreou, digital marketing expert and founder of 123 Digital Power. The session started off with reviewing the most popular social media platforms and key information about each of them such as demographics, types of content offered, and strategies on how to best utilize each platform. As an example, Sofie reviewed some of the SFNS's social media accounts with participants and highlighted what works as well as offered posting tips. A review of LinkedIn was provided which confirmed that both a company page and individual profile could be added and also deemed as another great way to share community/organization functions via the events page. We established that a top trend for 2023 is short authentic videos and attendees were provided with five essential business video examples, steps to prepare, and steps to choosing hashtags that will increase your views.

Those in attendance felt they learned a great deal of insight into each of the social media platforms with a strong understanding of digital marketing hard skills, and how to ensure the right kind of content is reaching the right audience.



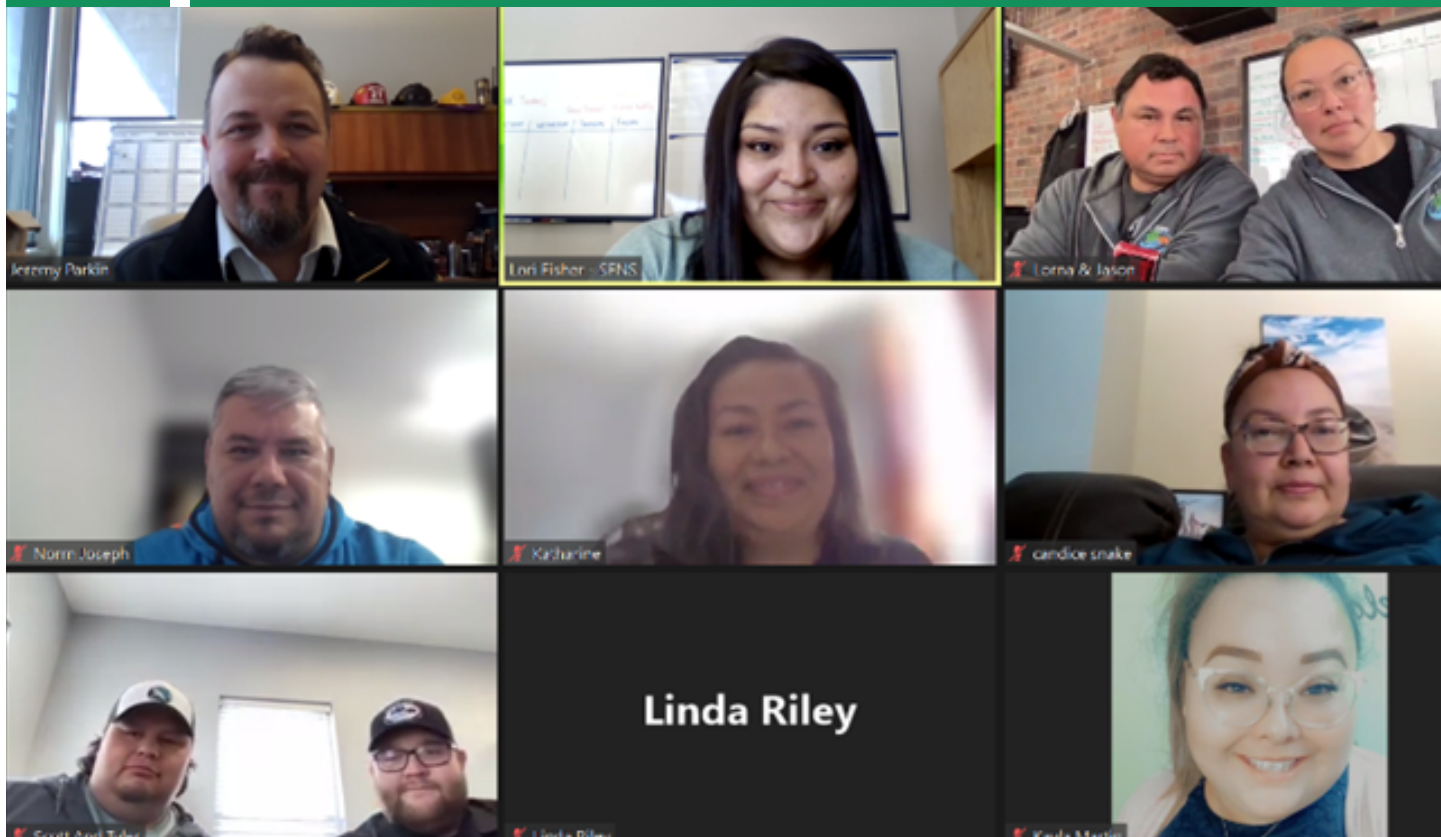
Economic & Capacity Development

4

EM 200 & IMS 200

February 1 & 2, 2023

11 participants



The virtual course had a total of 11 participants over the span of two days. Jeremy Parkin, Director of Emergency Services/Fire Chief, Fire Services provided instruction during the two days and reviewed the emergency management in Ontario including the systems and processes for preventing, mitigating, preparing for, responding to, and recovering from emergencies and disasters.

Participants learned about the key provisions of the Emergency Management, Civil Protection Act and how to identify the roles and responsibilities of various levels of government and other key organizations involved in emergency management.

During the last day of the course those in attendance were provided an exam to review all the content. All of the exam participants successfully passed the exam and were awarded a certificate that was made available through the EMO dashboard.



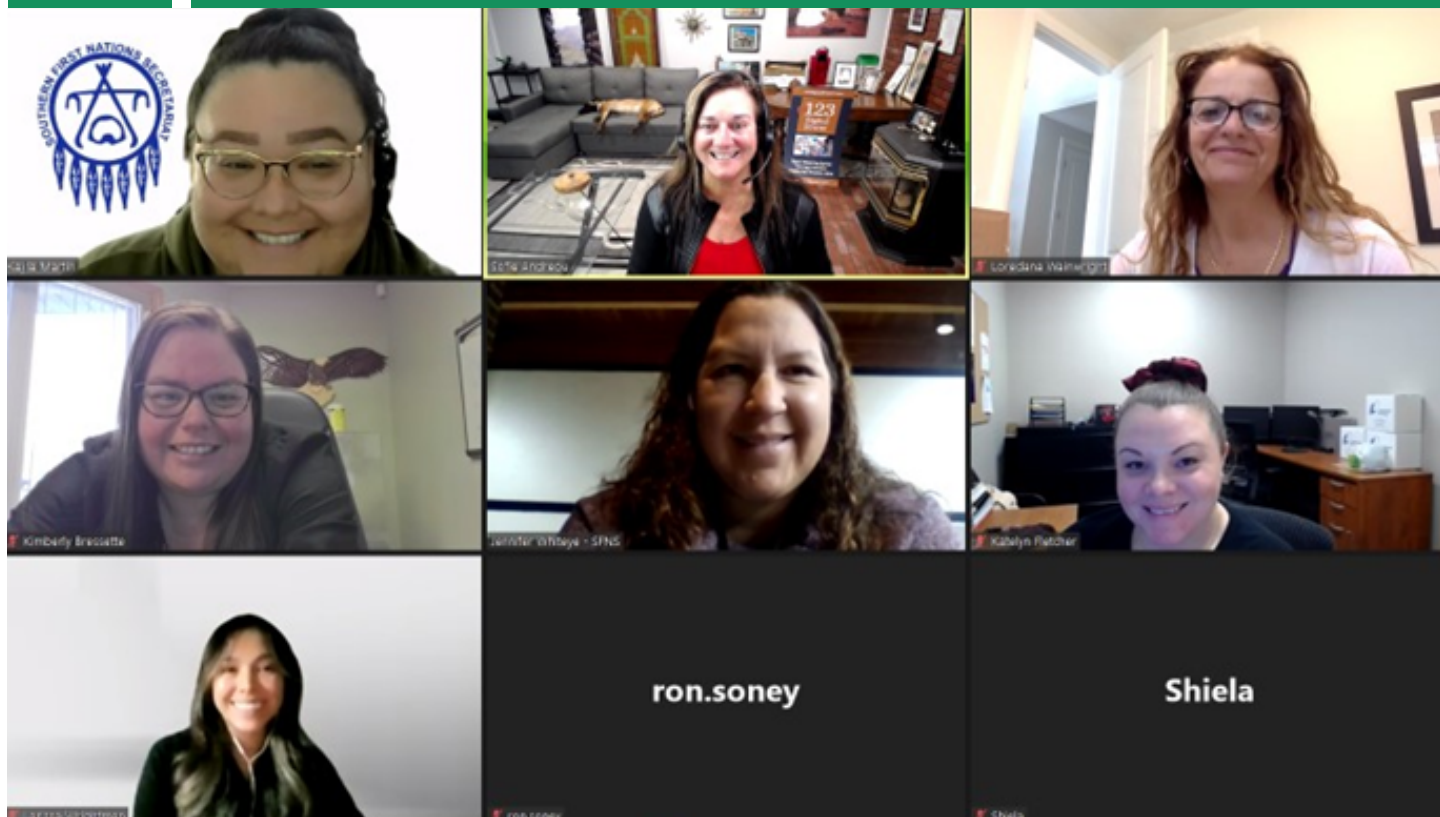
Economic & Capacity Development

5

Leadership Media Training

February 23, 2023

10 participants



SFNS partnered with Sofie Andreou, digital marketing expert and founder of 123 Digital Power to offer a one-hour virtual session to discuss leadership media training. The session was geared towards Chiefs, Band Administrators, Director of Operations, Communication Officers, or those that are responsible for speaking to the media on behalf of the First Nation.

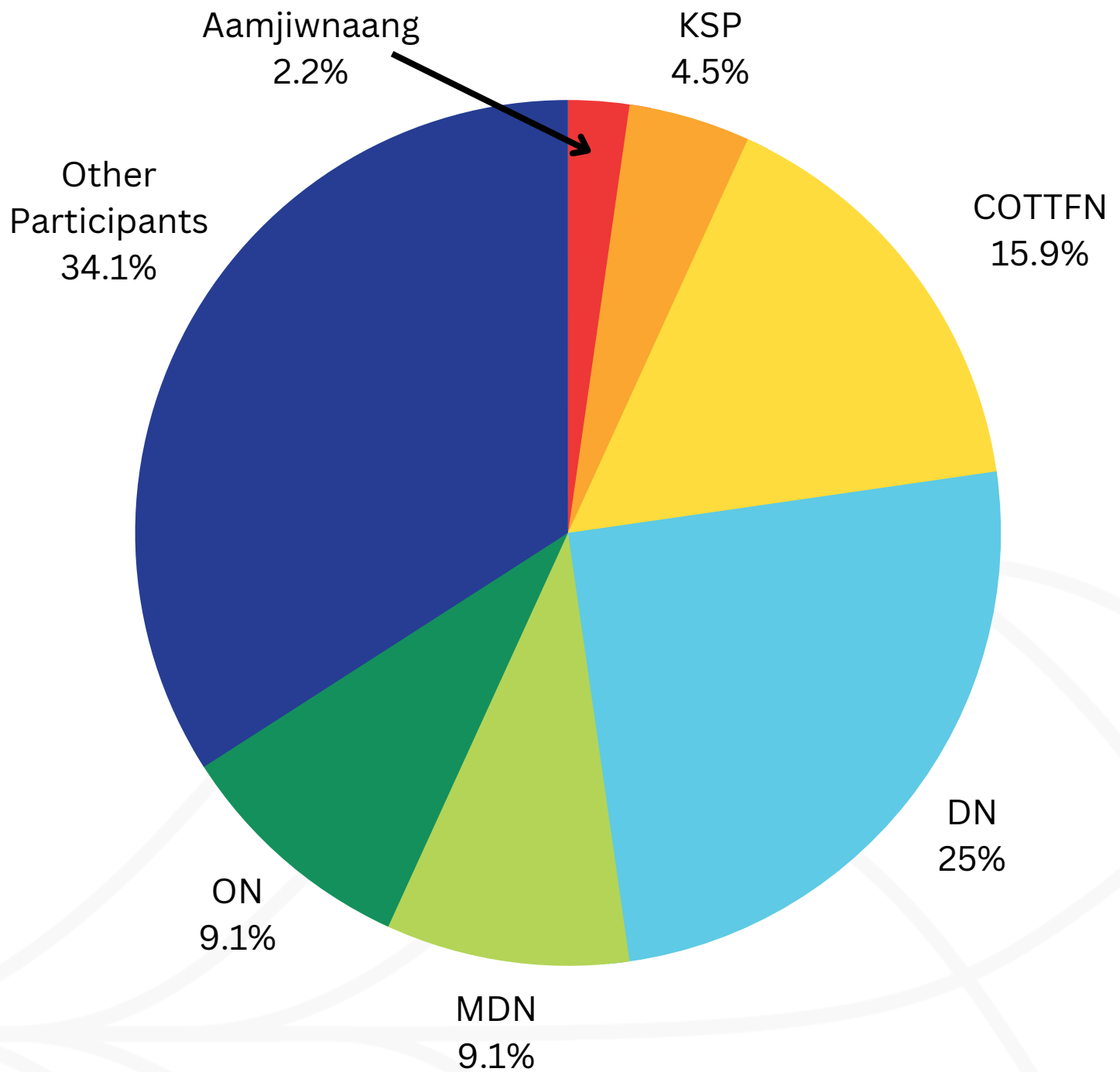
Although the day was impacted by a winter storm and power outages, the session had a total of 10 participants. Those in attendance agreed that Sofie provided an abundance of information which included:

- The difference between a press conference & press release.
- How to publish a media release.
- Learn how to host a media conference.
- Best practices on media interviewing.
- Reputation management.



