



ONTARIO FIRST NATIONS
TECHNICAL SERVICES
CORPORATION



Annual Report *2018/19*





Office Locations



HEAD OFFICE

Mississaugas of the Credit Indian Reserve, 78 First Line Rd.
New Credit Commercial Plaza
Unit 202, Box 8
Hagersville, ON
N0A 1H0

Tel: 905-768-3399

Fax: 905-768-1999

THUNDER BAY SERVICE CENTRE

1159 Alloy Drive, Suite 202
Thunder Bay, Ontario
P7B 6M8

Tel: 807-623-9595

Fax: 807-623-2566

BRANTFORD SERVICE CENTRE

195 Henry Street
Building 4, Unit 3
Brantford, ON
N3S 5C9

Tel: 226-493-0225

Fax: 416-651-1673

www.ofntsc.org



OFFICE
LOCATIONS

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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 the time, it was the first Indigenous organization in Canada mandated to provide professional technical and advisory services to First Nations communities and to foster technical self-reliance. OFNTSC is now a mature organization with nearly 25 years of experience.

The OFNTSC creates future capacity by encouraging youth to pursue careers in science and technology and offers scholarships to help them with their educational pursuits. In addition to this, the OFNTSC attends career fairs to promote careers within our Tribal Councils and First Nations.



CORPORATE OVERVIEW

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2018 – 2023 Vision Statement

The Ontario First Nations Technical Services Corporation envisions self-sufficient and sustainable First Nations with the capacity to deliver self-reliant technical services for future generations. Ontario First Nations Technical Services Corporation will support First Nations in accomplishing this through the provision of needs-based, technical solutions.

2018 – 2023 Mission Statement

As per the organization's original mandate, OFNTSC was created to:

- Accept the transfer of certain technical services from federal agencies such as the Department of Indian Affairs and the Department of Public Works (or their successors) on behalf of First Nations in Ontario, to provide core technical services to Tribal Councils and First Nations in Ontario, and to assist existing technical service units at the First Nation and Tribal Council level.
- Accept the transfer from the governments of Ontario and Canada of programs related to the technical service area, such as environmental management and fire control.

The Ontario First Nations Technical Services Corporation will influence impactful and measurable change, positioning and supporting First Nations to meet the



contemporary and future challenges associated with their paths to self-reliance and self-sufficiency. We will strive to achieve our mission through the provision of technical services and professional advice to First Nations and through encouraging youth to become the technical leaders of tomorrow.

Our Services

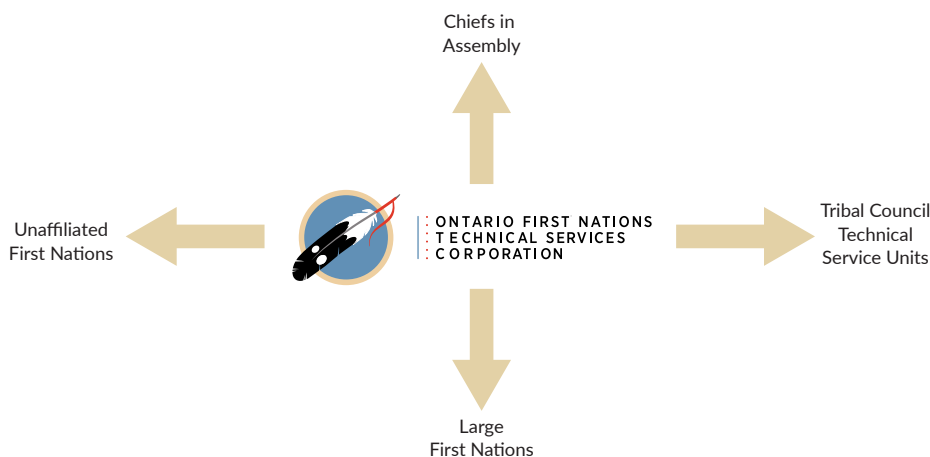
Since its founding, the social, political and economic terrain in which OFNTSC operates has shifted. Over the course of the 2018-19 fiscal year, OFNTSC provided technical services to Ontario First Nations in the following areas:

- Climate Change
- Communications
- Emergency Planning
- Engineering
- Environment
- Fire and Safety
- Fuel Systems Management
- Housing
- Infrastructure
- Operations and Maintenance
- Water and Wastewater
- Waste Management



**CORPORATE
OVERVIEW**

Who we serve – Our communities



The OFNTSC client base consists of all 133 First Nations in Ontario. It also includes 16 Tribal Councils, six Large First Nations and 18 Unaffiliated First Nations. The OFNTSC maintains a collaborative partnership with Indigenous Services Canada, Canada Mortgage and Housing Corporation, Health Canada, Environment

Canada, Public Services and Procurement Services Canada, Employment and Social Development Canada, Natural Resources Canada, Ontario's Ministry of the Environment and Climate Change, Ministry of Natural Resources and Ministry of Indigenous Relations and Reconciliation. Furthermore, the OFNTSC pursues strategic alliances with other First Nation organizations, provincial and municipal governments, professional associations and the private sector.

Our Communities

Anishinaabeg of Kabapikotawangag Resource Council

- Wauzhushk Onigum
- Northwest Angle #37
- Big Grassy River
- Ojibways of Onigaming
- Northwest Angle #33

Bimose Tribal Council

- Eagle Lake
- Wabauskang
- Asubpeescheewagong Netum Anishinabek
- Wabigoon Lake Ojibway Nation
- Iskatewizaagegan # 39
- Obashkaandagaang
- Lac Des Mille Lacs
- Ochiichagwe'Babigo'Ining
- Shoal Lake # 40
- Wabaseemoong

Matawa First Nations Management Inc.

- Aroland
- Marten Falls
- Constance Lake
- Neskantaga
- Eabametoong
- Nibinamik
- Ginoogaming
- Webequie
- Long Lake#58
- Horne Payne

Pwi-Di-Goo-Zing Ne Yaa-Zhing Tribal Council

- Couchiching
- Rainy River
- Lac La Croix
- Seine River
- Naicatchewenin
- Mitaanjigamiing
- Nigigoonsiminikaaning



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
- Naotkamegwaning
- Anishinaabeg of Naongashing

Keewaytinook Okimakanak Tribal Council

- Deer Lake
- Fort Severn
- Keewaywin
- McDowell Lake
- North Spirit Lake
- Poplar Hill

Shibogama First Nations Council

- Kasabonika
- 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



CORPORATE OVERVIEW

Mushkegowuk Tribal Council

- Attawapiskat
- Chapleau Cree
- Fort Albany
- Kashechewan
- Missanabie Cree
- Moose Cree
- Taykwa Tagamou

