

FUNDING AGREEMENT - OTHER

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF CANADA, as represented by the Minister of Indigenous Services ("Canada").

AND:

Aboriginal Firefighters Association of Canada, a non-profit corporation, incorporated or established under the laws of Canada ("ABORIGINAL FIREFIGHTERS OF CANADA").

PREAMBLE

WHEREAS the parties wish to enter into an agreement for the funding of certain Activities to be delivered by ABORIGINAL FIREFIGHTERS OF CANADA.

NOW THEREFORE, the parties agree as follows:

1 Duration

- 1.1 This Agreement will be in effect from April 1, 2022 (the "effective date") and will expire on March 31, 2024 (the "expiry date"), unless terminated earlier or shortened or extended by amendment.

2 Objective

- 2.1 The purpose of this Agreement is for Canada to provide the Funding to ABORIGINAL FIREFIGHTERS OF CANADA for the delivery of the Activities.

3 Responsibility

- 3.1 Each party shall carry out its respective rights and obligations in accordance with the terms of this Agreement and applicable laws.

4 Relationship

- 4.1 Nothing in this Agreement creates or is to be construed as creating a joint venture, partnership, service contract or principal and agent relationship between the parties, and ABORIGINAL FIREFIGHTERS OF CANADA shall not represent itself to any third party as acting on behalf of Canada, as being a joint-venturer, partner, a service contractor, principal, agent or delegate of Canada.

5 Funding

- 5.1 Subject to the terms and conditions of this Agreement, Canada shall transfer the Funding to ABORIGINAL FIREFIGHTERS OF CANADA in accordance with the schedule of periodic payments set out in Schedule 3.
- 5.2 The parties acknowledge that, if this is a multi-year agreement, not all Funding for the full term of this Agreement may be set out in Schedule 3 at any given time. Funding for subsequent Fiscal Years may be determined or adjusted annually in accordance with the terms of this Agreement. Amendments to Schedule 3 for this purpose will be made by way of a Notice of Budget Adjustment (NOBA) or other amendment process.

6 Formula-based or Factor-based Funding Adjustments

- 6.1 Where the amount of any Funding will change in accordance with a predetermined adjustment factor or formula set out in Schedule 4 or Schedule 6, Canada shall, by NOBA, amend Schedule 3 accordingly.

7 Notice of Budget Adjustment (NOBA)

- 7.1 Canada may, by NOBA, amend Schedule 3 in order to adjust the Funding and/or periodic advance payments for one or more Fiscal Years.
- 7.2 A NOBA will be signed by Canada, set out the details of the Funding changes and contain an amended Schedule 3 for this Agreement.
- 7.3 A NOBA may not:
- (a) reduce overall Funding except according to an adjustment factor or formula set out in Schedule 4 or Schedule 6; or
 - (b) modify the terms and conditions of this Agreement, except as provided for in subsection 7.1.

8 Intentionally Omitted

9 Funding Subject to Appropriations and Departmental Funding Authorities

- 9.1 The payment of any Funding is subject to there being an appropriation for the Fiscal Year in which the payment is to be made. Notwithstanding any other provision of this Agreement, Canada may reduce or cancel the Funding in the event that departmental funding levels of any Federal Department are changed by Parliament during the term of this Agreement.
- 9.2 In the event that any funding authority of any Federal Department for which the Funding is provided is modified or cancelled by the Treasury Board of Canada or by that Federal Department, Canada may adjust or cancel the Funding accordingly.
- 9.3 Where Set Funding, Fixed Funding or Flexible Funding is to be reduced or cancelled under subsection 9.2, Canada shall provide at least 60 days prior notice to ABORIGINAL FIREFIGHTERS OF CANADA. This notice will specify the Activities, the Fiscal Year(s) and amounts in respect of which any such Funding will be reduced or cancelled.
- 9.4 Where any Block Funding is to be reduced or cancelled under subsection 9.2 Canada shall provide at least 1 year's prior notice to ABORIGINAL FIREFIGHTERS OF CANADA.

10 Adjustment of Cash Flow

- 10.1 ABORIGINAL FIREFIGHTERS OF CANADA may request adjustment of any periodic payment set out in Schedule 3 for an Activity where it differs from its anticipated expenditures for the corresponding period. In this case, ABORIGINAL FIREFIGHTERS OF CANADA shall propose adjustments to that Schedule accordingly. Canada shall notify ABORIGINAL FIREFIGHTERS OF CANADA of acceptance or rejection of the proposed adjustments within 30 days of ABORIGINAL FIREFIGHTERS OF CANADA's notification. Where Canada accepts the proposed adjustments, Canada shall issue a notice of acceptance or a NOBA containing the revised Schedule 3.
- 10.2 The total annual funding amount for an Activity set out in Schedule 3 may not be changed under subsection 10.1.

11 Eligible Expenses - General

- 11.1 In addition to the requirements of section 21, Schedule 2 and Schedule 6, ABORIGINAL FIREFIGHTERS OF CANADA may only expend the Funding where the expense is: (i) directly related to the carrying out of ABORIGINAL FIREFIGHTERS OF CANADA's responsibilities under this Agreement; and (ii) ABORIGINAL FIREFIGHTERS OF CANADA follows generally accepted business practices in negotiating the price and other terms and conditions for the expenditure.

12 Reimbursement of Ineligible Expenditures

- 12.1 For each Activity identified as Set, Fixed and Flexible in Schedule 3, ABORIGINAL FIREFIGHTERS OF CANADA shall repay to Canada any expenditure it makes against annual amounts allocated in that Schedule for that Activity that is not in accordance with the terms and conditions of Schedule 2 or the Delivery Requirements set out in Schedule 4 or Schedule 6 for that Activity, unless Canada agrees otherwise in writing.
- 12.2 Subject to subsections 5.3 and 5.4 of Schedule 2, ABORIGINAL FIREFIGHTERS OF CANADA shall repay to Canada any expenditure it makes in a Fiscal Year against the total of annual amounts for Activities funded by Block Funding where that expenditure is not in accordance with the Delivery Requirements for at least one of those Activities.

- 12.3 If Cost-Sharing applies to any Activity according to the Delivery Requirements, ABORIGINAL FIREFIGHTERS OF CANADA shall instead repay to Canada an amount, proportional to Canada's funding share, of any expenditure against the annual amounts from all required sources allocated for that Activity that is not in accordance with the terms and conditions of this Schedule or the Delivery Requirements.

13 Deficits

- 13.1 ABORIGINAL FIREFIGHTERS OF CANADA shall be responsible for any expenditure it makes in excess of the Funding.

14 Reports and Records

- 14.1 Each Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA shall prepare and submit to ISC all reports listed in Schedule 5 for each Fiscal Year in accordance with the requirements for each report set out in the *Reporting Guide* for that Fiscal Year.
- 14.2 If this Agreement covers more than one Fiscal Year, Canada may, on or before the start of each Fiscal Year, issue a new Schedule 5 for that Fiscal Year.
- 14.3 Canada shall publish the *Reporting Guide* no later than 90 days before the start of each Fiscal Year. Canada may amend the *Reporting Guide* during a Fiscal Year for the same Fiscal Year only if the amendment arises from a Treasury Board requirement. Canada shall promptly notify ABORIGINAL FIREFIGHTERS OF CANADA of any such amendment.
- 14.4 Canada may, by notice to ABORIGINAL FIREFIGHTERS OF CANADA, extend the deadline for the receipt of any reports if ABORIGINAL FIREFIGHTERS OF CANADA provides notice before the applicable due dates of circumstances beyond ABORIGINAL FIREFIGHTERS OF CANADA's control preventing ABORIGINAL FIREFIGHTERS OF CANADA from meeting the deadlines. Such a notice may only change the reporting date and no other reporting requirements, will be signed by Canada and will amend this Agreement in accordance with its terms.
- 14.5 ABORIGINAL FIREFIGHTERS OF CANADA shall retain all original financial and non-financial accounts and records, in paper or electronic form, that relate to the Activities and use of Funding under this Agreement, including accounts and records that are required to prepare reports under this Agreement, for a period of 7 years following the end of the last Fiscal Year to which the records relate. Such records, whether kept in paper or electronic form, must be organized, complete, legible and accessible.
- 14.6 If ABORIGINAL FIREFIGHTERS OF CANADA is required to provide Audited Consolidated Financial Statements as indicated in Schedule 5, ABORIGINAL FIREFIGHTERS OF CANADA shall have its yearly financial reports audited by an independent auditor who is recognized in the Province or Territory in which ABORIGINAL FIREFIGHTERS OF CANADA has its administrative offices. ABORIGINAL FIREFIGHTERS OF CANADA shall notify Canada of the appointment of the auditor at least 2 weeks before the end of the Fiscal Year being covered by the audited financial reports.
- 14.7 ISC may deliver a copy of ABORIGINAL FIREFIGHTERS OF CANADA's financial reporting required under the *Reporting Guide*, including, where required under this Agreement, its Audited Consolidated Financial Statements, to any Federal Department. ISC shall not provide a copy of such statements or reports to any third party or other part of the federal government, except where agreed to in writing by ABORIGINAL FIREFIGHTERS OF CANADA or where authorized or permitted by law.

15 Where Reporting or Disclosure Requirements are not met

- 15.1 Without limiting remedies available to Canada under this Agreement, Canada may withhold funds from ABORIGINAL FIREFIGHTERS OF CANADA when ABORIGINAL FIREFIGHTERS OF CANADA has not submitted, by the due date, any financial or other report required by this Agreement or by a predecessor funding agreement between ABORIGINAL FIREFIGHTERS OF CANADA and a Federal Department.
- 15.2 Canada shall pay the withheld funds to ABORIGINAL FIREFIGHTERS OF CANADA within 45 days of the required reports being submitted by ABORIGINAL FIREFIGHTERS OF CANADA and accepted by Canada, subject to section 25.3.
- 15.3 Without limiting remedies available to Canada under this Agreement, if ABORIGINAL FIREFIGHTERS OF CANADA defaults in its obligation under this Agreement or any predecessor to provide Canada with its Audited Consolidated Financial Statements, together with all schedules and reports required under the *Reporting Guide*, Canada may:
- (a) require that an independent auditor who is a member in good standing of a corporation, institute or association of accountants incorporated under an Act of the legislature of the Province or Territory

in which ABORIGINAL FIREFIGHTERS OF CANADA has its administrative offices be engaged immediately by ABORIGINAL FIREFIGHTERS OF CANADA at ABORIGINAL FIREFIGHTERS OF CANADA's cost and that the Audited Consolidated Financial Statements, together with all schedules and reports required under the *Reporting Guide*, be delivered within a reasonable time as Canada may determine; or

- (b) appoint an independent auditor who is a member in good standing of a corporation, institute or association of accountants incorporated under an Act of the legislature of the Province or Territory in which ABORIGINAL FIREFIGHTERS OF CANADA has its administrative offices and in which case:
 - (i) ABORIGINAL FIREFIGHTERS OF CANADA shall provide the auditor appointed by Canada with full access to its financial records and provide such other information as the auditor may require to perform the audit; and
 - (ii) ABORIGINAL FIREFIGHTERS OF CANADA shall reimburse Canada for all costs incurred in having the audit conducted.

16 Contracting-Out and Delegation

16.1 Subject to the other provisions of this section, ABORIGINAL FIREFIGHTERS OF CANADA may contract-out or delegate any of its functions or obligations under this Agreement to an Agency. ABORIGINAL FIREFIGHTERS OF CANADA shall remain responsible to Canada for the performance of all such contracted or delegated matters.

16.2 If ABORIGINAL FIREFIGHTERS OF CANADA wishes to contract-out or delegate any of its functions or obligations under this Agreement to an Agency, it shall:

- (i) enter into an agreement with the Agency for that purpose;
- (ii) ensure that the Agency complies on behalf of ABORIGINAL FIREFIGHTERS OF CANADA with all requirements of this Agreement that are:
 - (a) relevant or applicable to the functions or Activities contracted-out or delegated to the Agency; or
 - (b) necessary to allow ABORIGINAL FIREFIGHTERS OF CANADA to comply with its obligations to Canada; and
- (iii) make the agreement available to Canada upon request, subject to applicable laws.

17 Intentionally Omitted

18 Environmental Obligations

18.1 ABORIGINAL FIREFIGHTERS OF CANADA and Canada shall cooperate for ABORIGINAL FIREFIGHTERS OF CANADA to ensure that, with respect to any Activity to be undertaken by ABORIGINAL FIREFIGHTERS OF CANADA with any of the Funding, all applicable requirements of the *Impact Assessment Act* and any other applicable environmental laws will be followed.

19 Indemnification

19.1 ABORIGINAL FIREFIGHTERS OF CANADA shall indemnify and save harmless the Crown, her Ministers, officers, employees, agents, successors and assigns from and against all claims, liabilities, and demands arising directly or indirectly from any acts or omissions of ABORIGINAL FIREFIGHTERS OF CANADA or of any of its employees or agents in respect of, or resulting from: (i) ABORIGINAL FIREFIGHTERS OF CANADA's performance or non-performance of its obligations under this Agreement; or (ii) ABORIGINAL FIREFIGHTERS OF CANADA entering into any loan, capital lease or other long term obligation.

20 Insurance

20.1 ABORIGINAL FIREFIGHTERS OF CANADA shall be responsible for determining whether to purchase insurance coverage for its protection and to cover its obligations under this Agreement.

21 Loans

21.1 ABORIGINAL FIREFIGHTERS OF CANADA shall not make loans from the Funding unless permitted to

do so in a Schedule.

22 Stacking of Assistance

22.1 ABORIGINAL FIREFIGHTERS OF CANADA shall provide notice to Canada, prior to the end of each Fiscal Year, if ABORIGINAL FIREFIGHTERS OF CANADA receives funding assistance from the Crown (other than as contained in this Agreement) or from any provincial, territorial or municipal government that may be used for any of the Activities. In such case, Canada may require ABORIGINAL FIREFIGHTERS OF CANADA to repay any amount of the Funding that Canada considers a duplication of the funding from the other sources.

23 Default

23.1 ABORIGINAL FIREFIGHTERS OF CANADA will be in default of this Agreement in the event:

- (a) ABORIGINAL FIREFIGHTERS OF CANADA defaults on any of its obligations set out in this Agreement or any other agreement through which a Federal Department provides funding to ABORIGINAL FIREFIGHTERS OF CANADA;
- (b) the auditor of ABORIGINAL FIREFIGHTERS OF CANADA gives a disclaimer of opinion or adverse opinion on the Audited Consolidated Financial Statements of ABORIGINAL FIREFIGHTERS OF CANADA in the course of conducting any audit under this Agreement or any previous agreement under which a Federal Department provides funding to ABORIGINAL FIREFIGHTERS OF CANADA;
- (c) Canada, having regard to ABORIGINAL FIREFIGHTERS OF CANADA financial statements and any other financial information relating to ABORIGINAL FIREFIGHTERS OF CANADA reviewed by Canada, determines the financial position of ABORIGINAL FIREFIGHTERS OF CANADA is such that the delivery of any Activity is at risk; or
- (d) ABORIGINAL FIREFIGHTERS OF CANADA becomes bankrupt or insolvent, goes into receivership, takes the benefit of any statute from time to time being in force relating to bankrupt or insolvent debtors, ceases operations, or ceases to be a corporation in good standing under the laws of Canada or of a Province or Territory of Canada, as applicable.

24 Remedies on Default

24.1 Without limiting any remedy or other action Canada may take under this Agreement, in the event ABORIGINAL FIREFIGHTERS OF CANADA is in default under this Agreement, the parties will communicate or meet to review the situation.

24.2 In the event ABORIGINAL FIREFIGHTERS OF CANADA is in default under this Agreement, Canada may take one or more of the following actions:

- (a) require ABORIGINAL FIREFIGHTERS OF CANADA to develop and implement a Management Action Plan within 60 days, or at such other time as the parties may agree upon and set out in writing;
- (b) require ABORIGINAL FIREFIGHTERS OF CANADA to seek advisory support acceptable to Canada;
- (c) withhold any Funding otherwise payable under this Agreement;
- (d) require ABORIGINAL FIREFIGHTERS OF CANADA to take any other reasonable action necessary to remedy the default;
- (e) take such other reasonable action as Canada deems necessary, including any remedies which may be set out in any Schedule; or
- (f) terminate this Agreement.

25 Repayment

25.1 ABORIGINAL FIREFIGHTERS OF CANADA shall, at such times as this Agreement specifies and otherwise upon written demand, repay to Canada any amount of the Funding which:

- (a) has not been accounted for by ABORIGINAL FIREFIGHTERS OF CANADA in accordance with this Agreement;

- (b) is spent by ABORIGINAL FIREFIGHTERS OF CANADA for purposes other than those authorized under this Agreement;
- (c) Canada determines to be a recoverable stacking amount under section 22; or
- (d) is an overpayment or any other amount that is repayable by ABORIGINAL FIREFIGHTERS OF CANADA under this Agreement.

Such amounts are debts due to the Crown.

25.2 Interest will be charged on any debts in accordance with the *Interest and Administrative Charges Regulations* and also constitutes a debt due to the Crown.

25.3 Without limiting the scope of set-off or compensation rights available to the Crown at common law, under the *Civil Code of Québec*, under the *Financial Administration Act* or otherwise, Canada may set-off or seek compensation against the Funding for:

- (a) any amount that is a debt due to the Crown pursuant to subsection 25.1 and 25.2; and
- (b) any amount that ABORIGINAL FIREFIGHTERS OF CANADA owes to the Crown under legislation or any other agreement of any kind.

26 Non-Monetary Contributions

26.1 Canada may provide a contribution of goods or services to ABORIGINAL FIREFIGHTERS OF CANADA to support ABORIGINAL FIREFIGHTERS OF CANADA's delivery of any Activities.

26.2 With the written consent of ABORIGINAL FIREFIGHTERS OF CANADA, a non-monetary contribution with a value of up to \$5,000 may be made by way of Canada:

- (a) delivering the goods and/or services to ABORIGINAL FIREFIGHTERS OF CANADA; and
- (b) issuing a notice of non-monetary contribution ("NONMC") to ABORIGINAL FIREFIGHTERS OF CANADA for the delivery of the contributed goods or services pursuant to this section.

26.3 A NONMC will be signed by Canada and will:

- (a) list each of the goods and/or services to be contributed;
- (b) set out the location where each of the goods and/or services will be delivered and the expected date or time period for such delivery;
- (c) indicate the value of the non-monetary contribution based on Canada's actual costs for the purchase and delivery of the contributed goods and/or services, or the fair market value of the foregoing (whichever is less); and
- (d) be issued prior to or upon delivery of the goods and/or services and include conditions for the contribution, including any reporting conditions.

26.4 Any non-monetary contribution with a value in excess of \$5,000 may be made by way of Canada and ABORIGINAL FIREFIGHTERS OF CANADA entering into a non-monetary contribution agreement.

26.5 Where Canada contributes goods and/or services under this section, ABORIGINAL FIREFIGHTERS OF CANADA shall:

- (a) use the goods or services solely for the purposes of delivering Activities as specified in the NONMC or as otherwise agreed between the parties in writing;
- (b) comply with the conditions set out in the NONMC; and
- (c) account for the non-monetary contribution in either its Audited Consolidated Financial Statements if Audited Consolidated Financial Statements are required under this Agreement, or in its other financial reports as identified in Schedule 5.

27 Audit

- 27.1 Canada may audit or cause to have audited the accounts and records of ABORIGINAL FIREFIGHTERS OF CANADA and any Agency at any time during the term of this Agreement or within 7 years of the termination or expiry of this Agreement, in order to:
- (a) assess or review ABORIGINAL FIREFIGHTERS OF CANADA's compliance with the terms and conditions of this Agreement;
 - (b) review ABORIGINAL FIREFIGHTERS OF CANADA's program management and financial control practices in relation to this Agreement; or
 - (c) confirm the integrity of any data which has been reported by ABORIGINAL FIREFIGHTERS OF CANADA pursuant to this Agreement.
- 27.2 The scope, coverage and timing of any audit will be determined by Canada and may be carried out by one or more auditors employed or contracted by Canada.
- 27.3 Canada shall notify ABORIGINAL FIREFIGHTERS OF CANADA at least 2 weeks in advance of an audit under this section.
- 27.4 In the event of an audit under this section, ABORIGINAL FIREFIGHTERS OF CANADA shall, upon request:
- (a) provide the auditors with all accounts and records of ABORIGINAL FIREFIGHTERS OF CANADA relating to this Agreement and to the Contribution Funding, including all original supporting documentation (whether in paper or electronic form);
 - (b) allow those auditors to inspect such accounts and records and, except where prohibited by law, to take copies and extracts of such accounts and records;
 - (c) provide to those auditors such additional information as they may require with reference to such accounts and records;
 - (d) provide all necessary assistance to those auditors, including providing them with access to ABORIGINAL FIREFIGHTERS OF CANADA's premises;
 - (e) direct any entity that has provided accounting or record-keeping services to ABORIGINAL FIREFIGHTERS OF CANADA to provide copies of those accounts and records to the auditors; and
 - (f) give consent to ABORIGINAL FIREFIGHTERS OF CANADA's auditors to allow access by Canada's auditors to working papers of ABORIGINAL FIREFIGHTERS OF CANADA's auditors that support the opinion or disclaimer of opinion on Audited Consolidated Financial Statements where Audited Consolidated Financial Statements are required under this Agreement.
- 27.5 If at any time during the term of this Agreement, Canada is of the opinion that there may have been a default, the 2 week notice period will not apply and ABORIGINAL FIREFIGHTERS OF CANADA shall, on request, provide Canada with immediate access to its accounts, records and supporting documentation (whether in paper or electronic form) relating to the Contribution Funding, or those of any Agency.
- 27.6 The accounts and records Canada may audit or cause to have audited under this section include records maintained under any previous funding agreement through which the Crown has provided funding to ABORIGINAL FIREFIGHTERS OF CANADA that, in the opinion of any auditor employed or contracted by Canada, may be relevant to the audit.
- 27.7 An audit under this section does not limit:
- (a) Canada's right to conduct an evaluation of this Agreement under section 28 of this Agreement;
 - (b) ABORIGINAL FIREFIGHTERS OF CANADA's obligation to provide to Canada the financial reports identified in Schedule 5; or
 - (c) Canada's right to appoint an independent auditor or to require ABORIGINAL FIREFIGHTERS OF CANADA to appoint an independent auditor under subsection 15.3 where Audited Consolidated Financial Statements have not been provided to Canada by ABORIGINAL FIREFIGHTERS OF CANADA.

28.1 Canada may at any time during the term of this Agreement or within 7 years of its expiry or termination, carry out one or more evaluations of the effectiveness of this Agreement.

28.2 ABORIGINAL FIREFIGHTERS OF CANADA shall cooperate in the conduct of any such evaluation and provide Canada or its representatives such information as they require, including any records that are required to be retained under subsection 14.5.

29 Dispute Resolution

29.1 Canada and ABORIGINAL FIREFIGHTERS OF CANADA shall attempt to negotiate a resolution to any disputes arising between them regarding the interpretation of a provision of this Agreement or the obligation of a party under this Agreement in a timely manner.

29.2 Canada and ABORIGINAL FIREFIGHTERS OF CANADA may agree to non-binding mediation to resolve any dispute. In such case, each party shall bear its own costs and bear equally the costs of any independent third party appointed to assist the parties to try to resolve the dispute.

30 Termination

30.1 Either party may terminate this Agreement by providing notice to the other party stipulating the reason for termination, provided that before any such termination can become effective:

- (a) the parties exhaust the dispute resolution process if relevant to the termination; and
- (b) the parties agree on a time frame to terminate the Agreement.

30.2 In the event of the termination of this Agreement:

- (a) ABORIGINAL FIREFIGHTERS OF CANADA shall provide Canada with all reporting for all Funding as required by the *Reporting Guide*, or such parts of that financial reporting as specified by Canada, within 120 days of the date of termination;
- (b) subject to rights of set-off, Canada shall pay to ABORIGINAL FIREFIGHTERS OF CANADA any Funding owed to ABORIGINAL FIREFIGHTERS OF CANADA up to the termination date of this Agreement unless ABORIGINAL FIREFIGHTERS OF CANADA and Canada agree otherwise in writing;
- (c) without limiting any other obligation under this Agreement to repay amounts to Canada, ABORIGINAL FIREFIGHTERS OF CANADA shall repay to Canada any unexpended Funding up to the termination date of this Agreement, and within 120 days thereof, unless ABORIGINAL FIREFIGHTERS OF CANADA and Canada agree otherwise in writing; and
- (d) ABORIGINAL FIREFIGHTERS OF CANADA shall fulfill any other obligation relating to termination as set out in any Schedule.

31 This Agreement

31.1 This Agreement constitutes the entire agreement between the parties and supersedes all discussions, negotiations and commitments in relation to the subject matter of this Agreement which may have preceded the signing of this Agreement. For greater certainty, this clause does not supersede or affect any obligations of the parties in relation to other subject matter, including obligations arising under prior or other funding agreements between the parties.

31.2 The following Schedules are attached to and form part of this Agreement:

- SCHEDULE 1 - Definitions
- SCHEDULE 2 - Contribution Funding (Set, Fixed, Flexible, Block) and Grant Funding
- SCHEDULE 3 - Funding and Schedule of Payments
- SCHEDULE 4 - Delivery Requirements and Funding Adjustment Factors
- SCHEDULE 5 - Reporting and Due Dates
- SCHEDULE 6 - Projects
- SCHEDULE 7 - Intentionally Omitted
- SCHEDULE 8 - Intentionally Omitted

31.3 Descriptive headings in this Agreement are inserted solely for convenience of reference, do not form

part of this Agreement, and are not to be used as an aid in the interpretation of this Agreement.