Economic & Capacity Development

Workshop Participation by Nation



Economic & Capacity Development

Capacity Connect

2022-2023 Year in Review

Established in February 2021, the 'First Nation Financial Capacity Development Initiative' now known as Capacity Connect, is a joint initiative between Nokiiwin Tribal Council and Southern First Nations Secretariat. Capacity Connect recognizes that each First Nation community has unique needs and challenges and assists by providing guidance, tools, and support.

The Team



Shantelle Graham
Capacity Development Manager



Katelyn Fletcher
Communications Coordinator



Jennifer Shaw
Lead Finance Advisor



Lauren Williams
Finance Advisor



Peter Smith
Finance Advisor



Maddison Thomson
Office Coordinator



Josh Peltier
Curriculum Developer

Capacity Connect

2022-2023 was a year of continued development and growth for Capacity Connect with an overall increase in all key performance metrics such as webinar growth, participant growth, social media presence, and the introduction of the finance support pillar 'back-office support program.' In response to Indigenous Services Canada (ISC) resuming reporting halts as of January 2023. Capacity Connect shifted our efforts to deliver workshops, webinars, tools, and support specifically around best practices for ISC reporting. *(ISC funding halts potentially jeopardize funding for a First Nation depending on the program).*

“

Working Together to Achieve
Financial Success

”



Economic & Capacity Development

Highlights

- ⇒ New financial software and MS office webinars added.
- ⇒ Joint workshops with First Nations Financial Management Board.
- ⇒ Strengthening Governance workshop.
- ⇒ AFOA Canada conference presentation – Best Practices in ISC Reporting.
- ⇒ Attended Sapawe Bill C-65 workshop, ISC Joint Gathering and FNERA conference.
- ⇒ Onboarding of (13) Ontario First Nations into Finance Support program.
- ⇒ Introduced new Capacity Connect finance support network group.
- ⇒ Completion of the pay equity project.
- ⇒ New website resource page with search capability.
- ⇒ Introduction of quarterly newsletter.

Key Performance Metrics

Capacity Connect Membership				
Mailing List	Facebook	Facebook Private Network	Linkedin	Finance Support
346 members	173 followers	17 members	37 followers	17 First Nations

36 Webinars were provided from April 2022 – March 2023

Through the above initiatives, participants and members often share information, ask questions, and propose new topics of discussion. Capacity Connect responds quickly to meet those needs and provides relevant training and resource materials.



Economic & Capacity Development

Regional Economic Leakage Study

Background

The SFNS Business Partnerships Committee, Cost Sharing Circle, and Post-Secondary Education Collaborative were established in 2019 by the SFNS Economic Leakage Working Committee, a group representing SFNS' seven member First Nations who since 2016 have been driving and overseeing the SFNS Regional Economic Leakage Project. The members developed these committees when the project found that **SFNS' six member First Nations spend about \$250 million externally annually** (\$50 million at the First Nations government level and \$200 million at the household level).



Figure 1. Timeline of SFNS Economic Leakage Project.

Part One: Business Partnerships & Group Purchasing

Business Partnership Committee (BPC)

Purpose: The purpose of the BPC is to support member First Nations in exploring and developing business partnerships to address economic leakage.

“We have come together to develop business partnerships among our First Nations and with external businesses as one strategy to reduce economic leakage (spending outside of our communities) and strengthen our regional First Nations economy in southwestern Ontario.”

The BPC is generally composed of the same representatives of SFNS member First Nations as the original SFNS Economic Leakage Committee. Between 2019 and 2023, the BPC has met quarterly.

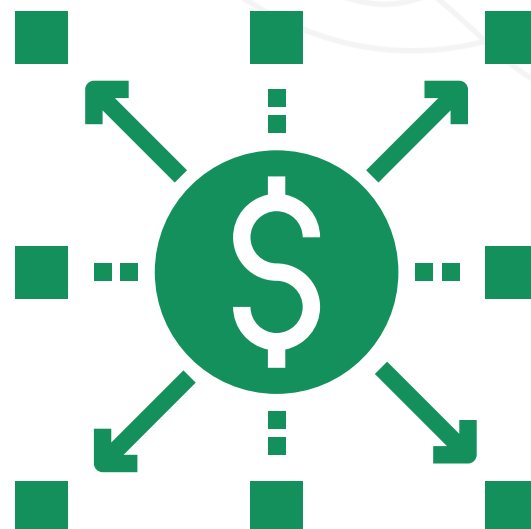


Economic & Capacity Development

Cost-Sharing Circle (CSC)

Purpose: The purpose of the CSC is to support member First Nations in exploring and developing group purchasing agreements to recapture economic leakage in the highest areas.

“We have come together to purchase goods and services as a group of First Nations at a discounted rate as one strategy to reduce economic leakage (spending outside of our communities) and strengthen our regional First Nation's economy in southwestern Ontario.”



The Cost-Sharing Circle and Business Partnership have organically grown into one group (with overlapping members) with a focus this fiscal year on conducting a business plan which was supported by the Community Opportunities Readiness Program through Indigenous Services Canada.

Refresher on Feasibility Study Findings:

- ① Conventional Office Supplies Warehouse Retailer is unfeasible;
- ② New e-Commerce Office Supplies Business is feasible but not recommended;
- ③ E-Commerce Franchising Partnership is feasible and recommended.

Business Plan Purpose: To support SFNS and member First Nations in determining which approach to take in creating an independent e-commerce business or to franchise a currently established Indigenous owned company.

A briefing note was prepared for each Chief & Council following the completion of the feasibility study and upon entering the business plan phase.

Timeline:



May 6, 2022:

A project launch meeting was held between SFNS and SISCO.



Economic & Capacity Development



April 20, 2022 & May 10, 2022 BPC Meeting:

We had participation from Aamjiwnaang First Nation, Kettle & Stony Point First Nation, and Munsee-Delaware in one or both meetings. The scope of the e-Commerce Office Supply Business Plan was shared, and input was gathered on the areas of focus and considerations, relevant competitors and comparators, document and data to review, key individuals to include in interviews, and key dates for meetings.



June 2022:

BPC members were engaged one-on-one for input into the business plan.

An interview and focus group guide were developed to gather input directly from SFNS' member First Nations on an office supply business plan. The information gathered was used to inform the overall business plan direction and to help understand each First Nations' position in their role and direction within the Business Partnership.

Three focus groups (two at separate BPC meetings and one rescheduled meeting) and three interviews with member First Nations (including Ec Dev, First Nation Manager, and Development Corporation staff) were conducted to collect market and financial analysis. Updated financial information from the member First Nations was requested including:

- ① The last three years of office supplies expenditure figures; and
- ② A brief online or phone meeting with a representative from each finance department to understand spending trends in this area.

A briefing was also prepared for the finance staff which included a request for updated financial information.



October 6, 2022 BPC Meeting:

We had participation from Aamjiwnaang First Nation, Eelūnaapéewi Lahkéewiit, Munsee-Delaware Nation, Oneida Nation of the Thames, and TCDC. The purpose of the meeting was to present the business plan and gain input into the three options for an e-commerce office supplies business partnership. We also had presentations from Fanshawe College on their Indigenous Procurement Program and the London Chamber of Commerce on their current work and opportunities to support local First Nation communities, businesses, and entrepreneurs.



Economic & Capacity Development

The BPC asked SFNS/Sisco to renegotiate the terms presented as they differed from those provided during the feasibility study.

Business Plan Options:

- ① eSupply Canada First Nations Purchasing Agreement;
- ② eSupply Canada District Franchise Agreement;
- ③ SFNS member First Nation e-Commerce Office Supply Business.



Since February 2023: BPC members were engaged one-on-one to review the new terms and options negotiated with eSupply Canada and hear if members would recommend either option #1 or #2 to your Chief & Council (with our support to present the business plan) or pass on this opportunity at this time. We continue to engage throughout the new fiscal year in these important discussions and next steps.

A final briefing will be completed for member First Nation Chief & Councils once the business plan presentation to the BPC has been completed.

Part Two: Business Development, Procurement, & Employment

SFNS Economic Toolkit:

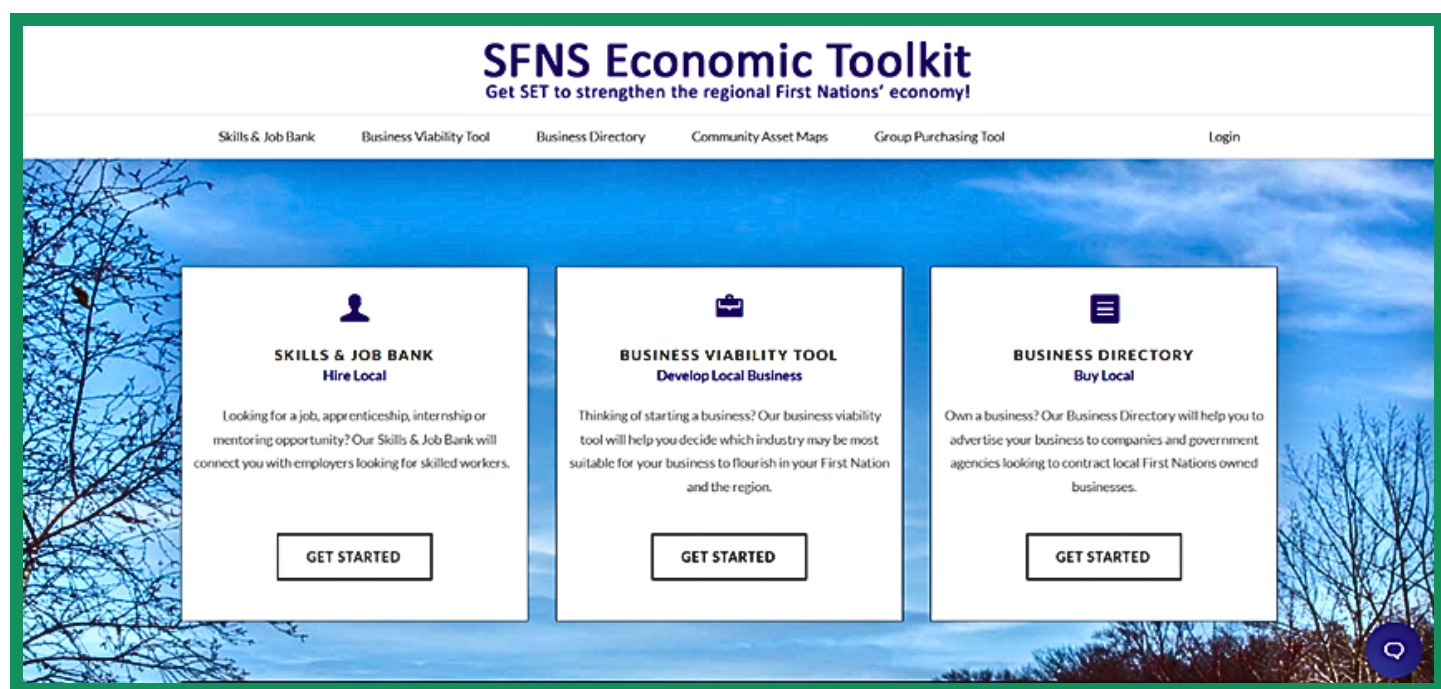
SET is a digital suite of six tools designed to grow the regional economy among SFNS member First Nations through reducing and recapturing economic leakage (spending outside of our communities).

- ① The **Skills and Job Bank** promotes SFNS First Nations community members' skills, experience, and qualifications (not just educational credentials) to employers who want to hire from local First Nations to increase employment.
- ② The **Business Viability Tool** helps to support aspiring entrepreneurs from SFNS First Nations communities in testing whether a business concept is viable, so they can make evidence-based decisions about business development.
- ③ The **Business Directory** advertises businesses owned by members of SFNS First Nation communities to organizations that want to buy products and services from local First Nations.



