



# 2022

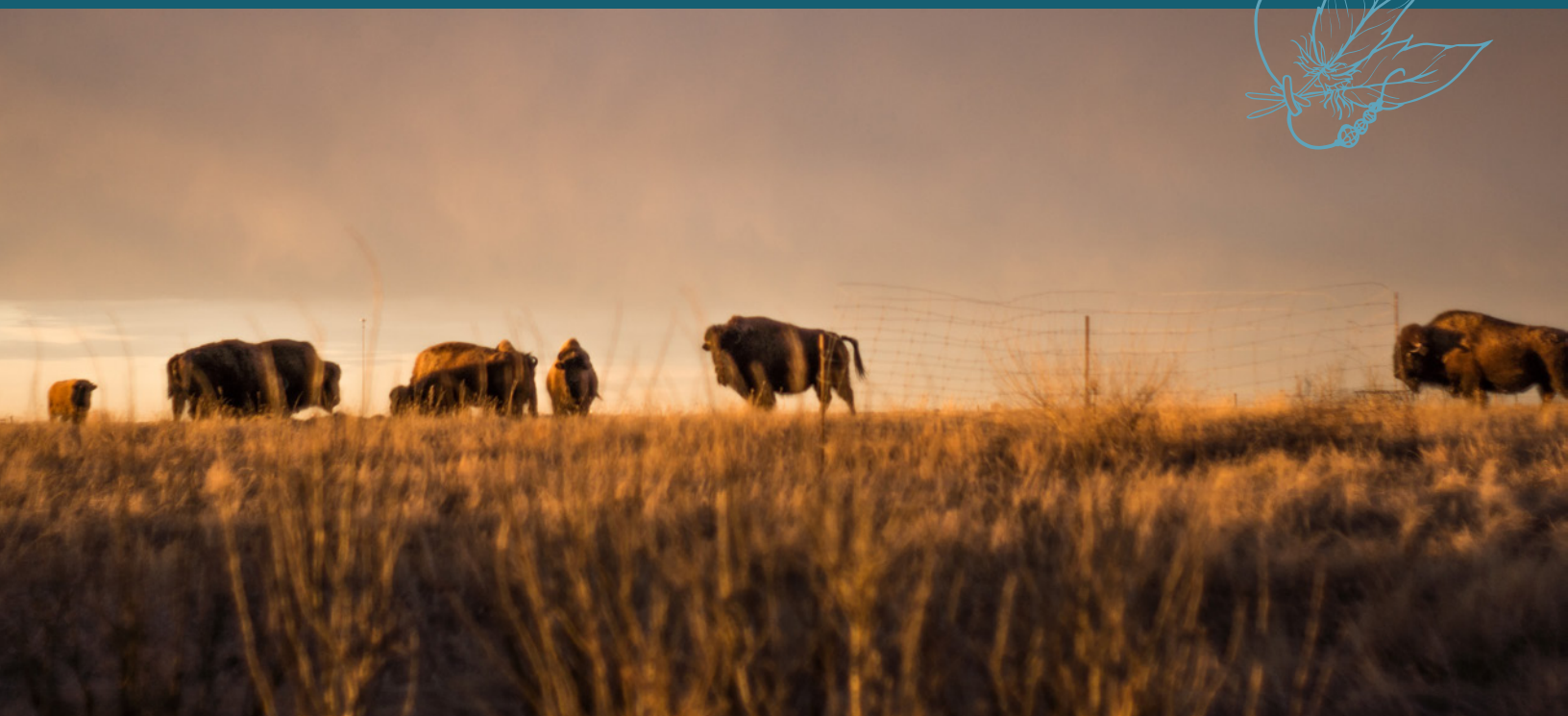


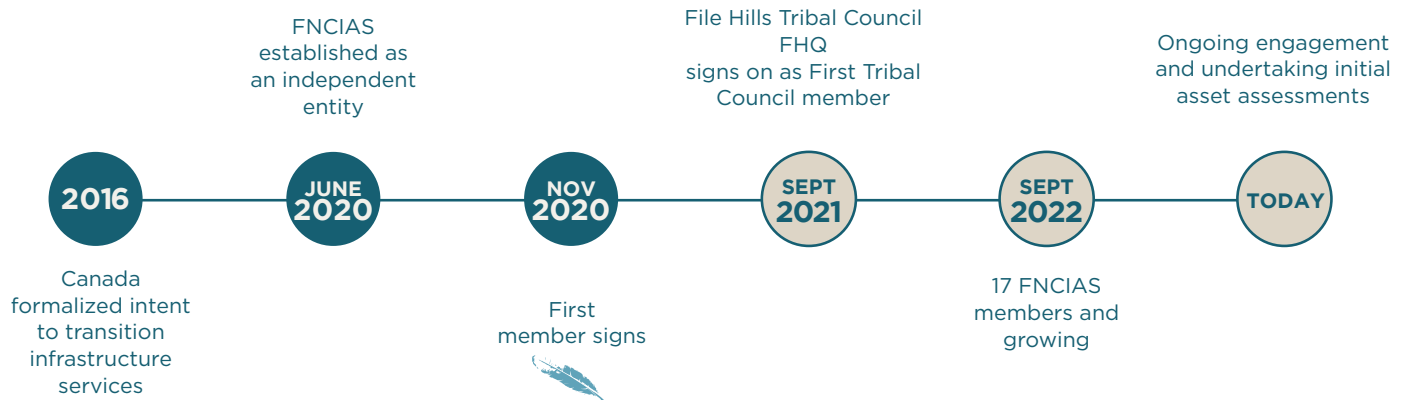
**First Nations Capital  
& Infrastructure Agency  
of Saskatchewan**

*Annual Report*

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## *Where we were, where we are and where we are going*

First Nations Capital and Infrastructure Agency (FNCIAS) is about transforming infrastructure and housing for First Nations. Together with First Nations and Tribal Councils, our goal is to create a process and develop programming that will suit the needs of member Nations by increasing and improving program access and opportunities for infrastructure and safe housing.

As a new organization, FNCIAS, has hired community professionals with experience in organization building, program development and project management. These professionals are focused on working with member Nations to understand the barriers existing in the current programs and create transformed programs based on feedback.

In this first year, we have hired a leadership team and with staff in the areas of finance, engineering, communications, and engagement. As we move into our next year of operations, we will continue to focus on building relationships through presentations, workshops, and engagement opportunities for First Nations to provide feedback. The information and feedback received from engagement sessions and the spring conference will be used to develop future programs and shape the service delivery model of FNCIAS in Saskatchewan.