- 31.4 If the phrase “Intentionally Omitted” appears in this Agreement opposite a section number, it either means that the section, which is normally contained in other template forms of this Agreement, is not applicable to this Agreement or has been omitted by agreement. The enumeration of such a section is left intact in order to avoid re-numbering this Agreement.
- 31.5 All rights and obligations of the parties which expressly, or by their nature, survive termination or expiry of this Agreement will survive unless and until they are fulfilled, or by their nature expire. Without limiting the generality of the foregoing, the following sections or subsections contain rights and obligations of the parties that may or will remain in effect after the termination or expiry of this Agreement:
- (a) *Main body of this Agreement:* 11 (Eligible Expenses - General); 12 (Reimbursement of Ineligible Expenditures); 14 (Reports and Records); 15 (Where Reporting or Disclosure Requirements are not met); 16 (Contracting-out and Delegation); 17 (Distributed Payments to Sub-Recipients); 19 (Indemnification); 23 (Default); 24 (Remedies on Default); 25 (Repayment); 27 (Audit); 28 (Evaluation); 29 (Dispute Resolution); 30.2 (Termination - consequential terms); and, 40 (Intellectual Property); and
 - (b) *Schedule 2 Contribution and Grant Funding:* any sections or subsections that concern spending or repayment of any Funding that could apply following expiry or termination of this Agreement.
- 31.6 All references throughout this Agreement to legislation and particular government publications are deemed to refer to the legislation and government publication in force or issued at the effective date of this Agreement, and include any subsequent amendments or replacements thereof.
- 31.7 This Agreement will be interpreted in accordance with the laws of Canada and the applicable laws of British Columbia.

32 Amendments

- 32.1 All amendments to this Agreement are to be made in writing and signed by both parties, except in the following cases where Canada shall sign the notices alone: (i) a NOBA; (ii) a notice of acceptance for periodic payment changes under subsection 10.1; (iii) a notice of issuing a new Schedule 5 to update reporting requirements for a Fiscal Year under section 14.3; or (iv) a notice to extend a reporting deadline under subsection 14.4.

33 Waiver

- 33.1 No provision of this Agreement and no event of default by ABORIGINAL FIREFIGHTERS OF CANADA or Canada of any provision of this Agreement will be deemed to have been waived unless the waiver is in writing and signed by the party waiving.
- 33.2 The waiver by a party of a default by the other party or of any provision of this Agreement will not be deemed to be a waiver of any subsequent default by the other party or of the same or any other provision of this Agreement.

34 Assignment

- 34.1 ABORIGINAL FIREFIGHTERS OF CANADA may contract-out or delegate any of its functions or obligations under this Agreement in accordance with section 16, but shall not assign any of its rights or obligations under this Agreement without the prior written consent of Canada.
- 34.2 This Agreement is binding upon the parties and their respective administrators, successors, and assigns.

35 Lobbyists

- 35.1 ABORIGINAL FIREFIGHTERS OF CANADA represents and warrants that it and any person lobbying on its behalf to obtain Funding has been, is, and will continue to remain in compliance with the *Lobbying Act*.
- 35.2 ABORIGINAL FIREFIGHTERS OF CANADA represents and warrants that it has not and will not make any payment to any individual or entity that is in whole or in part contingent upon the solicitation of the Funding or the negotiating/signing of this Agreement or any amendment hereto.

36 Warranty of Authority

- 36.1 The parties confirm that they each have the authority and the capacity necessary to enter into this Agreement and that their representatives have the authority to enter into this Agreement on their behalf.
- 36.2 ABORIGINAL FIREFIGHTERS OF CANADA further represents and warrants that it has the corporate power and authority to execute, deliver and perform its obligations under this Agreement and that it is duly incorporated and in good standing under the laws of Canada or of a Province or a Territory of Canada, and will remain in good standing at all times during the term of this Agreement.

37 Communications Related to Funding

- 37.1 Each party reserves the right to communicate to the public about this Agreement and the funded Activities by way of, but not limited to, announcements, interviews, speeches, press releases, publications, signage, websites, advertising and promotional materials. The timing of these communications will be at the discretion of the party giving the communication. However, the party giving the communication will notify the other party in advance of any significant public event or news release in order to provide to the other party an opportunity to participate in a joint announcement or in the development of joint communications materials.

38 Conflict of Interest Regarding Federal Officials

38.1 ABORIGINAL FIREFIGHTERS OF CANADA declares and shall ensure that:

- (a) no member of the House of Commons or the Senate of Canada will be admitted to any share or part of this Agreement or to any benefit arising from it; and
- (b) no individual to whom the *Conflict of Interest Act*, the *Conflict of Interest and Post-employment Code for Public Office Holders*, the *Values and Ethics Code for the Public Sector*, the *Values and Ethics Code for the Public Service*, the *Policy on Conflict of Interest and Post-Employment*, or the values and ethics code of any Federal Department apply will derive any direct benefit from this Agreement unless that individual is in compliance with the Act and all of the applicable codes and policies noted above.

39 Public Disclosure

- 39.1 Without limiting any right, obligation or capacity of Canada to disclose information, Canada may publicly disclose the name and address of ABORIGINAL FIREFIGHTERS OF CANADA, the amount of Funding, the nature of the Activities for which Funding is provided, and any information relating to the Funding that the *Reporting Guide* states that Canada may publicly disclose.

40 Intellectual Property

- 40.1 All intellectual property that arises out of or under this Agreement will be owned by ABORIGINAL FIREFIGHTERS OF CANADA or a third party as may be set out in an agreement between ABORIGINAL FIREFIGHTERS OF CANADA and such third party.
- 40.2 ABORIGINAL FIREFIGHTERS OF CANADA hereby grants to Canada a non-exclusive, royalty-free, fully-paid, perpetual, worldwide, and irrevocable licence to exercise all intellectual property rights for any Crown purpose with respect to all activity reports and records, financial reports and records, and evaluation reports and records and other records or communications related to the administration of this Agreement that are delivered by ABORIGINAL FIREFIGHTERS OF CANADA to Canada under this Agreement.
- 40.3 ABORIGINAL FIREFIGHTERS OF CANADA shall also fulfill any requirements relating to intellectual property set out in the Schedules and shall secure all necessary rights to give effect to the licence granted under this Agreement.

41 Notices

- 41.1 Subject to subsection 41.3, notices, requests, reports and documents referred to or required by this Agreement must be in writing and, unless notice to the contrary is given by the receiving party, shall be addressed to the receiving party at the following addresses:

- (a) Canada at:
10 Rue Wellington
Gatineau, QC
K1A 0H4
- (b) Aboriginal Firefighters Association of Canada at:

12411 Dawson Place
Maple Ridge, BC
V4R 2L6

- 41.2 Subject to subsection 41.4, notices, requests, reports and documents may be sent by any method of delivery or telecommunication and will be deemed to have been received: (i) by registered mail when the postal receipt is acknowledged by the receiving party; (ii) by facsimile or electronic mail when transmitted and receipt is confirmed; and (iii) by personal delivery, messenger or courier when delivered.
- 41.3 If, pursuant to subsection 27.5, the 2 week notice period in subsection 27.3 does not apply, the request referred to in subsection 27.5 may be addressed to ABORIGINAL FIREFIGHTERS OF CANADA at an address or contact person that differs from that specified in paragraph (b) of subsection 41.1.
- 41.4 The request referred to in subsection 27.5 will be deemed to have been received by ABORIGINAL FIREFIGHTERS OF CANADA on the same day that the request is, as the case may be, i) posted; ii) transmitted by facsimile or electronic mail; and iii) attempted to be delivered by personal delivery, messenger or courier.

42 Execution

- 42.1 This Agreement is signed on behalf of ABORIGINAL FIREFIGHTERS OF CANADA and on behalf of Canada by their duly authorized representatives.
- 42.2 This Agreement may be signed in identical counterparts, each of which constitutes an original, and such counterparts taken together will constitute one agreement. The signatures of the parties need not appear on the same counterpart, and executed counterparts may be delivered by facsimile or in electronically scanned form by electronic mail.

43 Official Languages

- 43.1 ABORIGINAL FIREFIGHTERS OF CANADA shall, when requested by Canada and in a manner both parties agree to that is consistent with applicable laws, provide any or all of the following in relation to the Activities under this Agreement in both of Canada's official languages (English and French): (i) information; (ii) signage; (iii) oral and written communications; (iv) services; and (v) opportunities for official language minorities to participate in functions related to the Activities.

**HER MAJESTY THE QUEEN IN RIGHT OF CANADA Aboriginal Firefighters Association of Canada
as represented by the Minister of Indigenous
Services**

by: _____

Name: Jessica Gordon
Title: Acting Senior Director, Housing and
Infrastructure Service Reform Directorate,
Community Infrastructure Branch,
Regional Operations
Department of Indigenous Services

Date: _____

Digitally
signed by
Gordon,
n,
Jessica
Date:
2022.06.30
12:02:29
-04'00'

by: Blaine Wiggins
Blaine Wiggins (Jun 30, 2022 11:51 PDT)

Name: Blaine Wiggins
Title: Executive Director
I have the authority to bind the corporation.
Aboriginal Firefighters Association of Canada

Date: Jun 30, 2022

by: *Michelle Vandevord*

Name: Michelle Vandevord
Title: President
I have the authority to bind the corporation.
Aboriginal Firefighters Association of Canada

Date: Jun 30, 2022

by: Alan Peters

Name: Allan Peters
Title: Secretary/Treasurer
I have the authority to bind the corporation.



A handwritten signature in black ink, appearing to be 'M.H.' followed by a horizontal line.

SCHEDULE 1 DEFINITIONS

In this Agreement, the following terms have the following meanings. These definitions apply equally to the singular and plural forms of the terms defined:

"Activity" means any program, service, activity, initiative or project listed in Schedule 3 under the heading Program Service Area/Program Inventory/ Budget Activity/Functional Area, including any Project.

"Agency" means any authority, board, committee, or other third party authorized to carry out any functions or Activities under this Agreement on behalf of ABORIGINAL FIREFIGHTERS OF CANADA.

"Agreement" means this Funding Agreement and includes all Schedules and any amendments to this Agreement.

"Audited Consolidated Financial Statements" means ABORIGINAL FIREFIGHTERS OF CANADA's annual consolidated financial statements that are prepared and audited in accordance with the *Reporting Guide*.

"Block Funding" means that portion of the Funding, if any, set out in Schedule 3 under the heading "Block Funding".

"Contribution Funding" means Set Funding, Fixed Funding, Flexible Funding and Block Funding.

"Cost-Sharing" means a requirement set out in Schedule 4 or Schedule 6 for ABORIGINAL FIREFIGHTERS OF CANADA to supplement any Set, Fixed, or Flexible Funding for an Activity with funding from other sources.

"Crown" means Her Majesty the Queen in Right of Canada.

"days" means calendar days, unless otherwise indicated.

"Delivery Requirements" means the requirements for Contribution Funding set out in Schedule 4 and 6.

"Federal Department" means a federal department or federal government institution through which the Crown provides any of the Funding.

"Fiscal Year" means any period during the term of this Agreement, commencing on April 1st and ending on March 31st of the year immediately following, and includes part thereof in the event this Agreement commences after April 1st or expires or terminates before March 31st.

"Fixed Funding" means that portion of the Funding, if any, set out in Schedule 3 under the heading "Fixed Funding".

"Flexible Funding" means that portion of the Funding, if any, set out in Schedule 3 under the heading "Flexible Funding".

"Funding" means the amounts payable or paid by Canada to ABORIGINAL FIREFIGHTERS OF CANADA under this Agreement, consisting of all Set Funding, Fixed Funding, Flexible Funding, Block Funding and Grant Funding.

"Grant Funding" means that portion of the Funding, if any, set out in Schedule 3 under the heading "Grant Funding" and that is subject to Canada's pre-established eligibility requirements.

"Health Activities" means the Activities set out in Schedule 3 that are related to health.

"ISC" means the Department of Indigenous Services.

"main body of this Agreement" means that portion of this Agreement that precedes this Schedule.

"Management Action Plan" means a plan, developed by ABORIGINAL FIREFIGHTERS OF CANADA and acceptable to Canada, which reflects measures to be taken by ABORIGINAL FIREFIGHTERS OF CANADA to remedy a default under this Agreement as it applies with Contribution Funding.

"Mandatory Activities" means the following Activities for the purposes of Flexible Funding:

- (i) "Communicable Disease Control", "Environmental Public Health", and/or "Treatment Services" as identified in Schedule 3;

and means the following Activities for the purposes of Block Funding;

- (i) "Communicable Disease Control", "Environmental Public Health", and/or "Treatment Services" as identified in Schedule 3; and
- (ii) each Activity found in any table entitled "Block Activity Delivery Requirements" in Schedule 3.

"Notice of Budget Adjustment" or "NOBA" means a notice, issued by Canada, which amends this Agreement to adjust Funding and/or periodic payments in accordance with section 7 of the main body of this Agreement.

"Project" means any project described in Schedule 6.

"Reporting Guide" means the applicable reporting guide for each Fiscal Year issued by Canada prior to the commencement of that Fiscal Year that sets out accounting and reporting requirements for this Agreement.

"Schedule" means any schedule to this Agreement.

"Set Funding" means that portion of the Funding, if any, set out in Schedule 3 under the heading "Set Funding".

SCHEDULE 2

CONTRIBUTION FUNDING (SET, FIXED, FLEXIBLE, BLOCK) AND GRANT FUNDING

1 Application

- 1.1 All Set, Fixed, Flexible, Block and Grant Funding will be provided subject to and in accordance with: (i) the main body of this Agreement; (ii) this Schedule; and (iii) the applicable terms of the other Schedules.

2 Set Funding

- 2.1 ABORIGINAL FIREFIGHTERS OF CANADA may only expend Set Funding:
- (a) for each of the Activities for which it is allocated in Schedule 3 under the heading Set Funding (or SET) or reallocated in accordance with this section;
 - (b) in accordance with the terms and conditions of this Agreement for those Activities, including those set out in the Delivery Requirements; and
 - (c) during the Fiscal Year in which the annual amount of the Set Funding is payable by Canada.
- 2.2 ABORIGINAL FIREFIGHTERS OF CANADA may, with the written agreement of Canada, reallocate any Set Funding among any Functional Areas within the same Budget Activity set out in Schedule 3 during the same Fiscal Year.
- 2.3 ABORIGINAL FIREFIGHTERS OF CANADA shall immediately notify Canada in writing during a Fiscal Year if it anticipates having unexpended Set Funding for that Fiscal Year.
- 2.4 If, at the end of a Fiscal Year and following any reallocation permitted in this section, ABORIGINAL FIREFIGHTERS OF CANADA has not expended all Set Funding as allocated for each Activity for that Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA shall repay the unspent amount to Canada. If Cost-Sharing applies to the Activity, ABORIGINAL FIREFIGHTERS OF CANADA shall instead repay to Canada an amount, proportional to Canada's funding share, of the unspent amount from all sources.
- 2.5 Subject to the funding provisions of this Agreement, Canada shall reimburse to ABORIGINAL FIREFIGHTERS OF CANADA any shortfall in Set Funding for any Activity that is described in the Delivery Requirements as being subject to full reimbursement.

3 Fixed Funding

- 3.1 ABORIGINAL FIREFIGHTERS OF CANADA may only expend Fixed Funding:
- (a) for each of the Activities for which it is allocated in Schedule 3 under the heading Fixed Funding (or FIXED) or reallocated in accordance with this section; and
 - (b) in accordance with the terms and conditions of this Agreement for those Activities, including those set out in the Delivery Requirements.
- 3.2 Unless Schedule 4 or Schedule 6 provides otherwise, ABORIGINAL FIREFIGHTERS OF CANADA may reallocate any Fixed Funding for a Budget Activity set out in Schedule 3, among any Functional Areas of that Budget Activity during a Fiscal Year, provided that the Activities corresponding to those Functional Areas are delivered in that Fiscal Year.
- 3.3 Subject to subsection 3.4, if ABORIGINAL FIREFIGHTERS OF CANADA has not expended all Fixed Funding that is allocated or has been reallocated for an Activity for that Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA shall repay the unspent amount to Canada. If Cost-Sharing applies to the Activity, ABORIGINAL FIREFIGHTERS OF CANADA shall instead repay to Canada an amount, proportional to Canada's funding share, of the unspent amount.
- 3.4 Subject to paragraph 30.2(c) of the main body of this Agreement, ABORIGINAL FIREFIGHTERS OF CANADA may retain and spend any unexpended Fixed Funding from a Fiscal Year in respect of an Activity ("unspent amount") in accordance with this section.
- (a) For a Fiscal Year other than the final Fiscal Year, where the Delivery Requirements for the Activity

in respect of which there is an unspent amount have not been completed in the Fiscal Year for which that amount was provided, ABORIGINAL FIREFIGHTERS OF CANADA may retain and spend that amount in the following Fiscal Year if the following conditions are met:

- (i) ABORIGINAL FIREFIGHTERS OF CANADA spends the unspent amount on the same Activity or on an Activity that is similar to and has the same purpose as the Activity for which the Fixed Funding was provided;
 - (ii) the unspent amount is used before the earlier of:
 - (A) the expiry or termination of this Agreement; and
 - (B) any date that was communicated in writing by Canada to ABORIGINAL FIREFIGHTERS OF CANADA, prior to or when the Agreement was signed or amended, beyond which date an unspent amount may not be retained for a time-limited Activity such as a project or initiative;
 - (iii) ABORIGINAL FIREFIGHTERS OF CANADA reports on its expenditure of the unexpended Fixed Funding in accordance with the *Reporting Guide*; and
 - (iv) Any unspent amount from any Health Activities is not expended on any non-Health Activities and any unspent amount for any non-Health Activities is not expended on any Health Activities.
- (b) Where all Delivery Requirements for the Activity in respect of which there is an unspent amount have been completed in the Fiscal Year for which that amount was provided, ABORIGINAL FIREFIGHTERS OF CANADA may retain and spend that amount in the following Fiscal Year or within 1 year after the expiry of this Agreement if that is the year following the accumulation of the unspent amount, if the following conditions are met:
- (i) ABORIGINAL FIREFIGHTERS OF CANADA spends the unspent amount on
 - (A) an Activity that is similar to and has the same purpose as the Activity for which the Fixed Funding was provided; or
 - (B) a different Activity in accordance with a plan for expenditure for the unspent amount that is submitted by ABORIGINAL FIREFIGHTERS OF CANADA to Canada within 120 days after the end of that Fiscal Year and that Canada accepts by way of notice to ABORIGINAL FIREFIGHTERS OF CANADA;
 - (ii) ABORIGINAL FIREFIGHTERS OF CANADA reports on its expenditure of the unexpended Fixed Funding in accordance with the *Reporting Guide*; and
 - (iii) Any unspent amount from any Health Activities is not expended on any non-Health Activities and any unspent amount for any non-Health Activities is not expended on any Health Activities.

4 Flexible Funding

4.1 ABORIGINAL FIREFIGHTERS OF CANADA may only expend Flexible Funding:

- (a) for each of the Activities for which it is allocated in Schedule 3 under the heading Flexible Funding (or FLEX) or reallocated in accordance with this section; and
- (b) in accordance with the terms and conditions of this Agreement for those Activities including those set out in the Delivery Requirements.

4.2 Unless Schedule 4 or Schedule 6 provides otherwise, ABORIGINAL FIREFIGHTERS OF CANADA may reallocate any Flexible Funding as follows, provided that all Mandatory Activities, funded by Flexible Funding, are delivered in that Fiscal Year:

- (a) with respect to non-Health Activities, among any other Functional Areas that have Flexible Funding that falls under the same Program Inventory (and within the same Program Service Area) according to Schedule 3, during a Fiscal Year; and
- (b) with respect to Health Activities, among any Functional Areas that have Flexible Funding that falls under Program Service Areas with the same 3 letter prefix, irrespective of the Program Inventory, according to Schedule 3, during a Fiscal Year.

4.3 Subject to paragraph 30.2(c) of the main body of this Agreement, if at the end of a Fiscal Year other than the final Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA has not expended all Flexible Funding for that Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA may retain the unspent amount for expenditure in a subsequent Fiscal Year in accordance with this section:

(a) With respect to non-Health Activities, if the following conditions are met:

- (i) ABORIGINAL FIREFIGHTERS OF CANADA expends the unexpended Flexible Funding:
 - (A) on an Activity that is the same or similar to and has the same purpose as the Activity for which the Flexible Funding was provided; or
 - (B) in accordance with a plan for expenditure of the unexpended Flexible Funding that is submitted by ABORIGINAL FIREFIGHTERS OF CANADA to Canada within 120 days after the end of that Fiscal Year and that Canada accepts by way of notice to ABORIGINAL FIREFIGHTERS OF CANADA;
- (ii) the unexpended Flexible Funding is used before the earlier of:
 - (A) the expiry or termination of this Agreement, and
 - (B) any date that was communicated in writing by Canada to ABORIGINAL FIREFIGHTERS OF CANADA, prior to or when the Agreement was signed or amended, beyond which date an unspent amount may not be retained for a time-limited Activity such as a project or initiative;
- (iii) any unspent amount from any non-Health Activities is not expended on any Health Activities; and
- (iv) ABORIGINAL FIREFIGHTERS OF CANADA reports on its expenditure of the unexpended Flexible Funding in accordance with the *Reporting Guide*.

(b) With respect to Health Activities, if the following conditions are met:

- (i) ABORIGINAL FIREFIGHTERS OF CANADA expends the unexpended Flexible Funding among any Functional Areas that have Flexible Funding that falls under Program Service Areas with the same 3 letter prefix, irrespective of the Program Inventory;
- (ii) ABORIGINAL FIREFIGHTERS OF CANADA expends the unexpended Flexible Funding in accordance with a plan for expenditure of the unexpended Flexible Funding that is submitted by ABORIGINAL FIREFIGHTERS OF CANADA to Canada within 120 days after the end of that Fiscal Year and that Canada accepts by way of notice to ABORIGINAL FIREFIGHTERS OF CANADA;
- (iii) the unexpended Flexible Funding is used before the earlier of:
 - (A) the expiry or termination of this Agreement, and
 - (B) any date that was communicated in writing by Canada to ABORIGINAL FIREFIGHTERS OF CANADA, prior to or when the Agreement was signed or amended, beyond which date an unspent amount may not be retained for a time-limited Activity such as a project or initiative;
- (iv) any unspent amount from any Health Activities is not expended on any non-Health Activities; and
- (v) ABORIGINAL FIREFIGHTERS OF CANADA reports on its expenditure of the unexpended Flexible Funding in accordance with the *Reporting Guide*.

4.4 Subject to subsection 4.3, following any reallocation permitted in this section, ABORIGINAL FIREFIGHTERS OF CANADA shall repay any unexpended Flexible Funding following the earlier of the expiry or termination of this Agreement, and any date that was communicated in writing by Canada to ABORIGINAL FIREFIGHTERS OF CANADA, prior to or when the Agreement was signed or amended, beyond which date an unspent amount may not be retained for a time-limited Activity such as a project or initiative. If Cost-Sharing applies to the Activity, ABORIGINAL FIREFIGHTERS OF CANADA shall instead repay to Canada an amount, proportional to Canada's funding share, of the unspent amount from all required sources.

5 Block Funding

- 5.1 ABORIGINAL FIREFIGHTERS OF CANADA may only expend any Block Funding:
- (a) for the Activities under the heading Block Funding (or BLOCK) in Schedule 3 or in accordance with this section; and
 - (b) in accordance with the terms and conditions of this Agreement for those Activities including those set out in the Delivery Requirements.
- 5.2 Subject to subsection 5.4, expenditures in a Fiscal Year for Activities funded by Block Funding will be against the aggregate of all annual amounts allocated in that Fiscal Year for those Activities.
- 5.3 Subject to subsection 5.4, and provided that Mandatory Activities, funded by Block Funding, are delivered in the relevant Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA may expend Block Funding on any Activities funded by Set, Fixed or Flexible Funding during that Fiscal Year if ABORIGINAL FIREFIGHTERS OF CANADA submits a written plan to Canada for such expenditures and Canada accepts the plan by notice to ABORIGINAL FIREFIGHTERS OF CANADA.
- 5.4 Block Funding allocated for any Health Activities may not be expended on any non-Health Activities, nor may any Block Funding allocated for any non-Health Activities be expended on any Health Activities.
- 5.5 If, at the end of a Fiscal Year, ABORIGINAL FIREFIGHTERS OF CANADA has not expended all Block Funding for that Fiscal Year after: (i) delivering all Mandatory Activities funded by Block Funding; and (ii) making expenditures on any non-Block Activities under subsection 5.3, ABORIGINAL FIREFIGHTERS OF CANADA may, subject to paragraph 30.2(c) of the main body of this Agreement, retain any unexpended Block Funding for use in a subsequent Fiscal Year or after the expiry of this Agreement, provided that ABORIGINAL FIREFIGHTERS OF CANADA:
- (a) uses the unexpended Block Funding:
 - (i) for purposes consistent with the Activities funded by Block Funding; or
 - (ii) in accordance with a written plan submitted by it to Canada within 120 days following the end of the Fiscal Year in question and such plan is accepted by Canada by notice to ABORIGINAL FIREFIGHTERS OF CANADA;
 - (b) an unspent amount from any Health Activities may not be expended on any non-Health Activities, nor may any unspent amount for any non-Health Activities be expended on any Health Activities; and
 - (c) reports on the use of unexpended Block Funding in accordance with the *Reporting Guide* issued for the Fiscal Year in which the unexpended Block Funding is used.

6 Limit on Reallocation of Contribution Funding

- 6.1 Notwithstanding sections 2 to 5 of this Schedule the following limitations apply to the reallocation of the following funding amounts in Schedule 3:
- (a) Supplementary Health Benefits (SHB) funding may only be reallocated within the SHB Program Inventory;
 - (b) Indian Residential Schools (IRS) funding may only be reallocated within the Mental Wellness IRS Budget Activity;
 - (c) Jordan's Principle funding may only be reallocated within the Jordan's Principle Program Inventory; and
 - (d) Health Services Integration Fund and Capital Investments funding may not be reallocated

7 Grant Funding

- 7.1 ABORIGINAL FIREFIGHTERS OF CANADA may only expend the Grant Funding for the Activities for which it is allocated in Schedule 4 under the heading Grant Funding.
- 7.2 Subject to paragraph 30.2(c) of the main body of this Agreement, ABORIGINAL FIREFIGHTERS OF CANADA may retain any unexpended Grant Funding in a subsequent Fiscal Year and after the expiry of

this Agreement.

- 7.3 If at any time, ABORIGINAL FIREFIGHTERS OF CANADA no longer meets Canada's eligibility requirements for Grant Funding for any Activity, Canada may require ABORIGINAL FIREFIGHTERS OF CANADA to repay to Canada up to the full amount of the Grant Funding paid to ABORIGINAL FIREFIGHTERS OF CANADA for that Activity of the Grant Funding.