Economic & Capacity Development

- ④ The **Community Asset Mapping Tool** highlights SFNS First Nations' community strengths for economic development.
- ⑤ The **Group Purchasing Tool** supports SFNS First Nations in determining how much money could be saved across different areas by entering a group purchasing agreement with other local SFNS First Nations.
- ⑥ The **Capacity Development Tool** helps students who are members of SFNS First Nations to identify programs at local Post-Secondary institutions that meet their needs.



In 2022-2023, SFNS leveraged LEDSP funding to re-launch the SET, increasing skills bank registrations and job bank postings as well as business directory listings by:

- hiring and training a Communications Officer to lead the work;
- conducting a marketing study (developing a communication & marketing strategy in consultation with the Economic Leakage Strategic Plan Coordinator) to market the SET to employers;
- developing and delivering SET webinars; and
- hiring & training Youth Co-Researchers to facilitate SET workshops.



Economic & Capacity Development



In 2022, SFNS hired a Communications Officer, Kayla Martin who is a member of Six Nations of the Grand River and is now leading this work.

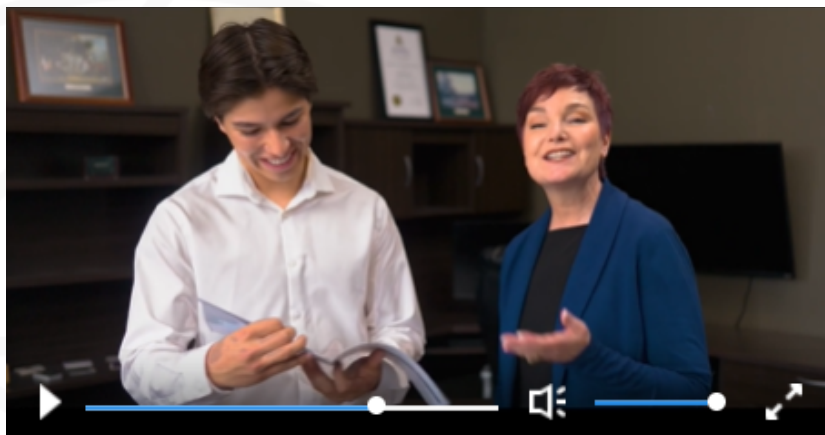
SFNS hired SISCO to contract, train, mentor, and support youth community research assistants from SFNS First Nations to support the promotion of the SET. Despite challenges in recruiting youth for the work, SISCO was able to contract six youth research assistants representing four of SFNS' member First Nations. Some youth* were only available to attend the training due to other commitments, but the other youth were able to facilitate their engagements.



From left to right: *Corwyn Brown, Oneida Nation of the Thames; Corall McNickle, Aamjiwnaang First Nation; Neesa Nahmabin, Aamjiwnaang First Nation; and Alyssa Chrisjohn, Oneida Nation of the Thames. Not pictured: Angel French, Chippewas of the Thames First Nation and *Kamryn Whiteye, Eelūnaapéewi Lahkéewiit (Delaware Nation).

Through this project we also produced a video to showcase how the SET Skills & Job Bank is beneficial to employers and job seekers. This is the second video produced for SET, with the first focused on telling a story of an aspiring entrepreneur and how the SET supported her growth. Please visit our website to view the video

<https://www.sfns.on.ca/set.html>.



Economic & Capacity Development

Project Outcomes:

9

SET
engagements
completed with

26

participants.

7

members of
SFNS First
Nations were
trained and
mentored in
facilitation.

380

jobs were
posted.

137

businesses added to the
business directory.

8

employment positions for members of SFNS member
First Nations including:

- o Three (3) permanent full-time positions; and
- o Five (5) temporary contract positions.

85

additional skills bank
registrants (216 in total).

Project Outreach:

In addition to networking virtually, Kayla Martin and Angel French participated in and/or set up a booth marketing the SET at community events during 2022-2023 such as:

- **November 17 & 18, 2023** – Indigenous Women in Business Symposium
- **February 16, 2023** - London Chamber of Commerce Business After 5pm at Fanshawe College Advanced Business and Industry Solutions
- **March 1, 2023** – Realizing Your Potential Conference at the Munsee-Delaware Nation Community Centre
- **March 8, 2023** – Chatham-Kent Chamber of Commerce BIZconneCKt Networking Event at Boston Pizza
- **March 23, 2023** – London Chamber of Commerce Business After 5pm at the Best Western Lamplighter Inn
- **March 24, 2023** – TCDC Business Writing Workshop at the Four Points by Sheraton London
- **March 30, 2023** – London City of Music Expo at the RBC Place London



Economic & Capacity Development

Roster for Mediation Services

Purpose/Mandate

- Restore peace and harmony to damaged relationships affecting the community;
- Defuse disputes before they become legal matters;
- Work with community members to address conflicts in a restorative manner;
- Increase the capacity of member First Nations to resolve disputes;
- Create a roster of appointed representatives who will be trained as facilitators to resolve disputes; and
- Provide training and ongoing support to the appointed facilitators.

Service Overview

SFNS has a Roster of 3 ADR (Alternative Dispute Resolution) trained facilitators, representing 2 of our member First Nations, that provide facilitated, interest-based negotiations as a support to member First Nations. Facilitators do not make decisions; they help guide the conflicting parties' discussions to a nonbinding agreement. Each session is voluntary; therefore, it is the parties' responsibility to uphold their agreement with one another.

SFNS coordinates and supports every request and the Mediation Roster.

2022-2023 Review

9 inquiries were received

The inquiries were mixed of family disputes, workplace disputes, and community disputes.

1 request was fulfilled

This was a new and unique request where we offered peace-keeping services for a community meeting with the band council.

- Unfortunately, we are unable to provide this service again in the future due to the time and financial commitment involved. However, we do offer communities contacts of those that they could independently contract to provide this service.



Economic & Capacity Development

1 request continued

1 workplace request has continued onto the case development phase into the 2023/2024 Fiscal Year, with anticipation to hold an in-person mediation session.



1 training session

We hosted an in-person Introduction to Mediation training session in March 2023 at the Maawn Doosh Gumig Community Centre in Aamjiwnaang First Nation with Capstone Coaching.

- 14 participants registered, with 11 completing the session.
- We had 2 SFNS staff participate, 5 from Chippewas of Kettle & Stony Point First Nation, and 4 from Aamjiwnaang First Nation

Roster for Mediation Services Contact Information:

Portia Shipman

Roster for Mediation Services Coordinator

mediation@sfns.on.ca



Economic & Capacity Development

Workplace Harassment & Violence Program Gap Analysis, Program Development, and Assessment Project

Background

The onset of COVID-19 created significant changes in how work was conducted in our member First Nations. Many employees were working remotely (from home) and/or in organizational settings which are now completely transformed. Interactions with other employees and/or the general public also took on a new element of risk due to the pandemic. Specifically, the risks of violence, harassment, and poor workplace mental health dramatically increased.

The Southern First Nations Secretariat (SFNS), Munsee-Delaware Nation (MDN) and Chippewas of Kettle and Stony Point First Nation (KSP) worked together collectively to conduct a thorough Workplace Harassment & Violence Assessment of our three organizations to support our COVID-19 Implementation Plan. These assessments were completed with the assistance of Workplace Safety & Prevention Services (WSPS). We utilized the criteria specified in the new Workplace Harassment & Violence Prevention Regulations SOR/2020-130 standard. The scope of work included the enhancement of our existing Harassment & Violence program and the creation of any new program elements to meet legal compliance.

Project Implementation:

Project activities began promptly in April 2022. The Project Team members were: Deborah Antone, MDN; Alexis George, KSP; Alyson Smith, WSPS; Paul Mansfield, WSPS; Kristy Cork, WSPS; Nicole Sherman, WSPS; Joshua Paine, WSPS; Meaghan Marras, WSPS; Lori Fisher, SFNS and Jennifer Whiteye, SFNS. The Project Team met bi-weekly from April 2022 – March 2023 to share updates and to discuss next steps.

Across the three sites we implemented a Project Plan which consisted of three distinct activity streams:

a. Workplace Harassment & Violence Program Gap Analysis:

Each partner was provided an executive summary and gap analysis report outlining areas of compliance or non-compliance with applicable legislation and/or areas where improvements should be made to its written Workplace Harassment & Violence program. Where it was found in the analysis that no documentation existed, but a program is legally required, WSPS helped create the new documentation with the input of the project partner.



Economic & Capacity Development

b. Workplace Harassment & Violence Assessments:

The criteria specified in the new Workplace Harassment & Violence Prevention Regulations SOR/2020-130 regulation were utilized for workplace risk assessments. With the guidance of the Project Team, WSPS facilitated several harassment and violence prevention risk assessment focus group type sessions/virtual meetings with key stakeholders of the respective organization/First Nations. The goal of these sessions was twofold:

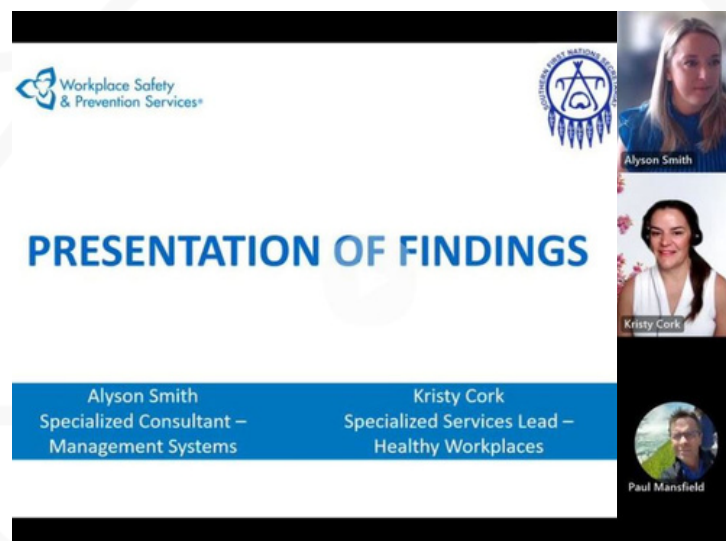
- ✓ To identify/update factors contributing to harassment and violence in the workplace; and
- ✓ To identify assessment resources required and places to visit for onsite (or through virtual means) verification activities (who to interview, what jobs to visit, etc.).

c. Policy Development:

The WSPS consultants reviewed the existing documentation and information gathered through the gap analysis and assessment phases. This information was then used to create new documented Violence and Harassment Policies for each of the three organizations/First Nations. The policies were written in compliance with the Workplace Harassment & Violence Prevention Regulations SOR/2020-130. Once created, the WSPS consultants met with each site contact to review the Policy in its entirety, key changes, interpretation of legislation, and areas requiring further attention.

d. Presentation of Findings:

An important element of this project was the presentation of findings where WSPS developed customized high-level presentations for SFNS, MDN and KSP. Presentations were made available to all staff at each organization/First Nation. Where staff were unable to attend, or the site postponed the presentation date, recordings were provided which could be shared with staff. The presentations highlighted each project element, strengths, opportunities for further improvement, and suggested next steps.



