



MISSION STATEMENT

The Ontario First Nations Technical Services Corporation is the founding organization in Canada whose purpose is to provide technical and advisory services to all First Nations in Ontario and to foster self reliance for our people.

We will strive to achieve our mission through:

- Dedication to our roles and responsibilities as board members and staff
- Professional integrity
- Honest and fair advice in our relationships with each other and our First Nations, and
- Respect for all forms of life, the water and Mother Earth

CORPORATE OVERVIEW

The Ontario First Nations' Technical Services Corporation (OFNTSC) was established in 1995 to provide expert technical advisory services to the First Nations of Ontario. At that time, it was the first aboriginal organization in Canada mandated to provide professional technical and advisory services to First Nations' communities and foster their technical self-reliance. The OFNTSC creates future capacity by encouraging youth to pursue careers in science and technology. The OFNTSC attends career fairs and encourages young people to enroll in science and technology related courses offering scholarships, often in partnership with the corporate sector.

Since its founding, the social, political and economic terrain in which OFNTSC operates has shifted dramatically. Changing demographics, competition from the private sector, the creation, replacement and maintenance of infrastructure, an enhanced recognition of unaddressed needs and reconfigured fiscal arrangements have created further challenges for OFNTSC as it endeavours to provide services in response to First Nation community needs.

Thus, while OFNTSC continues to respond to First Nation requests, services vary according to individual community needs, levels of individual capacity, technical proficiency, management expertise and availability of funding. Consequently, the corporation provides services in a wide variety of areas:

Circuit Rider Training Program: Fuel Systems Management Communications Engineering Fire Protection Housing Operation and Maintenance

Circuit Rider Training Program: Water **Emergency Management** Environment Fire and Safety Infrastructure Water and Wastewater Quality

CONTACT INFORMATION

HEAD OFFICE

Mississaugas of the New Credit 78 First Line Rd., Unit 202, Box 8, Toronto, ON M5V 2H1 Hagersville, ON N0A 1H0 Phone 905-768-3399

TORONTO SERVICE CENTRE

111 Peter Street, Suite 606 Phone 416-651-1443 Fax 416-651-1673

THUNDER BAY SERVICE CENTRE

200 South Syndicate Ave., Suite 206A Thunder Bay, ON P7E 1C9 Phone 807-623-9595 Fax 807-623-2566



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SERVICE FROM THE OFNTSC

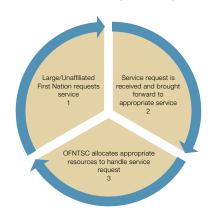
The OFNTSC is a technical advisory service for Tribal Councils and Ontario First Nations. The OFNTSC provides a number of services in relation to the needs of communities. The services can be broken down into these service areas:

- Engineering
- Water/Wastewater
- Emergency
 Management
- Environment
- Fire and Safety
- Fire Protection
- Infrastructure
- Operations and Maintenance
- Housing
- Circuit Rider Training Program (for fuel handlers and water plant operators)

For a complete breakdown of services offered by service areas, please turn to the Annual Report page you are interested in learning more about.

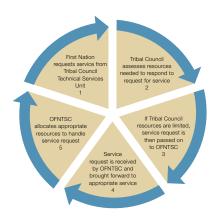
HOW TO REQUEST SERVICE FROM THE OFNTSC

There are two ways to request service from the OFNTSC:



DIRECT METHOD

You can call the OFNTSC at any time to request service from either service center (Thunder Bay or Toronto). This method is recommended for Unaffiliated and Large First Nations.



TRIBAL COUNCIL METHOD

If a First Nation is associated with a Tribal Council, a First Nation can make a direct request for service to the Tribal Council's technical services unit. The technical services unit will then request service from the OFNTSC.

If you require service from the OFNTSC at any time please call:

TORONTO

416.651.1443 or 1.888.535.3383

THUNDER BAY

807.623.9595 or 1.888.892.8281



OUR COMMUNITIES

ANISHINAABEG OF KABAPIKOTAWANGAG RESOURCE COUNCIL

Anishinaabeg of Naongashing Wauzhushk Onigum Big Grassy River Northwest Angle #33

Northwest Angle #37 Ojibways of Onigaming

BIMOSE TRIBAL COUNCIL

Eagle Lake

Asubpeescheewagong Netum Anishinabek

Iskatewizaagegan #39

Lac Des Mille Lacs

Shoal Lake # 40 Wabauskana

Wabigoon Lake Ojibway Nation

Obashkaandagaang Ochiichagwe'Babigo'Ining

Wabaseemoong

MATAWA FIRST NATIONS MANAGEMENT INC.

Aroland

Constance Lake

Eabametoong

Ginoogaming

Long Lake#58

Marten Falls

Neskantaga

Nibinamik

Webequie

Horne Payne

PWI-DI-GOO-ZING NE YAA-ZHING TRIBAL COUNCIL

Couchiching

Lac La Croix

Naicatchewenin

Nicickousemenecaning

Rainy River

Seine River

Mitaanjigamiing

NOKIIWIN TRIBAL COUNCIL

Animbiigoo Zaagi'igan Anishinaabek

(Lake Nipigon Ojibway)

Bingwi Neyaashi Anishinaabek (Sand Point) Biinkitiwaabik Zaaging Anishinaabek (Rocky Bay)

Kiashke Zaaging Anishinaabek (Gull Bay)

Pic Mobert

Fort William

UNAFFILIATED NORTHERN FIRST NATIONS

Michipicoten

Mishkeegogamang

Ojibways of Pic River

Pawgwasheeng (Pays Plat)

Red Rock

Ojibway Nation of Saugeen

Naotkamegwanning

KEEWAYTINOOK OKIMAKANAK TRIBAL COUNCIL

Deer Lake

Fort Severn

Keewaywin

McDowell Lake

North Spirit Lake

Poplar Hill

SHIBOGAMA FIRST NATIONS COUNCIL

Kasahonika

Wapekeka

Wawakapewin

Wunnumin Lake

Kingfisher Lake

WINDIGO FIRST NATIONS COUNCIL

Bearskin Lake

Cat Lake

Koocheching

North Caribou Lake

Sachigo Lake

Slate Falls Nation

Whitewater Lake

INDEPENDENT FIRST NATIONS ALLIANCE

Kitchenuhmaykoosib Inninuwug

Muskrat Dam

Pikangikum

Whitesand

Lac Seul

MUSHKEGOWUK TRIBAL COUNCIL

Attawapiskat

Chapleau Cree

Fort Albany

Kashechewan

Missanabie Cree

Moose Cree

Taykwa Tagamou

WABUN TRIBAL COUNCIL

Reaverhouse

Brunswick House

Chapleau Oiibwe

Matachewan Mattagmi

Flying Post

NORTH SHORE TRIBAL COUNCIL

Garden River

Mississagua #8 Batchewana

Sagamok Anishinawbek Serpent River

Thessalon

Whitefish Lake

UNITED CHIEFS AND COUNCILS OF MNIDOO MNISING

M'Chigeeng(West Bay)