Wabun Tribal Council

- Beaverhouse
- Brunswick House
- Chapleau Ojibwe
- 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
- Aundeck Omni Kaning
- Sheguiandah
- Sheshegwaning
- Whitefish River
- Zhiibaahaasing

Waabnoong Bemjiwang Association of First Nations

- Dokis
- Henvey Inlet
- Magnetawan
- Nipissing
- Wahnapiatae
- Wasauksing (Parry Island)

Unaffiliated Southern First Nations

- Temagami (Bear Island)
- Weenusk
- Wahta Mohawks
- Mississaugas of the Credit
- Hiawatha
- Curve Lake
- Chippewas of Saugeen
- Chippewas of Nawash
- Algonquins of Pikwakanagan
- Wahgoshig
- Shawanaga



Southern First Nations Secretariat

- Caldwell
- 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



CORPORATE OVERVIEW

How we serve you

The OFNTSC provides a variety of services to assist First Nations in the creation, operation and maintenance of infrastructure. The services provided by the OFNTSC include:

Climate Change – The Climate Change service of the OFNTSC worked with First Nations over the 2018-19 fiscal year to create community energy plans, renewable energy studies, build capacity at the First Nation and Tribal Council level, and provide technical advice on Ontario's climate change mitigation policies. This program was cancelled in December 2018 and is no longer offered through the OFNTSC.

Emergency Planning – Assists First Nations with training of community members for emergency response and development of master emergency response plans.

HOW WE SERVE YOU

The OFNTSC is a technical advisory service for tribal councils and First Nations in Ontario. The OFNTSC provides a variety of services to assist First Nations in the creation, operation and maintenance of infrastructure. The services provided by the OFNTSC include:

	Communications	Provides information about the OFNTSC's activities as it relates to the mandate of the OFNTSC. It oversees all aspects of event planning and networking opportunities.
	Emergency Planning	Assists First Nations with training of community members for emergency response and development of master emergency response plans.
	Engineering	Provides Ontario First Nations with access to qualified Engineers for projects large and small. Engineers from the OFNTSC, provide oversight to projects being completed in communities across Ontario to ensure infrastructure is properly built.
	Environment	Works to assist First Nations with issues directly related to land, air and water quality. Areas of service include source water protection, solid waste management, and environmental assessment processes.
	Fire and Safety	Works with First Nations in regards to fire prevention and training in First Nation communities. It can also assist with fire code interpretation and compliance.
	Fuel System Management Program	Works with fuel handlers in First Nations. The service's intent is to train fuel handlers on safe fuel handling, practices, site inspections, and spill response for emergencies.
	Housing	Works with community housing departments to develop capacity and create policy as it relates to housing programs on-reserve. The Housing service also delivers training workshops and assists the Ontario First Nations Steering Committee on Housing.
	Infrastructure	Provides housing and building inspection services to unaffiliated First Nations and tribal councils in Ontario. Infrastructure Specialists also assist with code compliance and interpretation for infrastructure.
	Operations & Maintenance	Assists First Nations with analysis of the operations and maintenance plans First Nations have implemented. The service works closely with engineering, infrastructure and housing to provide First Nations with efficient means of operating and maintaining community assets.
	Water & Wastewater	Works with First Nations to ensure treatment facilities operate at peak efficiency and within operating guidelines. Water and wastewater also provides quality assurance to ensure the delivery of safe drinking water.
	Climate Change	Works with First Nations to create community energy plans, renewable energy studies, build capacity at the First Nation and tribal council level; and provide technical advice on Ontario's climate change mitigation policies. OFNTSC no longer offers this service.
	Circuit Rider Training Program (CRTP)	Assists First Nations Water and Wastewater plant operators with creating operations and maintenance plans for community water and wastewater systems. Also assists with record keeping, training plans, and sampling/testing.



CORPORATE OVERVIEW

Engineering – The Engineering Service provides Ontario First Nations with access to qualified Engineers for projects large and small. Engineers from the OFNTSC provide oversight to projects being completed in communities across Ontario to ensure infrastructure is properly constructed.

Environment – The OFNTSC's Environment Service works to assist First Nations with issues directly related to land, air, and water quality. Areas of service include source water protection, solid waste management, and environmental assessment processes.

Fire and Safety – The Fire and Safety Service works with First Nations in the areas of fire prevention and fire safety training. OFNTSC also assists with fire code interpretation and compliance.

Fuel Systems Management – The Fuel Systems Management Service works with fuel handlers in First Nations. The intent is to train fuel handlers on safe fuel handling, best practices, site inspections, and spill response for emergencies.

Housing – Housing works with community housing departments to develop capacity and create policy as it relates to housing programs on-reserve. The Housing Service also delivers training workshops and assists the Ontario First Nations Steering Committee on Housing.

Infrastructure – The Infrastructure Service of the OFNTSC provides housing and building inspection services to unaffiliated First Nations and Tribal Councils in Ontario. Infrastructure specialists also assist with code compliance and interpretation for infrastructure.

Operations and Maintenance – The O&M Service of the OFNTSC assists First Nations with analysis of the operations and maintenance plans First Nations have implemented. The service works closely with engineering, infrastructure, and housing to provide First Nations with efficient means of operating and maintaining community assets. The O&M team also works on developing asset management plans for First Nations communities.

Water and Wastewater – The Water and Wastewater Service works with First Nations to ensure treatment facilities operate at peak efficiency and within designed operating parameters and guidelines. The water and wastewater team also provides quality assurance oversight to ensure that treatment processes provide safe drinking water to First Nations.



CORPORATE OVERVIEW

Circuit Rider Training Program (CRTP) – OFNTSC offers the CRTP to assist unaffiliated First Nations Water and Wastewater plant operators with creating operations and maintenance plans for community water and wastewater systems. The service also assists with record keeping, training plans, and sampling/testing.

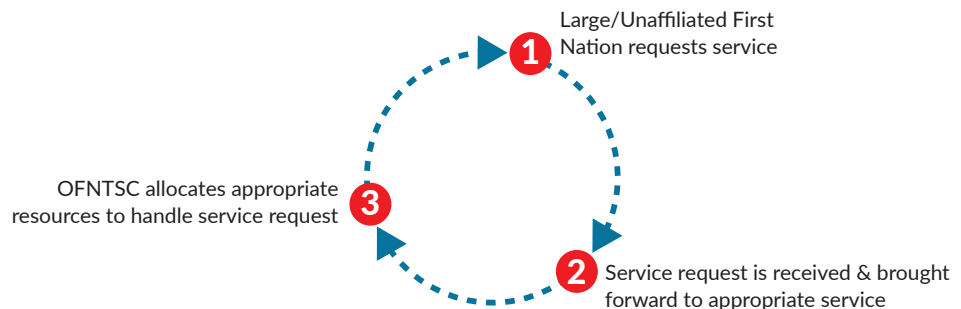
Waste Management – This year saw the creation of a new guide for Ontario First Nations on solid waste diversion along with Tribal Council specific sub-reports detailing local options for waste diversion. OFNTSC also secured funding for and began development of three new solid waste related training sessions for Ontario First Nations and Tribal Councils: waste diversion; transfer station operations & maintenance; and household hazardous waste handling & diversion.