Economic & Capacity Development

The below chart summarizes key dates/results per organization/First Nation:

Work Place Violence and Harassment Project Deliverables

	Gap Analysis	Risk Assessments	Policy	Virtual Presentation of Project Key Findings and Recommended Next Steps
Southern First Nations Secretariat Site Contact: Jennifer Whiteye	Provided to Site Contact on: November 24, 2022 Review of key findings with Site Contact on: December 14, 2022/January 11, 2023	Provided to Site Contact on: November 18, 2022 Review of key findings with Site Contact on: December 14, 2022/January 11, 2023	Provided to Site Contact on: March 24, 2023 Review of Policy with Site Contact on: March 24, 2023	Presentation to Governance Group: recorded due to site postponing presentation. Provided on May 16, 2023 Presentation to Staff: recorded due to site postponing presentation. Provided on May 16, 2023
Munsee-Delaware Nation Site Contact: Deborah Antone	Provided to Site Contact on: January 30, 2023 Review of key findings with Site Contact on: February 10, 2023	Provided to Site Contact on: January 25, 2023 Review of key findings with Site Contact on: February 10, 2023	Provided to Site Contact on: March 8, 2023 Review of Policy with Site Contact on: March 8, 2023	Presentation to Chief and Band Council: March 23 rd from 9-9:45pm <ul style="list-style-type: none"> • Deborah Antone • Roger • Stu Soloman • Michelle Fisher-Kennedy • Roscoe Presentation to Staff: March 27 th from 1-1:45pm
Chippewas of Kettle and Stony Point First Nation Site Contact: Alexis George	Provided to Site Contact on: March 7, 2023 Review of key findings with Site Contact on: March 9, 2023	Provided to Site Contact on: March 15, 2023 Review of key findings with Site Contact on: March 15, 2023	Provided to Site Contact on: March 9, 2023 Review of Policy with Site Contact on: March 9, 2023	Presentation to Chief and Band Council: recorded due to site postponing presentation. Provided on May 16, 2023 Presentation to Staff: recorded due to site postponing presentation. Provided on May 16, 2023

The chart below summarizes key deliverables for each site:

Southern First Nations Secretariat	Munsee-Delaware Nation	Chippewas of Kettle and Stony Point First Nation
Project Plan	Project Plan	Project Plan
Gap Analysis Checklist	Gap Analysis Checklist	Gap Analysis Checklist
Gap Analysis	Gap Analysis	Gap Analysis
Risk Assessments: <ul style="list-style-type: none"> • Executive Summary • General Physical Environment 	Risk Assessments: <ul style="list-style-type: none"> • Executive Summary • Administrative Building • Community Centre 	Risk Assessments: <ul style="list-style-type: none"> • Executive Summary • Administration Building • Hillside School



Economic & Capacity Development

<ul style="list-style-type: none"> • Direct Contact with Clients • Community Based Setting • Working Alone or in Small Numbers 	<ul style="list-style-type: none"> • Healing Lodge • Maintenance Shop • Executive Building • Child Care Centre • Water Treatment Plant 	<ul style="list-style-type: none"> • Daycare • Head Start • Health Services • Assisted Living Facility • Child and Family Services • Fire Department • Gatehouse, Maintenance and Office – Stony Point • Information Technology • Family Well Being • Four Winds Employment Centre • Library • Youth Centre • Sewage Treatment Plant • Water Treatment Plant • PUC and Storage Building • Water Tower • Booster Station • Low Lift
Violence and Harassment Policy	Violence and Harassment Policy	Violence and Harassment Policy
Violence and Harassment Investigation Form	Action Planning Tracker	Violence and Harassment Investigation Form
Action Planning Tracker		Action Planning Tracker

Next Steps:

With the assistance of WSPS, our three organizations will also work closely with other (non-participating) member First Nations to aide in the possible implementation of similar strategies (Aamjiwnaang First Nation, Caldwell First Nation, Chippewas of the Thames First Nation, Delaware Nation - Moravian of the Thames, and Oneida Nation of the Thames). We also fully anticipate that results from these program gap analyses and assessments will serve as future best practices for violence and harassment reduction in general, long after this pandemic is behind us.



Economic & Capacity Development

LDCC First Nation Health Policy Update

Background

The People's Health Care Act (2019) was enacted to consolidate various health agencies (LHINs, Cancer Care Ontario, and eHealth) into one agency. This legislation also sets out guidance for the creation of Ontario Health Teams (OHT's) to be a single point of health care contact for patients. In response to these legislative changes, the London District Chiefs Council developed a First Nations Declaration on Health and endorsed the creation of the Health Policy to safeguard First Nation inherent rights during this crucial transformation.

The goal of the First Nation Health Declaration and Policy is to promote relationship building between health care providers and First Nations to collaboratively improve:

- Health outcomes for First Nation patients/ communities.
- Access to health and traditional healing services.
- Establish culturally safe care practices.
- Building health service accountability and performance measures.

Project Plan

The Southern First Nations Secretariat has been managing and overseeing the First Nation Health Policy from its inception. The development of the Policy has been undertaken in the following stages:

Stage	Status
Project Scope	Complete
Research & Drafting of the Policy	Complete
Leadership Review	In Progress
Educational Resources	Ongoing



Economic & Capacity Development

A Year In Summary:

Beginning in February 2022, requests were made of the First Nation Health Directors to begin scheduling presentations of the Policy with health staff, committees and Chief and Council. To aid in the scheduling process a briefing note, a copy of the full draft Policy, and a high-level presentation of the Policy was shared with the First Nation Health Directors for distribution. The leadership reviews are intended for Chief and Councils to critically review the information and provide guidance and feedback. The hope is once Chief and Council are comfortable with the document a Band Council Resolution (BCR) will be issued endorsing support for the Policy.

Below is a summary of leadership review presentations:

Leadership Review Presentations provided to:	Presentation Date:	Health Declaration BCR	Health Policy BCR
Aamjiwnaang Health Committee	March 1, 2022	✓	✓
Aamjiwnaang Chief & Council	May 9, 2022		
Kettle & Stony Point Chief & Council	April 4, 2022	✓	
Follow-up Meeting with Claire Sault & Councillor George	July 22, 2022		
Request to present to newly elected Chief & Council	TBD		
Oneida Nation of the Thames Health Staff	April 11, 2022	✓	
Meeting with Kailey Thomson & Ida Cornelius	June 3, 2022		
Oneida Nation of the Thames Chief & Council	March 22, 2023		
Munsee-Delaware Nation Chief & Council	April 25, 2022	✓	✓
Chippewas of the Thames Chief & Council	August 2, 2022		
Requested Follow-up via Briefing Note	Provided December 23, 2022		
Caldwell First Nation Chief & Council	January 16, 2023	✓	X
Eelūnaapéewi Lahkéewiit (Delaware Nation) Chief & Council	February 21, 2023	✓	
Bkejwanong (Walpole Island) Chief & Council	Awaiting Rescheduled Date	✓	



Economic & Capacity Development

Policy Feedback

The presentations to the Chief and Councils have been immensely helpful in refining the content of the Policy in offering the following input:

- The Settler Land Acknowledgement be removed as health care providers and organizations have not made formal commitment to working in collaboration or cooperation with First Nations. Nor has there been direct effort from health care providers to meet with the First Nations to jointly develop the statement.
- References to local Treaties and land settlements to be omitted from the Policy. The rationale being these agreements are written in a one-sided manner and often do not reflect the interpretations of the First Nations. Therefore, it would be misleading to have health care providers believe these agreements are reflective of First Nations understandings of the Treaties or land agreements.
- References to consultation be clearly articulated as “consultative action or practices” dedicated to improving the health care outcomes of First Nations.
- The Policy must emphasize the autonomy and independence of First Nations in directing their health care needs, priorities and approaches to relationship building. The Policy implementation work (listed below) will help facilitate First Nation responses to the Policy that would provide the communities to directly outline their health care needs, priorities, concerns, and expectations.

Policy Development

Over the past year, various meetings were held to promote and advocate for the Policy, including:

- A policy presentation to Central and West Health region Equity, Inclusion, Diversity and Anti-Racism and Indigenous Health Planning Teams on May 3, 2022.
- Policy presentation to the St. Andrew’s Assisted Living Center on May 6, 2022.
- Meeting with Central West OHT to provide a summary of the Policy to share the learning and approach of the Policy development on May 26th, 2022.
- Presentation to the Kidney Foundation annual meeting on May 6, 2023, to provide an overview of the Policy.



Economic & Capacity Development

- Meeting with Elgin OHT on June 28, 2022, to provide an overview of the Policy and how it was developed.
- Met with the Windsor Essex OHT on July 10, 2022, to provide an overview of the Policy.
- Three meetings with the London and St. Clair Indigenous Health Planning Committees to provide an update on the policy.

Correspondence

Policy correspondence was shared with the Ontario West Region which included the First Nation Health Declaration, Pre-Implementation Document, and Executive Summary. This information was shared by Ontario West with the Windsor-Essex, Sarnia-Lambton, Chatham-Kent, Middlesex-London, and Elgin OHTs. Correspondence was sent to OHT's on January 24, 2023.

Policy Implementation

Advocacy efforts to secure funding to aid in the implementation of the Policy were undertaken with submission of proposals to:

- Health Canada under their “Addressing Racism and Discrimination in Canada’s Health Systems Program” on May 25, 2022. The proposal was aimed at enhancing First Nation Health Policy implementation efforts through:
 - Translation of the First Nation Health Declaration into the traditional languages of the communities. The translations will help define and explain the foundations of sovereignty from a cultural lens.
 - First Nation Health Policy Implementation Coordinators (contract positions). The coordinators would provide community education sessions about the First Nation Health Policy within the communities and gather input for revision to the Policy. The input will be compiled into a policy position that will be included in the full policy document.
 - Education Resource Developer (contract position). Will create a First Nation Health Policy toolkit. The toolkit will include a short video explaining the cultural foundations of the Policy; education materials for Health Providers and First Nation communities for pragmatic and organizational implementation of the First Nation Health Policy.



Economic & Capacity Development

- First Nation Health Policy Symposium and hiring Symposium Coordinators (two contract positions). The Symposium Coordinators will plan and implement a two-day symposium dedicated to deepening understanding of the First Nation Health Policy. Learning sessions will include cultural teachings, health equity, Treaties, sovereignty, consultation, culturally based care practices, and First Nations community profiles. Workshop sessions will also take place to share and discuss the First Nation Health Policy toolkit.
- Hiring an Anti-Racism Policy Advisor (contract position). The Advisor will develop a counter-racism strategic plan that aligns with the principles of the First Nation Health Policy. The strategy plan will focus on establishing initiatives that will increase health care providers' racial consciousness. The strategic plan can include: gathering patient stories, creating a First Nation patient complaints process, creating First Nation patient rights, recommendations for capacity building, identifying local impacts of disparities in care, and developing a racial equity scorecard.
- Hiring a First Nation Health Policy Specialist (contract position). The Specialist will aid in providing strategic oversight of the implementation of the Policy by supporting the work of the Implementation Coordinators, Education Resource Developer, Symposium Coordinators, and the Anti-Racism Policy Advisor. The Specialist will also respond to inquiries about the First Nation Policy, promote the policy, and complete reporting requirements.
- The proposal submission to Health Canada was not accepted, however the First Nations and Inuit Health Branch (FNIHB) contacted Southern First Nations Secretariat requesting a copy of the above proposal, shared on September 28, 2022. Following the submission, FNIHB provided \$131,875 late in fiscal year 2022-2023 to support the Policy implementation. The above proposal plan was scaled to the funding available and will include:
 - Education Resource Developer
 - Health Policy Implementation Facilitators
 - Translation of the FN Health Declaration
 - First Nation Health Policy Specialist



Economic & Capacity Development

The deliverables of the Policy implementation include:

- a. First Nation Health Policy Education Resources (toolkit) for health care providers.
- b. Community Based Policy Positions (i.e., engagement practices, health needs, services gaps) and outline the individual First Nations response and key messages relative to the Policy.
- c. Translation of the First Nation Health Declaration.
- d. Structured First Nation Care and Coordination Model.
- e. Revised Policy to include the above input and guidance.



Next Steps (2023-2024):

- Wrapping up Chief and Council presentations and meetings. Follow-up with Chief & Councils and support the finalization of BCRs in support of the Policy.
- Finalize the original Policy project plan.
- Execute the Policy Implementation plan.



Post-Secondary Support

Overview

Mission

To assist eligible Member First Nation students in their pursuit of higher educational opportunities. We strive to enrich the experience of the learner by supporting and advocating while they are on their academic path to self-empowerment.

Goal

To continually increase the number of student graduates while maximizing the limited funds in accordance with the funding guidelines as established by Indigenous Services Canada, to enrich oneself, their families, and their Nations.

Objective

To improve communication, develop learner skill sets, and strengthen partnerships for the continual success of our present and future generations.

Improve communication:

- 1 Increase communication to and from students through student service contracts, social media, and counselling sessions.
- 2 Strengthen communications with member First Nation Education staff and outside educational institutions through info sessions, annual open-house, and other outreach initiatives.

Develop learner skill sets:

- 1 To be responsive to learner needs by establishing rapport through a minimum of two sessions per semester with their Post-Secondary counsellor.
- 2 Encouraging students to access educational institution supports that increase their skill set and academic success.
- 3 Locating and developing workshops for students to attain the skills necessary to be successful in their educational endeavours.

Strengthen partnerships:

- 1 Develop partnerships with the five local Post-Secondary institutions by having representation on the Aboriginal Education Councils to advocate for learners and advise on initiatives, research, community resources, academic programming, and oversight of services.



Post-Secondary Support

Post-Secondary Team



Photographed left to right: Lacey Jackson, Tanya Antone, Jody Noah, and Candace Noah

Tanya

Shekoli! My name is Tanya Antone and I am from Oneida Nation of the Thames. I am the Post-Secondary Administrative Assistant here at the Secretariat. Some of my duties include paying student tuition fees, generating the student monthly pay list, submitting weekly cheque requisitions for finance, and entering all student budgets in our student outcomes portal.