Aundeck Omni Kaning

Sheguiandah

Sheshegwaning

Whitefish River

Zhiibaahaasing

WAABNOONG BEMJIWANG ASSOCIATION OF FIRST NATIONS

Dokis

Henvey Inlet

Magnetawan

Nipissing

Wahnapitae

Wasauksing(Parry Island)

UNAFFILATED SOUTHERN FIRST NATIONS

Temagami (Bear Island)

Weenusk

Wahta Mohawks

Mississaugas of New Credit

Hiawatha

Curve lake

Chippewas of Saugeen

Chippewas of Nawash

Algonquins of Pikwakanagan

Wahgoshig

Shawanaga

SOUTHERN FIRST NATIONS SECRETARIAT

Chippewas of Aamjiwnaang (Sarnia)

Chippewas of Kettle and Stoney Point

Chippewas of the Thames

Delaware Nation (Moravian)

Munsee-Delaware Nation Oneida Nation of the Thames

OGEMAWAHJ TRIBAL COUNCIL

Chippewas of Beausoleil

Chippewas of Georgina Island

Rama

Mississaugas of Alderville Mississaugas of Scugog Island

Pottawatomi of Moose Deer Point

LARGE FIRST NATIONS

Bkwejwanong Territory (Walpole Island)

Mohawk Council of Akwesasne

Mohawks of the Bay of Quinte

Sandy Lake

Six Nations of the Grand River Territory Wikwemikong Unceded Indian Reserve



BOARD OF DIRECTORS 2013-2014



WESLEY BOVA
President
Matawa First Nations Management



JASON BATISE
Vice-President
Wabun Tribal Council



DAVID GORDON
Secretary
Independent First Nations Alliance



ROGER ROZON Treasurer Nokiiwin Tribal Council Inc.



JAY BENEDICT
Executive Committee Member
Mohawk Council of Akwesasne



GARLAND MOSES Executive Committee Member Ojibways of Pic River



ROGER WILLIAMS
Executive Committee Member
Bkwejwang Territory (Walpole Island)



PAUL SCHISLER
Executive Committee Member
Southern First Nations Secretariat



CHIEF GREG COWIE
Executive Committee Member
Hiawatha First Nation



SCOTT SCHELSKE Bimose Tribal Council



VACANT Shibogama First Nations Council



BARRY STRACHAN Keewaytinook Okimakanak Tribal Council



TERRY GENERAL
Six Nations of the Grand River Territory



WILLIAM ASSINEWAI Wikwemikong Unceded First Nation



JOE C. MEEKIS Sandy Lake First Nation



GLEN GOODMAN
Pwi-Di-Goo-Zing-Ne-Yaa-Zhing



RYAN SMALL Mushkegowuk Tribal Council



IRVING GEORGE
Waabnoong Bemjiwang Association of First
Nations



CULLEN ROBB
Anishinaabeg of Kabapikotawangag Resource
Council



CHIEF REGINALD NIGANOBE Mississauga First Nation North Shore Tribal Council



RICHARD HABINSKI Windigo First Nations Council



TODD KRING Mohawks of the Bay of Quinte



KEVIN DEBASSIGE
United Chiefs & Councils of Mnidoo Mnising



AARON GENEREUX Ogemawahj Tribal Council



PRESIDENT'S REPORT





Wes Bova P.Eng.

On behalf of the Ontario First Nations Technical Services Corporation (OFNTSC) Board of Directors, and OFNTSC Staff it is my pleasure to present to you the 19th Annual Report of the Corporation. The OFNTSC is now in its 19th year of delivering professional technical advisory services to First Nations and Tribal Councils in Ontario.

I would like to acknowledge the support given to the OFNTSC by the Political Confederacy of the Chiefs of Ontario. Specifically the former Chief of Six Nations, Bill Montour has provided the Corporation with the ability to be heard on a variety of issues from lands to certification, water and training. We are now working closely with the newly appointed infrastructure portfolio holders Chief Shining Turtle, Whitefish River and Grand Chief Mike Mitchell of Akwesasne.

In the coming year as the federal government moves forward with its responsibilities around Bill S-8 (Safe Drinking Water for First Nations Act), the Corporation under mandate of the Chiefs of Ontario will be providing advice with respect to regulation

development by First Nations for First Nations. Our goal is to ensure that we protect our sources of water, while protecting our mother earth.

The Corporation will also be investigating an alternative approach to certification of First Nation building inspectors. Currently the Canada Mortgage and Housing Corporation (CMHC) has informed Tribal Councils, and First Nations that their respective inspectors will no longer qualify to inspect homes without certification by CMHC. This approach will create additional expenses and stall many housing programs in First Nations. The Corporation is aware of the coming shortage, and is working on a solution that will help all First Nations in Ontario.

Finally, the Corporation has been working with First Nations to ensure that wastewater and fuel storage systems on-reserve meet the new regulations that govern these systems.

We will continue to strive to deliver the best advisory services to our communities.







Bob Howsam

EXECUTIVE DIRECTOR'S REPORT







It has been another successful year for OFNTSC as we try to support First Nations and work with Tribal Councils to improve the infrastructure on reserve.

It is becoming increasingly challenging to support First Nations and supply services directly to the unaffiliated First Nations. In an era of budget cuts, stricter contracting rules and increased legislation and regulations, First Nations are struggling.

One of the major focusses of our Corporation is to develop the capacity of First Nations and their employees to deliver quality service to citizens in the areas of housing and infrastructure. We seek to achieve this through training, support to leadership and the direct delivery of service.

Our focus this year has been delivery of core services; circuit rider training, the development of a water authority, emergency planning

training, the environment, water/ wastewater and the development of training curriculums around asset management.

We cannot achieve our mission without the support of our employees, the Board and the Executive Committee. I personally thank them for their support.

In the past we have had excellent support from Chief Bill Montour, Six Nations of the Grand River Territory, as the Confederacy lead for Infrastructure, Environment and Housing. We thank him for his efforts. We look forward to working with Grand Chief Mike Mitchell and Chief Shining Turtle in their role as Confederacy leads. It is important that we link back to the leadership in all that we do.