SCHEDULE 3:
1.0 - Program/Service Budgets, Authorities and Schedule of Monthly Payments Plan
 As Of 2022/06/30

Arrangement #: 2223-HQ-000043
 Arrangement Type: FA - OTHER
 Recipient: 3207 - ABORIGINAL FIREFIGHTERS OF CANADA

Fiscal Year: 2022-2023

DEPARTMENT OF INDIGENOUS SERVICES

| Seq. | 01 APR | 02 MAY | 03 JUN | 04 JUL | 05 AUG | 06 SEP | 07 OCT | 08 NOV | 09 DEC | 10 JAN | 11 FEB | 12 MAR | POOL | Holdback | Allocation Total \$ |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------|------------|---------------------|
| FIXED CONTRIBUTION FUNDING (FIXED) | | | | | | | | | | | | | | | |
| PROGRAM SERVICE AREA / PROGRAM INVENTORY / BUDGET ACTIVITY / FUNCTIONAL AREA | | | | | | | | | | | | | | | |
| Program Service Area: Community Infrastructure Program Inventory: OTHER COMM INFRA & ACTIV - D0059 Budget Activity: FIRE MARSHAL'S OFFICE - B591K Functional Area: FIRE MARSHAL'S OFFICE - Q3HR (C0000 - DEFAULT ACCOUNT) (2023/03/31) Fund: 377 Cost Center: A43053 | | | | | | | | | | | | | | | |
| 001 | 0.00 | 0.00 | 0.00 | 505,920.00 | 126,480.00 | 126,480.00 | 126,480.00 | 126,480.00 | 126,480.00 | 126,480.00 | 126,480.00 | 126,480.00 | 0.00 | 168,640.00 | 1,686,400.00 |
| PROGRAM SERVICE AREA / PROGRAM INVENTORY / BUDGET ACTIVITY / FUNCTIONAL AREA | | | | | | | | | | | | | | | |
| Program Service Area: Community Infrastructure Program Inventory: OTHER COMM INFRA & ACTIV - D0059 Budget Activity: O&M-INFRA ASSETS & FAC - B5912 Functional Area: TRAINING-FIRE PROTECTION - Q3BN (C0000 - DEFAULT ACCOUNT) (2023/03/31) Fund: 379 Cost Center: A43053 | | | | | | | | | | | | | | | |
| 001 | 0.00 | 0.00 | 0.00 | 47,448.00 | 11,862.00 | 11,862.00 | 11,862.00 | 11,862.00 | 11,862.00 | 11,862.00 | 11,862.00 | 11,859.00 | 0.00 | 15,816.00 | 158,157.00 |
| TOTAL 2022-2023 FIXED CONTRIBUTION FUNDING (FIXED) | | | | | | | | | | | | | | | |
| | 0.00 | 0.00 | 0.00 | 553,368.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,339.00 | 0.00 | 184,456.00 | 1,844,557.00 |
| TOTAL 2022-2023 DEPARTMENT OF INDIGENOUS SERVICES | | | | | | | | | | | | | | | |
| | 0.00 | 0.00 | 0.00 | 553,368.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,339.00 | 0.00 | 184,456.00 | 1,844,557.00 |
| TOTAL 2022-2023 | | | | | | | | | | | | | | | |
| | 0.00 | 0.00 | 0.00 | 553,368.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,339.00 | 0.00 | 184,456.00 | 1,844,557.00 |
| GRAND TOTAL | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | 1,844,557.00 |

SCHEDULE 3:
2.0 - Cash Flow by Fiscal Year by Department
 As Of 2022/06/30

Arrangement #: **2223-HQ-000043**
 Arrangement Type: **FA - OTHER**
 Recipient: **3207 - ABORIGINAL FIREFIGHTERS OF CANADA**

| Budget | Funding | 2022-2023 | 2023-2024 | Total |
|--|--------------------|---------------------|---------------------|---------------------|
| Department of Indigenous Services | Fixed Contribution | 1,844,557.00 | 1,537,159.00 | 3,381,716.00 |
| | Total | 1,844,557.00 | 1,537,159.00 | 3,381,716.00 |
| Total | | 1,844,557.00 | 1,537,159.00 | 3,381,716.00 |

SCHEDULE 3:
3.0 - Cash Flow by Month and Year - ALL FUNDING by type and month

As Of 2022/06/30

Arrangement #: **2223-HQ-000043**
 Arrangement Type: **FA - OTHER**
 Recipient: **3207 - ABORIGINAL FIREFIGHTERS OF CANADA**

| |
|---------------------------|
| Fixed Contribution |
|---------------------------|

| | April | May | June | July | August | September | October | November | December | January | February | March | Pool | Holdback | Total |
|------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------|------------|---------------------|
| 2022-2023 | 0.00 | 0.00 | 0.00 | 553,368.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,342.00 | 138,339.00 | 0.00 | 184,456.00 | 1,844,557.00 |
| 2023-2024 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,287.00 | 115,286.00 | 0.00 | 153,716.00 | 1,537,159.00 |
| Total | | | | | | | | | | | | | | | 3,381,716.00 |

SCHEDULE 3:
4.0 - Cash Flow by Month - Current Year - All Funding by Month and Department
 As Of 2022/06/30

Arrangement #: 2223-HQ-000043
 Arrangement Type: FA - OTHER
 Recipient: 3207 - ABORIGINAL FIREFIGHTERS OF CANADA
 Fiscal Year: 2022-2023

Department of Indigenous Services

| Funding | Total | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | Pool | Holdback |
|--------------------|----------------|--------|--------|--------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|--------------|
| Fixed Contribution | \$1,844,557.00 | \$0.00 | \$0.00 | \$0.00 | \$553,368.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,339.00 | \$0.00 | \$184,456.00 |

| | | | | | | | | | | | | | | | |
|--------------|-----------------------|---------------|---------------|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|---------------------|
| Total | \$1,844,557.00 | \$0.00 | \$0.00 | \$0.00 | \$553,368.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,342.00 | \$138,339.00 | \$0.00 | \$184,456.00 |
|--------------|-----------------------|---------------|---------------|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|---------------------|

SCHEDULE 4

DELIVERY REQUIREMENTS AND FUNDING ADJUSTMENT FACTORS

1 Application

1.1 This Schedule does not apply to Projects under Schedule 6.

HEALTH ACTIVITIES

2 Intentionally Omitted

3 Intentionally Omitted

4 Intentionally Omitted

5 Intentionally Omitted

6 Intentionally Omitted

6A Intentionally Omitted

NON-HEALTH ACTIVITIES

7 Intentionally Omitted

8 Intentionally Omitted

9 Intentionally Omitted

10 Intentionally Omitted

11 Intentionally Omitted

12 Intentionally Omitted

**SCHEDULE 5 - REPORTING AND DUE DATES
ABORIGINAL FIREFIGHTERS OF CANADA (3207)**

Arrangement No.: 2223-HQ-000043

Funding Agreement for other recipients

| Program / Report Name | Reports Due |
|--|-------------|
| TP - Financial | |
| <i>* Consolidated Report - Applicable only once (See note 1 below)</i> | |
| Annual Audited Financial Statement (General Reporting Model) | 2023/07/29 |
| Annual Audited Financial Statement (General Reporting Model) | 2024/07/29 |

Note 1: Represents consolidated reports showing up under more than one budget activity. In these circumstances the report submission is applicable once for each distinct due date. This affects only reports that are marked with the following tag '* Consolidated Report - Applicable only once (See note 1 below)'

SCHEDULE 5 – Reporting Requirements and Due Dates

Fiscal Years 2022-2024

The following arrangements were agreed upon between the parties to account for the implementation of the Strategic Framework 2022-2030 (as per Annex 1). The purpose is to align planning, monitoring and reporting, and keeping the focus on priorities while significantly reducing the amount of paperwork.

Quarterly Progress Reports (and by extension the Annual Report) flow from the Implementation Plan 2022-2024 that is kept up to date. Aligned with the Strategic Framework 2022-2030, both documents are the main tools for monitoring how NIFSC is advancing planned work and achieving the changes it seeks to make.

Reporting and documentation arrangements 2022-2024

1. **Statutory reports:** reports that are mandatory or customary for not-for-profit corporations.
2. **Quarterly Progress Reports:** speak to progress towards Strategic Objectives through Implementing Strategies as prioritized in the Strategic Framework 2022-2030 and detailed in the Implementation Plan 2022-2024.¹ Annex B to “Annex 1 – NIFSC CFA CORE PROPOSAL (Schedules 6 and 5)” provides a QPR template and basic guidance.
3. **NIFSC SharePoint:** published or updated documentation or multimedia sources made accessible at its SharePoint for information and monitoring purposes. An evergreen list of these documents is kept up to date.²
4. **ISC sources:** documents ISC is expected to share to inform NIFSC strategies, plans and partnerships at national and regional levels (listed here as *aid memoire*).

| | Report or Title | Due date / Made available | Recipient (HQ/RO) | Delivery method |
|--|--|--|------------------------------|--|
| 1. Statutory/ customary reporting | <ul style="list-style-type: none"> • NIFSC Annual Report • Annual Audited Financial Accounts • Implementation Plan 2022-2024 | <ul style="list-style-type: none"> • May 31 • July 29 • 4-6 wks. after CFA | ISC, other stakeholders | Email |
| 2. Quarterly Progress Reporting | <ul style="list-style-type: none"> • Quarterly Progress Report Annex A: Summary Progress to Plan Annex B: Quarterly Expenditure Report | Q1 - August 31 Q2 - October 31 Q3 - January 31 Q4 - April 30 | ISC, BoD, other stakeholders | Email |
| 3. NIFSC SharePoint | <ul style="list-style-type: none"> • Evergreen list of documents/media • Implementation Plan 2022-2024 (kept-up to date) • IFMS program development and delivery plans • IFMS summary reports • NISFC Governance (Statutory, policies) • Advisory bodies (NAC/TAC) • NIFSC/ISC Meeting Minutes • Research Studies and research articles • NIFSC reports/documents shared with stakeholders • Partnership Agreements, Memoranda of Understanding | <ul style="list-style-type: none"> • Biweekly • Ongoing <p>For other listed NIFSC documents, upon issuance</p> | ISC, BoD, other stakeholders | Accessible at NIFSC SharePoint |
| 4. ISC sources | <ul style="list-style-type: none"> • NIFSC General Assessment • Annual ISC NFS status report • Funding Agreements for Regional Organizations (Delivery Activity) • Regional funding activity • Regional Fire Initiatives not identified in CFA's • Summary report for HQ funded initiatives | As soon as possible upon issuance of each of these documents | NIFSC | Emailed from ISC, hosted at NIFSC SharePoint |

¹ The Implementation Plan 2022-2024 and Quarterly Progress Reports are fully aligned with the Strategic Framework 2022-2030 and its prioritization (Annex 1) and have the same content skeleton.

² For ease of reference, *the evergreen list* lists the documents and media that can be accessed on NIFSC's SharePoint. The list as well as the documents in it are kept up to date on SharePoint.

Monitoring arrangements

The reporting arrangements will be complemented by tri-weekly meetings via MST to share key information and monitor and support progress in advancing the Implementation Plan. The rhythm of these meetings can be adjusted by common accord between the parties. Ad-hoc meetings can be requested by either party. The documentation listed above - kept up to date and accessible on SharePoint and those provided by ISC – may also inform these meetings.

SCHEDULE 6

PROJECTS

1 Project Description

- 1.1 In addition to the Constitution and Bylaws, the Aboriginal Firefighters Association of Canada seeks to engender a movement, to empower Indigenous communities, to enable regional partners, and to champion collaborations, policies, and best practices to advance prevention and meet the fire safety and protection needs of Indigenous communities. This will be achieved through the following strategic objectives:
1. Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities.
 2. Increase the understanding of contributing factors to inform fire prevention strategies, programs, measures and awareness and education offerings.
 3. Increase the active engagement of young volunteers in the design and implementation of awareness campaigns and education offerings.
 4. Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality and coverage.
 5. Increase the coverage in regions that lack regional service delivery organizations.
 6. Improve collaboration among operational partners to optimize delivery of support and capacity building.
 7. Strengthen collaborative frameworks, integrate data systems, and improve knowledge management to effectively address evolving fire safety.
 8. Strengthen commitment from First Nations and governments to a coherent fire safety and protection regulatory framework and funding instruments.
 9. Improve horizontal or sector policies, standards and practices to ensure greater fire safety and protection (e.g., data systems, housing, water, education, volunteerism).
 10. Strengthen organizational governance and accountability.
 11. Strengthen skills, capacities, and IT systems.
 12. Strengthen resources and partnerships.

2 Project Funding

- 2.1 The funding that Canada shall contribute to ABORIGINAL FIREFIGHTERS OF CANADA for this Project is set out below and is included in Schedule 3. This funding may only be used, with respect to this Project, by ABORIGINAL FIREFIGHTERS OF CANADA for the eligible expenditure categories listed in the chart below, between (2022/04/01) to (2024/03/31). Any eligible expenditure category amounts set out in the right column of the chart are budgetary estimates which ABORIGINAL FIREFIGHTERS OF CANADA may adjust based on available funding for this Project.
- 2.2 For greater certainty, all applicable conditions in Schedule 2, apply to this funding:

| Eligible Expenditures | Project Funding |
|---|------------------------|
| Fiscal Year 2022-2023 | |
| ELIGIBLE EXPENDITURES | |
| | |
| Strategic Objective 1: Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities. | |
| 1.1: Develop, pilot, and disseminate F&L safety and education programs tailored to local needs, appropriate and accessible for communities and educational institutions. | \$52,700.00 |
| 1.2: Develop and implement national awareness campaign(s) and a National Fire Safety Conference as the backdrop for public education programs. | \$44,400.00 |

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| 1.3: Develop and implement a National Fire Safety Conference as a focal event for education and training for Indigenous firefighters (which can include the annual National Firefighting Competition). | \$178,500.00 |
| 1.4: Create and promote a national platform (depository of programs – single window) where communities can go to identify a choice of programs that meet their needs. | \$61,500.00 |
| 1.5: Explore and leverage technological opportunities to establish access to self-paced/self-driven programs to occupants and community-based fire prevention initiatives (mobile apps, self-directed training, etc.). | \$37,800.00 |
| 1.6: Co-create and administer an assessment tool to provide communities with the capacity to determine appropriate fire and life safety activity needs. | \$72,000.00 |
| 1.7: Streamline current education and awareness offerings in coherent packages. | \$43,600.00 |
| Strategic Objective 1 Total | \$490,500.00 |
| Strategic Objective 2: Increase the understanding of contributing factors to inform fire prevention strategies, programs, measures and awareness and education offerings | |
| 2.1: Improve data collection and fire incident reporting by communities through the promotion of and their participation in the National Incident Reporting System. | \$51,300.00 |
| 2.2: Develop tools to manage and streamline distribution of data, analyze trends, explore implications and impacts associated with fire incidents. | \$62,300.00 |
| 2.3: Assess current and explore emerging tools used by regional/national organizations to maximize effectiveness of fire prevention and protection. | \$40,300.00 |
| 2.4: Collaborate with partner organizations to identify and conduct research relevant to improving community fire safety. | \$25,800.00 |
| 2.5: Collect and publish research, surveys and standards that inform program development and delivery by NIFSC and regional partners. | \$18,900.00 |
| Strategic Objective 2 Total | \$198,600.00 |
| Strategic Objective 3: Increase the active engagement of young volunteers in the design and implementation of awareness campaigns and education offerings. | |
| 3.1: Develop and disseminate school-based fire prevention programs and access to teacher-driven fire prevention programs as part of the National Poster Contest. | \$70,700.00 |
| 3.2: Explore youth-driven fire safety and awareness campaigns in order to design youth-driven campaigns that resonate and use appropriate delivery mechanisms. | \$38,200.00 |
| 3.3: Develop and pilot work experience programs with educational credits are available for those pursuing careers in fire service. | \$35,900.00 |
| 3.4: Research and develop junior firefighter programs for rural/remote departments. | \$44,300.00 |
| 3.5: Continue to develop and leverage the role of the youth representation on the Board of Directors to promote active engagement of youth volunteers in community fire safety (To be completed in Year 1). | \$14,000.00 |
| Strategic Objective 3 Total | \$203,100.00 |
| Strategic Objective 4: Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality and coverage. | |
| 4.1: Investigate regional service needs in collaboration with regional partner organizations and their partners to identify key priorities. | \$40,300.00 |
| 4.2: Develop and pilot service packages focused on capacity building, working with partners and drawing on best practices or promising approaches. | \$66,800.00 |
| 4.3: Identify, acquire, and operationalize digital and media tools (web, social media, design, translation) to enable production and distribution of fire safety initiatives. | \$52,700.00 |
| 4.4: Identify communities without fire departments to ensure the provision of fire prevention to home occupants and public buildings (e.g., performing fire inspections, developing fire risk assessments, risk reduction plans). | \$31,600.00 |
| 4.5 Co-create accredited distant learning tools with learning institutions to enhance community fire prevention capacity leveraging NIFSC and partner digital media tools. | \$41,800.00 |
| Strategic Objective 4 Total | \$233,200.00 |
| Strategic Objective 5: Increase the coverage in regions that lack regional service delivery organizations. | |

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| 5.1: Explore and implement appropriate models to ensure regional coverage, achieved by branching out to co-facilitate with regional organizations that lack capacity. | \$58,400.00 |
| 5.2: Provide administrative support to regional organizations to secure funding, implement economy of scale models and shared resources. | \$67,400.00 |
| 5.3: Create a pool of Indigenous certified fire service resources that can be utilized in any geographic location to perform specialized fire service functions. | \$30,300.00 |
| 5.4: Engage with potential partners to secure resources (financial and human resources) to support scaling out. | \$47,700.00 |
| Strategic Objective 5 Total | \$203,800.00 |
| Strategic Objective 6: Improve collaboration among operational partners to optimize delivery of support and capacity building. | |
| 6.1: Establish regular meetings with operational partners to identify, prioritize and address emerging issues, seasonal risks, leverage best practices to develop shared strategies to respond and build relevant action plans. | \$25,500.00 |
| 6.2: Establish regular meetings with operational partners to monitor trending climate change impacts to develop shared strategies to respond and build relevant action plans. | \$20,900.00 |
| Strategic Objective 6 Total | \$46,400.00 |
| Strategic Objective 7: Strengthen collaborative frameworks, integrate data systems, and improve knowledge management to effectively address evolving fire safety. | |
| 7.1: Promote the institutions of regular meetings and sharing of information among service providers. | \$24,500.00 |
| 7.2: Promote Indigenous-led research and data/statistics that contribute to the national body of knowledge, policy and program development and delivery. | \$14,200.00 |
| 7.3 Promote data systems and knowledge management of what works to effectively address evolving fire safety and protection needs. | \$40,400.00 |
| 7.4 Engage political leadership to enable them to act on fire safety by collaborating on the distribution and dissemination of data and knowledge. | \$24,000.00 |
| Strategic Objective 7 Total | \$103,100.00 |
| Strategic Objective 8: Strengthen commitment from First Nations and governments to a coherent fire safety and protection regulatory framework and funding instruments. | |
| 8.1: Engage AFN on the potential for fire protection legislation and what it takes to implement it (e.g., application, resources, support/identify obstacles). | \$19,800.00 |
| 8.2: Explore the potential in other policy instruments such as fire bylaws as a standard and what it takes to implement it to support the framework. | \$18,500.00 |
| 8.3: Identify (research and analyze) transferable best practices in existing regulatory frameworks and advocate for appropriate regulatory frameworks in Indigenous communities to strengthen commitment (e.g., schools, daycares, elderly care). | \$23,700.00 |
| Strategic Objective 8 Total | \$62,000.00 |
| Strategic Objective 9: Improve horizontal or sector policies, standards and practices to ensure greater fire safety and protection (e.g., data systems, housing, water, education, volunteerism). | |
| 9.1: Manage the Technical Advisory Committee to facilitate the development and enhancement of fire prevention programs, standards, and practices. | \$20,200.00 |
| 9.2: Engage with fire safety organizations to maintain awareness of current issues and trends that will require new or modified standards. | \$38,800.00 |
| 9.3: Monitor policy areas that impact or influence fire safety (housing, water, educations, health, etc.). | \$23,200.00 |
| 9.4: Work with fire safety organizations to develop proposals to advocate and convince authorities to adopt appropriate fire safety policies, standards, and practices. | \$13,500.00 |
| Strategic Objective 9 Total | \$95,700.00 |
| Strategic Objective 10: Strengthen organizational governance and accountability. | |
| 10.1: Create policies for board committee membership to ensure the governance body can meet the accountability, transparency, and strategic objectives. | \$10,100.00 |

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| 10.2: Ensure training for board members on governance essentials and strategic leadership skills and competencies to support NIFSC as a national organization. | \$13,500.00 |
| 10.3: Ensure Articles of incorporation, operational policies, labor-related requirements and up to date and conform. | \$13,400.00 |
| 10.4: Engage the new Board of Directors and key stakeholders in strategic planning 2022-2026. | \$18,600.00 |
| 10.5: Establish Board subcommittees for youth, policy framework, and partnerships. | \$10,600.00 |
| Strategic Objective 10 Total | \$66,200.00 |
| Strategic Objective 11: Strengthen skills, capacities, and IT systems. | |
| 11.1: Explore and advance options to create regional capacity where none exist (e.g., branching out, creation org, support information groups). | \$19,400.00 |
| 11.2: Establish administrative services for informal, de-facto fire safety and protection organizations (audit, legal personality, funding proposals). | \$16,500.00 |
| 11.3: Develop enhanced service delivery modalities (i.e., expand to online, self-driven, and through partnering educational institutions). | \$21,800.00 |
| 11.4: Establish digital platforms/systems to support programs and corporate services and capacity building (translation, communication, design). | \$7,400.00 |
| 11.5: Ensure training to improve technical and management skills and competencies of staff to support NIFSC innovation and strategic management. | \$2,300.00 |
| 11.6: Ensure the provision of NIFSC operational logistics capacity (e.g., distribution center, asset management). | \$12,052.00 |
| Strategic Objective 11 Total | \$79,452.00 |
| Strategic Objective 12: Strengthen resources and partnerships | |
| 12.1: Nurture strategic partner relations through defined collaborative activity including dedicated learning and look ahead sessions to optimize the partnership. | \$17,100.00 |
| 12.2: Enhance the distribution and awareness of fire safety data, research, and incentives to partner organizations through shared research initiatives, and co-created research agendas. | \$13,570.00 |
| 12.3: Optimize operational partnerships through regular dialogue and feedback loops (e.g., surveys). | \$9,200.00 |
| 12.4: Diversity resources (e.g., in kind, different funders, corporate social responsibility) to support/enable broader innovation and development. | \$14,035.00 |
| 12.5: Secure additional funding from government to support the new strategic approaches to enhance national impact. | \$8,600.00 |
| Strategic Objective 12 Total | \$62,505.00 |
| Maximum Funding for Fiscal Year 2022-2023 | |
| | \$1,844,557.00 |
| Fiscal Year 2023-2024 | |
| ELIGIBLE EXPENDITURES | |
| Strategic Objective 1: Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities. | |
| 1.1: Develop, pilot, and disseminate F&L safety and education programs tailored to local needs, appropriate and accessible for communities and educational institutions. | \$44,200.00 |
| 1.2: Develop and implement national awareness campaign(s) and a National Fire Safety Conference as the backdrop for public education programs. | \$50,400.00 |
| 1.3: Develop and implement a National Fire Safety Conference as a focal event for education and training for Indigenous firefighters (which can include the annual National Firefighting Competition). | \$140,000.00 |
| 1.4: Create and promote a national platform (depository of programs – single window) where communities can go to identify a choice of programs that meet their needs. | \$61,500.00 |
| 1.5: Explore and leverage technological opportunities to establish access to self-paced/self-driven programs to occupants and community-based fire prevention initiatives (mobile apps, self-directed training, etc.). | \$36,800.00 |
| 1.6: Co-create and administer an assessment tool to provide communities with the capacity to determine appropriate fire and life safety activity needs. | \$64,000.00 |
| 1.7: Streamline current education and awareness offerings in coherent packages. | \$43,600.00 |
| Strategic Objective 1 Total | \$440,500.00 |

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| Strategic Objective 2: Increase the understanding of contributing factors to inform fire prevention strategies, programs, measures and awareness and education offerings | |
| 2.1: Improve data collection and fire incident reporting by communities through the promotion of and their participation in the National Incident Reporting System. | \$37,300.00 |
| 2.2: Develop tools to manage and streamline distribution of data, analyze trends, explore implications and impacts associated with fire incidents. | \$24,800.00 |
| 2.3: Assess current and explore emerging tools used by regional/national organizations to maximize effectiveness of fire prevention and protection. | \$34,500.00 |
| 2.4: Collaborate with partner organizations to identify and conduct research relevant to improving community fire safety. | \$20,300.00 |
| 2.5: Collect and publish research, surveys and standards that inform program development and delivery by NIFSC and regional partners. | \$18,900.00 |
| Strategic Objective 2 Total | \$135,800.00 |
| | |
| Strategic Objective 3: Increase the active engagement of young volunteers in the design and implementation of awareness campaigns and education offerings. | |
| 3.1: Develop and disseminate school-based fire prevention programs and access to teacher-driven fire prevention programs as part of the National Poster Contest. | \$42,300.00 |
| 3.2: Explore youth-driven fire safety and awareness campaigns in order to design youth-driven campaigns that resonate and use appropriate delivery mechanisms. | \$33,700.00 |
| 3.3: Develop and pilot work experience programs with educational credits are available for those pursuing careers in fire service. | \$57,100.00 |
| 3.4: Research and develop junior firefighter programs for rural/remote departments. | \$40,700.00 |
| 3.5: Continue to develop and leverage the role of the youth representation on the Board of Directors to promote active engagement of youth volunteers in community fire safety (To be completed in Year 1). | \$5,000.00 |
| Strategic Objective 3 Total | \$178,800.00 |
| | |
| Strategic Objective 4: Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality and coverage. | |
| 4.1: Investigate regional service needs in collaboration with regional partner organizations and their partners to identify key priorities. | \$12,700.00 |
| 4.2: Develop and pilot service packages focused on capacity building, working with partners and drawing on best practices or promising approaches. | \$65,800.00 |
| 4.3: Identify, acquire, and operationalize digital and media tools (web, social media, design, translation) to enable production and distribution of fire safety initiatives. | \$3,200.00 |
| 4.4: Identify communities without fire departments to ensure the provision of fire prevention to home occupants and public buildings (e.g., performing fire inspections, developing fire risk assessments, risk reduction plans). | \$25,000.00 |
| 4.5 Co-create accredited distant learning tools with learning institutions to enhance community fire prevention capacity leveraging NIFSC and partner digital media tools. | \$28,600.00 |
| Strategic Objective 4 Total | \$135,300.00 |
| | |
| Strategic Objective 5: Increase the coverage in regions that lack regional service delivery organizations. | |
| 5.1: Explore and implement appropriate models to ensure regional coverage, achieved by branching out to co-facilitate with regional organizations that lack capacity. | \$49,700.00 |
| 5.2: Provide administrative support to regional organizations to secure funding, implement economy of scale models and shared resources. | \$50,400.00 |
| 5.3: Create a pool of Indigenous certified fire service resources that can be utilized in any geographic location to perform specialized fire service functions. | \$56,300.00 |
| 5.4: Engage with potential partners to secure resources (financial and human resources) to support scaling out. | \$39,600.00 |
| Strategic Objective 5 Total | \$196,000.00 |
| | |
| Strategic Objective 6: Improve collaboration among operational partners to optimize delivery of support and capacity building. | |