How to request services

There are two ways to request services from OFNTSC:

Direct Method

Call the OFNTSC to request service from either the Thunder Bay or Brantford service centre. This method is recommended for Unaffiliated and Large First Nations. The OFNTSC recommends that you contact either the Director of Operations or the Director of Engineering and Infrastructure Services for immediate assistance.

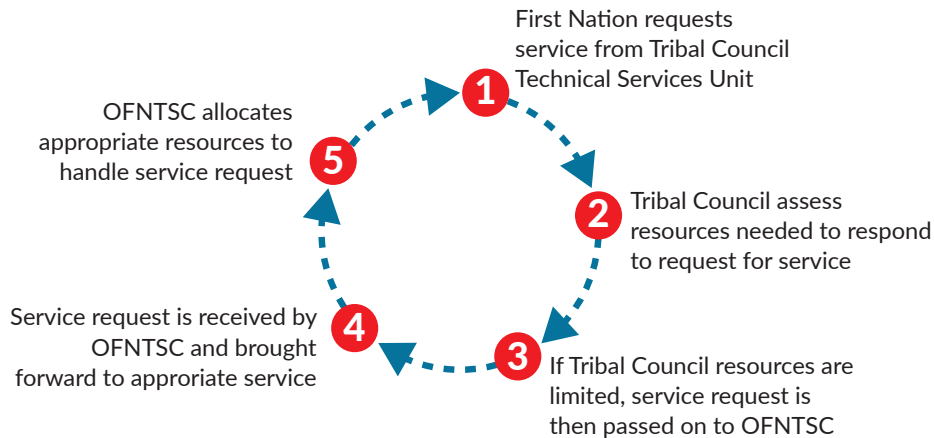


Tribal Council Method

First Nations associated with a Tribal Council are to contact their own tribal council technical services unit first (preferably the manager of technical services). This will allow for the tribal council to adequately assess the resources required to achieve a project's completion. Should the tribal council not be able to provide the resources



itself, the tribal council technical services unit can then request resources from OFNTSC. At that time, OFNTSC will allocate resources to assist the First Nation.



Benefits of using OFNTSC

There are many benefits to using the OFNTSC as a technical service provider. The OFNTSC endeavors to assist First Nations in the development of self-sufficiency and self-determination. Here are some of the many benefits communities or Tribal Councils may experience as a client of OFNTSC.

- While many services are free of charge, the cost of services offered by the OFNTSC vary and are based on individual community needs. There are also some costs associated with training and events.
- Community infrastructure operating at peak efficiency
- Homes in communities are built to provincial or federal standards
- Lowered risks for community water and wastewater facilities
- Enhanced reporting
- Community assets maintained longer than normal life cycle
- Source water protection
- Fire safety deficiencies identified
- Client focused
- Improved community development



**CORPORATE
OVERVIEW**

Client Satisfaction Survey

We are happy to announce the roll out of OFNTSC's Client Satisfaction Survey. The survey, which can be found on www.ofntsc.org, will allow us to better serve you and better understand your needs and the needs of your community. If you have received services from the OFNTSC, please complete the survey.



CORPORATE
OVERVIEW

Executive Reports



Message from the President

It is my privilege to share with you the 24th Annual Report of the Ontario First Nations Technical Services Corporation. This has been a rewarding year for the OFNTSC, as we have made strides in implementing our 2018-2023 strategic plan. Over the next 4 years, we will continue implementing our plan to reach our targets, namely, strengthening our mandated core services, improving our client relationships, improving First Nations community development, and overall enhancing the way OFNTSC is organized to better serve First Nations in Ontario. In addition to this, we are happy to provide you with our service reports highlighting the great work of OFNTSC over the 2018-2019 fiscal period.

I would like to acknowledge our Executive Director, Melanie Debassige, for the collaborative work with the Board of Directors and staff on the five-year strategic plan from development to implementation. Melanie is from M'Chigeeng First Nation and is the first Indigenous female hired to provide management oversight of the OFNTSC. I would also like to acknowledge the work of the Board of Directors and Executive Committee, our senior management, and our staff. To those individuals, we say nia:wen and chi-miigwetch for all your hard work over the past year.

The Board of Directors wishes to convey its gratitude for the continued support of the OFNTSC and to reaffirm our mission of providing technical advice and services to First Nations in Ontario towards the goal of self-sufficiency. OFNTSC is committed to continue working with partners in the federal and provincial governments to find solutions for the technical service needs of Ontario's First Nations communities. At the same time, we continue to work closely with our partners at the Chiefs of Ontario, the PTOs, and the Assembly of First Nations.

We look forward to the new opportunities that the 25th year in operation will bring us. We encourage you to come and speak with us to learn more about our initiatives.

Wesley Bova,
President



EXECUTIVE
REPORTS

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Message from the Executive Director

The Ontario First Nations Technical Service Corporation (OFNTSC) has had a very successful and productive year in developing and implementing the five (5) year 2018-2023 Strategic Plan. The strategic plan has focused on four main areas. These areas included the organizational review and restructuring to ensure long-term sustainability, supporting clients with community development by becoming a total solution provider, ensure consistent delivery of mandated core services to improve First Nations standard of living and improving client focus and satisfaction.

I would like to take this opportunity to thank the OFNTSC Board of Directors for the opportunity to lead this significant organization. I am honoured to serve as the first Indigenous woman to lead the OFNTSC at this critically important and exciting time as we continue the meaningful work of lifting Ontario First Nations up in the pursuit of self-sufficiency and self-determination.

This past year, the OFNTSC has reorganized the internal policies in the areas of governance, finance and human resources. This policy and procedure focus has led to streamlined efficiencies and functions that have allowed staff to maximize their skillset and dedicate their programs to community-specific projects.

Since taking on my role as OFNTSC Executive Director, I have hit the ground running and I am fully committed to seeing OFNTSC deliver on our mandate to ameliorate the many critical infrastructure issues facing our people across this province. Along with the hard working and highly skilled OFNTSC Board of Directors and staff, it is my goal to ensure that the OFNTSC is positioned as a leader in the service delivery to Ontario First Nations. To do this, I look to expand upon and transform existing relationships, which will assist the OFNTSC in delivering on our mandate.

I want to thank the OFNTSC staff for their continued dedication and hard work, and I look forward to the work ahead in fostering self-reliance for our people.