TECHNICAL MANAGER'S REPORT





Matthew Hoppe

Chronic boil water advisories, capital budget restrictions and advancement of federal regulations are challenging how First Nation's manage our community infrastructure.

Over the past year the federal government has implemented wastewater, and fuel tank regulations. also continuing They are their advances water regulation on development. Revisiting how First Nation communities maintain their existing community infrastructure and how we can collectively improve operational practices needs to be considered.

The OFNTSC Engineering Service and our operator training services are working to advance new collaborative training, and management initiatives that will help First Nations maintain their community infrastructure. Our

priority is to assist First Nations, evaluate, and trial different approaches that will support First Nation senior management prepare for new regulatory environments.

As First Nations begin to work within different regulatory environments; we will be offering regional training sessions that will improve community awareness and advise First Nation management on the next steps to respond to these changes. Our goal is to deliver proactive training that will support First Nations delivering sustainable community infrastructure and services.





WWW.org

Brian Staats

OPERATIONS MANAGER'S REPORT







The fiscal year 2013 - 2014 was our 19th year and it proved to be a year of accomplishment, and hard work for the operations unit of the OFNTSC.

Each year workloads increase for client requests in the advisory technical services field and the staff has delivered for these requests. The operations unit has effectively managed to meet our client's needs for services.

Increased service requests from our communities, have spread to all service areas and special projects in Environment, Infrastructure, Fire Safety, Emergency Planning, Housing and Operations and Maintenance services proved to be a successful test.

The Environment section has continued to provide enhanced services in countless areas that include landfill/ waste diversion projects and Source Water Protection. The Operations and Maintenance Service has continued to run the "AssetNav"

project for First Nation maintenance management of community assets, the Housing Service continues to receive requests for service from many Ontario First Nations. The Fire Safety service capped off the fiscal year with Fire Protection Training, and Emergency Planning finished up with Phase Three – "Table Top Exercise" for all First Nations in Ontario.

Teamwork continues to be a driving force for the OFNTSC to improve our own working environments and our employees carry this into our client workplaces as well. We will always remain committed to the highest quality standards when delivering services to our clients.

In closing, I would like to thank the Board of Directors' Executive Committee for their support and allowing me, as Operational Manager, to bring ideas to the Board of Directors. I would also like to recognize the entire OFNTSC Staff for their support and continued dedication to their jobs during these busy days.



Thunder Bay Service Centre: Doug Stuart



SERVICES

- Fuel Tank Inspections: home and commercial
- Compliance with Federal legislation in regards to fuel tank storage
- Emergency fuel spill response: training
- Proper fuel management and fuel handling techniques training
- Equipment Support
- Petroleum Mechanic Three (PM3) and Petroleum Mechanic Helper (PMH) training

ACCOMPLISHMENTS 2013-2014

- Informed Tribal Council's and First Nations of tank regulation changes (legislative)
- Completed 15 First Nation on-site visits
- Five regional training sessions
- Coordinate bulk fuel supplies purchase
- Outreach presentation at OFNTSC Conference, Northern Ontario Environment Conference
- Mentoring OFNTSC summer students in regards to Fuel Systems Management and training logistics that is involved with the Service



FUTURE DIRECTION 2014-15

Over the next year CRTP: Fuel Systems Management will look to deliver regional training sessions for fuel systems handling and spill response. In addition to the regional training sessions CRTP: Fuel Systems Management will also be conducting on-site reviews of fuel systems to advise of code compliance issues. Fuel Systems Management will also be looking to create a video that illustrates the measures needed to operate a gas station safely.

BACKGROUND

The CRTP: Fuel Systems Management Service started in 1998 to address the growing need of trained fuel handlers in First Nations across Ontario. Initially Fuel Systems Management focused on training of fuel handlers in First Nations, but has since expanded into fuel tank site visits for homes and commercial uses, emergency fuel spill response training and development, code compliance assessment and fuel transfer equipment support and safe fuel handling practices at the gas pumps. The Fuel Systems Management Service also provides technical advice to Tribal Councils along with Unaffiliated First Nations. Providing information along with advice in regards to fuel systems, legislative commitments and private sector contact information.

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SERVICES

- Exam Prep Training for Class 1 & 2 Operators
- Training for Operators in Training (OIT beginners)
- Water Distribution Training
- Wastewater Systems Effluent Regulation Training
- Wastewater Training
- Water Plant Operator Assessment
- Water Plant Site Assessments
- Certification

ACCOMPLISHMENTS 2013-2014

- Held Four Regional Training Sessions throughout the Province in Water Treatment, Water Distribution and Waste Water Courses
- 108 First Nation Communities participated in CRTP
- 280 training visits to First Nations throughout the Province
- Issued to Operators a total of 542.2 CEU'S (Continuing Education Units)
- Provided 4175 OJT hours (on the job training)
- 137 Operators from 73 First Nations became certified or advanced in their certification
- 596 First Nation Operators participated in CRTP Training Activities



FUTURE DIRECTION 2014-15

The CRTP – Circuit Rider Training Program: Water continues to provide much needed services through on-site training of First Nation Water/Wastewater Operators. With our current mandate from AANDC to provide training to First Nations we are focusing more on OJT (on the job training) for operators. All training is site specific. CRTP: Water will provide on-the-job training needed to assist operators with maintenance and preservation of their facilities while continuing to provide CEU training as needed. CRTP trainers currently are revisiting previous site assessments and assessing continuing needs for operators, facilities and any issues encompassing First Nation facilities and licensing. With the focus on site specific training maximum utilization of resources will allow operators and trainers to create a training schedule and work plan to best suit the needs of operators heightening skills and abilities allowing for confidence and advancement in plant operations. Future direction for this year is to continue with OJT and CEU training as well as creating innovative ways to assist First Nations to move toward a more progressive administration of Water Treatment, Water Distribution and Wastewater Operations.

BACKGROUND

The CRTP began in Ontario in 1996 under the guidance of the OFNTSC, to meet the challenge of delivering safe drinking water to First Nations. Prior to 1996, a pilot program of the CRTP was administered by the Assembly of First Nations to conclude whether the proposed training modules would meet First Nation needs. The CRTP has succeeded in providing clean drinking water to First Nations for 16 years and has continued to meet the needs of water plant operators in First Nations. The CRTP has been implemented across Canada and continues to grow and adapt to First Nations needs.