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| 6.1: Establish regular meetings with operational partners to identify, prioritize and address emerging issues, seasonal risks, leverage best practices to develop shared strategies to respond and build relevant action plans. | \$20,300.00 |
| 6.2: Establish regular meetings with operational partners to monitor trending climate change impacts to develop shared strategies to respond and build relevant action plans. | \$20,900.00 |
| Strategic Objective 6 Total | \$41,200.00 |
| Strategic Objective 7: Strengthen collaborative frameworks, integrate data systems, and improve knowledge management to effectively address evolving fire safety. | |
| 7.1: Promote the institutions of regular meetings and sharing of information among service providers. | \$24,500.00 |
| 7.2: Promote Indigenous-led research and data/statistics that contribute to the national body of knowledge, policy and program development and delivery. | \$10,300.00 |
| 7.3 Promote data systems and knowledge management of what works to effectively address evolving fire safety and protection needs. | \$28,600.00 |
| 7.4 Engage political leadership to enable them to act on fire safety by collaborating on the distribution and dissemination of data and knowledge. | \$24,000.00 |
| Strategic Objective 7 Total | \$87,400.00 |
| Strategic Objective 8: Strengthen commitment from First Nations and governments to a coherent fire safety and protection regulatory framework and funding instruments. | |
| 8.1: Engage AFN on the potential for fire protection legislation and what it takes to implement it (e.g., application, resources, support/identify obstacles). | \$19,800.00 |
| 8.2: Explore the potential in other policy instruments such as fire bylaws as a standard and what it takes to implement it to support the framework. | \$7,300.00 |
| 8.3: Identify (research and analyze) transferable best practices in existing regulatory frameworks and advocate for appropriate regulatory frameworks in Indigenous communities to strengthen commitment (e.g., schools, daycares, elderly care). | \$15,900.00 |
| Strategic Objective 8 Total | \$43,000.00 |
| Strategic Objective 9: Improve horizontal or sector policies, standards and practices to ensure greater fire safety and protection (e.g., data systems, housing, water, education, volunteerism). | |
| 9.1: Manage the Technical Advisory Committee to facilitate the development and enhancement of fire prevention programs, standards, and practices. | \$17,000.00 |
| 9.2: Engage with fire safety organizations to maintain awareness of current issues and trends that will require new or modified standards. | \$26,900.00 |
| 9.3: Monitor policy areas that impact or influence fire safety (housing, water, educations, health, etc.). | \$15,700.00 |
| 9.4: Work with fire safety organizations to develop proposals to advocate and convince authorities to adopt appropriate fire safety policies, standards, and practices. | \$10,800.00 |
| Strategic Objective 9 Total | \$70,400.00 |
| Strategic Objective 10: Strengthen organizational governance and accountability. | |
| 10.1: Create policies for board committee membership to ensure the governance body can meet the accountability, transparency, and strategic objectives. | \$11,100.00 |
| 10.2: Ensure training for board members on governance essentials and strategic leadership skills and competencies to support NIFSC as a national organization. | \$13,500.00 |
| 10.3: Ensure Articles of incorporation, operational policies, labor-related requirements and up to date and conform. | \$13,400.00 |
| 10.4: Engage the new Board of Directors and key stakeholders in strategic planning 2022-2026. | \$ - |
| 10.5: Establish Board subcommittees for youth, policy framework, and partnerships. | \$13,600.00 |
| Strategic Objective 10 Total | \$51,600.00 |
| Strategic Objective 11: Strengthen skills, capacities, and IT systems. | |
| 11.1: Explore and advance options to create regional capacity where none exist (e.g., branching out, creation org, support information groups). | \$12,600.00 |

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| 11.2: Establish administrative services for informal, de-facto fire safety and protection organizations (audit, legal personality, funding proposals). | \$15,500.00 |
| 11.3: Develop enhanced service delivery modalities (i.e., expand to online, self-driven, and through partnering educational institutions). | \$21,800.00 |
| 11.4: Establish digital platforms/systems to support programs and corporate services and capacity building (translation, communication, design). | \$9,400.00 |
| 11.5: Ensure training to improve technical and management skills and competencies of staff to support NIFSC innovation and strategic management. | \$2,300.00 |
| 11.6: Ensure the provision of NIFSC operational logistics capacity (e.g., distribution center, asset management). | \$12,052.00 |
| Strategic Objective 11 Total | \$73,652.00 |
| Strategic Objective 12: Strengthen resources and partnerships | |
| 12.1: Nurture strategic partner relations through defined collaborative activity including dedicated learning and look ahead sessions to optimize the partnership. | \$12,552.00 |
| 12.2: Enhance the distribution and awareness of fire safety data, research, and incentives to partner organizations through shared research initiatives, and co-created research agendas. | \$21,772.00 |
| 12.3: Optimize operational partnerships through regular dialogue and feedback loops (e.g., surveys). | \$15,800.00 |
| 12.4: Diversity resources (e.g., in kind, different funders, corporate social responsibility) to support/enable broader innovation and development. | \$16,383.00 |
| 12.5: Secure additional funding from government to support the new strategic approaches to enhance national impact. | \$17,000.00 |
| Strategic Objective 12 Total | \$83,507.00 |
| Maximum Funding for Fiscal Year 2023-2024 | |
| | \$1,537,159.00 |
| Maximum Funding for All Fiscal Years | |
| | \$3,381,716.00 |

3 Project, Delivery Requirements, Milestones and Outcomes

- 3.1 For greater certainty, the ABORIGINAL FIREFIGHTERS OF CANADA shall refer to pages 23 to 45 of "Annex 1 – NIFSC CFA Core Proposal (Schedules 6 and 5)" for project instructions on how funding, as provided through this agreement, should be allocated by units and strategic objectives.
- 3.2 "Annex 1 – NIFSC CFA Core Proposal (Schedules 6 and 5)" presents the core parts of the NIFSC proposal for the ABORIGINAL FIREFIGHTERS OF CANADA's 2022-2024 fixed funding agreement with Indigenous Services Canada. "Annex 1" starts with an introduction to the Strategic Framework, 2022-2030 and the related planning and reporting tools. Then, three main sections lay out NIFSC's strategy: Part 1: Purpose highlights the impact of fires on Indigenous communities, key contributing factors, and the recipient's resolve to create concrete changes. Part 2: Program Strategy defines what the recipient's programs seek to accomplish and how. Part 3: Supporting Strategy lays out the supporting organizational strategy that will help position the ABORIGINAL FIREFIGHTERS OF CANADA to deliver on the Program Strategy.

4 Cost-Sharing – Intentionally Omitted

5 Adjustment Factor – Intentionally Omitted

6 Pooled Funds – Intentionally Omitted

7 Hold Back

- 7.1 Canada may hold back 10% of the maximum funding for this Project; to be released within 45 days of completion of all reports set out in Schedule 5 that are related to this Project, to the satisfaction of Canada, subject to subsection 13.1 and section 25 of the main body of this Agreement.

8 Insurance Coverage – Intentionally Omitted

ANNEX I - NIFSC CFA CORE PROPOSAL (Schedules 6 and 5)

| | |
|---|-----------|
| ABOUT THIS DOCUMENT | 3 |
| Acronyms | 3 |
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ABOUT THIS DOCUMENT

This document presents the core parts of the NIFSC proposal for the Contribution Funding Agreement 2022-2024. It starts with an introduction to the Strategic Framework 2022-2030 and the related planning and reporting tools. Then three main sections lay out NIFSC's strategy: Part I: Purpose highlights the impact of fires on Indigenous communities, key contributing factors, and our resolve to realize a step change. Part II: Program Strategy defines what our programs seek to accomplish and how. Part III: Supporting Strategy lays out the supporting organizational strategy that will help position our organization to deliver.

Acronyms

| | |
|---------|--|
| AAFA | Atlantic Aboriginal Firefighters Association |
| AFN | Assembly of First Nations |
| AFN I&H | AFN Infrastructure & Housing |
| AFNBC | Assembly of First Nations BC |
| AAFNC | Alberta Assembly of First Nations Chiefs |
| AFNQL | Assembly of First Nations Quebec-Labrador |
| AMC | Assembly of Manitoba Chiefs |
| APCFNC | Atlantic Policy Congress of First Nations Chiefs Secretariat |
| CAFC | Canadian Association of Fire Chiefs |
| CCFMFC | Council of Canadian Fire Marshals and Fire Commissioners |
| COO | Chiefs of Ontario |
| FNESS | First Nations' Emergency Services Society |
| FNBOA | First Nations Building Officers Association |
| FNS | First Nations Summit |
| FSIN | Federation of Sovereign Indigenous Nations |
| ITK | Inuit Tapiriit Kanatami |
| NFPA | National Fire Protection Association |
| MNC | Metis National Council |
| NRCan | Natural Resources Canada |
| ONFFS | Ontario Native Firefighters Society |
| OFNTSC | Ontario First Nations Technical Services Corporation |
| NRCan | Natural Resources Canada |
| NRC | National Research Council of Canada |
| PAGC | Prince Albert Grand Council |
| QFNFC | Quebec First Nations Fire Chiefs |
| SKFNEM | Saskatchewan First Nations Emergency Management |
| TSAG | First Nations Technical Services Advisory Group Inc. |
| UBCIC | Union of BC Indian Chiefs |
| ULC | Underwriters Laboratories of Canada |

NIFSC STRATEGIC FRAMEWORK 2022-2030

Strategic Framework 2022-2030 is a bold and aspirational vision to support Indigenous communities to be safer places. It explains how NIFSC seeks to add value as a national service and advocacy organization, working with and through its partners.

The strategic framework was co-created as part of the 2022-2024 Contribution Funding Agreement. In addition to long-term direction, it comprises the tools for implementation planning and quarterly progress reporting (see figure 1 on the next page). The framework will support ongoing engagement of the National Indigenous Fire Safety Council (NIFSC) Board of Directors, partners, and other stakeholders.

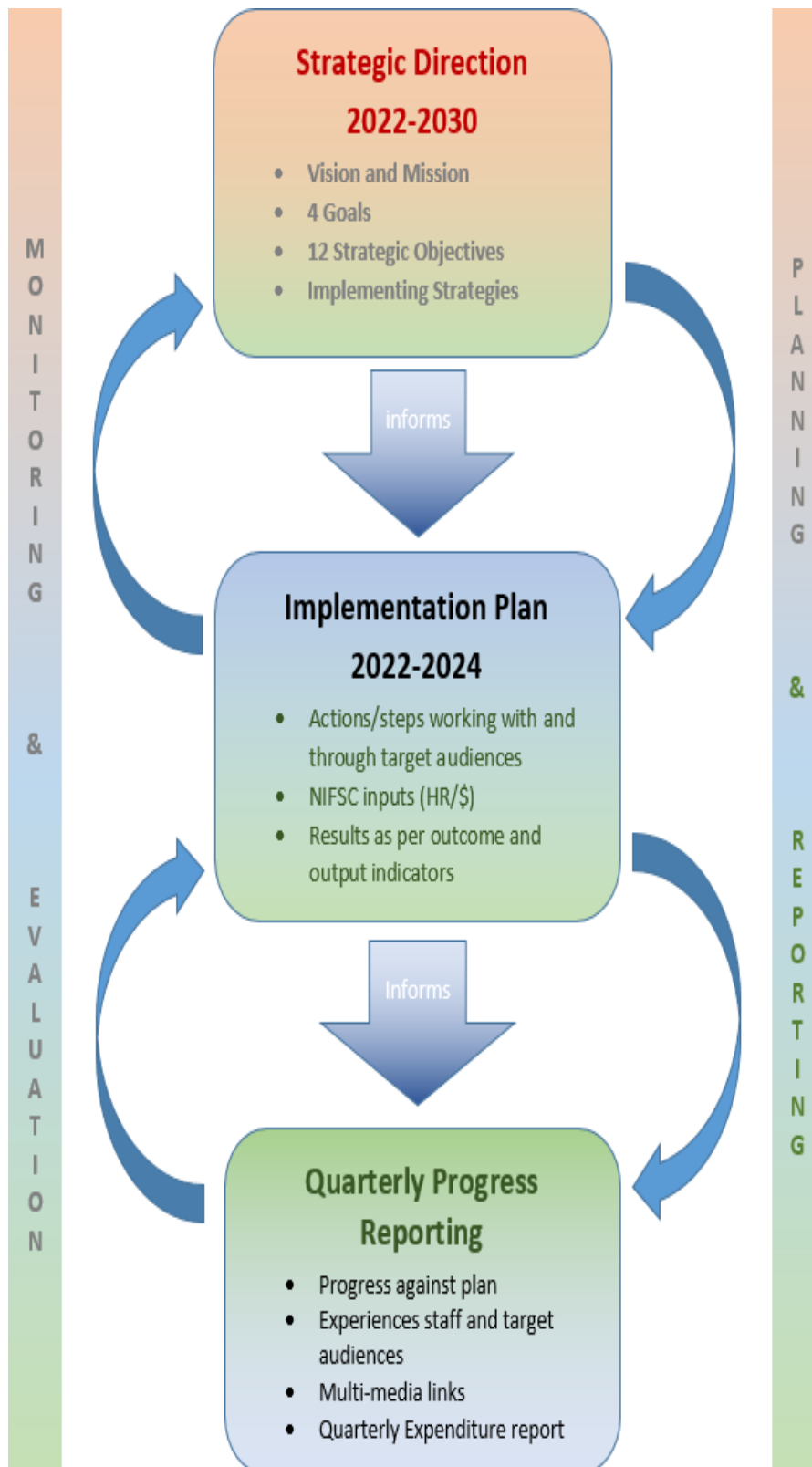
This strategy responds to the heightened awareness of fire-related trends and events occurring across Canada, and to contributing factors in the socio-economic, service delivery, volunteering, and institutional remits, and what current evidence (or the lack thereof) tells us. It builds on the work of the past year to transition from the Aboriginal Firefighters Association of Canada (AFAC) to the NIFSC. It is also guided by the assessments of our work, our challenges, capacities, resources, and partnerships.

This strategy signals a gradual shift in the role NIFSC will be playing from mainly direct service delivery to empowering Indigenous communities in the prevention of fires and enabling regional partners to cover fire safety and protection needs on the ground. To underpin this, NIFSC will be championing collaboration among all actors as well as advocating an enabling regulatory environment.

This strategy sets the strategic objectives where NIFSC plans to make a difference and contains the implementation strategies that indicate how it plans to do so. The associated measures will allow us to monitor and report on progress towards these strategic objectives. In addition to progress to plan, progress reporting will highlight what the related successes, challenges, feedback from our target audiences, and promising practices tell us going forward.

This strategic framework 2022-2030 will make it easier to shape, manage, and communicate what we do to effectively address the fire issues affecting Indigenous communities across Canada and to increase our collective impact in the years to come.

Figure 1: NIFSC Strategic Framework 2022-2030 Key Components



IMPLEMENTATION PLANNING 2022-2024

Aligned with the Strategic Framework 2022-2030, the Implementation Plan 2022-2024 will provide up to date working detail on how it is advanced. The plan will be completed within [4-6] weeks after conclusion of the CFA with participation from NIFSC staff and support from ISC¹.

Annex A provides essential guidance and an outline template for the Plan. The plan's skeleton will mirror the Strategic Framework and its 4 Goals, 12 Strategic Objectives and Implementing Strategies. As the main working level tool, the Implementation Plan:

- identifies *primary* and *secondary* priorities, and *enablers* as well as *phasing* of each of the implementing strategies during the period 2022-2023 and 2022-24.
- Identifies (lead) staff and the target audience (s) involved in the Implementing Strategy and their overall roles.
- Describes each Implementing Strategy in 4-6 lines (e.g., explains what it involves and/or how it contributes to the related Strategic Objective).
- Identifies the key actions (or steps) needed to advance the Implementing Strategy and, if phased over two years, indicates during which year.
- Includes a draw down menu for the "status of implementation" (in progress, completed or delayed) for each key action (or step).
- Identifies outcomes and/or outputs and how they are measured for each Implementing Strategy and where possible Strategic Objective.

In addition, the Implementation Plan will serve as the main tool for:

- Monitoring of progress against plan (See Annex C)
- Quarterly progress reporting (see Annex B and C); and can inform
- Staff performance management agreements and related job appraisals

For prioritization, four types of Implementing Strategies were identified, and color coded as follows. For alignment and working purposes this prioritization is applied across the three key framework documents: Strategic Framework 2022-2030, Implementation Plan 2022-2024 and Quarterly Progress Reports.

- **Primary priorities:** core business that is established, consolidated or in development
- **Secondary priorities:** strategically important work phased in over the next two years
- **Enablers:** facilitating advancement/game changer for primary and secondary priorities
- **Remaining Implementing Strategies:** advanced as and when timely/appropriate

To demonstrate the difference NIFSC is making, including through Quarterly Progress Reporting, the Implementation Plan will identify meaningful outcomes and or outputs, their indicators for progress, as well as the data source used to measure that.

¹ ISC will participate in an orientation and Q&A session on the Strategic Framework 2022-2030 and its planning and reporting tools to ensure a shared understanding and will support NIFSC staff in the production of the plan.

PART I: PURPOSE

EVOLVING IMPACT OF FIRES ON INDIGENOUS COMMUNITIES²

Indigenous communities are disproportionately affected by fire at rates 10.4 times higher than the Canadian average. Every year, fires on-reserve lead to preventable deaths, injuries and destruction of housing and infrastructure. 2021 NIFSC research suggests that Indigenous Peoples are over five times more likely to die in a fire. That number increases to over 10 times for First Nations people living on reserves. Inuit are over 17 times more likely to die in a fire than non-Indigenous people. Rates among Métis were higher than non-Indigenous estimates (2.1), but these rates were not significantly different.

Indigenous communities are also disproportionately threatened by wildfires, and people who live on reserves have accounted for nearly one-third of all evacuees in Canada since the 1950s. While Indigenous Peoples living on reserve make up only 1.1 percent of the Canadian population, 32.1 percent of this population live near or within forest areas that are at-risk of experiencing a wildfire. Warming climates, longer wildfire seasons and increased fuel load of dead leaves and vegetation pose an increased risk to Indigenous communities. Wildfires and fires that originate in Indigenous communities on-reserve are increasingly interlinked.

Ensuring Indigenous communities can help prevent and quickly respond to fires in their communities and wildfires at the wildland-community interface is essential to protecting the health, safety, and property of indigenous people living on reserve.

WHY INDIGENOUS COMMUNITIES ARE AT HIGHER RISK

A variety of vulnerabilities make those living on reserve more susceptible to fire related injury, property loss and death. Physical aspects include current state of housing (structured application of building codes and pre-occupancy inspections), overcrowding, heating sources, home maintenance, rural locations, and access to insurance. Social realities that also contribute to vulnerability include unemployment rates, poverty rates, social housing rates, multi-generational homes, education rates, etc. Capacity issues also play a role with limited access to programs and services and lacking national standards: fire departments, if present, are staffed by volunteers. The general lack of standards (both capacity and infrastructure) impacts the ability to develop and implement the human and capital resources. For decades most Indigenous communities related fire protection with suppression (fire response) with little or no emphasis on prevention through fire and life safety. Fire and life safety focuses on prevention

² Select sources: indigenousfiresafety.ca/research/mortality-and-morbidity-report-2021/; [Committee Report No. 15 - INAN \(42-1\) - House of Commons of Canada \(ourcommons.ca\)](#); [Forest Fires - Indigenous Climate Hub](#); [Adaptation and climate resilience - Canada.ca](#); [The Impact of Wildfires on Indigenous Communities — The Indigenous Foundation](#); [Forest Fires and Indigenous Communities \(ictinc.ca\)](#); [First Nations communities disproportionately threatened by wildfires: study \(thenarwhal.ca\)](#)

of fires from happening, mitigating fires in the incendiary stage and alerting residence to self-evacuate to avoid injury or death.

At present, there is limited fire incident data available for on-reserve fires that impact the ability to improve fire safety. The federal government stopped recording capital assets funded by ISC fire losses in 2010. The data collection that is occurring is decentralized, unreliable, and under representative of the incidents occurring (1). The lack of a national comprehensive fire incident data collection framework impacts validation and efficacy of fire & life safety programs or services. Following a fatal or serious fire, a fire investigation is performed, to produce Cause and Determination reports, by municipal fire departments, insurance companies or the Provincial Fire Marshal/Commissioner of that region. This applies to all fires with the exception of those occurring on First Nations reserves. First Nations that require a fire investigation and resulting Cause and Determination report following a fire on reserve are required to request it. Often, the report is never completed. In the fall of 2021, NIFSC started to pursue all cause and determination reports involving fire fatalities in First Nations communities. The NIFSC has developed Fire Safety Bulletins based on these reports to ensure that identified risks are communicated to communities to mitigate and pursue all avenues for increased data collection of fire incidents.

On reserve, building codes, inspection processes and occupational health and safety legislation do not exist. While non-First Nations environments have accountability and liability for all aspects of fire service, building and public safety. As a result of the Indian Act, no comparable accountability or liability framework exists in First Nations environments, and as a result very few First Nations have adopted enforceable bylaws that mirror provincial standards. (Note: AFN opposes implementation because there is no financial support attached to this). Fire safety programs and funding have not been formalized in every region through the establishment of regional organizations, nor are the services standardized. ISC regions operate in silos and resource allocation for fire protection is done without adequate or proper consideration of risks, priorities, and wholesome engagement with Indigenous communities. The lack of data impacts the decisions related to funding and deliveries. ISC funding policy for fire protection was not developed to meet the operational, capacity or risk mitigation needs of communities. ISC fire protection policies remain static.

NIFSC's STORY

The Aboriginal Firefighters Association of Canada (AFAC) was founded on September 19, 1991, to raise awareness of the fire service challenges facing Indigenous communities and received support from the Assembly of First Nation as the organization that would lead the fire file. From 1991 to 2017, AFAC was a volunteer organization that worked with ISC to try and impact policy, programs, and funding levels for First Nations fire service.

In February 2017, then Minister Bennett publicly supported the concept of creating a national organization to coordinate, support and enhance fire safety for Indigenous communities and

peoples using the working term the 'Indigenous Fire Marshal Office' (IFMO) along with support from the Canadian Association of Fire Chiefs, the National Fire Protection Association, the Council of Canadian Fire Marshals and Fire Commissioners, in addition to numerous other individuals and organizations. AFAC received support from the Assembly of First Nations for the creation of the NIFSC (Resolution no. 89/2017).

In June 2018, [*'From the Ashes: Re-Imagining Fire Safety In Indigenous Communities'*](#) was released. It notes that the Office of the Auditor General reported that the annual budget for the Emergency Management Assistance Program was insufficient, an observation shared by witnesses who appeared before the Committee. The 11th and final recommendation compelled ISC to work collaboratively with an Indigenous organization to establish an independent IFMO. The support from these organizations, and funding provided by the Government of Canada budget 2019 and ISC, resulted in the funding the development of the IFMO organization.

In 2019, the National Advisory Committee (NAC) was formed with representatives from National Indigenous Organizations and Indigenous demographic groups. The NAC advised the AFAC Board of Directors that the IFMO title did not encapsulate the breadth and scope of the challenges, roles and services required by Indigenous communities. The NAC proposed the new organization title to be the National Indigenous Fire Safety Council (NIFSC).

AFAC, in collaboration with Indigenous partners (First Nations, Metis and Inuit) created the NIFSC to support Indigenous communities in building capacity to determine their own fire and safety needs. In the interim gap of a national protection framework (fire protection legislation), the NIFSC (AFAC) is performing delegated duties on behalf of Indigenous communities and is acting as an agent of the community as and when required. This approach is an interim framework to increase fire and life safety until the direction of a formalized framework is adapted and implemented.

The NIFSC service delivery department was rebranded the Indigenous Fire Marshal Service (IFMS) to affirm the fire safety professionals are of service to communities and support regional delivery organizations to collaborate when and where appropriate. The results of the engagement process informed a more strategic vision for delivery, the role of a service provider, research, and standards development at a national level.