# VISION MISSION VALUES



## *Our Vision*

Empowered, connected, and thriving First Nations built on sustainable infrastructure and healthy homes for present and future generations.



## *Our Mission*

Working together with a holistic and humble approach to foster strong relationships with members and partners and ensure First Nation led development. By drawing on Indigenous wisdom and professional expertise, we will enhance support for technical services and establish efficient processes and comprehensive funding streams for members to build and maintain homes and infrastructure.



## *Our Values*

### **HUMILITY**

Listening and learning together.

### **OPENNESS**

Committed to transparency and accessibility.

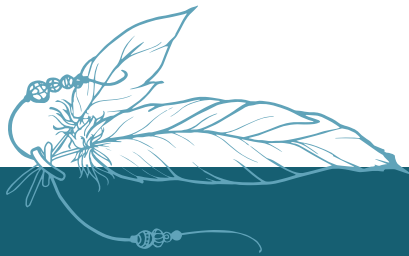
### **MODERNIZATION**

Innovative and agile approaches that involve First Nation leadership.

### **EXCELLENCE**

First Nation and Tribal Council centred services and purpose driven teams supported by leadership.

# Message from the Board Chair



When I was appointed as Chair, I was honoured to accept this role. Honoured in being asked to lead this momentous change for our people; and what the future will bring with a First Nation owned agency that will transform infrastructure and housing in our Nations in Saskatchewan.