To Our First Nations:

To our First Nation Clients we wish to inform you that after 16 years of serving water plant operators, the Ontario First Nations Technical Services Corporation (OFNTSC) will no longer be providing the Circuit Rider Training Program (CRTP) Water Service. The Service has discontinued its operations as of May 30, 2014.

The CRTP: Water Service delivered professional training to First Nation water and wastewater plant operators across Ontario. The service was first delivered right after the Walkerton tragedy, to ensure First Nation plant operators met the same standards as their provincial counterparts. Over the years operators gained certification, community water plants operated more efficiently and most importantly; there were no lives lost. The OFNTSC wishes to congratulate all First Nation water wand wastewater plant operators who have made valuable contributions to their communities, and who continue to do so.

The OFNTSC would like to extend our sincere appreciation to the trainers, and CRTP program staff for their dedication to First Nation plant operators. We also wish them the best in their future endeavors. Through the efforts of the CRTP: Water Service program's staff we are very proud of their respective achievements, and services that they have delivered for First Nations in partnership with Ontario Tribal Councils. The OFNTSC's discontinued delivery of the Circuit Rider Training Program will not impact Doug Stuart, of the Fuel Systems Management Service.

Respectfully,

BOB HOWSAM Executive Director

MATHEW HOPPE Technical Manager



Toronto Service Centre: Colin French, Corrie Hill



SERVICES

The OFNTSC Communications Department is responsible for all external and internal communications of the OFNTSC. This includes liaising with PTO's, Tribal Councils, Large First Nations and Unaffiliated First Nations. As well Communications also liaises with Federal and Provincial ministries, other Aboriginal groups and professional associations as necessary. Communications produces all print material, maintains the OFNTSC Website, produces all OFNTSC events, public relations, and communicates all training and certification opportunities.

ACCOMPLISHMENTS 2013-2014

- 18th Annual OFNTSC Conference and Tradeshow
- 2014 First Nations Water Symposium
- 18th Annual Student Classic
- Derrick Kamanga Memorial Scholarship Award
- Annual Student Achievement Awards
- 18th Annual Report
- Revised OFNTSC website/updated content
- Updated branding for Corporation
- Created new social media accounts (Facebook, Twitter, Google+, YouTube)



FUTURE DIRECTION 2014-15

Communications will look to creating information for all services offered by the OFNTSC in the coming year. An emphasis will also be placed on distributing a newsletter that will go to partners and stakeholders. Communications will also be updating all print material to ensure that branding goals are in line with the strategic goals of the Corporation. Communications has also integrated www.ofntscconference.com, www.circuitridertraining.com, www.firstnationswatersymposium.com and www. firstnationscareers.com into our home page to make information more accessible. We look forward to serving you better in the coming year.

BACKGROUND

The OFNTSC Communications unit serves as the link between the Corporation and the First Nations and Tribal Councils that the OFNTSC serves. Started in 1997, communications outreach started with just an annual report and a newsletter to disseminate information. Over the years Communications has evolved to take on multiple websites for corporate communications and program/event specific websites in addition to producing brochures, calendars, promotional materials, reports and much more.





Toronto Service Centre: Rob Olivier, Derek Hill Thunder Bay Service Centre: Jim Taylor, Meiru Zheng



SERVICES

- Project Planning and Development
- Contract Administration, Tendering and Construction
- Project Management
- Capital Planning
- Engineering services for large or small projects (design, review, oversee, commissioning)
- Terms of Reference Development
- Quality Assurance
- Training
- Technical Advisory

ACCOMPLISHMENTS 2013-2014

While it is not possible to list all of the current projects underway, the Engineering Service hopes that this will highlight some of the work carried out over the past year. Listed below are some of the projects that the OFNTSC Engineering Service has participated in.

- Attawapiskat First Nation School Construction
- Mississaugas of the New Credit School Expansion Study
- Ojibways of the Pic River School Study
- Attawapiskat First Nation Capital Planning Study
- Mohawk Council of Akwesasne TSI SNAIHNE Water Treatment Plant removal and replacement of Underground Storage Tank (UST)
- 4 Communities Fuel Tank Storage Upgrade Project
- Mississaugas of the New Credit Bridge Condition Surveys and Road Repairs
- Training Project Management, Public Works Management

FUTURE DIRECTION 2014-15

The Engineering Service of the OFNTSC will continue to assist First Nations in the planning, design and construction of community infrastructure. It will also assist First Nations with the development of fuel systems and building projects. Engineering will also be providing an added emphasis on training in the coming year for public works, and project management. Both public works and project management continue to be areas of focus due to the need of First Nation growth. Engineering will work with First Nations on the operations and maintenance of their community assets over the next year as well.

BACKGROUND

The Engineering service has been a part of the OFNTSC since 1996. Assessing there was a demand for qualified First Nations engineers to work with First Nations in Ontario on capital projects, OFNTSC created the Quality Assurance initiative. The Quality Assurance intiative quickly grew to include other engineering functions such as contract tendering and administration to terms of reference development for large and small engineering projects.



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STRATEGY

- Phase I: Risk Assessment 2010/2011 & 2011/2012
- Phase II: Framework 2012/2013
- Phase III & Review: Tabletop Exercise, Phase 1/2 and Phase 1/2/3 – 2012/2013
- Phase IV & Review: Planning for a Full Scale Exercise (2014-2015)

ACCOMPLISHMENTS 2013-2014

PHASE I

• Delivered twelve sessions (Fort Frances, Dryden, Mushkegowuk TC, Sault Ste. Marie, Niagara Falls, Sudbury, and London, Rama and four Thunder Bay sessions).

In total, there were 214 participants from 84 First Nations and 13 Tribal Councils that have participated in Phase I delivered over two fiscal years.

PHASE II

 Delivered seven sessions (Eabametoong First Nation, Thunder Bay, London, Rama, Sioux Lookout, Niagara Falls and Wasauksing First Nation).

In total, there were 193 participants from 71 First Nations and 9 Tribal Councils that have participated in Phase II.

PHASE III & REVIEW

In total there were 259 participants for the 2013-2014 fiscal year.

- Delivered three Phase 1/2 Review Sessions: 71 First Nations and 9 Tribal Councils that have participated.
- Delivered one Phase 1/2/3 Review Session: 15 First Nations and 1 Tribal Council that have participated.
- Delivered eight Phase 3 Review Session: 74 First Nations and 9 Tribal Councils that have participated.