ENGAGING AND COLLABORATING WITH PARTNERS

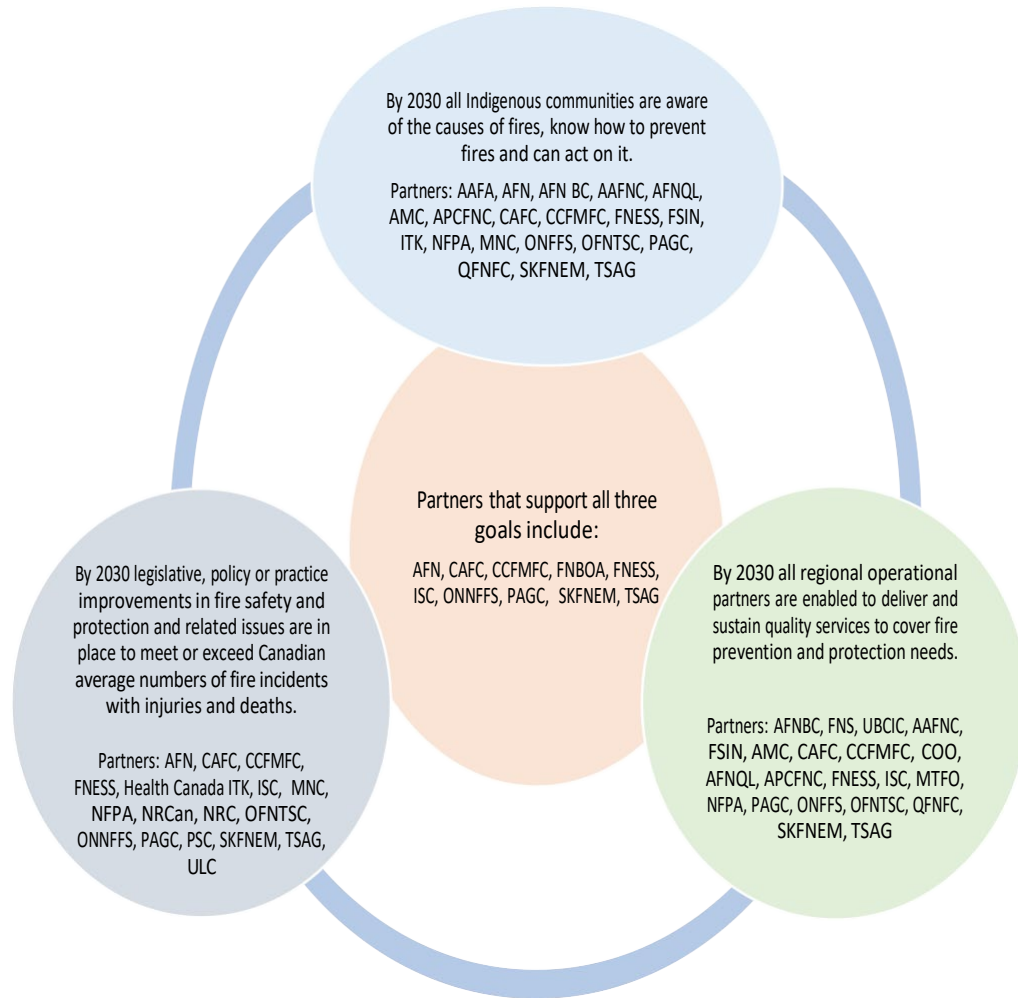
The evolving impact of fires on Indigenous communities and the factors that heighten their risks to Indigenous communities require bold and sustained action. Collaboratively and systematically addressing the issues on an ongoing basis and moving the needle every year requires that all partners – operational and strategic – are engaged, and that partnerships are brought to full fruition to reduce the incidence of fires and related deaths, injuries, and loss of housing and community infrastructure.

As a national service delivery and advocacy organization it is NIFSC's resolve to help make that happen ever more effectively, working with and through all partners. Figure 2 lists partners by mandate and or main areas of intervention. Figure 3 loosely groups partners under the three strategic goals that drive NIFSC's programming for the period 2022-2030, in brief: prevention, capacity building and championing change.

Figure 2: Partners by Mandate and or Main Areas of Intervention

1. **Technical Service Groups with fire mandates:** FNESS, TSAG – Participation in standards development with the NIFSC Technical Advisory Committee, service delivery, data
2. **Technical Service Groups without fire mandates:** PAGC, OFNTSC – Participation in standards development with the NIFSC Technical Advisory Committee, service delivery, data
3. **Non-Formalized Groups:** Manitoba Tribal Fire Officers, ONFFS, Quebec First Nations Fire Chiefs, Atlantic Aboriginal Firefighters Association – represent and speak for regional fire issues
4. **Regional Political Organizations:** AFNBC, FNS, UBCIC, AAFNC, FSIN, AMC, COO, AFNQL, APCFNC - strategic directions, policy related to their demographics, research, advisory, advocacy from a regional First Nations lens
5. **National Fire Service Organizations** (AFAC participates with): CAFCC, CCFMFC, NFPA, ULC, NRC, NRCan – Support for standards and legislation, research, data, advocacy
6. **National Indigenous Organizations:** Assembly of First Nations, Metis National Council, and the Inuit Tapiriit Kanatami – strategic directions, policy related to their demographics, research, advisory, advocacy
7. **Indigenous Services Canada** – Head Office and Regional Offices
8. **Public Safety Canada** – Emergency Preparedness
9. **Health Canada** – First Nations Inuit & Health Branch

Figure 3: Engaging Partners to Achieve Goals by 2030



VISION

Vision to be reviewed by the Board of Directors –

Indigenous inspired, designed, and led in collaboration with regional and national Indigenous organizations and leaders as well as Indigenous communities to support Indigenous communities to build capacity to determine their own fire and life safety needs.

Proposed next iteration below:

All Indigenous communities are empowered to address their fire safety needs, and enjoy greater safety, resiliency, and quality of life. NIFSC is a strong, locally owned, nationally connected organization that helps to enable and unite all partners to make Indigenous communities safer places to live.

MISSION

Mission to be reviewed with the Board of Directors –

- Provide national coordination and collaboration to improve fire safety in all Indigenous communities across Canada to protect and enhance the quality of life, health and safety including the development and implementation of the National Indigenous Fire Safety Council and the service delivery arm (Indigenous Fire Marshal Service).
- Define service levels and deliver fire prevention programs, liaise with national non-Indigenous organizations to promote Indigenous representation and perspectives, promote NFPA standards and support the development of a national fire reporting system.
- Promote the evolution of a National Indigenous Fire Protection legislation developed by First Nations leaders, promote adoption of Building & Fire Codes, support the development of a national building inspection framework and support communities' abilities to meet insurance standards
- Develop and support operational fire service standards, enhance community based Indigenous fire service, collaborate with regional organizations to support communities and enhance level of service standards

Proposed next iteration below:

To engender a movement, to empower indigenous communities, enable regional partners, and champion collaborations, policies, and best practices to advance prevention and meet the fire safety and protection needs of Indigenous communities.

VALUES & PRINCIPLES

Vision & Principles to be reviewed with the Board of Directors –

- > Create an Indigenous organization for Indigenous communities ('for us, by us').
- > Create an organization that has sustainable funding.
- > Create a National Incident Reporting System.
- > Be driven by strategic priorities instead of political agendas.
- > Create and promote Indigenous fire service careers and training.
- > Create inclusive programs for all Indigenous communities.

Proposed next iteration below:

- Fire safety solutions created for us by us - fire prevention & public education that works for Indigenous communities.
- Working collaboratively with all organizations and entities
- Evidence-based, unbiased decision making
- Accountability to Indigenous people and communities
- Building community capacity
- Supporting fire prevention awareness, availability and access

PART II: PROGRAM STRATEGY

Prioritization Legend

- **Primary priorities** - core business that is established, consolidated or in development
- **Secondary priorities** - strategically important work that is phased in over the next two years
- **Enablers** - facilitating advancement or game changer for primary and secondary priorities
- Remaining Implementing Strategies: advanced as and when timely/appropriate

EMPOWERING INDIGENOUS COMMUNITIES (prevention)

Goal: By 2030 all Indigenous communities are aware of the causes of fires, know how to prevent fires and can act on it

Fire prevention is a strategic activity upstream that comes first (like in the service level agreement). This is where NIFSC will expand capacities and access to quality awareness and education offerings, including generic and targeted guidelines to allow various audiences to help themselves. NISFC will be working with local leadership, stakeholders and through local or regional partners. This will happen against the backdrop of national campaigns run by NIFSC to raise awareness across all Indigenous communities.

Strategic Objective 1

Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities

Implementing Strategies

1. Develop, pilot, and ensure the provision of fire and life safety programs tailored to local needs, appropriate and accessible for communities and educational institutions.
2. Develop and implement national awareness campaign(s) as the backdrop for public education programs.
3. Develop and implement a National Fire Safety Conference as a focal event for education and training for Indigenous firefighters (which can include the annual National Firefighting Competition).
4. Create and promote a national platform (depository of programs - single window) where communities can go to identify a choice of programs that meet their needs.
5. Explore and leverage technological opportunities to establish access to self-paced / self-driven programs to occupants and community-based fire prevention initiatives (mobile apps, self-directed training, etc.).
6. Co-create and administer an assessment tool to provide communities with the capacity to determine appropriate fire and life safety activity needs.
7. Streamline current education and awareness offerings in coherent packages.

Strategic Objective 2:

Increase the understanding of contributing factors to inform fire prevention strategies, programs, measures and awareness and education offerings

Implementing Strategies

1. Improve data collection and fire incident reporting by communities through the promotion of and their participation in the National Incident Reporting System.
2. Develop tools to manage and streamline distribution of data, analyze trends, explore implications and impacts associated with fire incidents
3. Assess current and explore emerging tools used by regional / national organizations to maximize effectiveness of fire prevention and protection.
4. Collaborate with partner organizations to identify and conduct research relevant to improving community fire safety.
5. Collect and publish research, surveys and standards that inform program development and delivery by NIFSC and regional partners.

Strategic Objective 3

Increase the active engagement of young volunteers in the design and implementation of awareness campaigns and education offerings.

Implementing Strategies

1. Develop and disseminate school-based fire prevention programs and access to teacher-driven fire prevention programs as part of the National Poster Contest.
2. Explore youth-driven fire safety and awareness campaigns in order to design youth-driven campaigns that resonate and use appropriate delivery mechanisms.
3. Develop and pilot work experience programs with educational credits are available for those pursuing careers in fire service.
4. Research and develop junior firefighter programs for rural/remote departments.
5. Continue to develop and leverage the role of the youth representation on the Board of Directors to promote active engagement of youth volunteers in community fire safety.

ENABLING PARTNERS TO DELIVER (capacity building)

Goal: By 2030 all regional operational partners are enabled to deliver and sustain quality services to cover fire prevention and protection needs

Through enabling its partners, and where needed in its direct service delivery, NIFSC will scale up the provision of quality fire-safety service packages to target audiences. To achieve this goal NIFSC will collaboratively work with partners to improve service offerings, quality and coverage while advocating for regional funding with regional partners. In regions that lack regional organizations NIFSC will create branches or support groups that could transition into self-sustaining organizations or create and mentor new service delivery organizations.

Strategic Objective 4

Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality, and coverage

Implementing Strategies

1. Investigate regional service needs in collaboration with regional partner organizations and their partners and identify key priorities.
2. Develop and pilot service packages focused on capacity building, working with partners and drawing on best practices or promising approaches.
3. Identify, acquire operational digital and media tools (web, social media, design, translation) to enable production and distribution of fire safety initiatives.
4. Identify communities without fire departments to ensure the provision of fire prevention to home occupants and public buildings (e.g., performing fire inspections, developing fire risk assessments, risk reduction plans).
5. Co-create accredited distant learning tools with learning institutions to enhance community fire prevention capacity leveraging NIFSC and partner digital and media tools.

Strategic Objective 5

Increase the coverage in regions that lack regional service delivery organizations

Implementing strategies

1. Explore and implement appropriate models to ensure regional coverage, achieved by branching out to co-facilitate with regional organizations that lack capacity.
2. Provide administrative support to regional organizations to secure funding, implement economy of scale models and shared resources.
3. Create a pool of Indigenous certified fire service resources that can be utilized in any geographic location to perform specialized fire service functions.
4. Engage with potential partners to secure resources (financial and human resources) to support scaling out.

Strategic Objective 6

Improve collaboration among operational partners to optimize delivery of support & capacity building

Implementing Strategies

1. Establish regular meetings with operational partners to identify, prioritize and address emerging issues, seasonal risks, leverage best practices to develop shared strategies to respond and build relevant action plans.
2. Establish regular meetings with operational partners to monitor trending climate change impacts to develop shared strategies to respond and build relevant action plans.

CHAMPIONING CHANGE (collaborations, policies and best practices)

Goal: By 2030 legislative, policy or practice improvements in fire safety and protection and related issues are in place to meet or exceed Canadian average numbers of fire incidents with injuries and deaths

This goal underpins the above program goals. NIFSC would act through direct advocacy and creating coalitions or networks to galvanize commitment from indigenous leaders and from governments to secure legislative, regulatory policy or practice improvements for fire safety. This would include interrelated issues such as housing, education, data, funding, firefighting capacities, etc. Achieving this goal will require strengthening collaborative frameworks that will be shaped in the process of advocating improvements in these areas.

Strategic Objective 7

Strengthen collaborative frameworks, integrate data systems, and improve knowledge management to effectively address evolving fire safety

Implementing strategies

1. Promote the institution of regular meetings and sharing of information among service providers.
2. Promote indigenous-led research and data/statistics that contribute to the national body of knowledge, policy and program development and delivery.
3. Promote data systems and knowledge management of what works to effectively address evolving fire safety and protection needs.
4. Engage political leadership to enable them to act on fire safety by collaborating on the distribution and dissemination of data and knowledge.

Strategic Objective 8

Strengthen commitment from First Nations and governments to a coherent Indigenous fire safety and protection framework and funding instruments

Implementing strategies

1. Engage AFN on the potential for fire protection legislation and what it takes to implement it (e.g., application, resources, support/identify obstacles).
2. Explore the potential in other policy instruments such as fire bylaws as a standard and what it takes to implement it to support the framework.
3. Identify (research and analyze) transferable best practices in existing regulatory frameworks and advocate for appropriate regulatory frameworks in Indigenous communities to strengthen commitment. (e.g., schools, daycares, elderly care).

Strategic Objective 9

Improve horizontal or sector policies, standards, and practices to ensure greater fire safety and protection (e.g., data systems, housing, water, education, volunteerism)

Implementing Strategies

1. Manage the technical advisory committee to facilitate the development and enhancement of fire prevention programs, standards, and practices.
2. Engage with fire safety organizations to maintain awareness of current issues and trends that will require new or modified standards.
3. Monitor policy areas that impact or influence fire safety (housing, water, education, health, etc.).
4. Work with fire safety organizations to develop proposals to advocate and convince authorities to adopt appropriate fire safety policies, standards, and practices.

NIFSC CHALLENGES AND NEEDS

The inception of the NIFSC is not without challenges. The creation and vision of AFAC was fire protection for First Nations (Bands). As a result, the governance body consisted of First Nations representation from ISC regions, and the recipients of advocacy and service delivery were limited to on reserve communities. The goal of developing the NIFSC was an organization that represented all Indigenous peoples (First Nations, Metis, and Inuit) and a governance body that reflected this collaboration. The NIFSC Board of Directors incorporates First Nations, Metis, and Inuit representation along with newly defined Board Directors to represent public safety subject area expertise in emergency management, wildfire, and EMS. The transition to the NIFSC Board of Directors, which was supported by the NIFSC National Advisory Committee, will result in a more fulsome representation of national and regional Indigenous leadership, as well as subject matter experts that impact community fire and public safety. The benefits of this transition include broader subject matter expertise, inclusivity, collaboration with Indigenous leadership and improved accountability to service populations. The existing board policies, developed for AFAC and enhanced for NIFSC, will be evaluated, and revised to ensure the governance roles, responsibility and accountability are clear and respond to the expanded scope and strategic objectives that NIFSC is undertaking such as youth engagement, policy framework and partnerships. The governance policies will support the strategic program objectives that work for Indigenous communities and better inform fire prevention activities by and for communities.

To support fire prevention delivery, training, promotion, awareness, and tools requires technical resources. COVID further defined the need for alternative mechanisms of engagement, collaboration, training, communications strategies, service delivery and information sharing utilizing technical platforms. Technical resources include IT management,

media production, translation, application developers, database, and interface expertise. Programs and service will evolve, implementing a national depository and introducing self-paced / self-driven training programs will result in expanded scope of technical resources to perform continuous improvements and updates. Acquisition of technical, media, application developers and translators has proved challenging but necessary to ensure we interact effectively with our target audiences. Continued utilization of contract services is cost prohibitive and cannot cover the scope and maintenance of website, program and service updates, dissemination of ISC policies, and national public safety programs, etc. required to be effective. Developing internal technical resources is critical for NIFSC to deliver on its mission and provide innovative leadership as a national fire safety organization.

Creating a framework to enable collaborative research agendas and more wholesome data capture will increase the understanding of contributing factors to fire-related incidents. Understanding these causes will inform fire prevention strategies, programs, measures, and awareness/education campaigns. It will also be important to develop and establish comprehensive IT infrastructure to house and manage data to support the analysis, and distribution the findings. In order to enhance the widespread distribution of NIFSC's research initiatives and data findings, supporting resources will be required to promote and perform data collection. Increased capacity can be achieved through diverse funding streams and co-created research agendas with partnering organizations. Disseminating research findings and relevant data among our service population will support the new strategic approaches and enhance our impact nationally.

PART III: SUPPORTING STRATEGY

EQUIPPED TO DELIVER

Goal: By 2030 NIFSC is a strong, innovative, and collaborative organization that is well governed and accountable, and equipped with the skills, capacities, and resources to effectively deliver its evolving mission

Strategic Objective 10

Strengthen organizational governance and accountability

Implementing Strategies

1. Create policies for board committee membership to ensure the governance body can meet the accountability, transparency, and strategic objectives
2. Ensure training for board members on governance essentials and strategic leadership skills and competences to support NIFSC as a national organization.
3. Ensure Articles of incorporation, operational policies, labour-related requirements are up to date and conform.
4. Engage the new Board of Directors and key stakeholders in strategic planning 2022-2026.
5. Establish and support Board subcommittees for youth, policy framework, and partnerships

Strategic Objective 11

Strengthen skills, capacities, and IT systems

Implementing Strategies

1. Explore and advance options to create regional capacity where none exist (e.g., branching out, creating org, support informal groups).
2. Establish administrative services for informal, de-facto fire safety and protection organizations (audit, legal personality, funding proposals).
3. Develop enhanced service delivery modalities (i.e., expand to online, self-driven, and through partnering educational institutions).
4. Establish digital platforms / systems to support programs and corporate services and capacity building (translation, communication, design).
5. Ensure training to improve technical and management skills and competences of staff to support NIFSC innovation and strategic management.
6. Ensure the provision of NIFSC operational logistics capacity (e.g., distribution center, asset management.)

Strategic Objective 12

Strengthen resources and partnerships

Implementing Strategies

1. Nurture strategic partner relations through defined collaborative activity including dedicated learning and look ahead sessions to optimize the partnership.
2. Enhance the distribution and awareness of fire safety data, research, and initiatives to partner organizations through shared research initiatives, and co-created research agendas.
3. Optimize operational partnerships through regular dialogue and feedback loops (e.g., surveys).
4. Diversify resources (e.g., in kind, different funders, corporate social responsibility) to support/enable broader innovation and development.
5. Secure additional funding from government to support the new strategic approaches to enhance national impact.

NIFSC Resource Allocation by Units and Strategic Objectives 2022-2024

| NIFSC Resource Allocation by Units and Strategic Objectives: FY 2022-2023 | | | | | | | | | | | | | | | | | |
|---|------------------|-------|-------------------|-------|--------------------------------------|-------|------------------|-------|---|-------|-------------------|-------|---|-------|------------|---------------------|--|
| NIFSC Units / Strategic Objectives | Governance | | Corporate | | Service Populations and Partnerships | | Human Resources | | National Incident Reporting System (NIRS) | | Research | | Indigenous Fire Marshall Service (IFMS) | | Total FTEs | Total | |
| | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | | | |
| Summary: | | | | | | | | | | | | | | | | | |
| FTEs | | 0.2 | \$ 279,952 | 3.5 | \$ 158,474 | 2.15 | \$ 40,887 | 0.5 | \$ 112,572 | 1.25 | \$ 72,098 | 0.75 | \$ 444,152 | 5 | 13.35 | \$ 1,108,135 | |
| Board & Translation Resources | \$ 18,000 | | | | \$ 86,022 | | | | | | \$ 200,000 | | | | | \$ 304,022 | |
| Infrastructure | | | \$ 51,400 | | \$ 11,400 | | \$ 2,600 | | \$ - | | \$ 3,900 | | \$ 28,100 | | | \$ 97,400 | |
| Travel | \$ 50,000 | | \$ 8,000 | | \$ 25,000 | | \$ 2,500 | | \$ 8,000 | | \$ 5,000 | | \$ 58,000 | | | \$ 156,500 | |
| | | | | | \$ 178,500 | NFC | | | | | | | | | | \$ 178,500 | |
| Totals | \$ 68,000 | | \$ 339,352 | | \$ 459,396 | | \$ 45,987 | | \$ 120,572 | | \$ 280,998 | | \$ 530,252 | | | \$ 1,844,557 | |

| Strategic Objective (SO) -> Implementing Strategies (ISs) (Areas of activity) | | | | | | | | | | | | | | | Strategic Objective Cost | Implementing Strategy Cost |
|---|--|-----------|--|-----------------|--|----------|--|---|--|--------|---|--------|--|--|--------------------------|----------------------------|
| Legend for prioritization of Implementation Strategies | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Primary priorities: core business that is established, consolidated or in development Secondary priorities: strategically important work phased in over the next two years Enablers: facilitating advancement/game changer for primary and secondary priorities Remaining Implementing Strategies: advanced as and when timely/appropriate | | | | | | | | | | | | | | | | |
| | Governance | Corporate | SPPU | Human Resources | NIRS | Research | IFMS | | | | | | | | | |
| SO1 / Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities. | | | | | | | | | | | | | | | \$ 490,500 | |
| IS.1.1 Develop, pilot, and disseminate F&L safety and education programs tailored to local needs, appropriate and accessible for communities and educational institutions. | | 16,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 6,800 | Marketing & communications to support program accessibility / program design layout and production / translation of programs | 1,400 | HR recruitment & training IFMS specialized resources | | | 8,500 | Data analyst - disseminate data from established and new research to validate safety and educational program design | 19,500 | Phase 1 (L): IFMS Director Training & Transformation; training resources, change management support, IFMS delivery & training to service population, ongoing program development and enhancement to support technology | | \$ 52,700 | |
| IS 1.2. Develop and implement national awareness campaign(s) and a National Fire Safety Conference as the backdrop for public education programs. | Governance/NAC Facilitator to share updates with Board and NAC | | | 12,000 | L: Director SPPU / Graphic designer for campaign collateral / IT developer for updated interface / Translation - updated media campaigns | | 9,200 | Develop and implement multiplatform communications strategy evaluate reach through conversion rates | | 14,000 | Perform research to evaluate the impact of promotional campaigns | 9,200 | Program Developers, External Relations & Communications | | \$ 44,400 | |
| IS 1.3. Develop and implement a National Fire Safety Conference as a focal event for education and training for Indigenous | | | | 178,500 | L: Director SPPU Travel for participants (contribution to attend) - \$105,000 Travel for coordination (non-participant) - | | | | | | | | | | \$ 178,500 | |

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| firefighters (which can include the annual National Firefighting Competition) | | | | | | \$15,000 Travel for the Board - \$15,000 Host Community contribution - \$25,000 Conference auxiliary expenses (shipping, room rentals, banners, etc.) - \$18,500 | | | | | | | | | | |
| IS 1.4 Create and promote a national platform (depository of programs - single window) where communities can go to identify a choice of programs that meet their needs. | | | 12,600 | IT support for web & interactive applications / business analyst to develop process flow / logistics coordination of collateral | 14,000 | Graphic designer for campaign collateral / IT developer for updated interface / Translation - updated media campaigns | 2,900 | HR recruitment of web technical resources | | | | 32,000 | Phase I: L: IFMS Director Training & Transformation / oversight of delivery & training resources, program development, and enhancements as required | | \$ 61,500 | |
| IS 1.5 Explore and leverage technological opportunities to establish access to self-paced / self-driven programs to occupants and community-based fire prevention initiatives (mobile apps, self-directed training, etc.). | | | 22,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 5,400 | Marketing & communications to support program accessibility / program design layout and production / translation of programs | 2,400 | HR recruitment & training IFMS specialized resources | | | | 7,500 | Phase 1: L: IFMS Director Training & Transformation, training resources, training and change management, ongoing program development and enhancements | | \$ 37,800 | |
| IS 1.6. Co-create and administer an assessment tool to provide communities with the capacity to determine appropriate fire and life safety activity needs. | | | 16,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 4,200 | Marketing & communications to support program accessibility / program design layout and production / translation of programs | 1,800 | HR resources - recruitment SME research / developers | | | 32,000 | L: Research Director - development of assessment tool(s); preliminary testing and analysis of tool(s) | 17,500 | Phase I: IFMS West Coordinator and IFMS East Coordinator support training and development of new assessment tool, change management support, IFMS delivery resources to perform pilot program/beta testing | | \$ 72,000 |

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| IS 1.7. Streamline current education and awareness offerings in coherent packages. | | | 10,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 14,800 | Phase I: Business analyst to map process / Web developer to program updated interface / Translation for updated interface & programs | 2,300 | HR resources - recruitment developers. IT, production technical staff of development of collateral material | | | | 16,000 | Phase I: L: IFMS Director Training & Transformation / oversight of delivery & training resources, oversight of program development & enhancements (as required) | | \$ 43,600 |
| SO2 / Increase the understanding of contributing factors to inform fire prevention strategies, programs, measures and awareness and education offerings | | | | | | | | | | | | | | \$ 198,600 | |
| IS 2.1. Improve data collection and fire incident reporting by communities through the promotion of and their participation in the National Incident Reporting System. | | | \$3,800 | Perform IT enhancement of NIRS infrastructure to increase public accessibility and ease | 2,500 | SPPU communications and collaboration / communications initiative / media & design collateral for communications campaigns | | 8,000 | L: NIRS Director, coordination of NIRS enhancements | 22,000 | Research - identify NIRS engagement demographics and at-risk communities | 15,000 | IFMS engagement of communities and FD to increase NIRS participation | | \$ 51,300 |
| IS 2.2. Develop tools to manage and streamline distribution of data, analyze trends, explore implications and impacts associated with fire incidents | | | \$8,200 | IT support for web & interactive applications / business analyst to develop process flow / logistics coordination of collateral | 3,600 | SPPU collaboration with partner organizations to disseminate needs / communications strategy to strengthen and streamline distribution / media & design to develop communications collateral | | 10,500 | L: NIRS Director, coordination of research and risk-based analysis | 31,500 | Research Director - perform data analysis to support NIRS streamline activity | 8,500 | IFMS engagement of communities and FD to increase NIRS participation | | \$ 62,300 |
| IS 2.3. Assess current and explore emerging tools used by regional / national organizations to maximize effectiveness of fire prevention and protection. | | | \$8,400 | IT resources to perform software evaluation / business analyst producing process mapping of enhancements / logistics to support modification of processes | 5,400 | Co-L SPPU Director - engagement & communications to undertake network with partner agencies, industry vendors and mainstream fire applications | | 6,700 | NIRS to provide evaluation of applications to NIRS functions | 3,800 | Co-L: Director Research - perform data analysis | 16,000 | IFMS - coordinate with collection and identification of national resources | | \$ 40,300 |
| IS 2.4. Collaborate with partner organizations to identify and conduct research relevant to improving community fire safety. | | Governance/NAC Facilitator to share updates with Board and NAC | 11,500 | Corporate resources - risk management / MOU management | 4,200 | SPPU engagement with partner organizations to continue to develop national standards/ communications strategies developed to promote research agendas | | | | 4,500 | L: Director Research Perform coordination of research agenda with collaborative partners | 5,600 | IFMS Director providing relevant industry support and information | | \$ 25,800 |