Miigwetch,

Melanie Debassige, MBA, ICD.D
Executive Director



EXECUTIVE
REPORTS

Message from the Director of Engineering and Infrastructure Services

As the OFNTSC Engineering portfolio grows from our success in 2018-2019, the importance of supporting our engineering services with an experienced and qualified team remains one of the most vital components in maintaining the confidence of our communities.



The Engineering portfolio was challenged by the multitude of First Nation capital investment projects approved by our federal and provincial partners over the past year. To assist our communities in meeting their infrastructure development targets, the OFNTSC has recently complimented the portfolio with four full-time engineering staff members. We will also continue to liaise with First Nation political organizations and assist them in the development of any associated technical components for these assignments.

The Water and Wastewater Service is one of the most important branches of OFNTSC services in relation to First Nation community infrastructure. Our engineering team will continue to facilitate all aspects of project management processes and will continue to meet our obligations and provide technical oversight for water and wastewater infrastructure in our First Nations as it is developed and maintained.

The Circuit Rider Training Program (CRTP) continues to be the leader in First Nation-led water and wastewater training. To support the engagement of our First Nations communities in developing the local technical capacity of their operators, the OFNTSC has supplemented our training staff and formed water and wastewater industry partnerships that will exceed the CRTP's obligations.

The Fuel Systems Management Program remains the only First Nation-led Bulk Fuel Handler training course in the province and we have recently enhanced it with Transportation of Dangerous Goods and Workplace Hazardous Materials Information System training services. By developing on experience and knowledge at the community level we are demonstrating the continued importance of this program's expansion.

The capabilities of OFNTSC's Engineering Services team are frequently recognized at provincial and national levels. It is essential that as we move forward in meeting our corporate objectives in 2019-2020, our obligations of provisioning technical advisory services directly at the First Nation community-level remain the main portfolios.

Glen Goodman,
Director of Engineering and Infrastructure Services



**EXECUTIVE
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Message from the Director of Operations



OFNTSC's 24th year in operation once again proved to be a year of accomplishments and hard work for the operations team of the OFNTSC. The continued support for our clients by the OFNTSC service delivery over the past fiscal year has increased workloads for the staff but we have managed to meet all client requests in the advisory technical services field. Our partnerships with the Tribal

Councils and Large First Nations have also given them the availability to come to the Operations Staff for advisory services as have our main clients, the Unaffiliated First Nations. Service requests from our communities have spread to all service areas with special projects in Environment, Infrastructure, Fire and Safety, Emergency Planning, Housing, and Operations and Maintenance proving to be successful.

The Environment Service sector has continued to provide enhanced services in countless areas that include landfill and waste diversion projects and Source Water Protection. Operations and Maintenance Service staff have been working hard in developing "Asset Management" projects and in utilizing the "Climate Change Effects on First Nation Infrastructure" FN-PIEVC toolkit pilot project. Both projects followed in the footsteps of the "Cost Comparison" exercise. The Housing & Infrastructure Specialists were busy preparing for the changes to the CMHC Housing Inspection delivery that will not only affect the OFNTSC, but all First Nations in Ontario now that the OFNTSC has the contract to complete "Progress Inspections" for all First Nations in Ontario utilizing any CMHC funded programs. We look forward to continued progress with respect to First Nations-led housing inspections. The Fire and Safety service team finished up the fiscal year with the First Nation Student Fire Prevention Poster Contest, and the Emergency Planning service team capped off with the First Nation "Recovery; HIRA and Phase 1 to 4" training 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 OFNTSC Board of Directors and Executive Committee for their support and allowing me, as the Director of Operations, 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.

Brian Staats,
Director of Operations



Message from the Director of Corporate Finance and Administration

Over the course of this past fiscal year, the Finance & Administration Department has made several successful changes with OFNTSC's financial reporting mechanisms. In addition to this, we are in the process of implementing a new accounting software that will be more versatile for the needs of the Corporation. These financial changes will enable greater transparency in our reporting and will allow us to better track and maintain the statistical information required for reporting as well as for funding proposal submissions. These important improvements also allow our department to disburse our own payroll and time management in-house rather than using outside agencies.



The Finance & Administration Department has implemented the company-wide use of the Google platform. As many OFNTSC staff members work remotely in communities, this important change allows us to virtually access all our documents at any given time while in the field of service. The policies and procedure manual of the Corporation have also been reviewed and updated to align with changes to provincial and federal legislation.

Overall, these system changes allow us to work seamlessly in producing our work in a timely and organized fashion. Our Department is looking forward to continually supporting the Corporation Staff and our First Nations clients in addition to the Tribal Councils that we graciously serve. I look forward to another year of success and thank you for your continued support of OFNTSC.

Alisha Anderson,
Director of Corporate Finance and Administration



**EXECUTIVE
REPORTS**

Strategic Plan

Serving you better



Strategic Statement

Ontario First Nations Technical Services Corporation will continue to fulfill our mandate and accomplish the newly updated organizational vision and mission through the implementation of our 5-year Strategic Plan. The following four strategic initiatives serve as the foundation of our 2018-2023 Strategic Plan:

1. Organizational review and restructuring to ensure long-term sustainability
2. Supporting clients with community development by becoming a total solution provider
3. Ensure consistent delivery of mandated core services to improve First Nations standard of living
4. Improve client focus and satisfaction

Performance measures and a timeline have also been created to ensure the plan is implemented and that improvements to OFNTSC's organizational structure and operations are met.

The Strategic Plan will be implemented in phases over the next 4 years with short-term implementation happening over the past 12 months, intermediate implementation from years 2-3 and long-term from years 4-5.

Strategy 1: Organizational review and restructuring to ensure long-term sustainability

With more than 25 years in operation, OFNTSC has reached maturity in its business life cycle and was at a stage where it needed to review and restructure its business model to stay relevant to the services market it operates within. Management has reviewed OFNTSC's organizational structure and operations and identified areas for modernization and to increase efficiencies. OFNTSC has also identified areas to increase revenues, maximize funding, and improve long-term planning. Within the plan, a number of performance measures have been determined to implement the plans goals and initiatives under Strategy 1. Some of these performance measures have already been met and others are planned through the duration of the plan.



STRATEGIC
PLAN

PERFORMANCE MEASURE	STATUS
New organizational chart is developed and implemented	✓
Job descriptions are developed	✓
HR manual is updated	✓
Governance and Policy manual is updated	✓
Organizational work plans are updated, and departmental/functional work plans are created	✓
Financial controls manual is improved	✓
A financial review and individual budgets are created	✓
Regular senior management meetings are held	✓

Strategy 2: Supporting clients with community development by becoming a total solution provider

Supporting community development is key to clients becoming self-sustainable. In order to provide the services required by clients to build capacity and develop their respective communities, OFNTSC must evolve to become the “go to” service provider for all First Nations who require technical advice. Community development can be further supported by offering asset management services. To achieve the initiatives and goals under Strategy 2, several performance measures have been identified. Some of these performance measures have already been met and others are planned through the duration of the plan.