By continuing to come together as a collective through the engagement and membership process, we are building a strong future for ourselves and our families. We are changing the paradigm from government dependency to First Nations autonomy; we are creating place where the traditions, language, and teaching of our ancestors are no longer hidden but instead providing housing and infrastructure services that complement the community's integrity and culture and creating wellness in our Nations.

Safe and healthy infrastructure has a significant impact on the well-being of Nations and their people. Access to clean water, reliable sanitation systems, and safe roads and bridges can prevent the spread of diseases and improve the overall quality of life.

Safe and well-maintained buildings, such as schools and health centres, create an environment that fosters learning and healing. A Nation with safe and healthy infrastructure attracts investment and economic growth, creating job opportunities and improving the overall prosperity of the area.

This is a new way of doing business, but I know we aren't alone in completing it. This is a shared journey, and we are rooted in resilience and endured broken federal programs. Together we are transforming housing and infrastructure from a community liability to a valued asset for our people.

It has been a great privilege for me to serve as your Board Chair and I look forward to the good work ahead.



**FNCIAS**

## **Chief Todd Peigan**

Board Chair

*First Nations Capital & Infrastructure  
Agency of Saskatchewan*



## Message from the CEO



This report provides an overview of the initiatives underway at First Nations Capital and Infrastructure Agency of Saskatchewan as we continue this journey together with nations. It is so very important that we take time to acknowledge and celebrate the work and more specifically, that has been done throughout the history of our First Nations and Tribal Councils before the creation of FNCIAS.

There has been an ongoing effort by many individuals as well as our Nations and partners to have our Nations work towards a better and brighter future for us all. The work of the Truth and Reconciliation Commission of Canada has brought a focus on TRUTH action that is realized by becoming active listeners to the nations we are meeting with and continuing to ensure respectful and reciprocal relationships with all.

We are grateful to all who let their voices be heard this past year. As a whole, and more expansively and deeply, let us work together to continue weaving philosophies, languages, histories, cultures, traditional protocols, and stories into the entire fabric of FNCIAS as we develop into an organization.

As an agency that was launched in June 2020, the agency framework being created, will help us further realize the FNCIAS mission, vision, values, principles, commitments, goals, and aspirations by drawing from the wisdom, knowledges, cultures, traditions, histories, lived experiences and stories of Indigenous peoples of the province.

The small but very mighty team at FNCIAS, have been so fortunate to be able to work and partner with Indigenous Leadership, Elders, Traditional Knowledge Keepers – this report provides a glimpse into these collaborations and learnings so far.

We are humbled to highlight the emergent cross-provincial commitment to realize the goals of the new service delivery models that are being reimagined and revitalized through Nation and Tribal Council feedback.



### **Drew Pearson**

Interim CEO and President

*First Nations Capital & Infrastructure  
Agency of Saskatchewan*

# Corporate Overview

## Background

In 2017, the Government of Canada created a report outlining its transfer of programs and services to Indigenous led groups. The Federation of Sovereign Indigenous Nations (FSIN) initiated engagement and started a process to look at setting up an organization to oversee the transfer control of housing and infrastructure programming from Indigenous Services Canada (ISC).

## Who We Are

The First Nations Capital and Infrastructure Agency of Saskatchewan Inc. (FNCIAS) was incorporated as a non-profit entity in June 2020.

FNCIAS is an Indigenous-led, non-profit organization that exists exclusively to support Saskatchewan First Nations to plan, procure, own, and manage their infrastructure assets on their lands. FNCIAS was established as a non-profit organization to collect data for on-reserve infrastructure and create a future service agency to support housing, capital, and infrastructure transfer from the Government of Canada to an Indigenous-led entity in Saskatchewan.

*Together,  
we will create  
a model in  
collaboration  
with all member  
nations.*





## *The Opportunity on the Horizon*

FNCIAS was established to transfer the programs that fund on-reserve housing and infrastructure back to Saskatchewan Indigenous leadership.

This transformation will guide a negotiated agreement with Canada that provides appropriate funding and supports to improve housing and address the infrastructure gap on reserve. The agreement will also create long-term sustainable funding and asset management to result in better outcomes for Nations and improved quality of life for their citizens.