Jody

Koolamálsi! Jody Ndushíinzi. Nii noonjīiyayi Eelunaapéew Lahkéewiit. Níi há ndulunaapéewi Wáak ndamiimúnzi Takwáx.

I am Jody Noah, one of the Post-Secondary Counsellors here at SFNS. I have resumed my campus visits and you may see me around! I am grateful for this because I enjoy spending time and connecting with all of you. I have three grown up children and two grandchildren, Matthew & Atley, who I love spending time with. You can find us at ball parks or MLB stadiums. We love playing and watching baseball. I sit on Indigenous Education councils at Western, St. Clair, Windsor, and Laurier. I enjoy my external meetings because it provides me with an opportunity to enhance student experience. It also gets me on campus to connect with students. I am so grateful to be back on campus and seeing students in person.



Post-Secondary Support

Candace

Koolamáls há. My name is Candace Noah and I am from Eelūnaapéewi Lahkéewiit (Delaware Nation). I have two sons, Colton and Brody, who are 16 and 14, and two dog sons, a shih-tzu named Oshie and a mastiff mix named Marner. If you have any questions along the way, please reach out by texting, calling, emailing or you can find me on Facebook at Candace Noah SFNS. I am happy to be able to visit students on campus this year, however, meeting by a Zoom call is also an option if preferred.

Lacey

Shekoli! Lacey ní: yukyáts. Ohkwálí niwaki'taló:tl. Onyota:aka niwakuhutsyó:tl.

Boozhoo! Ozhaawshko-giizhigo Bineshiikwe ndi'zhnikaaz, makwa n'doodem, London n'doonjiba.

My spirit name is Blue Sky Bird Woman, but most people know me as Lacey. I am bear clan, Haudenosaunee from Oneida Nation of the Thames as well as Anishinaabe-kwe from Algonquins of Pikwakanagan (Golden Lake, Ontario). I am the Manager of the Post-Secondary Department at SFNS and I am excited to continue getting to know all the students we support. I have two children, Arlo and Ayla, who are 4 years old and inspire me every day to see the world through their eyes and live a good life. I have been in the field of education for more than a decade and I am very grateful to have joined the SFNS team in February 2023.

2022-2023 Review

1

Annual Policy Review

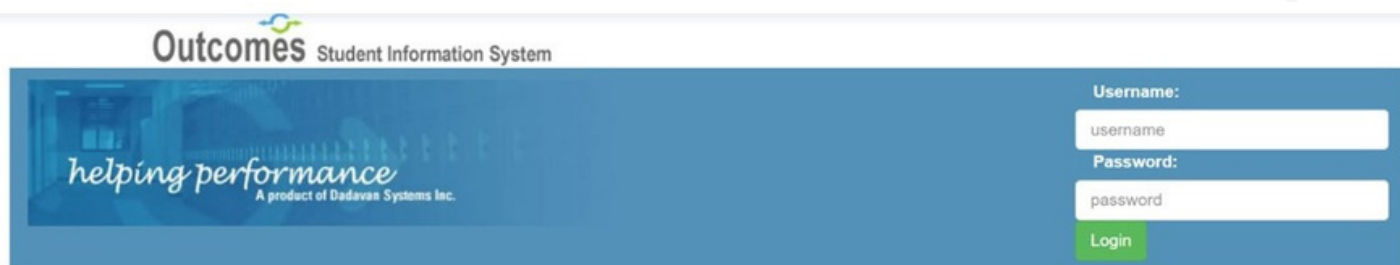
In November 2022, the Post-Secondary Department held their annual policy review session at Elmhurst Inn. Each year we review our policy to ensure effectiveness, clarity, and consistency with the national guidelines set by Indigenous Services Canada. The Post-Secondary staff from Aamjiwnaang First Nation, Chippewas of the Thames First Nation, and Eelūnaapéewi Lahkéewiit (Delaware Nation - Moravian of the Thames) were invited and together we share and provide updates. The revision in our policy this year was to clarify definitions of terms; we added “accessibility services” and provided further clarification on the definition of “full-time students.” These updates to the Student Assistance Policy were reviewed and approved by the Board of Directors on March 22, 2023.



Post-Secondary Support

2

Dadavan



We are approaching our third academic year using the Outcomes Student Portal service through Dadavan. The portal was designed to meet the needs of our students and our program, allowing us to streamline internal processes, organize information, and gather/analyze data. We can access the system remotely and so far, it has allowed us to provide a more efficient student and staff experience through its accessibility and ease of use for student information management. Students can use Outcomes to complete a new application for Post-Secondary funding, to update their current application, and upload relevant documents directly to their student portal which is accessible to all Post-Secondary staff members.

3

ONECA Conference

In May 2023, Post-Secondary Counsellor Jody Noah attended the annual conference in Sault Ste. Marie along with over 140 other participants. The conference was held over 3 days and counsellors from across Ontario attended workshops and enriching presentations. Jody sits on the ONECA board as the Vice-President and part of her role is attending regular board meetings, participating in professional development meetings, and hosting district meetings.

4

Indigenous Education Council / Aboriginal Education Council

Our Post-Secondary Education Counsellors participate regularly on Aboriginal Education Councils. The purpose of these councils is to strengthen relationships between communities and Post-Secondary institutions, ensuring communities have a voice in making institutional change, and ensuring a positive student experience. Our team sits on councils at the following institutions: Lambton College, Fanshawe College, Western University, University of Windsor, Wilfrid Laurier University, and St. Clair College.



Post-Secondary Support

5

Student Wellness Check-Ins



The Post-Secondary Team with students at Valley Axe in Sarnia, ON

During the 2021-22 fiscal year we were still navigating COVID-19 policies and procedures so most of our communications, check-ins, and meetings were virtual. We value our students' voices and opinions; we listened to their suggestions after our first Post-Secondary review completed in May 2021 and held our first virtual student wellness session, which was an opportunity to connect, reflect, and share. However, we received feedback that the virtual session was lacking, and our students requested the opportunity to meet in person. In March 2023 we hosted our first post-pandemic in-person Student Wellness event at the Rec Room in London. In April 2023 we hosted a second in-person session for our Lambton-Kent area students at Valley Axe in Sarnia. At these sessions we had the opportunity to see each other, share stories, eat good food, and have fun while building relationships and strengthening our connections to each other.



Post-Secondary Support

6

Sisco & RBC Emergency Assistance Fund



With the support of Sisco & Associates Consulting Services Inc. and the Royal Bank of Canada, the Post-Secondary Department has an emergency fund to assist students who may be at risk of discontinuing their school year. During the 2022 year we received a total of \$10,000 to support our students, \$5,000 each from Sisco and RBC. With these funds we were able to help 20 students, providing \$500 to each, from the following SFNS member Nations:

Chippewas of Kettle & Stony Point First Nation	Munsee-Delaware Nation	Eelūnaapéewi Lahkéewiit	Oneida Nation of the Thames
4 Students	2 Students	2 Students	12 Students

Students applied for these funds for a variety of reasons including:

- Family emergencies
- Health & wellness needs
- Travel costs
- Basic needs such as food/groceries, personal care items, rent, utilities

If you or a student you know would like to apply for the emergency fund, please contact the Post-Secondary Department or your Post-Secondary education counsellor for more information.



Post-Secondary Support

Eligibility criteria for the bursary includes:

- Must be a current SFNS member First Nation Post-Secondary student;
- Must be experiencing financial need due to an emergency, including but not limited to:
 - ⇒ Family emergencies (escaping domestic violence, critical illness or death of a loved one, separation or divorce)
 - ⇒ Health and wellness (including mental health and addiction emergencies), and
 - ⇒ Basic needs (funding for food, shelter, utilities, etc.)

Anushiik, Miigwech, Yaw^ko, thank you to Sisco & Associates for your ongoing annual support and generosity, and to Royal Bank of Canada for your generous contributions and valuing our Post-Secondary students; we hope to continue our relationship to best support as many students as possible!

7

Annual Orientation Session

Last August our team hosted our annual orientation session. Unfortunately, this was our third year hosting it virtually. Historically, we have hosted the session at Fanshawe College as London is a mid-point and central location among our large service area. We had 8 students attend our virtual session. During the session we shared important information regarding our policies, OSAP, budgeting, First Nations Centres, Outcomes Student Portal, deadlines to submit documentation/applications, and participated in ice breakers. We are looking forward to hosting this year's orientation session in-person at the new Wampum Learning Lodge at Western University on August 30, 2023.

8

Campus Visits & Community Outreach

This year our Post-Secondary counsellors were able to resume onsite visits at local college and university campuses. Visiting these institutions allows us to build and sustain relationships with the students we sponsor as well as the Post-Secondary institutions our students are attending. In addition to visiting Post-Secondary campuses, we have resumed outreach to secondary schools in our local service area (Lambton-Kent District School Board and Thames Vally District School Board) to support graduating high school students through the funding application process, as well as throughout our member Nations, specifically Oneida Nation of the Thames, Munsee-Delaware, and Chippewas of Kettle & Stony Point.



Post-Secondary Support



Mentorship

At SFNS we strive to support our member First Nations in their efforts to self-sustain. Currently, our Post-Secondary Department administers the Post-Secondary Student Support Program (PSSSP) and University/College Entrance Preparation Program (UCEPP) on behalf of Chippewas of Kettle and Stony Point First Nation, Munsee-Delaware Nation, Oneida Nation of the Thames, as well as for the General List* and Northern List**. Aamjiwnaang First Nation, Chippewas of the Thames First Nation, and Eelūnaapéewi Lahkéewiit (Delaware Nation) currently administer their own PSSSP and UCEPP funding. We are currently mentoring Katelyn Peters from Munsee-Delaware Nation to support their goal of administering their own PSSSP. Through Katelyn's time spent with SFNS, she has learned the administrative aide of Outcomes Student Information System, the process for reviewing and approving applications, reporting to ISC, and so much more.

*General List refers to students who are Registered as First Nations but have no ties to a band within the Indian Act (section 10 or 11), or with any self-governing First-Nation. Persons on the General List have access to programs and services associated with registration, but not to those associated with band membership. Some examples of circumstances where persons may be placed on the General List include:

- Where an individual gains entitlement through ancestors who were registered to a First Nation no longer recognized by Canada under the Indian Act;
- Adoption applications where the adoptive parent(s) have indicated that for safety or privacy reasons they do not want their child placed on their natal Band List;
- Out of an individual's request not to be affiliated with a First Nation; or
- Where an individual has been enrolled to a tribe in the United States and the criteria is to not have membership/citizenship to another First Nation.

**Northern List refers to students who are Registered as First Nations from the Northwest Territories or Northern Quebec who have not met residency requirements and have been otherwise refused support through their Provincial/Territorial governments.



Katelyn Peters at a community event.