PERFORMANCE MEASURE	STATUS
OFNTSC is the single contact point for technical services	In progress
OFNTSC offers in/out of house services	In progress
A roster of trusted technical consultants is developed and regularly updated	In progress
A Center of Excellence Plan for priority services is developed	In progress
Specialized expertise has been hired and innovative approaches to technology are in use	✓
Asset management expertise is provided to clients	✓
Management of all First Nations assets (allows for mid-long-term asset management planning)	In progress
Yearly solid waste management plans are delivered and evaluated	In progress



**STRATEGIC
PLAN**

Strategy 3: Ensure consistent delivery of mandated core services to improve First Nations standard of living

In order to ensure the uninterrupted delivery of mandated core services to improve First Nations standard of living, OFNTSC must ensure that core funding is secured. Goals and initiatives under this strategy include improving the standard of living for First Nations by securing funding to core services, growing services through new partnerships and identifying potential partnership opportunities. Improving standards of living and core services will also require the diversification of services which can be achieved through providing needs-based client services and improving data governance. To achieve the initiatives and goals under Strategy 3, a number of performance measures have been identified. Some of these performance measures have already been met and others are planned through the duration of the plan.

PERFORMANCE MEASURE	STATUS
Negotiate with existing funders to increase core funding levels	In progress
Explore additional funding options (i.e. program-based funding)	In progress
Secure additional funding agreements	In progress
Enter into MOU agreements with agencies and organizations	✓

Strategy 4: Improving client focus and satisfaction

To improve our focus on clients and ensure client satisfaction, OFNTSC has set goals to evaluate the needs of our clients and to identify unfilled needs. Achieving this goal will involve asking clients how we are doing and updating relationship management. Under this strategy, OFNTSC will also look to improve its communication with clients. To achieve the initiatives and goals under Strategy 4, several performance measures have been identified. Some of these performance measures have already been met and others are planned through the duration of the plan.

PERFORMANCE MEASURE	STATUS
A client satisfaction survey has been developed	✓
Client Relationship Management Program and supporting information have been updated	✓
A single OFNTSC point of contact has been created for each client	In progress
Client Plans have been created for all clients	In progress
Communication plan is updated and implemented	✓



STRATEGIC
PLAN

PERFORMANCE MEASURE	STATUS
Corporate enhancement plan has been developed and implemented	✓
Annual position papers for each key service area have been produced	In progress

COMMUNITY TESTIMONIAL

"I am proud to say we are an unaffiliated OFNTSC-serviced community and I would not trade that in for anything."

I am the Band Manager for Nootkamegwanning First Nation, an independent First Nation, and we have been working with the OFNTSC for many years. Our community has accessed and benefitted from the support and services of the OFNTSC in the following areas:

- Emergency Planning – we received support from OFNTSC's emergency planning team in completing our community emergency plan.
- Engineering – we received support in remediating a major infrastructure project; completing a Wastewater feasibility study; and, completing a major water treatment plant upgrade.
- Environment – support in completing a Municipal Transfer Services Agreement study; emergency repairs to our existing landfill; application for a solid waste coordinator; and assistance with preparing Minor Capital Applications;
- Energy – hiring and training an Energy Specialist and completing a community energy plan; and
- Infrastructure Specialist – connects the community to these services and assists in providing safe housing to our members. Not to mention Fire Prevention, Housing and CRTP.

I believe there is no other community greater than ours to take advantage of the services OFNTSC offers, and I was surprised by the intricacy of the organization and the work put in to providing these services by the management and staff. I was excited when I was appointed by my Chief to the Executive Committee of the OFNTSC, a position I held for a year (2017-2018). It had to be the best time to be a Board Member as OFNTSC was starting a great transformation to provide enhanced and community-focused services. I am proud to say we are an unaffiliated OFNTSC-serviced community and I would not trade that in for anything.

Laura Kakeeway, Band Manager
Nootkamegwanning First Nation



STRATEGIC
PLAN

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Services Reports



Water and Wastewater Engineering

Background

The engineering service has been part of the OFNTSC since 1996 and our engineers provide direct service to First Nations within Ontario.

OFNTSC's engineering service provides a variety of services to First Nations. These services include project planning, project management, capital planning, terms of reference development, assistance with funding applications, and oversight throughout a projects different phases. We also provide design review services, which provides an important quality control process to ensure that the design is in the best interest of the First Nation.

In addition, our engineers provide guidance and oversight when making funding applications and meeting funding processes, which collectively increases the number of First Nations who are receiving money through the Clean Water and Wastewater Fund.



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Key Achievements in 2018 / 2019

OFNTSC ENGINEERS AT WORK

001 | Plant constructed

005 | Water treatment
plant upgrades

011 | Feasibility studies

007 | Water treatment
plan designs



Our Engineers are project team members who, over the last fiscal year, worked on several important projects throughout Ontario, including:

- Nootkamegwanning First Nation Water Treatment Plant Upgrades and Wastewater Feasibility Study
- Biigtigong Nishnaabeg Feasibility Study and Water System Improvements
- Moose Cree First Nation Water Feasibility Study

- Chippewas of Nawash Water System Upgrades – Feasibility and Design
- Big Grassy First Nation Water Treatment Plant Design
- Pays Plat First Nation Generator Design
- Lac La Croix First Nation Water Feasibility Study and Generator Design
- Algonquins of Pikwakanagan Feasibility Study
- Nipissing First Nation Garden Village Water Treatment Plant Upgrades and Nipissing Feasibility Study
- Brunswick House First Nation Water Feasibility Study
- Hiawatha First Nation Water System Upgrade
- Wahta Mohawks Water Feasibility Study
- Bkejwanong (Walpole Island First Nation) Wastewater Feasibility Study
- Kiashke Zaaging Anishinaabek Water Treatment Plant Design
- Mishkeegogamang First Nation Generator Design and Feasibility Study
- Weenusk First Nation Water Plant Construction
- Mohawks of the Bay of Quinte: project team as they work towards a new water system
- Hiawatha First Nation Decentralized design
- Red Rock Indian Band: funding application assistance
- Mississaugas of the Credit First Nation: Review of bridge design

OFNTSC's engineering team has engaged a contract consultant group to complete a desktop review of the status of drinking water and sewage systems on First Nations in Ontario, with over 75 First Nations participating. This work identified the age of treatment systems, capital investment needs, compliance with regulations, and the frequency of common capital issues on First Nations.