Through this process, we have an opportunity to reimagine infrastructure delivery and a model where we can work together to create a new Indigenous-led vision for the future.

### *This opportunity means•*

- Self-determination for Nations regarding their housing, capital, and infrastructure.*
- Expanding capacity within First Nations and Tribal Councils; and*
- Establishing new practices, policies, and trusted collaborative relationships to drive quality, sustainability, and innovation.*



*This year's key objective for interim CEO Drew Pearson and Vice-President Carla Odnokon was to assemble the First Nations Capital and Infrastructure leadership team. After the board gave its direction, Drew and Carla began recruiting the best candidates to fill leadership roles in communications and engagement, engineering, and finance.*

*The Board of Directors is the senior level of management. The Board is responsible for approving the strategic direction and high-level oversight.*

## *FNCIAS Interim Board of Directors*

Resulting from the original Chiefs Task Force on Housing and Infrastructure, an interim Board of Directors was established as part of the incorporation process to provide interim direction. As the organization moves forward, FNCIAS members will review and renew the Board of Directors in alignment with the needs of the member nations.

The interim Board of Directors, include:

- **Chief Matthew T. Peigan (Chair)**
- **Chief Clarence Bellegarde (Vice-Chair)**
- **Chief Darcy Bear**
- **Tribal Chief Richard Ben**
- **Chief Peter Bill**
- **Chief Norma Catarat**
- **Chief Rene Chaboyer**
- **Chief Tammy Cook-Searson**
- **Chief John Machiskinic**
- **Chief Joyce Naytowhow-McLeod**

## *FNCIAS Management*

The FNCIAS leadership team guides our team of industry professionals in executing our strategy and long-term vision on the path towards a First Nation's driven housing and infrastructure. First Nations Capital and Infrastructure Agency of Saskatchewan is one of the first in the country to start creating a First Nations Housing and Infrastructure Agency.

The leadership and staff team continues to grow as this process advances and additional expertise and capacity is required.



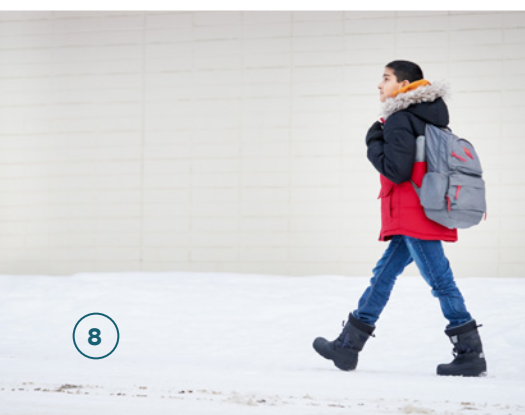
**Drew Pearson**  
*Acting President & CEO*



**Carla Odnokon**  
*Vice-President –  
HR, Marketing & Communications*



**Trent Larson**  
*Vice-President –  
Engineering & Professional Services*



# 2021-2022 Highlighted Accomplishments

- Approximately 60 presentations were given to Saskatchewan First Nations Leadership and Tribal Councils regarding the transformation opportunity and overview of FNCIAS.
- Rights Holder Conference in May with over 90 participants from First Nations Leadership, Tribal Council and First Nations technical staff providing feedback for FNCIAS future operations and program redevelopment.
- We are building an in-house team of industry experts at all levels, including the executive leadership team, and hiring a manager of community engagement and marketing and communications.
- Opened the main office on Muskeg Lake Cree Urban Reserve in Saskatoon.
- Signing an MOU with Saskatchewan Indian Institute of Technologies to build capacity, and improve infrastructure management with First Nation communities in Saskatchewan through training and education. The goal of these partnerships is to bring more jobs to First Nations
- Increase in membership.
- Meetings with Canada allowed FNCIAS to set expectations and influence the future of FNCIAS for a program transformation.
- Develop asset gap based approach to quantify funding requirement for future years that accounts for inflation and population growth.
- Launched new website and branding guidelines.