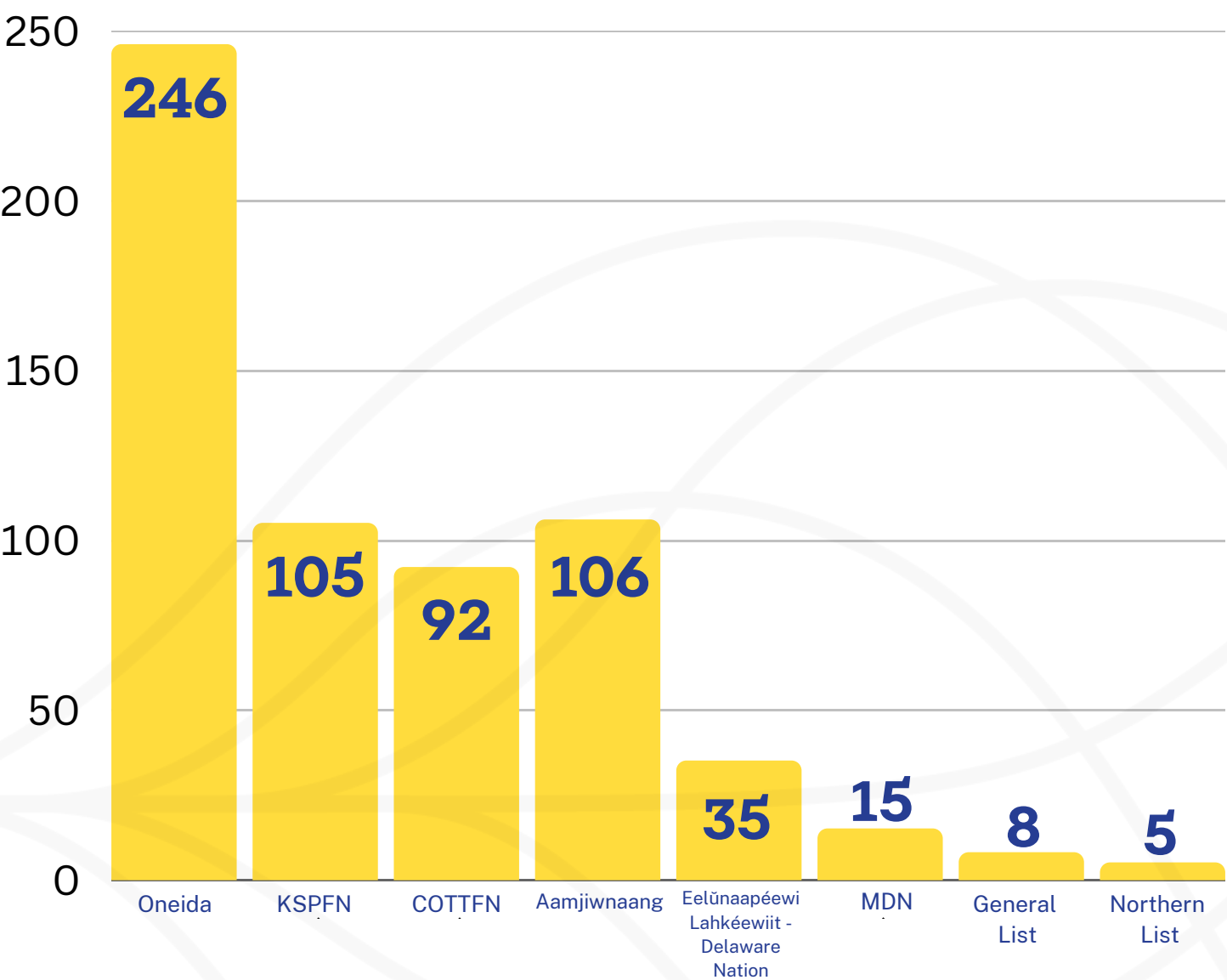


Post-Secondary Support

2022-2023 Statistics

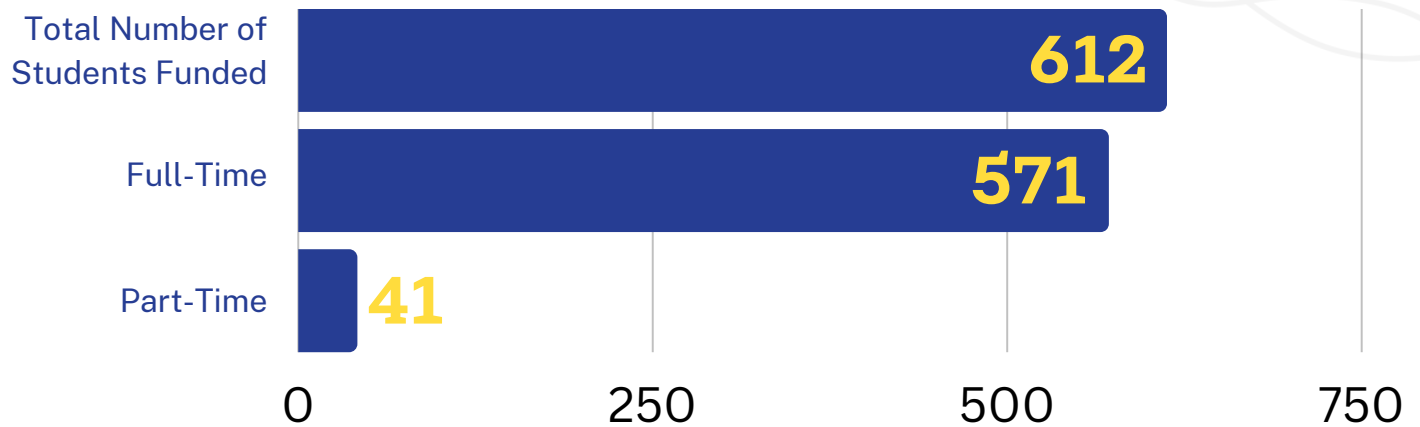
We have compiled data to showcase the demographics of the students in our 6 member First Nations. Please note, Aamjiwnaang, Chippewas of the Thames, and Eelūnaapéewi Lahkéewiit all administer their own Post Secondary Student Support Program, however, they have provided us with statistics so we can highlight their successes as well!