Progress on Meeting Strategic Plan Objectives:

Engineering is a mandated core service with OFNTSC. As identified in our Strategic Plan, our engineering team will continue to provide these services in a client-focused manner.

We have recruited one new engineer in 2018, and three new engineers in 2019, providing the experience necessary to meet the needs of our First Nations.



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We have retained outside experts to review works and provide advice in specialized engineering areas.

Plans for 2019 / 2020:

The engineer portfolio's plans for 2019 / 2020 include continued involvement and assistance with all their projects listed above to help ensure work is completed on schedule and meets the best interest of the First Nation. In addition to this, the engineering team will:

- Provide infrastructure services (technical and advisory support for Unaffiliated First Nations, Large First Nations, and Tribal Councils);
- Assist with project planning and development;
- Work with First Nations to apply for any applicable funding programs, such as the 2019 Rural and Infrastructure Fund through the Ministry of Infrastructure;
- Provide Advisory Services for Government Funding Programs including application processes, contractor / consultant procurement, project management;
- Participation in the Assembly of First Nations Technical Working Group regarding operation and maintenance funding;
- Participating in the Anishinabek Nations Technical Working Group; and
- Continued participation in the Tri-lateral Steering Committee meetings.



Environment

Background

The OFNTSC's Environment Service works with communities and Tribal Councils to provide technical support, advisory services and training in the following key areas:

- Solid waste management – including landfill operations, waste diversion, and environmental investigations;
- Source water protection;
- Environmental site assessment and contaminated site remediation;
- Environmental legislation, regulation and best practices – including environmental assessment;
- Climate Change and energy planning; and
- Assistance with accessing federal funds for environmental/infrastructure projects - including minor capital submissions, terms of reference, and reporting.



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Key Achievements in 2018 / 2019

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Source Water Protection Training

The newly developed Ontario First Nations Source Water Protection Plan Training was delivered to 15 participating First Nations and three Tribal Councils. OFNTSC's training which involves Indigenous Knowledge as the foundation for a First Nations Source Water Protection Plan is the only training of its kind and ensures that First Nations plans are developed with community participation and with a strong technical assessment including watershed delineation. OFNTSC will continue to seek funding to refine and continue to deliver this training to Ontario First Nations.

Ontario Regional Tribal Council Solid Waste Working Group

OFNTSC secured funding to support the work of Ontario's 16 Tribal Councils on Solid Waste through the establishment of the Ontario Regional Tribal Council Solid Waste Working Group. The first meeting of the group was held this year and we are looking forward to continuing this work over the next two fiscal years.



Solid Waste Support to Ontario First Nations

This year saw the creation of a new guide for Ontario First Nations on solid waste diversion along with Tribal Council specific sub-reports detailing local options for waste diversion. OFNTSC also secured funding for and began development of three new solid waste related training sessions for Ontario First Nations and Tribal Councils; waste diversion; transfer station operations & maintenance; and household hazardous waste handling & diversion. Look for these training sessions to be offered in the coming fiscal year. We also commenced planning for the second professional four-season solid waste audit with Nipissing First Nation and Hiawatha First Nation partnering with us. Results of the solid waste audit will be available late next year.



Unaffiliated First Nation Technical Support

Our program continued to support our unaffiliated First Nations with projects including Solid Waste Management Plan studies, Landfill Assessments, Waste Municipal Transfer Services Agreements, plan implementation, and contaminated site remediation projects. In total, 15 Unaffiliated First Nations were directly supported on one or more projects.

Progress in meeting Strategic Plan Objectives:

1. **Mandated core services:** the Environment Unit continues to meet this strategic priority through core technical and advisory services provided to our Unaffiliated First Nations and Tribal Councils and Large First Nation in the areas of: landfills, solid waste, source water protection, First Nations advisory service, training for First Nations, and providing guidance related environmental legislation, regulation, and best practices.
2. **Water:** the Environment Unit contributed to meeting this strategic objective through past involvement in the Water Task Force, past work developing the Well Aware for First Nations resource material, the development



and delivery of source water protection training, training of Water First Youth interns from Manitoulin Island on source water protection, direct assistance to First Nations on Wastewater System Effluent Regulations, and participation in a research partnership project on sewage lagoon ozonation to reduce effluent toxicity prior to discharge involving Trent University, McGill University, Rainy River First Nation, and the Mississaugas of the Credit First Nation. Additionally, our work on contaminated sites, spills, landfills and solid waste diversion also contribute directly to protecting water and indirectly to meeting this strategic objective.

3. **Community planning:** the Environment Unit's core services along with work on the Water Task Force report, source water protection training, and First Nations solid waste management plans all contributed to meeting this strategic objective.
4. **Build technical capacity:** the Environment Unit was instrumental in the newly funded Tribal Council Solid Waste positions. In addition, we secured funding for and held the first meeting of the Ontario Tribal Council Regional Solid Waste Committee which provides a forum for training and networking amongst these new Tribal Council positions with two meetings and special sessions planned to continue for the next two years. Separate funding was also secured to directly reimburse each Tribal Council with external training for their new solid waste recruits. The Environment Unit also secured funding to develop three new waste related training sessions for next fiscal year and to conduct another professional waste audit in two First Nations. Technical capacity was also built through the new First Nations Source Water Protection Plan training the unit developed and delivered to 15 First Nations and 3 Tribal Councils. Finally, ongoing involvement in the organizing committee for the Northern First Nation Environment Conference is also a significant contribution to meeting this objective.



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Plans for 2019 / 2020

In the upcoming year, the Environment Program will continue to support our unaffiliated First Nations with their capital projects and Tribal Councils through the Ontario Tribal Council Solid Waste Working Group.

Our Northern staff are again this year part of the planning committee for the Northern Ontario First Nations Environment Conference.

We intend to continue our work in source water protection through direct support to First Nations in completing their SWP Plans started through the OFNTSC training.

We will also be delivering the three new solid waste related training sessions detailed above.

Finally, the Environment Team is pleased to introduce our newest employee: Roopa Rakshit, Environmental Scientist. Roopa was previously employed by OFNTSC as the Community Energy Planner under the Climate Change program. Late this year Roopa moved to Environment where she will be assisting with the Solid Waste file but also continuing her work on Climate Change and Community Energy Planning. Roopa has a number of projects in development for the coming year.



Emergency Planning

Background

The Emergency Management Planning Training Program exists to help prepare First Nations to meet the challenges of emergency situations. A focus is placed on training community members responsible to assist with managing emergencies to develop and test community Master Emergency Response Plans. The Emergency Planning Coordinator’s primary responsibility is to coordinate the program. The Emergency Planning Maintenance Officer assists and advises First Nations in the development and exercising of their Master Emergency Response Plans.