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| IS 2.5. Collect and publish research, surveys and standards that inform program development and delivery by NIFSC and regional partners. | | Governance/NAC Facilitator to share updates with Board and NAC | \$7,500 | IT support to maintain e-platforms for publishing and accessing research / logistics for coordination and distribution of research reports | 3,200 | L: Director SPPU Communications strategy for distribution and dissemination of research and survey data / communications strategies developed to promote research agendas | | | | | | 8,200 | IFMS Director, Program Developers, External Relations & Communications / TAC | | \$ 18,900 |
| SO3 / Increase the active engagement of young volunteers in the design and implementation of awareness campaigns and education offerings. | | | | | | | | | | | | | | \$ 203,100 | |
| IS 3.1. Develop and disseminate school-based fire prevention programs and access to teacher-driven fire prevention programs as part of the National Poster Contest. | | Governance/NAC Facilitator to share updates with Board and NAC | \$6,500 | IT resources to support web and electronic based platforms / logistics to support coordination and distribution of material | 9,800 | SPPU communications strategy and collateral development to support IFMS development | | | 8,800 | NIRS to support enhanced data collection that process maps the program delivery to ensure data is captured | 24,000 | Perform elegant research to support enhanced delivery model | 21,600 | Phase I: L: IFMS Director Training & Transformation / oversight of program development, training resources developed for schools, and overall delivery of campaign | \$ 70,700 |
| IS 3.2. Explore youth-driven fire safety and awareness campaigns in order to design youth-driven campaigns that resonate and use appropriate delivery mechanisms. | | Governance/NAC Facilitator to share updates with Board and NAC | \$5,800 | Logistical support for distribution of youth fire campaigns | 4,400 | SPPU support IFMS development of youth fire programs and communications initiative to support youth fire programs and develop relevant collateral | | | | | 4,500 | Perform elegant research to support youth programs | 23,500 | Phase I: L: IFMS Director Training & Transformation / oversight of program development, training resources developed for youth, and overall delivery of campaign | \$ 38,200 |
| IS 3.3. Develop and pilot work experience programs with educational credits available for those pursuing careers in fire service. | | Governance/NAC Facilitator to share updates with Board and NAC | \$6,200 | Provide corporate support for WEP including policies, placements, insurance, risk management, equipment and logistics services | 5,600 | SPPU support IFMS development of WEP and communications initiative to support the engagement of the WEP and develop relevant collateral | 2,300 | | | | 3,800 | Phase I: Director of Research (Liaison with educational institutions) | 18,000 | Phase I: L: IFMS Director Training & Transformation / oversight of delivery and training resources, program development & enhancements | \$ 35,900 |
| IS 3.4. Research and develop junior firefighter programs for rural/remote departments | | | \$7,400 | Provide corporate support for regions to incorporate JFFP and logistics services | 4,800 | SPPU support IFMS engagement of rural and remote communities to support JFFP | | | 4,500 | Data collection and analysis to support junior ff programs | 3,600 | Perform elegant research to support junior fire prevention programs | 24,000 | Phase I: L: IFMS Director Service Delivery / oversight of delivery and training resources, program development & enhancements to be completed in Year 1 | \$ 44,300 |

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| IS 3.5. Continue to develop and leverage the role of the youth representation on the Board of Directors to promote active engagement of youth volunteers in community fire safety. (To be completed in Year 1) | \$3,400 | L: Gov. Facilitator - Governance Admin Support | | 3,200 | SPPU coordinate dialogue with partner agencies to support youth representation | 1,800 | Recruitment of youth related positions | | | | | 5,600 | IFMS Support youth governance through community delivery and engagement | \$ 14,000 | |
| SO4 / Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality and coverage. | | | | | | | | | | | | | \$ 233,200 | | |
| IS 4.1. Investigate regional service needs in collaboration with regional partner organizations and their partners and identify key priorities. | | | \$6,200 | Corporate Admin support | 4,700 | L: Director SPPU - coordinate with regional partners to define service needs | | | | 10,500 | Perform elegant research to identify regional gaps | 18,900 | Phase I: IFMS Director Training & Transformation - Provide operational capacity, delivery plan objectives and clarification of program purpose to support SPPU collaboration efforts | \$ 40,300 | |
| IS 4.2. Develop and pilot service packages focused on capacity building, working with partners and drawing on best practices or promising approaches | | | \$5,800 | Maintain IT platforms and enhancement to support pilot packages / provide logistics support and administrative support for pilot programs | 4,500 | SPPU communications strategy and collateral development to support IFMS pilot initiatives | 1,900 | HR resources - recruitment & training IFMS | | 26,000 | Phase I: Director of Research - Liaison with educational institutions | 28,600 | Phase I: L: IFMS Director Training & Transformation / oversight of delivery & training resources, program development & enhancement | \$ 66,800 | |
| IS 4.3. Identify, acquire and operationalize digital and media tools (web, social media, design, translation) to enable production and distribution of fire safety initiatives. | | | \$2,800 | IT resources to support web and electronic based platforms / logistics to support coordination and distribution of material | 6,600 | SPPU facilitate technical expertise and capacity to support enhance delivery models | 3,200 | L: HR Resources - recruitment of resources and capacity to support SPPU capacity | 15,600 | NIRS enhancement of reporting system | 3,000 | Research gaps in in communications and media of fire safety initiatives | 21,500 | IFMS Director Service Delivery, IFMS West Coordinator, IFMS East Coordinator, Program Delivery Specialists | \$ 52,700 |
| IS 4.4. Identify communities without fire departments to ensure the provision of fire prevention to home occupants and public buildings (e.g., performing fire inspections, developing | | | \$2,500 | Logistics support for IFMS and communities performing self-service deliveries | 3,500 | SPPU collaboration and engagement with regional partners to identify communities without FD's / develop and implement communications to support IFMS / media, design and development | | | 8,400 | NIRS reporting support | 2,600 | Support the initiative to determine best approach of public safety initiatives for communities without fire departments | 14,600 | Phase I: L: IFMS Director Training & Transformation / oversight of delivery and training resources, program development & enhancements | \$ 31,600 |

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| fire risk assessments, risk reduction plans) | | | | | | of collateral material for public safety programs | | | | | | | | | | |
| IS 4.5. Co-create accredited distant learning tools with learning institutions to enhance community fire prevention capacity leveraging NIFSC and partner digital and media tools. | | | \$7,400 | IT resources to support web and electronic based platforms accredited distant learning initiatives / logistics to support coordination and distribution of material | 8,000 | Phase I: SPPU support IFMS development of DLL and communications initiative to support the promotion of DLL and develop relevant collateral | | | | | | 26,400 | Phase I: L: IFMS Director Training & Transformation / oversight of delivery & training resources, program development & enhancement | | | \$ 41,800 |
| SOS / Increase the coverage in regions that lack regional service delivery organizations. | | | | | | | | | | | | | | \$ 203,800 | | |
| IS 5.1. Explore and implement appropriate models to ensure regional coverage, achieved by branching out to co-facilitate with regional organizations that lack capacity. | | | 11,500 | L: Exec Dir - collaboration with regional capacity to identify regional gaps / Corporate services support / Financial services support / IT services support | 4,200 | SPPU collaboration to develop regional coverage models / communications initiative / media & design collateral for communications campaigns | 2,600 | HR support to recruit regional support | 9,400 | NIRS enhanced support for engagement with communities and regional partners to increase coverage | 8,700 | Perform elegant research to support regional capacity development | 22,000 | IFMS development and delivery support | | \$ 58,400 |
| IS 5.2. Provide administrative support to regional organizations to secure funding, implement economy of scale models and shared resources. | | | 14,200 | L: Exec Dir - collaboration with regional capacity to identify regional gaps / Corporate services support / Financial services support / IT services support | 6,700 | SPPU coordinate dialogue with partner agencies to support regional organizations | 2,200 | HR resources recruitment of resources to support regional shared resources | 11,600 | HR recruitment of same to support branching activities | 4,200 | Provide required research initiatives | 28,500 | IFMS development and delivery support | | \$ 67,400 |
| IS 5.3. Create a pool of Indigenous certified fire service resources that can be utilized in any geographic location to perform specialized fire service functions. | | | | | 4,900 | Phase 1: SPP engagement / communications | 1,900 | L: HR resources - recruitment & training IFMS (ongoing) | | | 3,200 | Provide data analyst services (ongoing) | 23,500 | Phase I: IFMS Director Service Delivery / Admin support | | \$ 30,300 |
| IS 5.4. Engage with potential partners to secure resources (financial and human resources) to support scaling out. | \$3,400 | L: Executive Dir - Coordination – Governance Admin Support | 11,500 | Corporate services / Financial services / IT services | 8,400 | SPP engagement / communications / media & design | 2,200 | HR resources to support technical writers for grant applications | 10,500 | NIRS support | 4,200 | Provide research services | 7,500 | IFMS development and delivery support | | \$ 47,700 |

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| SO6 / Improve collaboration among operational partners to optimize delivery of support and capacity building | | | | | | | | | | | | | | \$ 46,400 | |
| IS 6.1 Establish regular meetings with operational partners to identify, prioritize and address emerging issues, seasonal risks, leverage best practices to develop shared strategies to respond and build relevant action plans. | | | \$6,200 | Coordinate regular meetings and provide logistics support / corporate support (ongoing) | 8,400 | SPP engagement / communications / media & design | | | | 5,200 | Research - climate change impacts / services | 5,700 | L: IFMS Director Delivery - Coordination and engagement with regional partners | \$ 25,500 | |
| IS 6.2. Establish regular meetings with operational partners to monitor trending climate change impacts to develop shared strategies to respond and build relevant action plans. | | | \$7,500 | Review climate changes with BoD governance before meeting | 7,000 | SPP engagement / communications / media & design | | | | | | 6,400 | L: IFMS Director Delivery - Coordination and engagement with regional partners | \$ 20,900 | |
| SO7 / Strengthen collaborative frameworks, integrate data systems, and improve knowledge management to effectively address evolving fire safety | | | | | | | | | | | | | | \$ 103,100 | |
| IS 7.1 Promote the institution of regular meetings and sharing of information among service providers. | | | \$6,700 | Provide support and logistics to activate regular meetings | 9,200 | SPP engagement / communications / media & design | | | | | | 8,600 | L: IFMS Director Delivery - Coordination and engagement with regional partners | \$ 24,500 | |
| IS 7.2. Promote indigenous-led research and data/statistics that contribute to the national body of knowledge, policy and program development and delivery. | | | \$5,800 | Perform logistical and admin support | 4,500 | Develop communications strategies | | | | 3,900 | L: Research Dir Coordinate research agenda and disseminate to partners, lease with research institutions | | | \$ 14,200 | |
| IS 7.3. Promote data systems and knowledge management of what works to effectively address evolving fire safety and protection needs. | | | \$7,600 | Provide IT infrastructure / business analyst to support data systems and knowledge | 5,500 | Promote the use of communications strategies | | | | 4,800 | L: Research Dir Coordinate research agenda and disseminate to partners, lease with research institutions | 22,500 | IFMS development and delivery pilot | \$ 40,400 | |
| IS 7.4. Engage political leadership to enable them to act on fire safety by collaborating on the distribution and dissemination of data and knowledge. | \$6,800 | L: BoD Pres supported by Governance Facilitator to engage political leadership | \$5,200 | Executive Director, review of data and knowledge develop from complaints | 12,000 | SPP engagement / communications / media & design | | | | | | | | \$ 24,000 | |

| SO8 / Strengthen commitment from First Nations and governments to a coherent fire safety and protection regulatory framework and funding instruments | | | | | | | | | | | | | | \$ 62,000 |
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| IS 8.1. Engage AFN on the potential for fire protection legislation and what it takes to implement it (e.g., application, resources, support/identify obstacles) | \$5,100 | Co-L: BoD Pres supported by Governance Facilitator to engage political leadership | \$4,900 | Co-L: Executive Director, Coordination – Governance Admin Support | 9,800 | SPPU facilitate technical expertise and capacity to support enhance delivery models | | | | | | | | \$ 19,800 |
| IS 8.2. Explore the potential in other policy instruments such as fire bylaws as a standard and what it takes to implement it to support the framework. | | | \$7,600 | Provide logistics support and corporate support to research to support the environmental scan of policy instruments | 6,500 | SPPU engagement with partner organizations to continue to develop policy instruments / communications strategies developed to promote implementing policy instruments | | | | 4,400 | L: Research Dir. Perform relevant research and risk analysis to identify best practices | | | \$ 18,500 |
| IS 8.3. Identify (research and analyze) transferable best practices in existing regulatory frameworks and advocate for appropriate regulatory frameworks in Indigenous communities to strengthen commitment. (e.g., schools, daycares, elderly care). | \$3,400 | BoD review of research findings to incorporate into strategic framework with support from Gov Fac Coordination | \$6,700 | Provide logistics and corporate support to research / perform business analyst functions to map processes | 5,800 | L: SPPU Director engagement / communications / media & design and I of best practices implementation | | | | 7,800 | Perform relevant research to support transferable practices | | | \$ 23,700 |
| SO9 / Improve horizontal or sector policies, standards and practices to ensure greater fire safety and protection (e.g., data systems, housing, water, education, volunteerism) | | | | | | | | | | | | | | \$ 95,700 |
| IS 9.1. Manage the Technical Advisory Committee to facilitate the development and enhancement of fire prevention programs, standards, and practices. | | | \$4,700 | Provide administrative, logistics support and corporate support to facilitate the TAC meetings | | | | 4,500 | NIRS support | 3,200 | Support the technical advisory committee by performing data analysis for relevant programs | 7,800 | L: IFMS Dir Training & Training - coordinate TAC meetings and develop agenda | \$ 20,200 |
| IS 9.2. Engage with fire safety organizations to maintain awareness of current issues and trends that will require new or modified standards | | | \$6,900 | Perform relevant logistics support and corporate support required to adapt to identify changes to new or modified standards | 6,800 | SPPU support IFMS engagement related to new or modified standards with communications and relevant collateral | | 7,800 | Coordination engagement with organizations and communities related to changes that impact NIRS reporting | 3,800 | Perform relevant research to identified new or emerging standards | 13,500 | L: IFMS Dir Training & Training - coordinate with regional fire service, FCFM and training agencies to identify emerging issues | \$ 38,800 |
| IS 9.3. Monitor policy areas that impact or influence fire safety (housing, water, education, health, etc.). | | | | | 7,200 | SPPU communications strategies development and implantation of communication initiatives | | | | 7,500 | L: Dir Research - perform environmental scans to monitor fire safety influencers | 8,500 | IFMS engagement with regional partners and monitoring evolving issues | \$ 23,200 |

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| IS 9.4. Work with fire safety organizations to develop proposals to advocate and convince authorities to adopt appropriate fire safety policies, standards, and practices | \$3,400 | Gov. Facilitator - support review process and enhancement with BoD | | Co-L: Exec Dir - perform risk management, evaluation of current industry standards and processes, BoD admin support | 5,400 | Co-L: Dir SPPU develop communications strategies to advocate for policy, standards and improvements / media & design production of material / social media posting | | | | | 4,700 | Research -perform capacity & service requirements | | | | \$ 13,500 |
| SO10 / Strengthen organizational governance and accountability | | | | | | | | | | | | | | | \$ 66,200 | |
| IS 10.1. Create policies for board committee membership to ensure the governance body can meet the accountability, transparency, and strategic objectives | 5,100 | L: Gov Fac BoD Strategic Planning & Annual Policy Review | 2,600 | Provide BoD Admin support and logistics coordination | | | | | | | 2,400 | Recruit appropriate professional services to support governance | | | | \$ 10,100 |
| IS 10.2 Ensure training for board members on governance essentials and strategic leadership skills and competences to support NIFSC as a national organization | 8,500 | L: Gov Fac BoD adoption of onboarding training program | 5,000 | Bod Admin support and Governance SME resources acquired | | | | | | | | | | | | \$ 13,500 |
| IS 10.3. Ensure Articles of incorporation, operational policies, labor-related requirements are up to date and conform. | 3,400 | BoD - review annual audit for regulatory compliance & due diligence | 7,400 | L: Fin Manager Perform Articles of incorporation, operational, labor-related regulatory compliance | | | | | | | 2,600 | Recruit appropriate professional services to support governance & perform HR compliance | | | | \$ 13,400 |
| IS 10.4. Engage the new Board of Directors and key stakeholders in strategic planning 2022-2026. | 10,200 | L: Gov Fac Strategic Planning 22-26 | 3,200 | | 5,200 | Develop communications tools for disseminating strategic plan 22-26 | | | | | | | | | | \$ 18,600 |
| IS 10.5. Establish Board subcommittees for youth, policy framework, and partnerships | 3,400 | L: Gov Fac BoD - Review and implement appropriate BoD subcommittees | 2,500 | Provide BoD Admin support and logistics coordination | 4,700 | Communications and support for ongoing dialogue with partners and service population | | | | | | | | | | \$ 10,600 |
| SO11 / Strengthen skills, capacities, and IT systems | | | | | | | | | | | | | | | \$ 79,452 | |
| IS 11.1. Explore and advance options to create regional capacity where none exist (e.g., branching out, creating org, support informal groups) | | | 6,900 | Exec. Direc Collaborate with SPPU Director and partners and leadership to identify branching opportunities | 6,800 | L: SPPU Director - Collaborate with regional FN and ISC to identify branching opportunities | 1,800 | Develop a national pool of Indigenous certified SME | | | | 3,900 | Perform data analysis of risk to support branching proposal | | | \$ 19,400 |

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| IS 11.2. Establish administrative services for informal, de-facto fire safety and protection organizations (audit, legal personality, funding proposals) | | | 13,700 | L: Exec Dir Utilize appropriate corporate services to perform de-facto functions required | | Support corporate with communication strategies and promotion of support for regions capacity development | 2,800 | Recruit appropriate professional services | | | | | | | | \$ 16,500 |
| IS 11.3. Develop enhanced service delivery modalities (i.e., expand to online, self-driven, and through partnering educational institutions) | | | | | 8,400 | SPPU facilitate technical expertise and capacity to support enhance delivery models | | | | | | 13,400 | L: IFMS Director Delivery development of technology and packaged programs | | | \$ 21,800 |
| IS 11.4. Establish digital platforms / systems to support programs and corporate services and capacity building (translation, communication, design) | | | 5,200 | L: IT resource - Secure technology and capacity to build digital platforms | | | 2,200 | Support recruitment and training of Indigenous technical staff | | | | | | | | \$ 7,400 |
| IS 11.5. Ensure training to improve technical and management skills and competences of staff to support NIFSC innovation and strategic management. | | | | | | | 2,300 | L: HR resource - Develop robust and responsive recruitment and training capacity | | | | | | | | \$ 2,300 |
| IS 11.6. Ensure the provision of NIFSC operational logistics capacity (e.g., distribution center, asset management.) | | | 12,052 | L: Dir Strategy - Coordinate infrastructure and resource to support NIFSC logistics capacity | | | | | | | | | | | | \$ 12,052 |
| SO12 / Strengthen resources and partnerships | | | | | | | | | | | | | | \$ 62,505 | | |
| IS 12.1. Nurture strategic partner relations through defined collaborative activity including dedicated learning and look ahead sessions to optimize the partnership | 5,100 | L: Exec Dir Maintain governance relationships and responsiveness to regions political and delivery organizations | | | 5,600 | SPPU Coordination of collaborative partnership meetings and environmental monitoring of relevant organizations | | | | 4,400 | Identification and exploration of regional issues | 2,000 | IFMS continued collaborative approach to regional deliveries | | | \$ 17,100 |
| IS 12.2. Enhance the distribution and awareness of fire safety data, research, and initiatives to partner organizations through shared research initiatives, and co-created research agendas | | | | | 4,500 | Continue to disseminate relevant research finding and publications | | ### | Enhance relevant data mining opportunities | 3,998 | L: Director Research Perform mapping of research distribution of data | | | | | \$ 13,570 |

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| IS 12.3. Optimize operational partnerships through regular dialogue and feedback loops (e.g., surveys) | 3,400 | Gov Fac/BoD - Explore strategies that will enhance and strengthen strategic organizational goals | | | 5,800 | Communications - develop communication lines for enhancements to strategic and operational partnerships | | | | | | | | | | \$ 9,200 |
| IS 12.4. Diversify resources (e.g., in kind, different funders, corporate social responsibility) to support/enable broader innovation and development | | | | L: Exec Dir - Develop alternative funding options and relationships | 8,396 | SPPU coordinate dialogue with partner agencies and diverse funders | 2,987 | Promote opportunities for corporate funding engagement | | | | 2,652 | IFMS - provide relevant outcomes and pilot deliveries to demonstrate viability | | | \$ 14,035 |
| IS 12.5. Secure additional funding from government to support the new strategic approaches to enhance national impact | 3,400 | Gov Fac - incorporate into strategic planning and governance priorities | 5,200 | L: Exec Dir - Define strategic goals and priorities exploring alternative funding approaches | | Communications - networking strategies, media production of organization reporting & effectiveness | | | | | | | | | | \$ 8,600 |
| Totals | | 68,000 | | 339,352 | | 459,396 | | \$ 45,987 | | 120,572 | | 280,998 | | \$530,252 | | 1,844,557 |

| NIFSC Resource Allocation by Units and Strategic Objectives: FY 2023-2024 | | | | | | | | | | | | | | | | |
|---|------------|-------|------------|-------|--------------------------------------|-------|-----------------|-------|---|-------|------------|-------|---|-------|------------|--------------|
| NIFSC Units / Strategic Objectives | Governance | | Corporate | | Service Populations and Partnerships | | Human Resources | | National Incident Reporting System (NIRS) | | Research | | Indigenous Fire Marshall Service (IFMS) | | Total FTEs | |
| | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | \$ | Notes | | |
| Summary: | | | \$ 279,952 | | \$ 158,474 | | \$ 40,887 | | \$ 6,2572 | | \$ 50,000 | | \$ 414,152 | | | \$ 1,006,037 |
| FTEs | | 0.2 | | 3.5 | | 2.15 | | 1 | | 1.25 | | 0.5 | | 5 | 13.6 | |
| Board & Translation Resources | \$ 18,000 | | | | \$ 86,022 | | | | | | \$ - | | | | | \$ 104,022 |
| Infrastructure | | | \$ 51,400 | | \$ 11,400 | | \$ 5,200 | | \$ - | | \$ - | | \$ 28,100 | | | \$ 96,100 |
| Travel | \$ 50,000 | | \$ 8,000 | | \$ 25,000 | | \$ - | | \$ 8,000 | | \$ 100,000 | | \$ 58,000 | | | \$ 191,000 |
| | | | | | \$ 140,000 | | | | | | | | | | | \$ 140,000 |
| Budget Total | \$ 68,000 | | \$ 339,352 | | \$ 420,896 | | \$ 46,087 | | \$ 70,572 | | \$ 150,000 | | \$ 442,252 | | | \$ 1,537,159 |

| | Governance | Corporate | SPPU | Human Resources | NIRS | Research | IFMS | | | | | | |
|---|--|-----------|--|-----------------|--|----------|--|---|---------------------------------|--|-----------|---|-----------|
| Strategic Objective (SO) -> Implementing Strategies (ISs - areas of activity) | | | | | | | | | | | | | |
| Legend for prioritization of Implementation Strategies <ul style="list-style-type: none"> Primary priorities: Core business that is established, consolidated or in development Secondary priorities: Strategically important work phased in over the next two years Enablers: facilitating advancement/game changer for primary and secondary priorities Remaining Implementing Strategies: advanced as and when timely/appropriate | | | | | | | | | Strategic Objective Cost | Implementing Strategy Cost | | | |
| SO1 / Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities. | | | | | | | | | \$440,500 | | | | |
| IS 1.1 Develop, pilot, and disseminate F&L safety and education programs tailored to local needs, appropriate and accessible for communities and educational institutions. | | \$ 16,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 6,800 | Marketing & communications to support program accessibility / program design layout and production / translation of programs | 1,400 | HR recruitment & training IFMS specialized resources | Data analyst - disseminate data from established and new research to validate safety and educational program design | 19,500 | Phase 2 (L) IFMS Director Training & Transformation: continued development of training resources, ongoing change management support, IFMS delivery & training to service population, ongoing program development and enhancement to support technology | \$ 44,200 | | |
| IS 1.2. Develop and implement national awareness campaign(s) and a National Fire Safety Conference as the backdrop for public education programs. | Governance/NAC Facilitator to share updates with Board and NAC | | | 12,000 | L: Director SPPU / Graphic designer for campaign collateral / IT developer for updated interface / Translation - updated media campaigns | | 4,200 | Develop and implement multiplatform communications strategy evaluate reach through conversion rates | 25,000 | Perform research to evaluate the impact of promotional campaigns | 9,200 | Program Developers, External Relations & Communications | \$ 50,400 |