FUTURE DIRECTION 2014-15

Over the next year Emergency Management will begin work on:

- Phase IV of the emergency management service that will focus on continuing Incident Management System (IMS) and planning for a full scale exercise.
- Holding Phase 1/2, Phase 3 and Phase 1/2/3 Review Sessions.
- A Maintenance Manager will work on one on one work with First Nations to develop, update and plan for exercising emergency plans.

BACKGROUND

The Emergency Management Planning Training exists to help prepare First Nations to meet the challenges of an emergency situation. A focus is placed on training community members and emergency services to develop community emergency plans. The Public information Officer's primary responsibility is to coordinate the training sessions and assist and advise First Nations in the development of their emergency plans.





Toronto Service Centre: Stephanie Allen Thunder Bay Service Centre: Deneen Brigham

SERVICES

- Environmental Assessment Processes
- Solid Waste Management
- Contaminated Site Assessment and Remediation
- Water Quality and Source Water Protection
- Community and Land Use Planning
- Environmental Acts, Regulations, Codes of Practice, Policies, Guidelines and Best Management Practices
- Spill Response and Clean-up
- Community and Land Use Planning
- Minor Capital Submission Requirements for Environmental Related Projects
- Environmental Funding Opportunities



ACCOMPLISHMENTS 2013-2014

- Produced Ontario First Nations illustrated Guide to Small Fuel Tank Systems
- Developed Draft environmental emergency response plan template for compliance with respect to Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations (2008)
- Developed handbook, one day work shop for Transforming Your Community's Solid Waste Management Program
- Initiated a four season waste audit with the Chippewas of Georgina Island and M'Chiqeeng First Nation
- Source Water protection planning Session at OFNTSC Annual Conference
- Source Water Protection: Pilot program begun with M'Chigeeng First Nation
- Training: Ontario First Nations Landfill Operations and Maintenance course

FUTURE DIRECTION 2014-15

Over the next year the Environment Service looks forward to responding to the specific needs of our unaffiliated First Nations. The Environment Service will also develop a guidance document and training material related to small fuel tank systems. The Environment Service has applied for funding to develop a second version of the small fuel tank guide to include additional technical information, and to develop other handy materials useful for the operation and maintenance of these tanks. Two training sessions will be held to deliver the Guide. And finally the Environment Service is working with several of the Northern Tribal Councils to put together the "Northern Ontario First Nations Environment Conference" to be held in Thunder Bay. The Agenda is a collaborative effort and promises to deliver a variety of technical and hands-on training sessions.

Go to: www.nofnec.ca for additional information

BACKGROUND

The OFNTSC works closely with First Nations and Tribal Councils to provide a wide variety of environmental advisory services. Started in 1996 as an environmental health study, the Environment Service has grown over the past 15 years to meet the evolving needs of First Nations in Ontario. From past initiatives such as Earth Keepers training and Energy Pathfinder services, our current training and project specific technical advisory services has expanded to include a wide range of areas.

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OFNTSC Fire, Safety & Firefighting

Toronto Service Centre: Siobhan Kenned, A/ Melanie Squire



ACCOMPLISHMENTS 2013-2014

- Gathered fire loss statistics
- Over 240 inspections completed in conjunction with HRSDC
- One Regional Fire Training session completed in cooperation with ONFFS
- The design of a concept fire hall was completed in partnership with AANDC
- Fire Fighter Training conducted on the First Nation by OFNTSC for the first quarter of the fiscal



SERVICES

- Public fire protection, prevention and training in accordance with the National Building Code
- Advisory services provided to Fire Prevention Officers of Tribal Councils and Large First Nations for fire prevention, code interpretation and compliance, emergency vehicle specification review, community fire prevention issues, fire department administration, fire equipment purchase review and fire inspection services
- Training: Assist in Part 3 Fire Protection



FUTURE DIRECTION 2014-15

Through partnership with the Tribal Councils the Fire and Safety Services will also continue to negotiate with AANDC to provide the support for bulk fire equipment purchase. The Fire and Safety Service will continue to pursue the funders to provide First Nation public fire prevention materials.

BACKGROUND

The Fire and Safety Program of the OFNTSC first started in 1995 to address the fire and safety deficiencies that many First Nations homes and buildings. Site visits of community buildings and homes were seen as a need that is trying to be addressed by the OFNTSC. The Fire and Safety Program had expanded to training of First Nations volunteer fire departments as well as disseminating important fire safety prevention material.





Thunder Bay Service Centre: Grace Martineau, Housing Advisor

SERVICES

- Training and Capacity Development: building code, better building practices, energy efficiency including R2000, EnerGuide, Energy Star, and Energy Advisor;
- Provides housing policy review, analysis and development as well as advice on housing management and administration;
- Building code advice and interpretation;
- Assistance to First Nations in the research and development of business plans, funding proposals and various policies;
- Participates on and provides technical advice to the AFN Chief's Technical Committee on Housing and the Ontario First Nations Steering Committee on Housing.
- Liaise with government agencies regarding housing programs, funding and special initiatives; and
- Under an agreement with Natural Resources Canada, administers the R2000, EnerGuide Rating System and Energy Star for New Homes programs.

ACCOMPLISHMENTS 2013-2014

- Training focused on providing in-depth technical courses and overview courses in the Building Code that prepared
 individuals to write qualifying examinations associated with the categories of qualifications described in Table 3.5.2.1 of
 Division C of the Building Code. Canada Mortgage and Housing Corporation provided funding to offset course costs.
- Informally connected with National Research Council on the revision of the First Nation Illustrated Housing Code and how OFNTSC can use the Model National Building Code for Ontario First Nations.
- Provided support and technical advice to the Chiefs of Ontario First Nations Steering Committee on Housing OFNSCH)
 and the Assembly of First Nations Chiefs Committee on Housing and Infrastructure Technical Working group.
- Supported a number of communities in developing housing plans, housing policies as well as advised on existing housing policies and implementation.

FUTURE DIRECTION 2014-15

The Housing Service will maintain training to technical advisors on building code technical courses and building code overview courses to further building inspectors in obtaining certification/qualification. The Housing Service will update and expand upon the Housing data in the Infrastructure Gap Analysis 2010 to better reflect current First Nation community demographics, housing stock, conditions, including renovation needs and mould, and future housing needs. The First Nations Illustrated Guide to Part 9 of the National Building Code will be developed and published through a formal collaboration with the National Research Council. Funding will be secured to ensure publishing of the Code and the development of a corresponding training curriculum that will be of interest to First Nation Community builders and individuals interested in housing and meeting codes. For training opportunities please go to www.ofntsc.org/housing.