## *Membership*

As a non-profit membership organization, First Nations become members by signing a membership agreement with a Band Council Resolutions. Participation as a member is voluntary for First Nations.

FNCIAS is engaging Nations to become members and share their data to assess existing housing and infrastructure gaps and inform future funding negotiations. First Nation and Tribal Council members will play an integral role in collaborating with FNCIAS

on its business plan and service delivery model. All decisions made about the service delivery model will be First Nations knowledge-based; and ensure First Nations leadership is fully informed and supportive.

If in the future, a member is not satisfied with the terms or funding levels of the negotiated transition agreement with Canada, they may elect to opt-out of the membership and continue with ISC status quo funding and programming.



## *The Road Map & Engagement Process*

The roadmap is a multi-phased planning and transition process where member Nations and Tribal Councils will have the opportunity to inform the process at several decision points along the way. Over the next year, First Nations Capital and Infrastructure will continue focusing on the Initiation Phase with Saskatchewan First Nations and Tribal Councils. The goal is to engage rights holders and continue having members sign on through the first Band Council Resolution (BCR).

The BCR officially signs a Nation or Tribal Council on as an FNCIAS member and authorizes Indigenous Services Canada to release data to FNCIAS. The data will then be used to inform analysis to develop the business plan and service delivery model.

The next year will also see preliminary development of the FNCIAS business plan and service delivery model through collaboration with member Nations and Tribal Councils.



## *Financial Report*

FNCIAS recently completed their second audit for the year ending March 31, 2022, after securing direct funding from the federal government to start our transition to full autonomous operation.

The year was marked by growth and expansion with the objective to maintain engagement momentum and growing membership throughout the 2021/2022 fiscal year. Expenditures including room rentals, rent and facilities, travel, and board compensation were

all minimal and fiduciary responsible. The new year brought more freedom and flexibility to gather, share information, collaborate, and be together in an office environment.

The audited statements are reflective of our organization's second year of stand-alone operations as we increased our staff, acquired office space and equipment. FNCIAS continues to be well within budget to obtain our objectives within the time periods set out.

## Current Membership

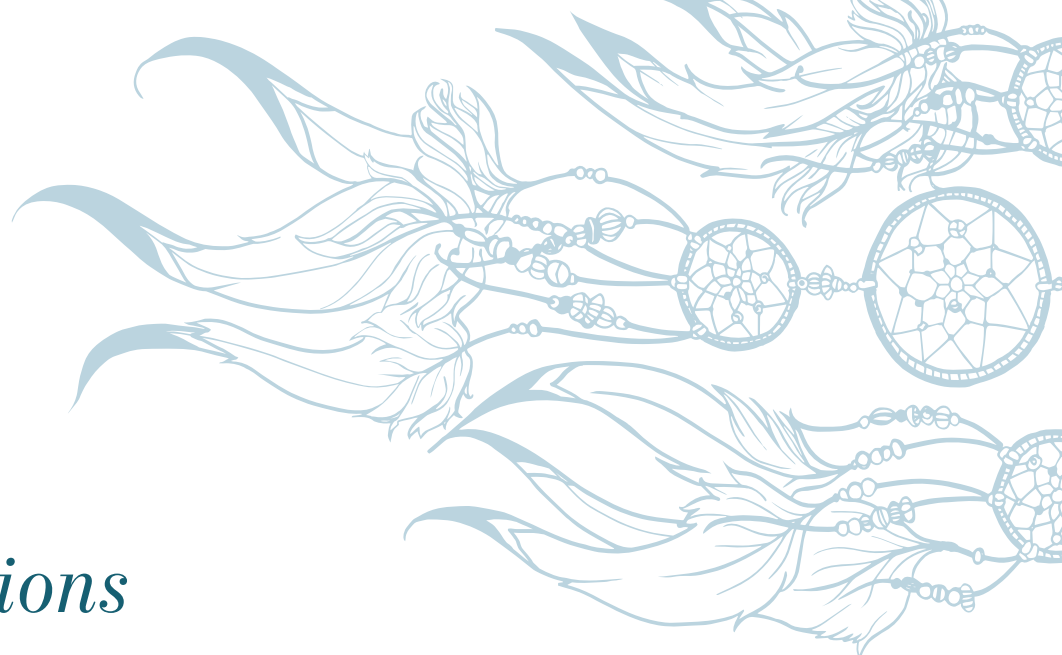
*The following list provides the current membership of Nations who have signed on with First Nations Capital and Infrastructure. There are many more Nations that have been engaged as part of this process resulting in our membership list continuing to grow.*