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| IS 1.3. Develop and implement a National Fire Safety Conference as a focal event for education and training for Indigenous firefighters (which can include the annual National Firefighting Competition) | | | | | 140,000 | L: Director SPPU Travel for participants (contribution to attend) - \$105,000 Host Community contribution - \$25,000 Conference auxiliary costs - \$10,000 | | | | | | | | \$ 140,000 |
| IS 1.4 Create and promote a national platform (depository of programs - single window) where communities can go to identify a choice of programs that meet their needs. | | | \$ 12,600 | IT support for web & interactive applications / business analyst to develop process flow / logistics coordination of collateral | 14,000 | Graphic designer for campaign collateral / IT developer for updated interface / Translation - updated media campaigns | 2,900 | HR recruitment of web technical resources | | | | 32,000 | Phase II: L: IFMS Director Training & Transformation / oversight of updates to delivery & training resources based on user feedback and analysis conducted by research team, oversight of program development and enhancements as required/based on feedback and analysis | \$ 61,500 |
| IS 1.5 Explore and leverage technological opportunities to establish access to self-paced / self-driven programs to occupants and community-based fire prevention initiatives (mobile apps, self-directed training, etc.). | | | \$ 22,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 4,400 | Marketing & communications to support program accessibility / program design layout and production / translation of programs | 2,400 | HR recruitment & training IFMS specialized resources | | | | 7,500 | Phase 2: L: IFMS Director Training & Transformation, training resources updated, training and change management processes updated, ongoing program development, enhancements and application of user feedback | \$ 36,800 |
| IS 1.6. Co-create and administer an assessment tool to provide communities with the capacity to determine appropriate fire and life safety activity needs. | | | \$ 16,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 3,200 | Marketing & communications to support program accessibility / program design layout and production / translation of programs | 1,800 | HR resources - recruitment SME research / developers | | 25,000 | Phase II: L: Research Director - development of assessment tool(s) | 17,500 | Phase II: IFMS Director Training & Transformation to support introduction of training and development of assessment tool with communities, ongoing change management support, IFMS delivery resources to provide ongoing testing and analysis of tool and obtain feedback from participating communities | \$ 64,000 |

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| IS 1.7. Streamline current education and awareness offerings in coherent packages. | | | \$ 10,500 | IT support for web & interactive applications / business analyst to develop / logistics coordination of collateral | 14,800 | Phase II: Business analyst to update process map based on feedback from service population / Web developer to update interface based on feedback from service population / Translation to update interface & programs (if required) | 2,300 | HR resources - recruitment developers, IT, production technical staff of development of collateral material | | | 16,000 | Phase II: L: IFMS Director Training & Transformation to provide oversight and support with delivery & training resources, and ongoing program development, enhancement, and application of user feedback | \$ 43,600 |
| SO2 / Increase the understanding of contributing factors to inform fire prevention strategies, programs, measures and awareness and education offerings | | | | | | | | | | | | | \$ 135,800 |
| IS 2.1. Improve data collection and fire incident reporting by communities through the promotion of and their participation in the National Incident Reporting System. | | | \$ 3,800 | Perform IT enhancement of NIRS infrastructure to increase public accessibility and ease | 2,500 | SPPU communications and collaboration / communications initiative / media & design collateral for communications campaigns | | 6,000 | L: NIRS Director, coordination of NIRS enhancements | 25,000 | Research - Continue to analyze NIRS engagement demographics and involvement of at-risk communities; identify changes in participation | IFMS engagement of communities and FD to increase NIRS participation | \$ 37,300 |
| IS 2.2. Develop tools to manage and streamline distribution of data, analyze trends, explore implications and impacts associated with fire incidents | | | \$ 8,200 | IT support for web & interactive applications / business analyst to develop process flow / logistics coordination of collateral | 3,600 | SPPU collaboration with partner organizations to disseminate needs / communications strategy to strengthen and streamline distribution / media & design to develop communications collateral | | 4,500 | L: NIRS Director, coordination of research and risk-based analysis | | Research Director - perform data analysis to support NIRS streamline activity | IFMS engagement of communities and FD to increase NIRS participation | \$ 24,800 |
| IS 2.3. Assess current and explore emerging tools used by regional / national organizations to maximize effectiveness of fire prevention and protection. | | Governance/NAC Facilitator to share updates with Board and NAC | \$ 8,400 | IT resources to perform software evaluation / business analyst producing process mapping of enhancements / logistics to support modification of processes | 4,400 | Co-L SPPU Director - engagement & communications to undertake network with partner agencies, industry vendors and mainstream fire applications | | 5,700 | NIRS to provide evaluation of applications to NIRS functions | | Co-L: Director Research - perform data analysis | IFMS - coordinate with collection and identification of national resources | \$ 34,500 |
| IS 2.4. Collaborate with partner organizations to identify and conduct research relevant to improving community fire safety. | | Governance/NAC Facilitator to share updates with Board and NAC | \$ 11,500 | Corporate resources - risk management / MOU management | 3,200 | SPPU engagement with partner organizations to continue to develop national standards/ communications strategies developed to promote research agendas | | | | | L: Director Research - Perform coordination of research agenda with collaborative partners | IFMS Director Service Delivery providing relevant industry support and information | \$ 20,300 |

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| IS 2.5. Collect and publish research, surveys and standards that inform program development and delivery by NIFSC and regional partners. | | Governance/NAC Facilitator to share updates with Board and NAC | \$ 7,500 | IT support to maintain e-platforms for publishing and accessing research / logistics for coordination and distribution of research reports | 3,200 | L: Director SPPU Communications strategy for distribution and dissemination of research and survey data / communications strategies developed to promote research agendas | | | | | | 8,200 | IFMS Director Service Delivery, Program Developers, External Relations & Communications / TAC | \$ 18,900 |
| SO3 / Increase the active engagement of young volunteers in the design and implementation of awareness campaigns and education offerings. | | | | | | | | | | | | | \$ 178,800 | |
| IS 3.1. Develop and disseminate school-based fire prevention programs and access to teacher-driven fire prevention programs as part of the National Poster Contest. | | Governance/NAC Facilitator to share updates with Board and NAC | \$ 6,500 | IT resources to support web and electronic based platforms / logistics to support coordination and distribution of material | 9,800 | SPPU communications strategy and collateral development to support IFMS development | | | 4,400 | NIRS to support enhanced data collection that process maps the program delivery to ensure data is captured | | 21,600 | Phase II: L: IFMS Director Training & Transformation / oversight of program development and enhancement based on user feedback/analysis of previous year's campaign, oversight of updated training resources developed for schools, and overall delivery of annual poster contest campaign | \$ 42,300 |
| IS 3.2. Explore youth-driven fire safety and awareness campaigns in order to design youth-driven campaigns that resonate and use appropriate delivery mechanisms | | Governance/NAC Facilitator to share updates with Board and NAC | \$ 5,800 | Logistical support for distribution of youth fire campaigns | 4,400 | SPPU support IFMS development of youth fire programs and communications initiative to support youth fire programs and develop relevant collateral | | | | | | 23,500 | Phase II: L: IFMS Director Training & Transformation / oversight of program development based on analysis of previous year's campaign, updates to training resources, and overall delivery of campaign | \$ 33,700 |
| IS 3.3. Develop and pilot work experience programs with educational credits are available for those pursuing careers in fire service. | | | \$ 6,200 | Provide corporate support for WEP including policies, placements, insurance, risk management, equipment and logistics services | 5,600 | SPPU support IFMS development of WEP and communications initiative to support the engagement of the WEP and develop relevant collateral | 2,300 | HR resources - recruitment & training IFMS | | | 25,000 | 18,000 | Phase II: Director of Research - Continued liaison with educational institutions and analysis of initiative | \$ 57,100 |

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| IS 3.4. Research and develop junior firefighter programs for rural/remote departments | | | \$ 7,400 | Provide corporate support for regions to incorporate JFFP and logistics services | 4,800 | SPPU support IFMS engagement of rural and remote communities to support JFFP | | | 4,500 | Data collection and analysis to support junior ff programs | | | 24,000 | Phase II: L: IFMS Director Training & Transformation / oversight of delivery and training resources, program development & enhancements | \$ 40,700 |
| IS 3.5. Continue to develop and leverage the role of the youth representation on the Board of Directors to promote active engagement of youth volunteers in community fire safety. (To be completed in Year 1) | | | | | 3,200 | SPPU coordinate dialogue with external partners to support youth representation | 1,800 | | | | | | | | \$ 5,000 |
| SO4 / Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality and coverage | | | | | | | | | | | | | | \$ 135,300 | |
| IS 4.1. Investigate regional service needs in collaboration with regional partner organizations and their partners and identify key priorities. | | | | | 3,700 | L: Director SPPU - coordinate with regional partners to define service needs | | | | | | | 9,000 | IFMS Director - maintain collaboration and ongoing support to partners organizations and their partners. | \$ 12,700 |
| IS 4.2. Develop and pilot service packages focused on capacity building, working with partners and drawing on best practices or promising approaches | | | \$ 5,800 | Maintain IT platforms and enhancement to support pilot packages / provide logistics support and administrative support for pilot programs | 4,500 | SPPU communications strategy and collateral development to support IFMS pilot initiatives | 1,900 | HR resources - recruitment & training IFMS | | | 25,000 | Phase II: Director of Research - continued liaison with educational institutions and obtain their feedback | 28,600 | Phase II: L: IFMS Director Training & Transformation / ongoing oversight of delivery and training resources, application of user feedback utilized to improve programs | \$ 65,800 |
| IS 4.3. Identify, acquire and operational digital and media tools (web, social media, design, translation) to enable production and distribution of fire safety initiatives. | | | | | | | 3,200 | | | | | | | | \$ 3,200 |

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| IS 4.4. Identify communities without fire departments to ensure the provision of fire prevention to home occupants and public buildings (e.g., performing fire inspections, developing fire risk assessments, risk reduction plans) | | | \$ 2,500 | Continued logistics support for IFMS and communities performing self-service deliveries | 2,500 | Ongoing SPPU collaboration and engagement with regional partners to identify communities without FD's / develop and implement communications to support IFMS / media, design and development of collateral material for public safety programs | | 5,400 | NIRS reporting support | | Continued support by assessing and evaluating the best approach for public safety initiatives for communities without fire departments (continued work through Year 2) | 14,600 | Phase II: L: IFMS Director Training & Transformation /Continued oversight of delivery and training resources, program development & enhancements as required for identified communities without fire departments (catenation of this work through year 2) | \$ 25,000 |
| IS 4.5. Co-create accredited distant learning tools with learning institutions to enhance community fire prevention capacity leveraging NIFSC and partner digital and media tools. | | | \$ 7,400 | IT resources to support web and electronic based platforms accredited distant learning initiatives / logistics to support coordination and distribution of material | 8,000 | Phase II: Ongoing SPPU support for IFMS development of DLL and communications initiative to support the ongoing promotion of DLL; updating of relevant collateral | | | | | | 13,200 | Phase II: L: IFMS Director Training & Transformation / oversight of delivery & training resources, program development & enhancement | \$ 28,600 |
| S05 / Increase the coverage in regions that lack regional service delivery organizations. | | | | | | | | | | | | | \$ 196,000 | |
| IS.1. Explore and implement appropriate models to ensure regional coverage, achieved by branching out to co-facilitate with regional organizations that lack capacity. | | | \$ 11,500 | L: Exec Dir - Ongoing collaboration with regional capacity to identify regional gaps / Corporate services support / Financial services support / IT services support | 5,200 | Ongoing SPPU collaboration to continue the development of regional coverage models / communications initiatives / continued work related to media & design collateral for communications campaigns | 2,600 | HR support to recruit regional support | 8,400 | NIRS enhanced support for engagement with communities and regional partners to increase coverage | | 22,000 | IFMS development and delivery support | \$ 49,700 |
| IS 5.2. Provide administrative support to regional organizations to secure funding, implement economy of scale models and shared resources. | | | \$ 14,200 | L: Exec Dir - collaboration with regional capacity to identify regional gaps / Corporate services support / Financial services support / IT services support | 6,700 | SPPU coordinate dialogue with partner agencies to support regional organizations | 2,200 | HR resources recruitment of resources to support regional shared resources | 5,800 | HR recruitment of same to support branching activities | | 21,500 | IFMS development and delivery support | \$ 50,400 |

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| IS 5.3. Create a pool of Indigenous certified fire service resources that can be utilized in any geographic location to perform specialized fire service functions. | | | | | 5,900 | Phase 2: Ongoing SPPU engagement / communications | 1,900 | L: HR resources - Ongoing recruitment & training IFMS | | | 25,000 | Provide data analyst services (ongoing) | 23,500 | Phase II: IFMS Director Service Delivery / Admin support | \$ 56,300 |
| IS 5.4. Engage with potential partners to secure resources (financial and human resources) to support scaling out. | \$ 3,400 | L: Executive Dir - Coordination – Governance Admin Support | \$ 11,500 | Corporate services / Financial services / IT services | 8,400 | SPP engagement / communications / media & design | 2,200 | HR resources to support technical writers for grant applications | 6,600 | NIRS support | | Provide research services | 7,500 | IFMS development and delivery support | \$ 39,600 |
| SO6 / Improve collaboration among operational partners to optimize delivery of support and capacity building | | | | | | | | | | | | | | \$ 41,200 | |
| IS 6.1 Establish regular meetings with operational partners to identify, prioritize and address emerging issues, seasonal risks, leverage best practices to develop shared strategies to respond and build relevant action plans. | | | \$ 6,200 | Continue to coordinate regular meetings and provide ongoing logistics support / corporate support | 8,400 | SPP engagement / communications / media & design | | | | | | Research - continued work to address climate change impacts / services | 5,700 | L: IFMS Director Delivery - Continued coordination and engagement with regional partners | \$ 20,300 |
| IS 6.2. Establish regular meetings with operational partners to monitor trending climate change impacts to develop shared strategies to respond and build relevant action plans. | | | \$ 7,500 | Review climate changes with BoD governance before meeting | 7,000 | SPP engagement / communication / media & design | | | | | | | 6,400 | L: IFMS Director Delivery - Coordination and engagement with regional partners | \$ 20,900 |
| SO7 / Strengthen collaborative frameworks, integrate data systems, and improve knowledge management to effectively address evolving fire safety | | | | | | | | | | | | | | \$ 87,400 | |
| IS 7.1 Promote the institution of regular meetings and sharing of information among service providers. | | | \$ 6,700 | Provide support and logistics to activate regular meetings | 9,200 | SPP engagement / communications / media & design | | | | | | | 8,600 | L: IFMS Director Delivery - Coordination and engagement with regional partners | \$ 24,500 |

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| IS 7.2. Promote indigenous-led research and data/statistics that contribute to the national body of knowledge, policy and program development and delivery. | | | \$ 5,800 | Perform logistical and admin support | 4,500 | use of communications strategies | | | | | | | | | | | | | | \$ 10,300 |
| IS 7.3. Promote data systems and knowledge management of what works to effectively address evolving fire safety and protection needs. | | | \$ 7,600 | Provide IT infrastructure / business analyst to support data systems and knowledge | 5,500 | use of communications strategies | | | | | | | | | | | 15,500 | IFMS development and delivery pilot | | \$ 28,600 |
| IS 7.4. Engage political leadership to enable them to act on fire safety by collaborating on the distribution and dissemination of data and knowledge. | \$ 6,800 | L: BoD Pres supported by Governance Facilitator to engage political leadership | \$ 5,200 | Executive Director, review of data and knowledge develop from complaints | 12,000 | SPP engagement / communications / media & design | | | | | | | | | | | | | | \$ 24,000 |
| SO8 / Strengthen commitment from First Nations and governments to a coherent fire safety and protection regulatory framework and funding instruments | | | | | | | | | | | | | | | | | \$ 43,000 | | | |
| IS 8.1. Engage AFN on the potential for fire protection legislation and what it takes to implement it (e.g., application, resources, support/identify obstacles) | \$ 5,100 | Co-L: BoD Pres supported by Governance Facilitator to engage political leadership (ongoing) | \$ 4,900 | Co-L: Executive Director, Coordination – Governance Admin Support | 9,800 | SPPU facilitate technical expertise and capacity to support enhance delivery models (ongoing) | | | | | | | | | | | | | | \$ 19,800 |
| IS 8.2. Explore the potential in other policy instruments such as fire bylaws as a standard and what it takes to implement it to support the framework. | | | | | 7,300 | Continued SPPU engagement with partner organizations on policy instruments / communications strategies developed to promote implementing policy instruments | | | | | | | | | | | | | | \$ 7,300 |

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| IS 8.3. Identify (research and analyze) transferable best practices in existing regulatory frameworks and advocate for appropriate regulatory frameworks in Indigenous communities to strengthen commitment. (e.g., schools, daycares, elderly care). | \$ 3,400 | BoD review of research findings to incorporate into strategic framework with support from Gov Fac Coordination | \$ 6,700 | Provide logistics and corporate support to research/ perform business analyst functions to map processes | 5,800 | L: SPPU Director engagement / communications / media & design and I of best practices implementation | | | | | | | | | \$ 15,900 |
| SO9 / Improve horizontal or sector policies, standards and practices to ensure greater fire safety and protection (e.g., data systems, housing, water, education, volunteerism) | | | | | | | | | | | | | \$ 70,400 | | |
| IS 9.1. Manage the Technical Advisory Committee to facilitate the development and enhancement of fire prevention programs, standards, and practices. | | | \$ 4,700 | Provide administrative, logistics support and corporate support to facilitate the TAC meetings | | | 4,500 | NIRS support | | | | 7,800 | L: IFMS Dir Training & Training -- coordinate TAC meetings and develop agenda | | \$ 17,000 |
| IS 9.2. Engage with fire safety organizations to maintain awareness of current issues and trends that will require new or modified standards | | | \$ 6,900 | Perform relevant logistics support and corporate support required to adapt to identify changes to new or modified standards | 6,800 | SPPU support IFMS engagement related to new or modified standards with communications and relevant collateral | 5,700 | Coordination engagement with organizations and communities related to changes that impact NIRS reporting | | | | 7,500 | L: IFMS Dir Training & Training - - coordinate with regional fire service, FCFM and training agencies to identify emerging issues | | \$ 26,900 |
| IS 9.3. Monitor policy areas that impact or influence fire safety (housing, water, education, health, etc.). | | | | | 7,200 | SPPU communications strategies development and implantation of communication initiatives | | | | | | 8,500 | IFMS engagement with regional partners and monitoring evolving issues | | \$ 15,700 |
| IS 9.4. Work with fire safety organizations to develop proposals to advocate and convince authorities to adopt appropriate fire safety policies, standards, and practices | \$ 5,400 | Gov. Facilitator - support review process and enhancement with BoD | | Co-L: Exec Dir - perform risk management, evaluation of current industry standards and processes, BoD admin support | 5,400 | Co-L: Dir SPPU develop communications strategies to advocate for policy, standards and improvements / media & design production of material / social media posting | | | | | | | | | \$ 10,800 |

| SO10 / Strengthen organizational governance and accountability | | | | | | | | | | | | | | \$ 51,600 | |
|--|----------|--|----------|---|-------|--|-------|---|--|--|--|--|--|-----------|--|
| IS 10.1. Create policies for board committee membership to ensure the governance body can meet the accountability, transparency, and strategic objectives | \$ 5,100 | L: Gov Fac BoD Strategic Planning & Annual Policy Review | \$ 3,600 | Provide BoD Admin support and logistics coordination | | | 2,400 | | | | | | | \$ 11,100 | |
| IS 10.2 Ensure training for board members on governance essentials and strategic leadership skills and competences to support NIFSC as a national organization | \$ 8,500 | L: Gov Fac BoD adoption of updates and enhancements to the onboarding training program | \$ 5,000 | Bod Admin support and Governance SME resources acquired | | | | | | | | | | \$ 13,500 | |
| IS 10.3. Ensure Articles of incorporation, operational policies, labor-related requirements are up to date and conform. | \$ 3,400 | BoD - review annual audit for regulatory compliance & due diligence | \$ 7,400 | L: Fin Manager Financial Services Perform Articles of incorporation, operational, labor-related regulatory compliance | | | 2,600 | Recruit appropriate professional services to support governance & perform HR compliance | | | | | | \$ 13,400 | |
| IS 10.4. Engage the new Board of Directors and key stakeholders in strategic planning 2022-2026. | | | | | | | | | | | | | | \$ - | |
| IS 10.5. Establish Board subcommittees for youth, policy framework, and partnerships | \$ 5,400 | L: Gov Fac BoD - Maintain BoD subcommittees | \$ 3,500 | Provide BoD Admin support and logistics coordination | 4,700 | Communications and support for ongoing dialogue with partners and service population | | | | | | | | \$ 13,600 | |

| SO11 / Strengthen skills, capacities, and IT systems | | | | | | | | | | | | | \$ 73,652 | | |
|--|--|--|-----------|---|-------|--|-------|---|--|--|--------|---|-----------|--|-----------|
| IS 11.1. Explore and advance options to create regional capacity where none exist (e.g., branching out, creating org, support informal groups) | | | \$ 6,900 | Exec. Direct Collaborate with SPPU Director and partners and leadership to identify branching opportunities | 3,800 | L: SPPU Director - Collaborate with regional FN and ISC to continue to expand upon new opportunities for capacity building | 1,900 | Continue to expand and develop a national pool of Indigenous certified SME (ongoing) | | | | | | | \$ 12,600 |
| IS 11.2. Establish administrative services for informal, de-facto fire safety and protection organizations (audit, legal personality, funding proposals) | | | \$ 13,700 | L: Exec Dir Utilize appropriate corporate services to perform de-facto functions required (ongoing) | | Support corporate with communication strategies and promotion of support for regions capacity development | 1,800 | Recruit appropriate professional services (ongoing) | | | | | | | \$ 15,500 |
| IS 11.3. Develop enhanced service delivery modalities (i.e., expand to online, self-driven, and through partnering educational institutions) | | | | | 8,400 | SPPU facilitate technical expertise and capacity to support enhance delivery models (ongoing, continuous improvement) | | | | | 13,400 | L: IFMS Director - Ongoing development and enhancement technology and packaged programs | | | \$ 21,800 |
| IS 11.4. Establish digital platforms / systems to support programs and corporate services and capacity building (translation, communication, design) | | | \$ 6,200 | L: IT resource - Review, evaluate, modify and enhance technology and digital platforms as required | | | 3,200 | Support recruitment and training of Indigenous technical staff (ongoing) | | | | | | | \$ 9,400 |
| IS 11.5. Ensure training to improve technical and management skills and competences of staff to support NIFSC innovation and strategic management. | | | | | | | 2,300 | L: HR resource - Review, evaluate and modify robust and responsive recruitment strategies and associated training | | | | | | | \$ 2,300 |
| IS 11.6. Ensure the provision of NIFSC operational logistics capacity (e.g., distribution center, asset management.) | | | \$ 12,052 | L: Dir Strategy - Coordinate infrastructure and resource to support NIFSC logistics capacity (ongoing) | | | | | | | | | | | \$ 12,052 |

| SO12 / Strengthen resources and partnerships | | | | | | | | | | | | | \$ 83,507 | |
|--|------------------|--|-------------------|---|-------------------|--|------------------|--|------------------|--|---|-------|--|--------------------|
| IS 12.1. Nurture strategic partner relations through defined collaborative activity including dedicated learning and look ahead sessions to optimize the partnership | \$ 5,100 | L: Exec Dir Maintaining governance relationships and responsiveness to regions political and delivery organizations (ongoing) | | | 5,600 | SPPU Coordination of collaborative partnership meetings and environmental monitoring of relevant organizations | | | | | | 1,852 | IFMS continued collaborative approach to regional deliveries | \$ 12,552 |
| IS 12.2. Enhance the distribution and awareness of fire safety data, research, and initiatives to partner organizations through shared research initiatives, and co-created research agendas | \$ 6,400 | Board President to continue work promoting research and initiatives with service population | \$ 6,000 | Execu Direc - Continue promoting awareness with service population | 4,500 | Continue to disseminate relevant research finding and publications | | | 4,872 | Enhance relevant data mining opportunities | L: Director Research Continue to build relationships with research institutions | | | \$ 21,772 |
| IS 12.3. Optimize operational partnerships through regular dialogue and feedback loops (e.g., surveys) | \$ 5,000 | Gov Fac to support through role with Board | \$ 6,000 | L: Exec Dir - Continue to develop and nurture alternative funding options and relationships | 4,800 | Communications - develop communication lines for enhancements to strategic and operational partnerships | | | | | | | | \$ 15,800 |
| IS 12.4. Diversify resources (e.g., in kind, different funders, corporate social responsibility) to support/enable broader innovation and development | | | \$ 5,000 | L: Exec Dir - Continue to develop and nurture alternative funding options and relationships | 8,396 | SPPU coordinate dialogue with partner agencies and diverse funders | 2,987 | Promote opportunities for corporate funding engagement | | | | | | \$ 16,383 |
| IS 12.5. Secure additional funding from government to support the new strategic approaches to enhance national impact | \$ 5,000 | Gov Fac - review annually with BoD through strategic planning and governance priorities work | \$ 5,000 | L: Exec Dir - Continue to pursue additional funding approaches | 7,000 | Communications - networking strategies, media production of organization reporting & effectiveness | | | | | | | | \$ 17,000 |
| Totals | \$ 68,000 | | \$ 339,352 | | \$ 420,896 | | \$ 46,087 | | \$ 70,572 | | \$ 150,000 | | \$ 442,252 | \$1,537,159 |

Annex A: Implementation Planning Essential Guidance and Template

Aligned with the Strategic Framework 2022-2030, the Implementation Plan 2022-2024 will provide up to date working detail on how it is advanced. The plan will be completed within [4-6] weeks after conclusion of the CFA with participation from NIFSC staff and support from ISC³.

Annex A provides an outline template for the Plan with essential guidance, including on meaningful outcomes and outputs and their indicators. The skeleton of the Plan mirrors the Strategic Framework and all of its 4 Goals, 12 Strategic Objectives and related Implementing Strategies as prioritized.

As the main working level tool, the Implementation Plan:

- identifies *primary* and *secondary* priorities, and *enablers* as well as *phasing* of each of the implementing strategies during the period 2022-2023 and 2022-24.
- Identifies (lead) staff and the target audience (s) involved in the Implementing Strategy and their overall roles.
- Describes each Implementing Strategy in 4-6 lines (e.g., explains what it involves and/or how it contributes to the related Strategic Objective).
- Identifies the key actions (or steps) needed to advance the Implementing Strategy and, if phased over two years, indicates during which year.
- Includes a draw down menu for the “status of implementation” (in progress, completed or delayed) for each key action (or step).
- Identifies outcomes and/or outputs and how they are measured for each Implementing Strategy and where possible Strategic Objective.

In addition, the Implementation Plan will serve as the main tool for:

- Monitoring of progress against plan
- Quarterly progress reporting (see Annex B and Schedule 5); and can inform
- Staff performance management agreements and related job appraisals.

For the purpose of prioritization, four types of Implementing Strategies were identified, and color coded as follows. For alignment and guidance this prioritization is applied across the three key framework documents: Strategic Framework 2022-2030, Implementation Plan 2022-2024 and Quarterly Progress Reports.