BACKGROUND

The Housing Program is an original initiative established at inception of OFNTSC. The Housing Program began by providing housing inspections in First Nations until demand outpaced resources available. It was then that the Housing Program took on an expanded role in providing technical advisory services in all areas of housing to all First Nations and Tribal Councils.

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Toronto Service Centre: Tom Northardt, Chuck Petahtegoose, Nathan Hill Thunder Bay Service Centre: Clarence Meekis, Michael McKay



SERVICES

- Housing Inspections: Code compliance on residential homes, inspection of existing housing stock, CMHC RRAP inspections, CMHC RRAP for disabled persons, inspection for home adaptations for seniors independence, CMHC section 95, physical condition reviews (PCRs), CMHC Section 10, and support, indoor air quality assessments, mold assessments in dwellings on a case-by-case basis.
- Operations and Maintenance: AANDC ICMS/CAIS/ACRS support, asset operation and maintenance support
- AANDC reporting: five year capital plan, support for AANDC major capital projects
- Training

ACCOMPLISHMENTS 2013-2014

- Completed 6 Asset Condition Reporting System (ACRS) reviews of all the northern Unaffiliated First Nations (UFN).
 Those are: Mishkeegogamang First Nation, Ojibway Nation of Saugeen, Ojibways of the Pic River First Nation, Red Rock First Nation, Pays Plat First Nation, and Michipicoten. Those are submitted and approved by Aboriginal Affairs and Northern Development Canada
- Working with UFN's on rental units, mold assessment, and strategy for abatement. All units have been inspected
 and new solutions for each are developed in conjunction with the First Nation
- New team member to provide Infrastructure Specialist Service to Northern UFN's. Michael McKay is from Bearskin Lake First Nation, and a welcome new member of our IS team
- Hosted workshops for homeowners and First Nation staff to increase knowledge and awareness in housing related issues
- Look forward to assisting Mishkeegogamang First Nation with the safe and compliant installation of 60 new woodburning appliances. We will be sending up a team of WETT certified inspectors to assist the First Nation

FUTURE DIRECTION 2014-15

The Infrastructure Specialist service will continue to provide service around inspections of homes and buildings on First Nations. The Infrastructure Service will also be addressing CMHC Building Code Compliance requirements for all First Nations housing projects on First Nation Lands. The requirements intend to shape the future of how First Nation inspectors are qualified to inspect homes. In addition to addressing the above challenge, Infrastructure will also be working with the Operations and Maintenance Service to create First Nation Asset Management Plans for all UFN's. And finally over the coming year the Infrastructure Service will continue to assist UFN's with their ACRS reporting. Visit www.ofntsc.org for more information on training available throughout the year.

BACKGROUND

The Infrastructure Service was one of the inaugural services offered to First Nations and Tribal Councils in 1995. The Infrastructure Program originally began as just an inspection service for First Nations not affiliated with a Tribal Council. Infrastructure has evolved over the years to offer training for building inspectors, introduction of new building techniques and construction and support for AANDC reporting systems.



Toronto Service Centre: Elmer Lickers



SERVICES

- Support for Integrated Capital Management System (ICMS), Asset Condition Reporting System (ACRS), ACRS Terms of Reference, Capital Asset Inventory System (CAIS), Capital Management Database (CMDB), Maintenance Management Systems (MMS), Asset Management Systems (AMS), Conditional Assessment & Housing Database (CAHD), O&M Forecasting Model for Water & Wastewater, Tangible Capital Assets (TCA), Updates on Government O&M Policies & Reporting Requirements and Public Sector Accounting Board 3150 (PSAB3150).
- Support First Nations in recording, tracking, assessments and evaluation of current capital assets
- Support First Nations asset assessments and methods for improving asset O&M funding levels

ACCOMPLISHMENTS 2013-2014

- · Asset Management pilot project with Mississaugas of New Credit
- Beta Version of a First Nations Asset Management Software "ASSETNay"
- Beta Version of Housing Management System in ASSETNav
- ASSETNav implementation at Mohawks of Akwesasne
- Development of a Asset Management Module Base Training Material



FUTURE DIRECTION 2014-15

The Operations and Maintenance Service will be continuing its work on the ASSETNav Pilot Project in the coming year and will be expanding the scope of the project. The expanded scope will focus on the inclusion of a First Nation Housing and Property Management System in ASSETNav. The Operations and Maintenance Service will also be working on delivering comprehensive asset management workshops for Ontario First Nations. Training dates will be announced later on this year. Operations and Maintenance is looking to conduct a First Nations School Condition and Needs Survey over the coming year as well. And finally Operations and Maintenance will be creating some information on First Nation Asset Management Accreditation. For more information on training dates please go to www.ofntsc.org.

BACKGROUND

The Operations and Maintenance program was one of the first services to be offered by the OFNTSC during its creation in 1995. Operations and Maintenance originally assisted First Nations with reporting requirements to INAC. Today O&M provides support on the various databases and asset management systems that AANDC maintains. In addition to reporting, O&M also reviews community infrastructure models to ensure assets maintain peak efficiency.





Toronto Service Centre: Derek Hill, Rob Olivier Thunder Bay Service Centre: Jim Taylor, Meiru Zheng



SERVICES

- Project Planning and Development
- Quality Assurance
- Capital Planning
- Engineering services for large or small projects
- Terms of Reference Development
- Technical Advisory
- Training

ACCOMPLISHMENTS 2013-2014

While it is not possible to list all of the current projects underway, the Water and Wastewater service hopes that this will highlight some of the work carried out over the past year. Listed below are projects that the OFNTSC Water and Wastewater program has participated in.

- Bill S-8 Technical Review
- Wastewater Systems Effluent Regulations implementation
- Serpent River Water Treatment Plant
- Annual Performance Inspections of Water and Wastewater Systems
- Water Pilot Projects -Zhiibaahaasing First Nation, Lac Seul First Nation, Munsee Delaware Nation, Alderville First Nation
- Weenusk FN Water Treatment Plant Upgrades
- Algonquins of Pikwakanagan Ground Water Feasibility Study
- Shawawanga First Nation Water Supply
- Chippewa of Thames Water Treatment Projects

BACKGROUND

The Water and Wastewater program originally began in 1996 as a quality assurance initiative to ensure Ontario First Nations were all receiving the same level of service from the OFNTSC, and site visits of First Nation and Tribal Council technical services. These guiding principles helped shape the future of the Water and Wastewater program. Today Water and Wastewater has incorporated engineering services as well as serving as a step by step project planning program from inception to completion.