### **Little Black Bear First Nation**

*Originating Member*

- Ahtahkakoop Cree Nation
- Big River First Nation
- Buffalo River Dene Nation
- Canoe Lake First Nation
- English River First Nation
- File Hills Qu'Appelle Tribal Council
- Island Lake First Nation
- Star Blanket First Nation
- Kahkewistahaw First Nation
- Little Pine First Nation
- Nekaneet First Nation
- Pasqua First Nation
- Pelican Lake First Nation
- Saulteaux First Nation
- Standing Buffalo Dakota Nation
- Lac La Ronge Nation
- Mosquito First Nation

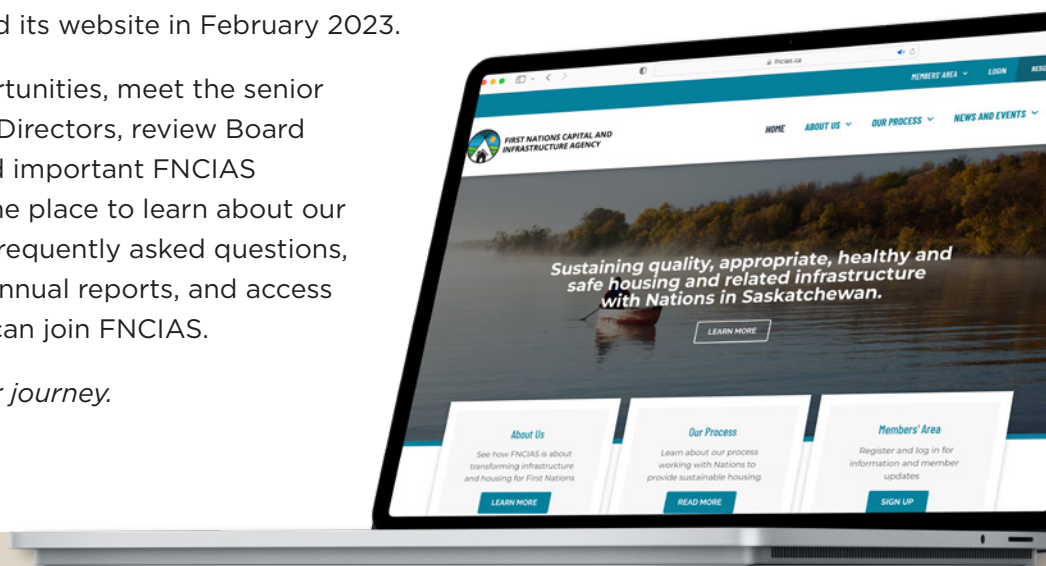


# Communications & Outreach

A priority from the Communications and Engagement Strategy was to construct a user-friendly website for a winter 2023 launch. FNCIAS officially launched its website in February 2023.

Site visitors can find career opportunities, meet the senior management team and Board of Directors, review Board meeting minutes and reports, and important FNCIAS documents. The website is also the place to learn about our service delivery, find answers to frequently asked questions, read upcoming newsletters and annual reports, and access information on how your Nation can join FNCIAS.

*Visit us at [fncias.ca](https://fncias.ca) and join in our journey.*



## Social Media

In fall 2022, FNCIAS introduced a new social media accounts to build its online presence. The launch of the new official Facebook complemented our established LinkedIn page and completed another objective from the Communications and Engagement strategy. FNCIAS uses these digital channels to update community members and the public at large on our progress, highlight job postings and community relations activities, as well as share content from our member communities and Indigenous and infrastructure organizations and stories.



[fb.com/fncias](https://fb.com/fncias)



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