Number of Funded Students by Community

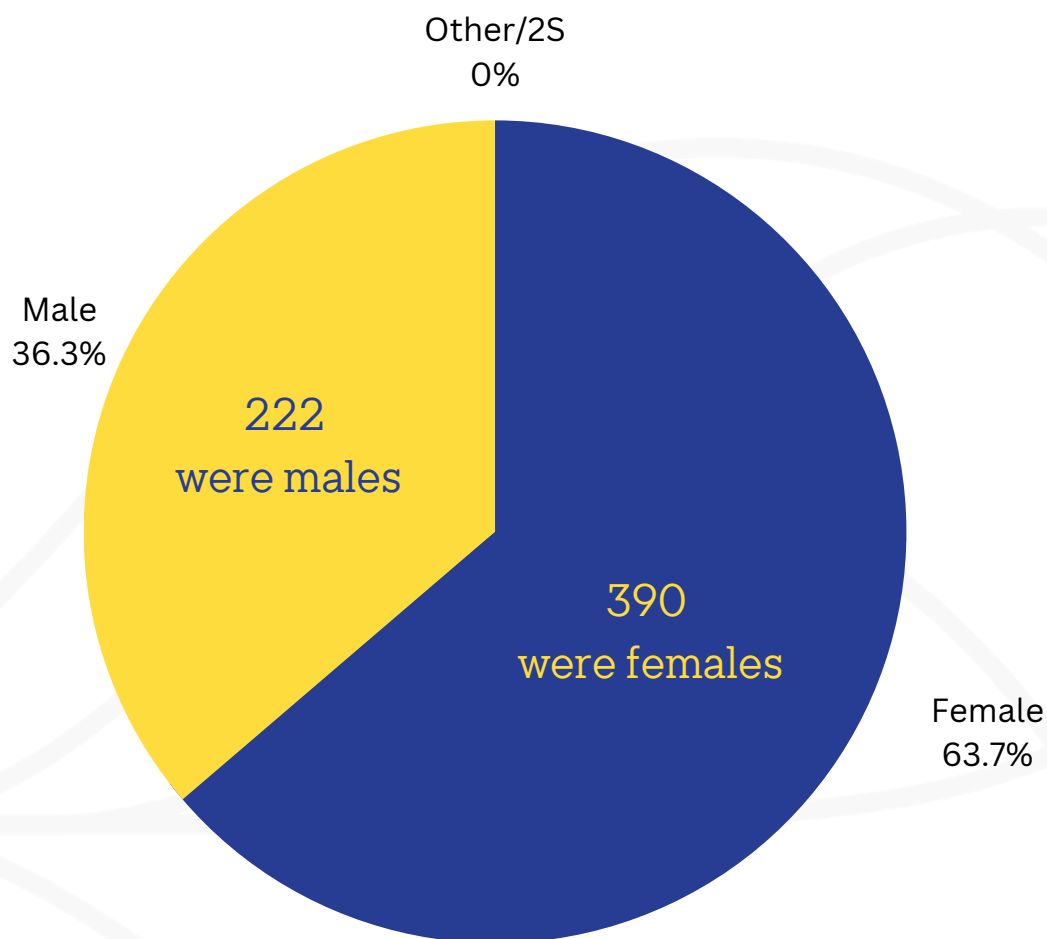


Post-Secondary Support

Number of Funded Students

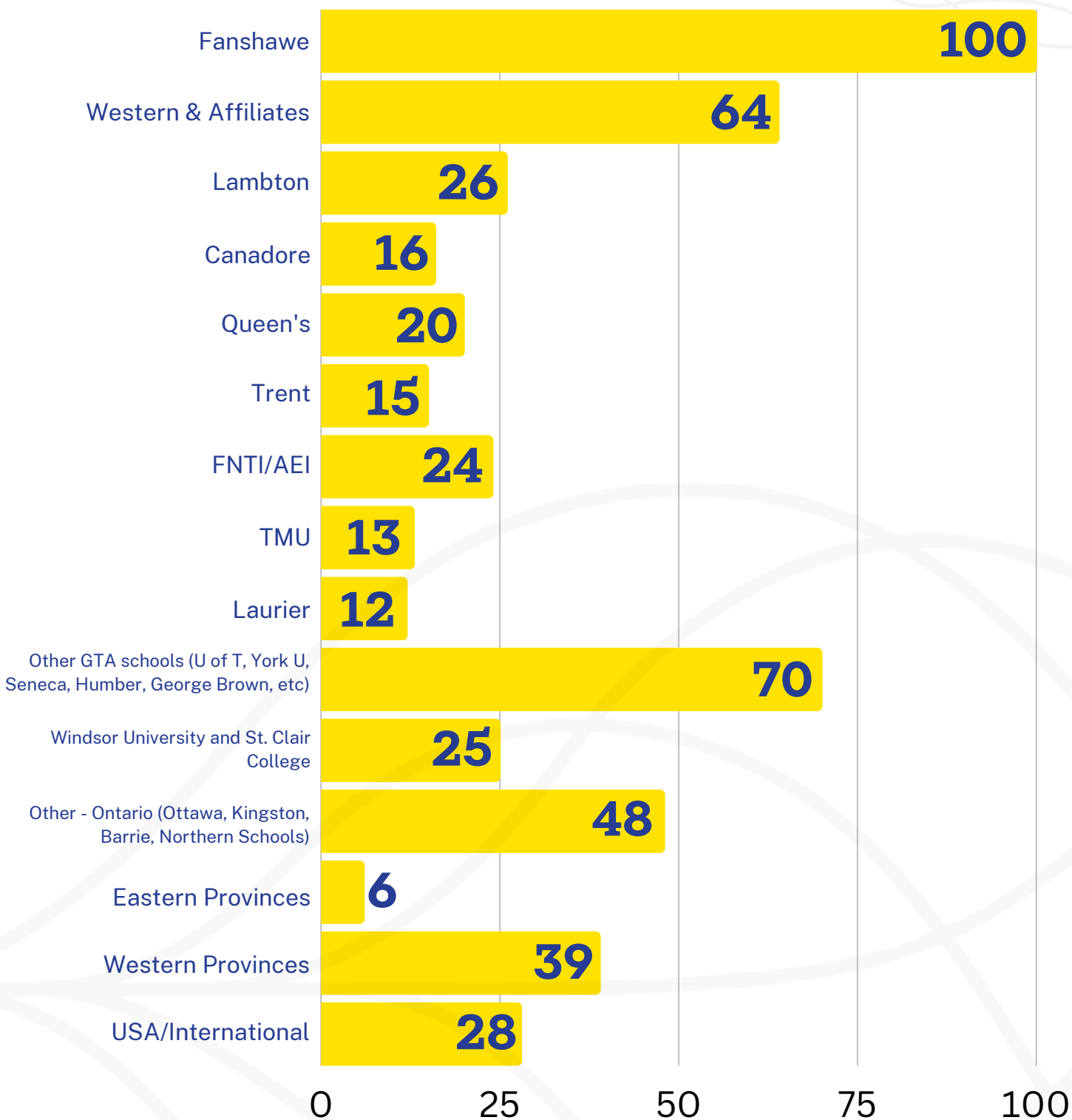


Number of Funded by Gender



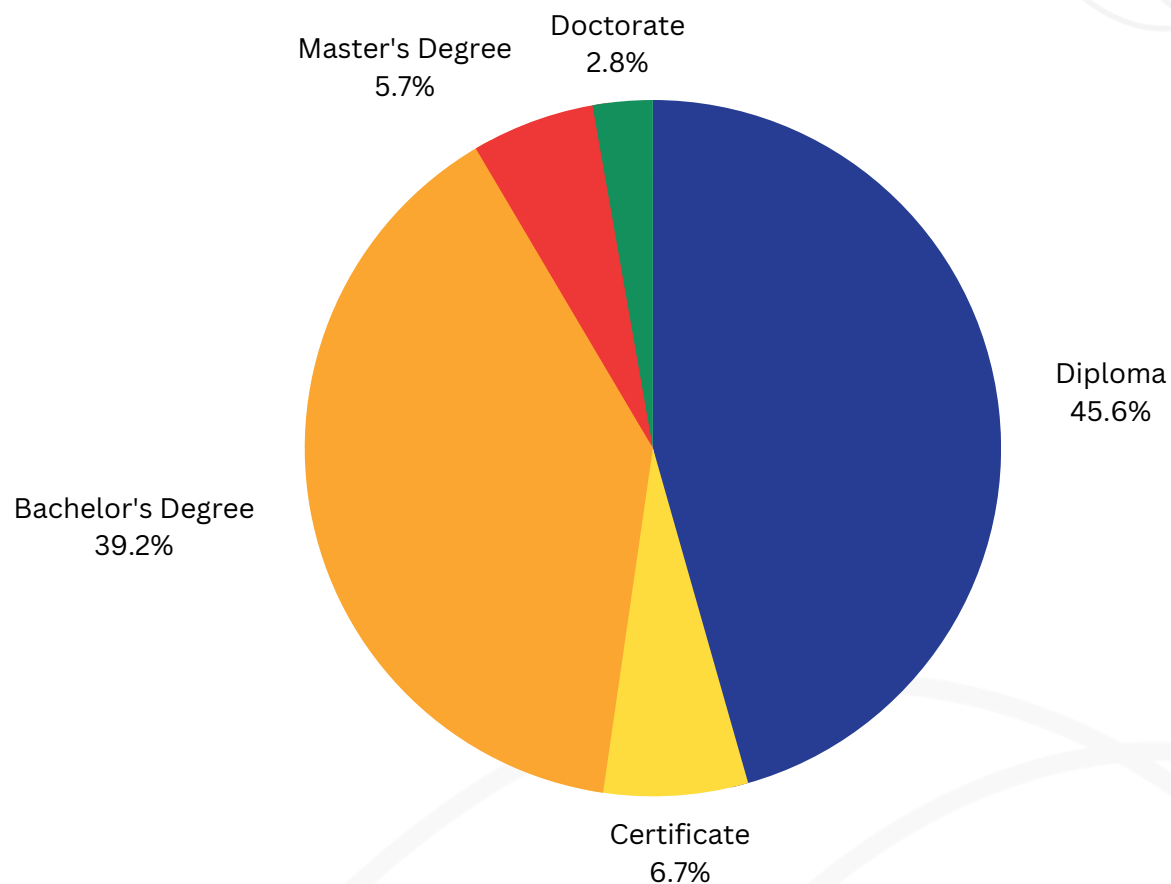
Post-Secondary Support

Number of Funded Students by Institution

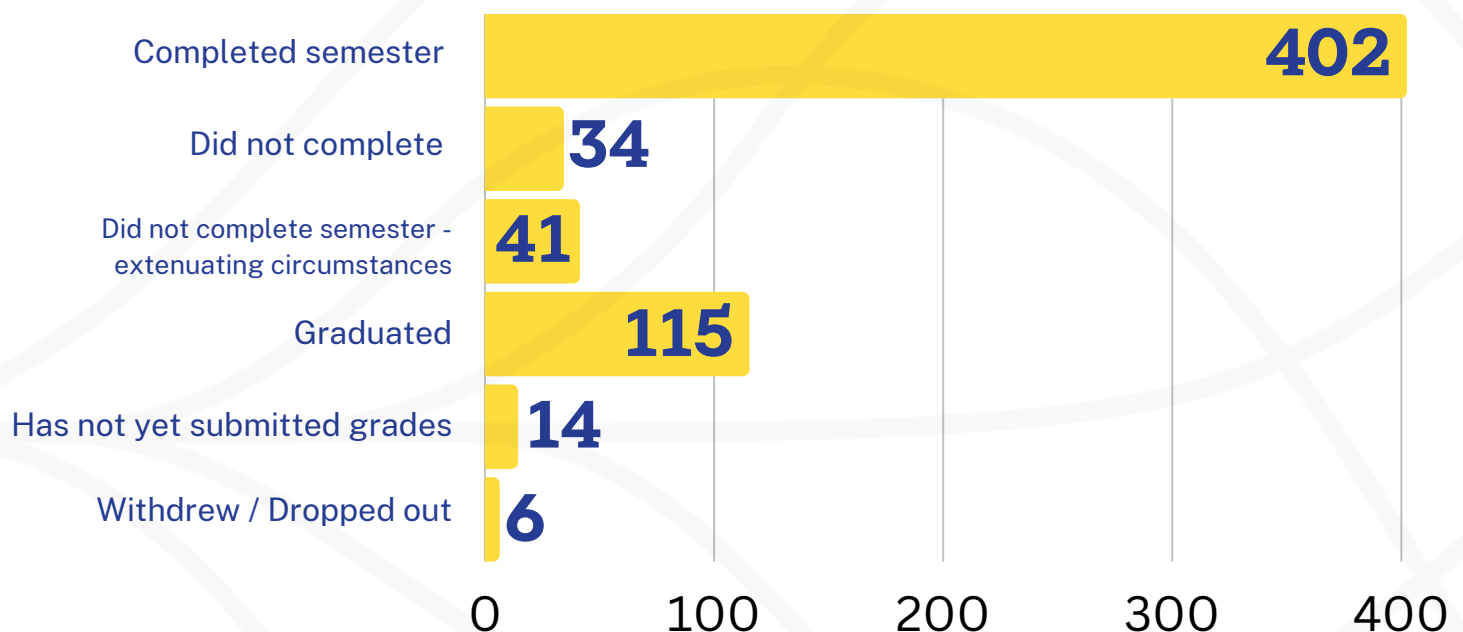


Post-Secondary Support

Level of Education

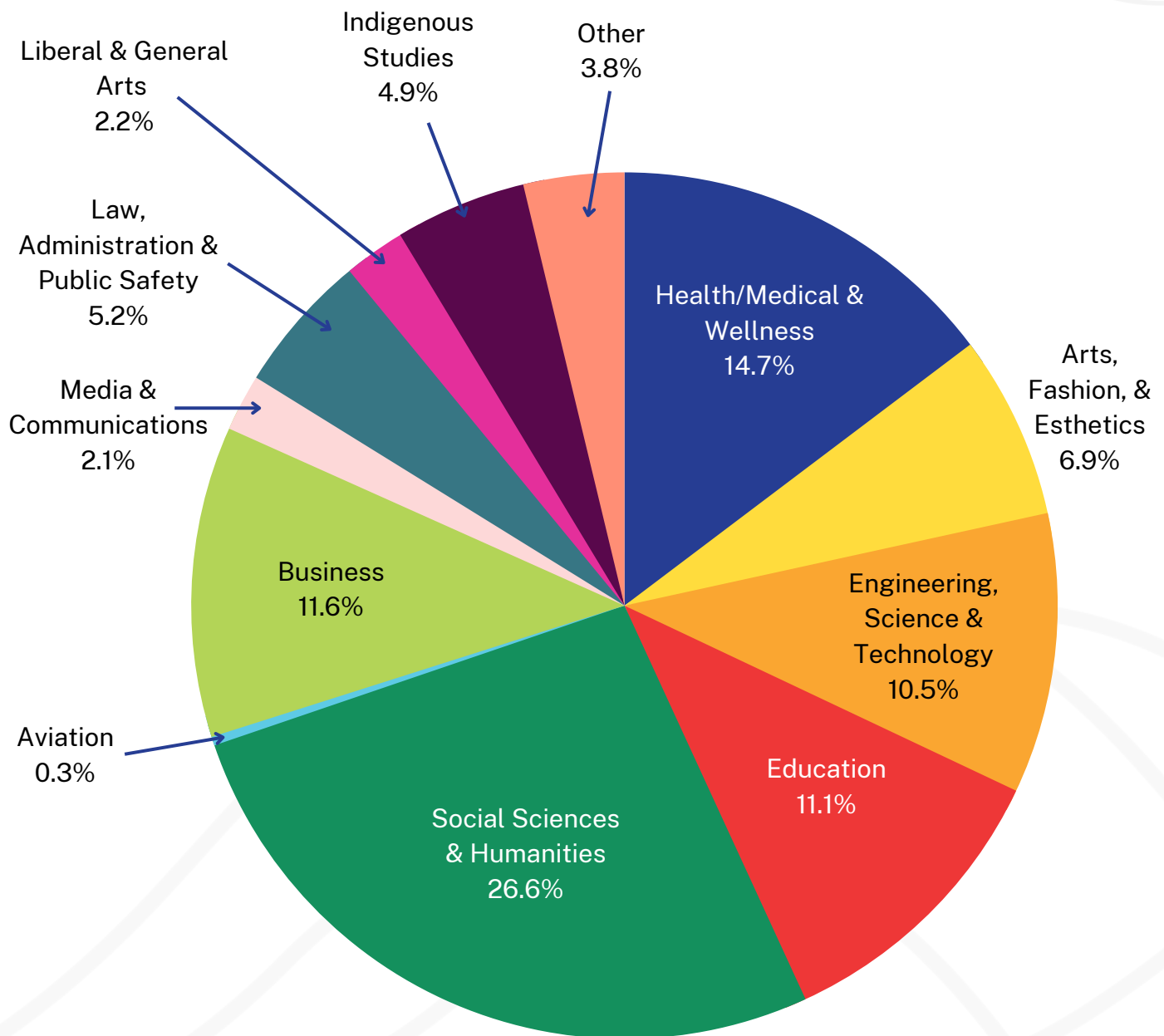


Student Achievement



Post-Secondary Support

Area of Study



Post-Secondary Support

List of Graduates by Community

Oneida Nation of the Thames

Adrean Angles - Western University
Katie Antone - Lakehead University
Dawn Antone-Mills - AEI / Loyalist College
Justine Anwyll-Summers - Fanshawe College
Hawthorne Armstrong - St. Clair College
Shea-Lynn Barberstock - Fanshawe College
Edwin V.W. Brown - Durham College
Kanatahe'Le Brown - Fanshawe College
Tara Brown - TriOS College
Alyssa Chrisjohn - AEI / Loyalist College
Seamus Damstrom - University of British Columbia
Shayna Dockstader - Westervelt (Anderson) College
Scott Donteh Dolson - Fanshawe College
Candace Doxtator - AEI / St. Clair College
Christopher Doxtator - Mohawk College
Erikson Doxtator - Fanshawe College
Justine Marie Doxtator - AEI / Canadore
Kristin Doxtator - FNTI / Canadore College
Michael Sal Doxtator - Fanshawe College
River Ervie Doxtator - Carleton University
Tiara Doxtator - Fanshawe College
Whitney Doxtator - Fanshawe College
Alexandria Elijah - McMaster University
Destiny Elijah - AEI / St. Clair College
Quintin Elm - Westervelt (Anderson) College
Julia Hill - University of Toronto – OISE
Raven Hill - Fanshawe College
Mitchell Jamieson - Fanshawe College
Jade Jewell - Georgian College
Alexis Kennedy - AEI / St. Clair College
Braedon Lehman - University of Waterloo
Jasmine McCallum - St. Clair College
Thomas Nicolls- Manitoba First Nations Police



Post-Secondary Support

Oneida Nation of the Thames

Nathaniel Ninham - Western University
Kayla Norris - Fanshawe College
Kelly Andrea Powless - FNTI
Richard Powless - York University
Zoe Powless - Syracuse University
Carleigh Sawyer - Seneca College
Megan Sherritt - Western University
Jordan Sickles - St. Clair College
Brayden Wasilenko - Southern Alberta Institute of Tech
Shakoya'talo:loks Whiteye - Fanshawe College

Kettle & Stony Point First Nation

Erica Batten - Fanshawe College
Alexis Bowron - Western University
Nicole Bowron - Queen's University
Olivia Marie Bressette - Queen's University
Raeggan Bressette - Wilfrid Laurier University
Dylan Cloud - Lambton College
Sterling George - Western University
Andrew T. Henry - Western University
Hailey Jackson - Western University
Stacey Johnstone - Algonquin College
Katlynn Lockrey - Lambton College
Brienne Mccurdy - University of Windsor
Ernest Hunter Monkhouse - Lambton College
Jala Sky Noah-George - Lambton College
Nicole Rogers - Elegance School of Beauty
Serenity Shawnoo - Fanshawe College
Katherine Shone - Anderson College
Bryce Wolfe - Lambton College

Munsee-Delaware Nation

Shaylyn Hopkins - Royal Military College
Melanie Nicholas-Snake - Mohawk College
Justin Peters- Lambton College



Post-Secondary Support

Chippewas of the Thames First Nation

Alexis Albert - FNTI / Toronto Metropolitan University
Andie Albert - Redeemer University
Jadin Albert - Fanshawe College
Fallon Albert - Six Nations Polytechnic
Sandra Albert - FNTI / Toronto Metropolitan University
Beverly Deleary - FNTI / Toronto Metropolitan University
Mackenzie Deleary - Western University
Mattea Deleary - Western University
Candice Doxtator - Toronto Metropolitan University
Nichole Doxtator - Australian Institute of Business
Chase Duke - Centennial College
Ashley Elijah - Anishnabek Education Institute
Meadow French - Fanshawe College
Cole Gibson-French - Fanshawe College
Brianna Halfday - Fanshawe College
Shelby Henry - University of British Columbia
Patricia Henry-Huff - Fanshawe College
Shantelle Krajcer - Western University
Micheal Peterson - Adler University
Kiarra Riley - Fanshawe College
Karsyn Summers - Western University
Lisa Young - University of Ottawa

General and Northern List

Jenna Dewar - Canadian Career College
Megan Lacelle- College Boreal
Kloe Mayhew - CEGEP de l'Outaouais

Note: Eelūnaapéewi Lahkéewiit - Delaware Nation and Aamjiwnaang First Nation did not submit a list of graduates.