FUTURE DIRECTION 2014-15

The Water and Wastewater Service of the OFNTSC will continue to monitor/ review the implementation of Bill S-8 (Safe Drinking Water for First Nations Act) on Ontario First Nations. The OFNTSC will also be working with Tribal Council and First Nation representatives over the next year to address regulation development. Water and Wastewater will also be assisting First Nations who fall under the new Wastewater effluent regulations from Environment Canada meet the requirements of the regulations. And further to that Water and Wastewater will continue to provide support for operations and maintenance of community water and wastewater systems.



TECHNICAL YOUTH CAREER OUTREACH PROJECT (TYCOP)



The Technical Youth Career Outreach Project (TYCOP) is a project initiated by the OFNTSC to empower youth to choose careers in science and technology. The intent of the project is to allow First Nations youth to discover what career paths are available to them through educational attainment. TYCOP over the past year has continued to empower First Nations youth with career choices that will help improve the life of onreserve residents.

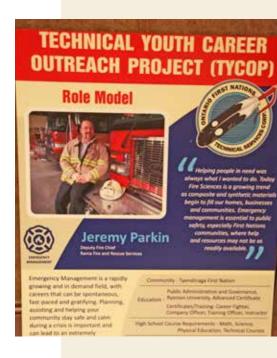
Phase One of the project produced a 32 page career guide, a 10 person Role Model poster set, and a pamphlet. All are available to First Nations upon their request for material. In addition to the print material TYCOP also produced a website (www. firstnationcareers.com) and social media accounts for twitter (#fncareers) and facebook (www.facebook.com/FirstNationCareers). Phase One also

included presentations at career fairs in First Nations, the OFNTSC Annual Conference and other conferences concerned with youth.

Phase Two of TYCOP aims to focus on First Nation professionals in mining and trades careers. TYCOP is currently looking for First Nation professionals in these career areas to participate in the project. All promotional and educational material is designed to get students to consider meaningful, rewarding well paying careers. On the website and in the career guide, youth can identify skills and interests suitable for each position, complete an interactive quiz, view a financial section, and read hints and tips all designed to make program and job searching easier. A special thanks goes to all those who contributed to the project, and those that volunteered. For more information on the project visit: www.firstnationcareers.com









18TH ANNUAL OFNTSC CONFERENCE AND TRADESHOW







September 3-5, 2013 Niagara Falls, ON – The 18th Annual OFNTSC Conference and Tradeshow took place at the Sheraton on the Falls, Niagara Falls ON. Delegates from across the province came together to share their collective experiences and take part in training sessions for project management, building code compliance, asset management, and fuel spill response.

"Building Foundations for Technical Services and Careers" was the theme for the 18th Annual Conference. And with that theme in mind the Conference opened with a prayer from Elder Hubert Skye, and an honour song from the Ohnia:kara Singers. Welcome remarks were then made by OFNTSC President Wes Bova and Executive Director Bob Howsam.

Day one of the Conference kicked off with a host of training opportunities for attendees. Delegates were able to choose from housing, environment, project management, emergency planning, asset management, and water/wastewater regulations updates. During lunch on the first day, delegates were treated to a lunch time address by the Acting Regional Director General, Ontario Region of Aboriginal Affairs and Northern Development Canada. After the address, the OFNTSC launched its Technical Youth Career Outreach Project (TYCOP). The TYCOP aims to encourage youth to enter careers of science and technology. TYCOP Coordinator Shayla Brunet gave a presentation on the history, objectives and current initiatives of the project. The project also highlighted role models who volunteered to participate in the project.

Day two of the Annual Conference focused on durable housing through energy efficiency, code







compliance, property and home maintenance management, source water protection planning, annual performance inspections, emergency planning for water plant operators, Wasauksing's new water treatment plant, and fuel spill response. During the lunch on day two, OFNTSC's Technical Manager Mat Hoppe gave a presentation on the new Ontario First Nations Water Authority. The authority which has been endorsed by the Chiefs of Ontario, aims to assist First Nations in the delivery of their water and wastewater services. The OFNTSC also had one of the Student Achievement Award Winners on hand to accept his award. Dillon Bickell who is studying engineering at Georgian College accepted the award from OFNTSC Vice President Jason Batise and Executive Director Bob Howsam.

The OFNTSC also held a Tradeshow that took place in the ballroom of the Sheraton on the Falls with over 35 exhibitors in attendance. Delegates

participated in the Tradeshow by filling out a Tradeshow card that allowed them a chance to win prizes. Overall four major prizes were handed out during the closing of the Tradeshow. The 18th Annual Conference closed with a prayer from Elder Hubert Skye, and a closing honour song by the Ohnia:kara Singers.







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2014 FIRST NATION WATER SYMPOSIUM







quality and infrastructure Water continue to be a concern for First Nations in in Ontario. That's why the Ontario First Nations Technical Corporation (OFNTSC), Services Health Canada (HC) and Aboriginal Affairs and Northern Development Canada (AANDC) came together to produce the 2014 First Nations Water Symposium (FNWS), which took place from March 3-5, 2014 in Niagara Falls, ON at the Marriott Gateway on the Falls.

"Water is the life blood of all communities" said Wes Bova, President of the OFNTSC. "There needs to be fundamental changes in the way First Nations deliver their drinking water and waster services to be sustainable. "Bova also added the First Nation infrastructure requires special care from federal ministries."

Over the two days of the FNWS; water plant operators, band administrators, Chiefs, councilors and public works managers took time to discuss the current state of drinking water quality in First Nations. Among the discussions was the emergence of the Ontario First Nations Operating Authority (OFNOA). The OFNOA which looks to start operating April 1, 2014 is to assist First Nations with delivering safe drinking water in what is deemed high risk facilities. These high risk facilities either face human resource, infrastructure or source water issues.





Delegates were broken into two streams to deliver training to water plant operators and providing mangers information on impending with regulations (Bill S-8), Ontario's water policies and contribution agreement changes while operators trained to use chemical feed systems in Day two focused water plants. source water protection, wastewater regulations, water infrastructure asset management, drinking water solutions for remote communities, and how media portrays First Nations.

Closing out the Symposium was a keynote speech from Maude Barlow, Council of Canadians Chair person who spoke to the delegation about how water is being traded as commodity in the world; and the impending water shortage we will all face should we continue to consume water at this rate. Barlow closed out her speech by conveying that access to clean water is a human right. In total over 200 delegates attended the Symposium. The Symposium was closed out by a prayer by Ben Hill and closing song by the Ohnia:kara Singers.