- **Primary priorities:** Core business that is established, consolidated or in development
- **Secondary priorities:** Strategically important work phased in over the next two years
- **Enablers:** facilitating advancement/game changer for primary and secondary priorities
- **Remaining Implementing Strategies:** advanced as and when timely/appropriate

³ ISC will participate in an orientation and Q&A session on the Strategic Framework 2022-2030, the Implementation Plan 2022-2024, and Quarterly Progress Reporting to ensure a shared understanding of these tools. ISC will also support NIFSC staff as and when needed during production and review of the plan.

Measuring outcomes and outputs

To demonstrate the difference NIFSC is making, including through Quarterly Process Reporting, the Implementation Plan will identify meaningful **outcomes** and or **outputs**, their **indicators** for advancing or delivering them respectively, as well as the **data source** that is used to measure that.

Outcomes: the changes NIFSC seeks to make

A **meaningful outcome** is defined as the **intended effect that NIFSC's programs or services produce on the fire issues, working with and through your target audiences**. Examples of meaningful outcomes of NIFSC programs are changes in mental wellbeing, injuries, deaths and destruction of infrastructure or changes in knowledge, awareness, behaviors or skills and capacities. The **target audiences** are Indigenous communities (and their constituent actors) which NIFSC seeks to empower, and the regional partner organizations or groups it seeks to enable through strategic capacity building and supports.

Depending on the scope of the Implementing Strategy and where you are in process of advancing it towards the Strategic Objective, **outcomes** can take different forms. For illustrative purposes, examples of meaningful outcomes, broadly in order of levels of impact:

- **Ultimate outcomes related to indigenous communities:** *better* quality of life in Indigenous communities, *Fewer* fire incidents, *Fewer* deaths, *Fewer* injuries, *less* destruction of infrastructure, *more* communities can address their FP needs; *Increased* ability to act on prevention of fires, *more* smoke alarms are installed in homes.
- **Intermediary outcomes related to indigenous communities:** *higher* levels of awareness of how to prevent fires, *more* communities access coherent fire and life service packages, *more* communities assessed their FP needs; *more* communities access fire and life services online, *more* communities are covered by NIRS key data, *higher* levels of program or service satisfaction.
- **Ultimate outcomes related to regional partner organizations or groups:** *greater* coverage of fire and life services at regional levels resulting from capacity building in regional partners, *more* FP services are delivered directly by regional partners, *more* regional groups are able to provide and sustain basic FP services.
- **Intermediary outcomes related to regional partner organizations or groups:** *more* regional partner organizations buy into capacity building packages, *more* regions without regional organizations have FP groups that benefit from NIFSC support services, *higher* levels of program or service satisfaction.

As a guiding principle, the more NIFSC programs or services are established the greater chances are that intermediary or even ultimate outcomes can be identified. For more developmental work, key outputs are more likely the ones to measure.

Key outputs: deliverables that contribute to outcomes

The work to advance Implementing Strategies will often involve actions or steps in a developmental process. In those cases, identify a **key output** that is crucial to the Implementing Strategy or related Strategic Objective. Examples of key outputs are a key tool, document, training, consultation that is created to conduct, improve or innovate services, products, policies, or processes. Key outputs are the **means** that will contribute to meaningful outcomes.

For illustrative purposes, examples of key outputs are:

- A new service package for capacity building; coherent service packages for communities with different needs profiles; a project to pilot new service models, a co-created assessment tool for communities to identify fire and life safety needs; a focus group set up to engage a target audience in developmental work, a training of trainers, a document confirming consensus on FP standards or regulations, data sharing agreements with data partners.

Outcome and/or output indicators: meaningful measures for success

The plan will also identify **indicators** for measuring progress towards an **outcome**, and/or for delivery of a key **output** that is crucial for the achievement of an Implementing Strategy or a Strategic Objective.

Depending on the Implementation Strategy different types of indicators can be used to measure success: progress towards an outcome or delivery of an output, preferably with a clear indicator of time such as a target period or date, attached to it.

For illustrative purposes, examples of **outcome** indicators are:

- **Number** of fire incidents in 2022, **Percentage** of occupants who feel they are able to prevent fires, **Percentage** of occupants that had smoke alarms installed in their home by 2022, **Number** of regional partners participating in capacity building service packages in Q4 of 2022, **Percentage** of Indigenous communities reporting fire incidents via NIRS in 2022, **Rate** of support among Chief and Council for National Fire Protection standards, **Rate** of satisfaction with fire and life services in 2022, **Proportion** of communities with an effective fire risk reduction plan in place in 2022; **Rate** of program-specific webpage reviews during 2022.

For illustrative purposes, examples of **output** indicators are:

- Fire and life assessment tool co-created by Q2 of 2022 and implemented by end of Q3 of 2022, Fire and life service package based on community needs profiles pilot by Q1 of 2023, Bi-annual survey of regional partners developed and administered by end of Q2 of 2022, Training of trainers conducted by Q2 of 2022, Focus groups created by week X of Q1 2022 and consulted by Q2 of 2022; Digital and media tools operational by Q3 of 2022.

Note that if survey questions for target audiences include ratings, for instance to indicate levels of satisfaction related to a qualitative experience of a program or service, or to changes in anticipated behaviors, the aggregated results of these ratings can be expressed in quantitative terms.

Data Sources

For each indicator that is measured, a data source should be identified. As applicable, to indicate changes over time, the frequency of measurement should be indicated.

For ultimate or intermediary outcomes, potential data sources are:

- Official Statistics (e.g., Statistics Canada,)
- Surveys of target audiences (qualitative info can be quantified if ratings are included)
- Focus groups or informant interviews (qualitative info can be quantified if ratings are included)
- Research data (e.g., NIRS on fire incidents)
- Program / Administrative records / data (e.g., website data, SharePoint)

For key outputs related to developmental work, the main data sources are:

- Program / Administrative records / data (e.g., website data, SharePoint)

[TEMPLATE ON NEXT PAGE]

IMPLEMENTATION PLAN TEMPLATE

| | |
|--|---------------------------------------|
| [Basic guidance provided in red] | |
| IMPLEMENTATION PLAN 2022-2024 | |
| “Internalizing (understanding and assuming) and externalizing (expressing) NIFSC’s strategic roles” | |
| Give your Implementation Plan (IP) a catchy subtitle that communicates NIFSC’s key phase or direction during 2022-2024 (think of a better one than the illustrative example above) | |
| Note 1: Implementation Plan should be aligned with the Strategic Framework 2022-2030, including the same skeleton, prioritization and any phasing over year 1 and 2. | |
| Note 2: The Implementation Plan is kept up to date on the status of implementation and results as per outcome and output indicators by NIFSC staff and accessible for ISC for monitoring purposes. | |
| Note 3: create draw down menus where standard categories / sub-headings appear to facilitate production, consistency and easy updating. | |
| Executive Summary / Introduction | |
| <u>ED / IP Coordinator</u> : this is where you briefly situate the IP 2022-2024 within the SF 2022-2030. In high level terms, for instance, explain why certain strategies or actions were prioritized, and indicate the phases you foresee in the plan for certain ISs. | |
| Priorities (SOs /ISs) | |
| <u>Coordinator</u> : As the skeleton for the Implementation Plan, do a copy and paste of the Strategic Framework 2022-2030, with its 4 Goals, 12 Strategic Objectives (SOs) and associated Implementing Strategies (SIs) with their color codes. Include the legend for color codes. For each Implementing Strategy, ask assigned lead staff to complete the sections in green below. | |
| Leads: For each Implementing Strategy provide the following information: | |
| Description | |
| <u>Lead staff</u> : this is where you briefly unpack the Implementing Strategy in 4-6 lines (for instance, explain what it involves, how it contributes to the associated Strategic Objective or Goal). | |
| Indicate who is involved / targeted and key roles | |
| Identify NIFSC staff / resources for contracted services involved and their key roles | |
| Identify target audience(s) within Indigenous Communities and/or regional partner organizations and their key roles | |
| Key Actions to advance the Implementing Strategy | |
| This is where leads think through and identify key actions / steps needed to advance an Implementing Strategy (some ISs may need this break down in actions or steps more than others). | |
| Key Actions or Steps 2022-2024 | |
| Format for Implementing Strategies which involve similar actions over two years: | |
| 1. | |
| 2. | |
| 3. | |
| (.... add as needed) | |
| For each action or step: include a draw down menu with three status of implementation options (in progress, completed or delayed) and keep up to date. | |
| Key Actions or Steps 2022-2023 | Key Actions or Steps 2023-2024 |
| Format for Implementing Strategies involving phasing or different steps or actions over two years: | |
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |

| | | | |
|---|--|--|--|
| (... add as needed) | | (... add as needed) | |
| For each action or step: include a draw down menu with three status of implementation options (in progress, completed or delayed) and keep up to date. | | | |
| Outcome and/or output / their indicators / and data sources | | | |
| Depending on the Implementing Strategy (IS), identify a meaningful outcome , AND/OR a key output , its indicator for planned change or deliverable and how they are measured (data source) | | | |
| Outcome (planned change) | Indicator (of quantitative or qualitative change by [time]) | Data source (how indicator is measured) | |
| <p>A meaningful outcome is defined as the intended effect that NIFSC programs produce on the fire issues by working with or through your target audiences. Examples are changes in mental wellbeing, injuries, deaths and destruction of infrastructure or changes in knowledge, awareness, behaviors or skills and capacities. <u>The target audiences</u> are Indigenous communities (and their constituent actors) you seek to empower, and the regional partner organizations or groups you seek to enable through strategic capacity building and supports.</p> <p><u>Typically</u>, the more NIFSC programs are established the greater chances are that intermediary or ultimate outcomes can be identified.</p> <p>Potential data sources for outcome indicators:</p> <ul style="list-style-type: none"> • Official Statistics (e.g., Statistics Canada, ...), • Surveys of target audiences (qualitative info can be quantified if ratings are included) • Focus groups or informant interviews (qualitative info can be quantified if ratings are included) • Research data (e.g., NIRS on fire incidents) • Program, Administrative records / data (e.g., Common drive, SharePoint) | | | |
| Key Output (planned key deliverable) | Indicator (of key deliverable by [time]) | Data source (how indicator is measured) | |
| <p>A meaningful output is defined crucial to advancing an Implementing Strategy or to reach a Strategic Objective. Examples are a key tool, document, agreement, training or consultation to conduct, improve or innovate services, products, policies or processes.</p> <p><u>Typically</u>, if the work to advance an Implementing Strategy involves actions or steps in a developmental process, then it would be appropriate to identify a crucial output in the Plan.</p> <p>Data sources for output indicators:</p> <ul style="list-style-type: none"> • Program, Administrative records / data (e.g., Common drive, SharePoint) | | | |
| Summary Tables (updatable) | | | |
| Summary Table Staff inputs by SO/SI | | | |
| FTEs (Staff / Contracted Services) involvement by SO-IS, and % of each staff time | | | |
| Summary Progress against Plan | | | |
| Status of implementation of actions (or steps) in advancing the Implementing Strategy, and any changes as per outcome and/or output indicators. | | | |

Annex B: Quarterly Progress Reporting Essential Guidance and Template

Quarterly Progress Report (QPR)

A QPR tells the story to NIFSC stakeholders about how it is advancing planned work and achieving the changes it seeks to make, as per the directions set out in the Strategic Framework 2022-2030 and as elaborated in the Implementation Plan 2022-2024.

- **Purpose:** summarize for stakeholder's progress towards each of the Strategic Objectives. What mattered most in advancing Implementing Strategies and achieving the changes NIFSC seeks to make, by working with and through its target audiences. Focusing on Implementing Strategies that are primary and secondary priorities and their enablers.
- **Structure:** Like the Implementation Plan, a QPR skeleton mirrors the Strategic Framework with its 4 goals, 12 strategic objectives and related implementing strategies, as prioritized and color coded (see template below)
- **Volume/language:** A QPR will be approximately **25 to 30 pages maximum**. The report is written in plain and concise language.
- **Production:** like for the Implementation Plan, a coordinator will ensure quality inputs from staff leading on Implementing Strategies as per the content ingredients outlined below as well as consistency in format and language. Together they will determine what can best go into the report under each Strategic Objective. There can also be a Lead per Strategic Objective. ISC will provide support to staff in the production of the first QRP.
- **Two Annexes:** A QRP is a self-contained summary, with only two annexes: Annex A: Summary Table Progress against Plan (an extract from the table in the kept-up-to-date Implementation Plan) and Annex B: Quarterly Expenditures Report. Any other documents will be referenced with a link to their location on NIFSC's SharePoint or web-based source.

Quarterly Progress Report content ingredients [indicative space]

The QPR content *under each Strategic Objective* is a mix of:

1. **Summary of progress against plan:** factual summary of how Implementing Strategies' actions or steps identified in the Implementation Plan were advanced, and the resulting **outcomes** or **outputs** as measured per their indicator. Collected from updated Implementation Plan. [40%]
2. **Experiences of NIFSC staff:** stories on successes, challenges, obstacles in advancing the Implementing Strategies, and key takeaways, lessons learnt, or promising practices from those experiences. This could be collected through a rolling staff survey on SharePoint. [25%]
3. **Experiences of target audiences:** how did Indigenous communities (and their constituent actors) and regional partner organizations or groups experience NIFSC programs and services as users or as co-creators. Collected via surveys, anecdotes. [25%]
4. The summaries under 1-3 can be illustrated by linking web-based multimedia sources, such as audios or videos of events, witness accounts, presentations etc. [10%]

QUARTERLY PROGRESS REPORT TEMPLATE

(25 to 30 pages max including the two annexes) (indicative volume)

Title page [sub-title to capture quarter / quarter, year] (1) Inner page: NIFSC vision and mission (1)

Contents pages (2) [Reflects the Strategic Framework structure with program and organizational goals, strategic objectives and implementing strategies, as prioritized as per legend for prioritization]

Executive Summary (0.5) Situate report within the Implementation Plan 2022-2024 and where things are at. Highlight notable outcomes and outputs in advancing primary and secondary priorities, and enablers, as well as challenges, and lessons going forward.

Acknowledgements (0.25) Who has been particularly contributing or helpful in achieving progress, opening doors etc.

Progress Against Plan Focus on primary and secondary priorities, and enablers

Program Strategy (15 pages, 5 pages per Goal, approx. 1.5 pages per Strategic Objective)

EMPOWERING INDIGENOUS COMMUNITIES (prevention)

Goal: By 2030 all Indigenous communities are aware of the causes of fires, know how to prevent fires and are able to act on it.

For each of the Strategic Objectives (SO) 1-3, build your story of approx. 1.5 pages per SO, based on:

- ✓ Summary of progress against plan. How were implementing strategies' key steps/actions advanced, as per their prioritization, and what were the results against outcome / output indicators
 1. Implementing Strategy (primary priority)
 2. Implementing Strategy... (secondary priority)
 3. Implementing Strategy...(Enabler); and
 4. Implementing Strategies advanced as and when timely/appropriate (optional)
- ✓ Select (program, corporate) staff experiences in advancing implementing strategies towards the strategic objectives
- ✓ Experiences/feedback from Indigenous communities, regional partner organizations
- ✓ Illustrative multimedia links

ENABLING PARTNERS TO DELIVER (capacity building)

Goal : By 2030 all regional operational partners are enabled to deliver and sustain quality services to cover fire prevention and protection needs.

For each of the Strategic Objectives 4-6, build your story of approx. 1.5 pages per SO, based on:

- ✓ Summary of progress against plan. How were implementing strategies' key steps/actions advanced, as per their prioritization, and what are the results against outcome / output indicators
 1. Implementing Strategy (primary priority)
 2. Implementing Strategy... (secondary priority)
 3. Implementing Strategy...(Enabler); and
 4. Implementing Strategies advanced as and when timely/appropriate (optional)
- ✓ Select (program, corporate) staff experiences in advancing implementing strategies towards the strategic objectives
- ✓ Experiences/feedback from Indigenous communities, regional partner organizations
- ✓ Illustrative multimedia links

CHAMPIONING CHANGE (collaborations, policies and best practices)

Goal: By 2030 legislative, policy or practice improvements in fire safety and protection and related issues are in place to meet or exceed Canadian average numbers of fire incidents with injuries and deaths.

For each of Strategic Objectives 7-9, build your story of approx. 1.5 pages per SO, based on:

- ✓ Summary of progress against plan. How were implementing strategies' key steps/actions advanced, as per their prioritization, and what are the results against outcome / output indicators
 1. Implementing Strategy (primary priority)
 2. Implementing Strategy... (secondary priority)
 3. Implementing Strategy...(Enabler); and
 4. Implementing Strategies advanced as and when timely/appropriate (optional)
- ✓ Select (program, corporate) staff experiences in advancing implementing strategies towards the strategic objectives
- ✓ Experiences/feedback from Indigenous communities, regional partner organizations
- ✓ Illustrative multimedia links

Supporting Organizational Strategy (5 pages – approx. 1.5 pages per Strategic Objective)

EQUIPPED TO DELIVER

Goal: By 2030 NIFSC is a strong, innovative, and collaborative organization that is well governed and accountable, and equipped with the skills, capacities, and resources to effectively deliver its evolving mission.

For each of the Strategic Objectives 10-12, build your story of approx. 1.5 pages per SO, based on:

- ✓ Summary of progress against plan. How were implementing strategies' key steps/actions advanced, as per their prioritization, and what are the results against outcome / output indicators
 1. Implementing Strategy (primary priority)
 2. Implementing Strategy... (secondary priority)
 3. Implementing Strategy...(Enabler); and
 4. Implementing Strategies advanced as and when timely/appropriate (optional)
- ✓ Select (corporate, program) staff experiences working towards the strategic objectives
- ✓ Experiences/feedback from Indigenous communities, regional partner organizations or members of the NIFSC Board of Directors
- ✓ Illustrative multimedia links

Annex A: Summary Table Progress against plan (2 pages)

[Extract from the kept-up-to-date summary table from the Implementation Plan: Status of implementation of actions or steps in advancing the Implementing Strategies + results against outcome indicators and output indicators.

Annex B: Quarterly Expenditure Report (2 pages)

[by Strategic Objective / Implementing Strategy and Unit (FTEs and other contracted services)

Annex C: Monitoring and Reporting Arrangements (Schedule 5)

The following arrangements were agreed upon between the parties to account for the implementation of the Strategic Framework 2022-2030 (as per Schedule 6). The purpose is to align planning, monitoring and reporting, and keeping the focus on priorities while significantly reducing the amount of paperwork.

Quarterly Progress Reports (and by extension the Annual Report) flow from the Implementation Plan 2022-2024 that is kept up to date. Aligned with the Strategic Framework 2022-2030, both documents are the main tools for monitoring how NIFSC is advancing planned work and achieving the changes it seeks to make.

Reporting and documentation arrangements 2022-2024

1. **Statutory reports:** reports that are mandatory or customary for not-for-profit corporations.
2. **Quarterly Progress Reports:** speak to progress towards Strategic Objectives through Implementing Strategies as prioritized in the Strategic Framework 2022-2030 and detailed in the Implementation Plan 2022-2024.⁴ Annex B of this document provides a QPR template and basic guidance.
3. **NIFSC SharePoint:** published or updated documentation or multimedia sources made accessible at its SharePoint for information and monitoring purposes. An evergreen list of these documents is kept up to date.⁵
4. **ISC sources:** documents ISC is expected to share to inform NIFSC strategies, plans and partnerships at national and regional levels (listed here as *aid memoire*).

| | Report or Title | Due date / Made available | Recipient (HQ/RO) | Delivery method |
|--|--|--|------------------------------------|--------------------------------|
| 1. Statutory/ customary reporting | <ul style="list-style-type: none"> • NIFSC Annual Report • Annual Audited Financial Accounts • Implementation Plan 2022-2024 | <ul style="list-style-type: none"> • May 31 • July 29 • 4-6 wks. after CFA | ISC, other stakeholders | Email |
| 2. Quarterly Progress Reporting | <ul style="list-style-type: none"> • Quarterly Progress Report Annex A: Summary Progress to Plan Annex B: Quarterly Expenditure Report | Q1 - August 31 Q2 - October 31 Q3 - January 31 Q4 - April 30 | ISC, BoD, other stakeholders | Email |
| 3. NIFSC SharePoint | <ul style="list-style-type: none"> • Evergreen list of documents/media • Implementation Plan 2022-2024 (kept-up to date) • IFMS program development and delivery plans • IFMS summary reports • NIFSC Governance (Statutory, policies) • Advisory bodies (NAC/TAC) • NIFSC/ISC Meeting Minutes • Research Studies and research articles | <ul style="list-style-type: none"> • Biweekly • Ongoing <p>For other listed NIFSC documents, upon issuance</p> | ISC, BoD, other stakeholders | Accessible at NIFSC SharePoint |

⁴ The Implementation Plan 2022-2024 and Quarterly Progress Reports are fully aligned with the Strategic Framework 2022-2030 and its prioritization (Schedule 6) and have the same content skeleton.

⁵ For ease of reference, *the evergreen list* lists the documents and media that can be accessed on NIFSC's SharePoint. The list as well as the documents in it are kept up to date on SharePoint.

| | | | | |
|-----------------------|---|--|-------|--|
| | <ul style="list-style-type: none"> • NIFSC reports/documents shared with stakeholders • Partnership Agreements, Memoranda of Understanding | | | |
| 4. ISC sources | <ul style="list-style-type: none"> • NIFSC General Assessment • Annual ISC NFS status report • Funding Agreements for Regional Organizations (Delivery Activity) • Regional funding activity • Regional Fire Initiatives not identified in CFA's • Summary report for HQ funded initiatives | As soon as possible upon issuance of each of these documents | NIFSC | Emailed from ISC, hosted at NIFSC SharePoint |

Monitoring arrangements

The reporting arrangements will be complemented by tri-weekly meetings via MST to share key information and monitor and support progress in advancing the Implementation Plan. The rhythm of these meetings can be adjusted by common accord between the parties. Ad-hoc meetings can be requested by either party. The documentation listed above - kept up to date and accessible on SharePoint and those provided by ISC – may also inform these meetings.

Annex D: Specific Program Proposals

NIFSC Summary Research Agenda FY 2022-2023

The research approach commenced in 2020, it set out to learn and describe the fire risk to in First Nations communities in Canada. This has proved to be a challenging task such that relevant fire occurrence data was discounted collection nearly 10 years previous.

This year will be time to create methods approach to understand how programs might be evaluated, the data collection so far will begin to show signs for program adjustments and or fine tuning, wild land fire risk and practices as well as understanding how housing conditions might contribute to the added Mortality and Morbidity rates in Indigenous Communities.

The overall research approach is to understand and evaluate what is working and implement approaches to reduce the Causality rates in Indigenous Communities. The past plans and programs have not seemed to have impactfully reduced fires and casualties, this work seeks to balance or bring about the necessary changes to policy for stronger impacts.

The 2022-2023 research agenda includes the following studies:

1. Program Evaluation to align with Fire Safety Research for Prioritization of New and Existing Programs
2. Exploring New Models for Cardiovascular Risk Reduction in Indigenous Peoples in Canada: The Indigenous Heart Outcomes Prevention and Evaluation (Indigenous HOPE)
3. Mortality from Fire: A Closer Analysis from the National Council of Coroners and Medical Examiners
4. National Indigenous Fire Safety Data Collection Evaluation (NIRS, HSA, FDA): Review Data and Collection Methods, Create a Template for Reporting
5. Research Toward Fire Risk Mitigation in Canadian Indigenous Communities
6. Research Toward Wildland Urban Interface (WUI) Fire Safety in Canadian Indigenous Communities
7. The (Un)heard Story: A Critical Ethnographic Study on Burn Injuries in the Indigenous Communities in BC.

IFMS Summary Program Development and Delivery Plan (2022-2024)

The approach for program development and delivery, executed by the Indigenous Fire Marshal Service (IFMS), is three pronged. It is pivotal in advancing *Strategic Objective 1 - Increase the awareness, availability, and access to quality fire prevention programs and public education in ways that work for Indigenous communities* and *Strategic Objective 4 - Increase support to regional organizations and community fire departments to include capacity building for enhanced service delivery, quality, and coverage*. It also supports *Strategic Objective 5 - Increase the coverage in regions that lack regional service delivery organization*, and *Strategic Objective 6 - Improve collaboration among operational partners to optimize delivery of support & capacity building*.

1. The IFMS will work with communities that have expressed the need for support in achieving their own fire and life safety goals, or communities that have limited to no resource capacity, but are motivated to facilitate change. This will be achieved by identifying the needs and goals of the community or fire department and developing, and further implementing, an action plan that consists of training programs such as fire prevention and education programs, bylaw enhancements, house safety, risk mitigation, and the identification of environmental health risks, among others. The action plans will be driven by community and will be unique to their specific needs, goals, and capacity.
2. The IFMS will work in collaboration with established Technical Service Groups (TSGs) and Regional Indigenous organizations to provide service delivery to communities through joint delivery projects, providing subject matter or certified expertise, or services required by the community that fall outside the regional organizations' funding or resource scope. In tandem, IFMS will take steps to engage these regional organizations to gauge interests and explore options to develop or enhance their regional service delivery and coverage. Depending on levels of interest among them, this may involve their ongoing engagement, assessing regional service needs, or developing and piloting a capacity building service package that could see broader take up by other regional organizations.

Drawing on best practices and promising approaches, the IFMS will also take steps to support regional non formalized TSGs to develop or enhance their service delivery. These include informal groups in Saskatchewan, Ontario, Quebec and the Atlantic regions. This starts with assessing regional service needs in collaboration with partner organizations and developing and piloting service packages focused on capacity building. This is complemented by other supports available from the NIFSC, for instance, organizational administrative supports, governance and strategic support, funding submissions, data collection, and incident support.

3. The IFSM will also work in collaboration with Tribal Councils to support the communities in addressing their fire and life safety needs. In fiscal year 2022-2023, a pilot project will be developed with the Bimose Tribal Council to assess their needs for fire prevention education, equipment, and risk factors. The aim is to develop a framework that can be replicated across other regions.

Following the work completed in fiscal years 2020-2021, and 2021-2022, the IFMS continues to develop and execute action plans associated with the data captured, and deficiencies identified, from assessments such as the Home Safety Assessments, Fire Department Assessments, and/or Community Fire Safety Assessments. The IFMS is supporting communities to address identified deficiencies in a timely fashion.

For more detailed information, refer to the IFMS program development and delivery plans and the NIFSC implementation plan.