CONGRATULATIONS GRADS!



Technical Services

Overview

Initiatives & Key Staff



Tim Maness, Technical Services Manager

The Technical Services Department of the Southern First Nations Secretariat consists of three full-time staff members and one part-time staff member. They are Tim Maness (Manager of Technical Services), Randy Doxtator (Technical Housing Advisor), Julie Armstrong (Asset Management Specialist) and Francine Noah (Technical Administrative Assistant). Support services were provided to the department by administration staff as needed.

Throughout 2022/2023, the Technical Services Department of the Southern First Nations Secretariat has accomplished a wide variety of initiatives pertaining to advisory level technical service to SFNS member First Nations. Generally, these initiatives can be grouped into one of the following areas listed below. Key staff members are noted for each area.

1. CAPITAL PROJECTS	<ul style="list-style-type: none">• TIM MANESS-Manager of Technical Services
2. COMPUTER AIDED DESIGN	<ul style="list-style-type: none">• JULIE ARMSTRONG-Asset Management Specialist
3. HOUSING INSPECTION	<ul style="list-style-type: none">• RANDY DOXTATOR-Technical Housing Advisor• FRANCINE NOAH-Technical Administrative Assistant
4. CAPACITY DEVELOPMENT AND TRAINING	<ul style="list-style-type: none">• TIM MANESS-Manager of Technical Services• SFNS ADMIN STAFF
5. ANNUAL REPORTING	<ul style="list-style-type: none">• TIM MANESS-Manager of Technical Services• FRANCINE NOAH-Technical Administrative Assistant



Technical Services

1 Capital Projects

The Technical Services Department has completed activities to support Capital Projects within member First Nations, including preparing draft tendering documents such as RFPs and TORs. In addition to legal significances, these documents aim to maximize cost value to the First Nation and provide a fair and equitable method for those involved in supplying the material, equipment, labour, and professional services for First Nation infrastructure projects.

Implementation of infrastructure projects is a group effort, where the Manager of Technical Services serves on project teams along with members of the council, consulting engineers, ISC technical team, health representatives, etc.

2022/23 capital projects included:

- ◆ Draft TOR prepared for a new cemetery design and construction.
- ◆ Draft TOR prepared for proposed new sidewalks and biking lanes on First Nation.
- ◆ Project Team member for proposed Cultural Centre planning and design.
- ◆ Project team member for water supply upgrade projects.
- ◆ Review and provide input to technical engineering assessment of proposed U-Fill station.
- ◆ Proposed new housing development project team member.
- ◆ Assist with application documents such as Project Approval Requests (PAR) and Capital Facilities and Maintenance Program Minor Capital Application (MCA).

Ontario First Nations Technical Services Cooperation (OFNTSC) Capital Project Assistance

Capital project planning, development of Terms of References (TORs) and Request for Proposals (RFPs) commonly receive additional technical support, as requested, from OFNTSC engineering staff, as well as other professional organizations to ensure a multifaceted input approach to high-cost value projects.

2 Computer Aided Design

The SFNS Technical Services Department continues to offer the services of preparing drawings in AutoCAD format, as well as Geographical Information System (GIS) capabilities to SFNS communities.

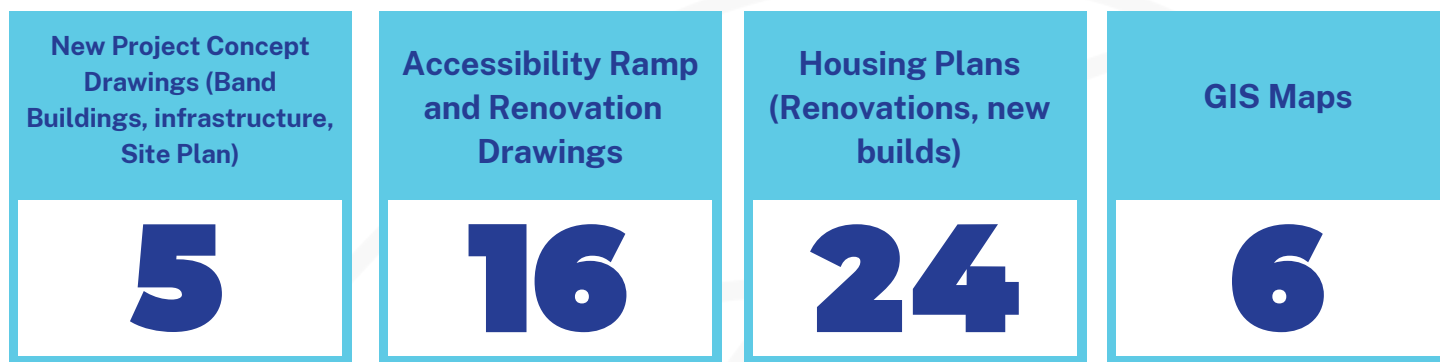


Technical Services

This includes:

- ◆ Architectural concept drawings for housing, band building construction and renovations. The development of project conceptual drawings allows pre-design to be modified to desired specifications. This has streamlined and improved the overall efficiency of the design and construction process.
- ◆ Drawings for handicap ramps and handicap retrofit renovations.
- ◆ GIS data prepared to assist with reporting. GIS data is required in certain ISC reporting, such as the ISC Environmental Review Project Description Form which requires mapping of project areas, project features coordinates and legal land descriptions.
- ◆ GIS service provided to range of First Nation departments; including Economic Development, Environment, Lands, and Public Works.
- ◆ Maintain existing SFNS catalogue of CAD files, while abiding to records management standards and data privacy.

CAD Drawings created by Technical Services from April 1, 2022-March 31, 2023:



3 Housing Inspections

Technical Services Dept. provides housing inspection services through our certified CMHC Inspector to member communities, covering all phases of construction and renovation processes. Technical advice is also provided to homeowners, housing staff, and contractors on building code information, construction materials and preventative maintenance of buildings. In 22/23, the Technical Services Dept. revised and upgraded Inspection form templates to improve efficiency in monitoring project progress throughout construction phases.



Technical Services

A key activity of the Technical Services Department staff is to familiarize themselves with the most recent technologies, construction standards, and regulations.

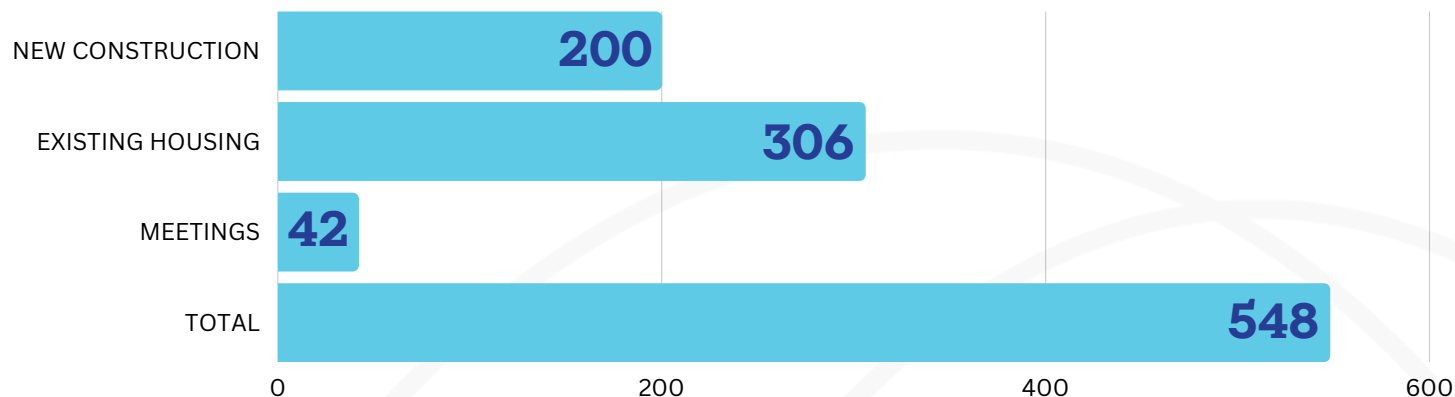
New Construction Inspections

Visit and complete on-site inspections for new builds; site preparation, foundation, framing, insulation/vapor barrier and final. Plans review completed prior to construction to assess for building code compliance (NBC, OBC).

Existing Construction Inspections

Condition assessments and progress inspections for renovation projects and project planning.

Chart of Inspections covered in 22-23. Total number of inspections are shown in chart, each project may include up to 6 inspections as progress is monitored.



CMHC Inspections

CMHC program services delivery; includes section 95 construction progress inspections, building code compliance inspections, renovation program inspections (RRAP, RRAP-D, ERP, HASI) and physical condition reviews (PCR's).

CMHC Inspections covered in 22-23.

CMHC Technical Service Requests (TSR's)	CMHC Technical Service Requests (TSR's) Cancelled	Total Invoiced to CMHC
15	0	\$5,071.55



Technical Services



Photographed from left to right: Julie Armstrong (SFNS Asset Management Specialist), Roberta Peters (Eelūnaapéewi Lahkéewiit Housing Manager), Tracy Williams (Aamjiwnaang Housing Manager), Frank French – COTTN Housing Staff, and Randy Doxtator (SFNS Technical Housing Advisor)

4 Capacity Development and Training

During 2022/23 fiscal year, the SFNS Technical Services Department completed several activities pertaining to Capacity Development for SFNS communities. Many of these activities were accomplished by means of utilizing the Technical Services Dept. First Nations Training budget, which provides resources for member First Nation staff to attend technical training.

Technical training provides First Nations the opportunity to obtain up-to-date information on housing and infrastructure technologies. Some key training opportunities supported by the Technical Services Department, which First Nation staff participated in are:

- ◆ November 2022 - Munsee Delaware Housing Manager and Public Works Staff member attended IESO Energy Training Symposium
- ◆ December 2022 - Munsee Delaware Housing Manager attended Canadian Institute First Nation Housing and Infrastructure Forum
- ◆ December 2022 - Oneida Nation of the Thames Housing Coordinator attended Canadian Institute First Nation Housing and Infrastructure Forum
- ◆ March 2023 - Chippewas of the Thames Housing staff attended AFN First Nations Housing Skills Development Roundtable
- ◆ During 2022/23, support was also provided for First Nation water training, operator licensing renewal and skill upgrading.



Technical Services

2023 Housing Capacity Project

In November 2022, SFNS Technical Services Department submitted a housing capacity proposal to Indigenous Services Canada (ISC). Project objectives are expected to enhance capacity and readiness in First Nation communities to build and maintain homes. Project Approval was obtained in January 2023 in the amount of \$100,000.

Upon engaging SFNS member First Nation housing departments, it was

identified that obtaining professional architectural services, purchased on a fee-for-service basis, would be a beneficial option to expend the project funds. Also, SFNS entered into a contract service agreement with the Ontario First Nations Technical Services Corporation (OFNTSC) for supplemental housing inspection service and technical support related to Housing Capacity Project. The Housing Capacity Project is expected to be completed by Nov 2023.



5 Annual Reporting

In 2022-23, SFNS has assisted member Nations in completing the following reports:

- ◆ FNIIP and ISC Environmental Review- Project descriptions
- ◆ AHSOR repair and renovation needs FNIHB Regional Building Condition Inspection
- ◆ ISC 2022 Closing the Infrastructure Gap Infrastructure and housing needs planning assessment
- ◆ Technical Services Department assists with coordinating the triennial Asset Condition Reporting System (ACRS) reporting, where professional engineering services are retained every 3 years to monitor O&M performance of ISC funded assets and to identify asset deficiency levels.

ACRS is the primary inspection tool used by ISC in planning, budgeting, and funding allocation of on-reserve funded assets. Last updated in 2019, the next ACRS reporting cycle is anticipated to occur in 2023.





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