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STUDENT ACHIEVEMENT AWARDS



JODI ROSS



RENATA SMOKE



DILLON BICKELL

Each year the Ontario First Nations Technical Services Corporation (OFNTSC) works with its partners to provide Student Achievement Awards to First Nation students pursuing post-secondary education in the fields of science and technology. This is the 19th year the OFNTSC has offered the awards. By offering the awards, the OFNTSC aims to honour the student's success while also supporting their educational goals. It is with great pleasure that the OFNTSC introduces the 2013 Student Achievement Award Winners.

Renata Smoke is studying earth sciences at the University of Western Ontario. From Lac Seul First Nation, an emphasis was placed on educational goals in her home and she said "My family believes strongly in education and proper housing as the most effective means of promoting well

being within our communities." Smoke also participates in local career fairs to be a healthy role model to others.

Dillon Bickell is enrolled in Engineering at Georgian College. A member of Chippewas of Rama First Nation, Bickell is engaged in volunteering for community events. Upon his graduation from the Engineering program Bickell said "I would like to find employment on my reserve. This way I could help give back to the reserve as they have helped me greatly."

Jodi Ross is part of the Environmental Technology program at Seneca College. From Moose Cree First Nation, after graduation Ross hopes to protect communities by using her learned skills, and knowledge as an environmental technician to minimize and restore damage done to the environment.





SIDNEY SCHAFRIK

DERRICK KAMANGA MEMORIAL SCHOLARSHIP AWARD

This will be the third year that the OFNTSC has offered an award to honour the memory and accomplishments of Derrick Kamanga. Derrick was an engineer for the OFNTSC for over 17 years, and touched many people's lives and communities during his tenure. From promoting engineering as a career choice, to participating in studies, or advocating for First Nation solutions Derrick's many valuable contributions will not be forgotten. The Derrick Kamanga Memorial Scholarship Award consists of a \$2000.00 bursary, an invitation to attend the OFNTSC's Annual Conference and a plaque.

This year's winner is Sidney Schafrik from Chippewas of Rama First Nation. Schafrik is currently completing a Ph.D. in Natural Resources Engineering at

Laurentian University. Schafrik has worked with numerous departments in his own community, and that has provided him with insight into how infrastructure systems work. In the future Schafrik hopes that his effort "to improve federal and provincial funding may be assisted by his work in the natural resources sector."

The OFNTSC board of Directors would like to congratulate all of the winners from 2013, and the applicants who applied to the awards. This year's deadline for applications is July 31, 2014. Good luck to all that apply! Find the application online at www.oftnsc.org



STUDENT CLASSIC 2013

September 6, 2013 Niagara Falls, ON - Every year the Ontario First Nations Technical Services Corporation puts on its Student Classic to support First Nation students pursuing post-secondary education in science and technology. And golfers once again came out in full force to support deserving First Nation students.

The 18th Annual Student Classic took place at the stunning Whirlpool Golf Course located on the banks of the Niagara River, just below the Niagara whirlpool. Participants came from far, and wide as many stayed from the ending of the OFNTSC Annual Conference to participate. Golfers of all skill levels were invited to compete in three categories (men's, women's and mixed).

Many golfers took the opportunity to practice their putting skills on the practice green before making there way over to the putting contest. Golfers of the day were also treated to closest to the pin, longest drive, and closest to the line contests. Before golfers raced off to their shotgun start Brian Staats, Operation Manager thanked all of the corporate sponsors who support the Student Classic with their generous sponsorship. And with the sound of the horn, golfers were off!

Winners of the 18th Annual Student Classic in the Men's Division were John Monture, John Monture Jr., Bill Monture and Brad Froman. The team of Lindsey Hill, Melissa Styres, Missy Hill and Cat hill won the Women's division. And finally the team of Kathy Jamieson, Soon Huh, Doug Sullivan and Darren Thomas took the Mixed division.

The **OFNTSC** would like acknowledge the Sponsors who generously donated time, and money to be a part of the 18th Student Classic. Those sponsors are The Society of Energy Professionals: Local 160, Watson Parojcic, Hydro One, M&L Supply, Adventure Group, Communications, Anishinabea Assembly of First Nations, Spence Print Solutions, Elastic Communications and Events, Grand River Enterprises, Fort Garry Fire Trucks, Mamaweswen Tribal Council, MTS Native Services, Rochester Nighthawks, Tracks and Wheels Equipment Brokers Inc., the Dreamcatcher Foundation and the Sheraton on the Falls.

All money raised from the Student Classic goes directly towards the Student Achievement Awards. The money raised during this event supports First nation student in their attainment of their post-secondary education goals. The OFNTSC would like to thank all of the gofers who came out and supported the event. The 19th Annual OFNTSC Student Classic will be taking place in Sault Ste. Marie in early September, 2014. Please see the last page in the Annual Report for more information.







INFRASTRUCTURE GAP ANALYSIS: UPDATE JUNE, 2014

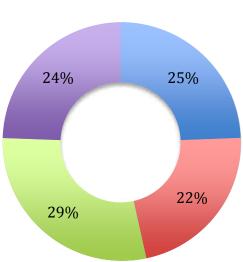


Linear Structures

Buildings

Water and Wastewater





The above graph represents the amount of infrastructure (%) needed for First Nations in Ontario, to be equal to a municipality of the same size in Ontario. Below is a Class "D" estimate on what investment will be needed to bring Ontario First Nations up to par with Ontario municipalities.

FIRST NATION COMMUNITY INFRASTRUCTURE	COST ESTIMATE
Housing	\$2.1 billion
Buildings	\$2.5 billion
Water and Wastewater Treatment Systems	\$2.1 billion
Linear Structures	\$1.9 billion
(roads, underground water and wastewater pipelines)	
TOTAL	\$8.6 billion

Critical services that may be missing in a First Nation; include an operational volunteer fire department, delivery of safe drinking water from a tap, proper treatment and disposal of waste water, lack of safe roads, reliable electrical and connectivity access.



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SEPTEMBER 2014

Student Classic

Sept. 12, Sault Ste. Marie, ON Crimson Ridge Golf Course Tournament Fee \$150





All Tribal Council Meeting

Sept. 10-11, Sault Ste Marie, ON Algoma's Water Tower Inn

The OFNTSC has provided support to First Nations since 1995 in areas of Housing, Infrastructure, Engineering, Water and Wastewater, Circuit Rider Training Program, Environment, Fire and Safety, Emergency Management, and Operations and Maintenance.