Key Achievements in 2018/19



EMERGENCY PLANNING TEAM IN ACTION

005	Regional training sessions	012	In-community training sessions
091	Participants	116	Participants
003	Phase 1/Phase 2 sessions	003	Phase 3/Phase 4 sessions
025	Participating First Nations	019	Participating First Nations
004	Participating Tribal Councils	003	Participating Tribal Councils



92% Of First Nations have a Master Response Plan



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OFNTSC assists First Nations to develop or update and exercise the community Master Emergency Response Plans. To date, **92% of First Nations have a Master Emergency Response Plan**. There are continued efforts to get plans up to date and exercised.



Progress in meeting Strategic Plan Objectives

As identified in our Strategic Plan, Emergency Planning will continue to provide these services in a client-focused manner. The program supports clients through building First Nations technical capacity in emergency planning and community infrastructure and knowledge which is helping OFNTSC meet its objectives under its strategic initiative to support clients with community development through increasing First Nations technical capacity.

Plans for 2019/20

In the coming year, Emergency Planning will continue to work with communities to support the development of emergency plans and training, which will include in-community technical support and exercises, and training in accordance with the phases of OFNTSC's emergency planning strategy.

OFNTSC EMERGENCY PLANNING STRATEGY

Phase I: Risk Assessment and Introduction to Emergency Management Planning

Phase II: Framework

Phase III & Review: Tabletop Exercise

Phase IV and Review: Planning for a Full-Scale Exercise

Live Exercises and Review: Operations-Based Exercises

Phases I-IV Review Training Sessions

Introduction to Recovery



EMERGENCY PLANNING STRATEGY

Phase I:
Risk Assessment a

Phase II:
Framework

Phase III & Review:
Tabletop Exercise

Phase IV & Review:
Planning for a
Full-Scale Exercise

Phase V:
Introduction to Recovery



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Climate Change

Background

In 2018, with funding support from the Ministry of the Environment and Climate Change OFNTSC undertook to working with Indigenous communities to provide capacity support engagements in collaborative discussions on climate change and energy priorities.

Key Achievements in 2018/19

OFNTSC delivered its Community Energy Planning & Implementation Program in coordination with the Tribal Councils and First Nations communities in northern Ontario. Key components of the Program deliverables were:

- Development of modular, hands-on, exercise-based curriculum on energy fundamentals, units and measurements, baselines and benchmarks, energy efficiency and conservation cost assessments, and renewable energy feasibilities.
- Appointment of 20 Community Energy Liaisons for 6 months with a remuneration of \$15,000. The appointment was in response to an application-based open invitation made to all the Tribal Councils in northern Ontario.
- Organizing capacity building workshops on community energy planning and implementation. Two workshops were held in October and November



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in Dryden and Sioux Lookout respectively. The Liaisons were from the Tribal Councils: Independent First Nation, Anishinaabeg of Kabapikotawangag Resource Council (AKRC), Bimose, Keewaytinook Okimakanak, Nookiiwin, Pwi-di-goo-zing Ne-yaa-zhing Advisory Services (PWI), Shibogama and Windigo.

- Reviewing and providing technical advice on community energy plans as, and when, a request came from the community. These included making recommendations based on community's needs and priorities. Suggestions were provided on infrastructure retrofits and upgrades to support short, medium, and long-term objectives for local energy solutions.
- Developing knowledge mobilization and awareness tools, such as fact sheets, flyers, and magnets for mass distribution at conferences.
- Maintained community engagement through social media.
- Panelist at the IESO First Nations Energy Symposium, October 22, 2018.

Despite the great work we managed to achieve in the last fiscal year, due to the change in Ontario's government, OFNTSC is no longer able to offer our Climate Change Service. We want to thank all the First Nations who took advantage of this important program.



Fire and Safety

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 experience. The Fire and Safety Program has expanded to training of First Nations volunteer fire departments as well as disseminating important fire safety prevention material.

Key Achievements in 2018/19

Fire Protection/Prevention Proposal:

The submission for Fire Protection Equipment (\$2.5 million) and Fire Prevention Material (\$150,000.00) request to Indigenous Services Canada (ISC) was prepared in May 2018. No funding update from ISC.

Fire Truck Donation:

The Fire and Safety program helped secure a fire truck donation for two First Nations communities: Couchiching First Nation and Nigigoonsiminikaaning First Nation. The trucks were delivered in June 2018.

Training:

In 2018, Fire and Safety attended a 2-day FireSmart Training course in Sudbury which covered the basic Wildland Urban Interface background, FireSmart principles, hazard risk assessments, and a review of guidance materials to help create a Community Wildland Fire Protection Plan.

“Look, Listen, Learn”:

Fire and Safety hosted a fire protection and prevention poster contest which was open to all First Nations Students who are registered to full time, pre-school to Grade 12. Contest judging took place early February, 2019 and prizes were distributed to students in March, 2019.



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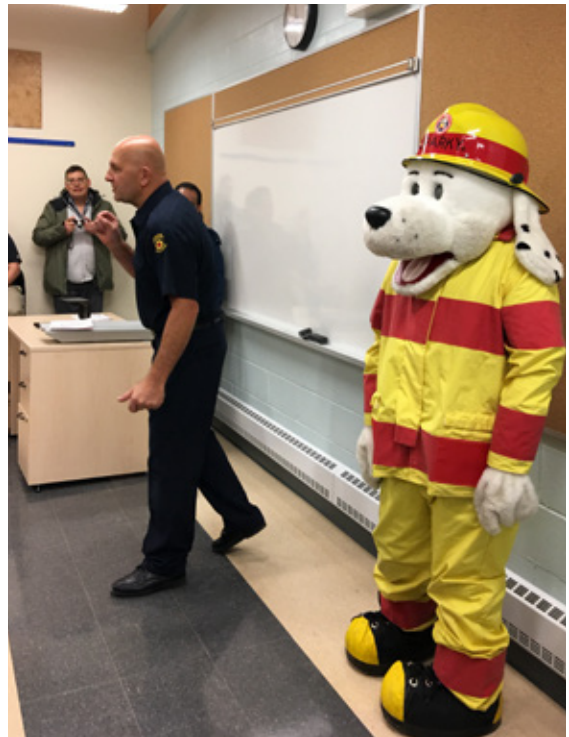
Progress in meeting Strategic Plan Objectives

Fire and Safety are a core mandated service. As identified in our Strategic Plan, Fire and Safety will continue to provide these services in a client-focused manner. The program supports clients through building First Nations technical capacity in fire and safety and community infrastructure and knowledge which is helping OFNTSC meet its objectives under its strategic initiative to support clients with community development through increasing First Nations technical capacity.

Plans for 2019/20

OFNTSC's Fire and Safety program continues to provide technical and advisory services to clients. Key activities and priorities will include:

- Code interpretation – NBC requirements;
- Generic fire hall design specifications;
- Fire and sprinkler system requirements/ maintenance, generic tendering policy;
- Fire hall administration, job descriptions;
- Inquiries relating to fire equipment/FNIIP Process;
- Fire underwriters survey applications; and
- Recruitment and retention.



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Fuel System Management Program

Background

Established in 1998, the OFNTSC Fuel Systems Management Program's main priority is to train fuel handlers in First Nations across Ontario. Initially the training focused on remote First Nations across northern Ontario where there is a large volume of fuel storage infrastructure equipment vital to their community needs. The fuel program has since evolved into a technical and training service provider for Unaffiliated First Nations, Tribal Councils and Large First Nations and continues to provide guidance regarding onsite fuel systems and legislative & regulatory responsibilities.

The OFNTSC Fuel Management Program provides certified Fuel Handler Training across Ontario with an emphasis on northern First Nation communities where fuel is an important factor in operating and maintaining critically important community infrastructure. The training that the OFNTSC provides includes oversight on federally regulated safe fuel handling practices, equipment maintenance and record keeping. By establishing a strong Fuel Operations & Maintenance workplace with community employees who handle fuel products, the OFNTSC is ensuring that a healthy environment for our First Nations people is maintained.

In conjunction with our Fuel Handler course the OFNTSC also offers provincially certified Transportation of Dangerous Goods and WHMIS training and we also conduct assessments of First Nations owned fuel related infrastructure. Fuel Safety reference videos in our library include Fuel Safety at the Water's Edge, Fuel Systems Training Manual, Safety at the Pumps and Fuel Spill Response.



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Key Achievements in 2018/19

FUEL SYSTEMS MANAGEMENT IN ACTION

007	Fuel Handler training events	008	Transportation of dangerous goods training events
121	First Nations participants	060	First Nations participants
023	(205L) spill kit drums to First Nation communities	022	Spill kit bags to First Nation communities
050	(205L) spill Kit Drums re-provisioned	050	Spill kit bags re-provisioned



Progress in meeting Strategic Plan Objectives

The Fuel System Management Program is a core mandated service. As identified in our Strategic Plan, the Fuel System Management Program will continue to provide these services in a client-focused manner. The program supports the needs of our clients by building on our First Nations technical capacities and creating confidence in fuel systems management responsibilities. These targets assist the OFNTSC in meeting our objectives under the strategic initiative to support clients with community development through increasing First Nations technical capacity.

Plans for 2019/20

Moving into 2019/20, the Fuel Systems Management Program will continue to provide important technical training in:

- Emergency fuel spill response;
- Transportation of Dangerous Goods; and
- WHMIS.

The program will also continue to support First Nations capacity building through:

- Fuel tank best practices inspections (commercial and residential);
- Fuel system equipment installation support; and
- Liaising with First Nations, government and private sectors on fuel related topics.

The OFNTSC will continue to be the central distributor of fuel spill kits to our First Nations. Upcoming training considerations include the development of a Continuing Education Unit certified training module for stand-alone fuel powered generators for water treatment plants.

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. Services provided include, training and capacity development, housing policy review, technical support for the development of business plans and funding proposals, and providing technical advice to the AFN Chief Committee on Housing Technical Working Group and Ontario First Nations Steering Committee on Housing.

Key Achievements in 2018 / 2019

- In collaboration with the OBOA, OFNTSC continues to provide building code training to technical service advisors and providers to advance their building inspection profession and obtain certification: Part 9 The House Building Envelope, Thunder Bay and Part 9 The House Building Envelope, Sudbury.
- OFNTSC regularly contributes to work with the National Chiefs Committee on Housing and Infrastructure (CCoHI) Technical Working Group through the Assembly of First Nations. With the completion of the Policy Reform Framework, much work has been focused on developing the First Nations National Housing and Related Infrastructure Strategy (Strategy) that was endorsed, through resolution, at the AFN Special Chiefs Assembly in December 2018.
- In January 2019, OFNTSC entered into an agreement with CMHC to administer the provision of technical services required under CMHC Non-Profit Housing Programs including: On-reserve Nonprofit Housing Program (Section 95) Progress Advance Validations; Physical Condition Reviews; and Renovation Programs Reviews. OFNTSC, as the lead contractor is partnering with Tribal Councils, Large First Nations and individuals, through an agreement, to provide quality technical services in Ontario and potentially in other regions.

OFNTSC BUILDING CODE COURSES

002 | 2 sessions held
020 | Participants



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- The Housing Program has been part of a National Data Gathering Initiative led by the AFN. This is a high-level investigation of general housing and related infrastructure needs. First Nations Institute on Governance Centre (FNIGC) will compile and analyze the data nationally and regionally. Once completed the data will be used to not only quantify the needs but also used to inform the costs of implementing the Strategy.

Progress in meeting Strategic Plan Objectives

The Housing Program is a core mandated service. As identified in our Strategic Plan, the Housing Program will continue to provide these services in a client-focused manner. The program supports clients through building First Nations technical capacity in fuel systems management, which is helping OFNTSC meet its objectives under its strategic initiative to support clients with community development through increasing First Nations technical capacity.



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Plans for 2019 / 2020

- OFNTSC will continue to assist First Nations and Tribal Councils by providing efficient and effective building code compliance services. OFNTSC will look for ways to improve building code compliance concerning houses in First Nation communities through training, policies, enforcement mechanisms and code adoption.
- OFNTSC will communicate with and assist the Chiefs of Ontario as well Political Territorial Organizations as they work towards short and long-term housing and infrastructure strategies.
- Working with the CMHC-Technical Service Provider, OFNTSC will continue to establish the necessary business processes that will ensure an effective and efficient services delivery system including CMHC and quality assurance and performance management processes as well as program improvements.



Infrastructure

Background

The OFNTSC's Infrastructure Service works with communities and tribal councils to provide housing inspection to ensure code compliance on residential homes; inspections of new and existing housing; indoor air quality assessments; and R-2000 inspections and support. The Infrastructure service ensures home inspections are completed on time, and that homes are built to applicable building code standards and with quality, energy efficient designs.

The Infrastructure Service also provides support for Indigenous Services Canada's reporting systems including: Integrated Capital Management System (ICMS), Conditional Asset Inventory System (CAIS), Asset Conditional Reporting System (ACRS) and First Nations Infrastructure Investment Plan (FNIIP)

Currently the service has 14 sub-contracts with Tribal Councils and 2 sub-contracts with qualified independent inspectors. Inspection services for community buildings are available to all First Nations in Ontario for fire code deficiencies. The service also provides training certification of unaffiliated First Nation inspectors.

As of January 1, 2019, the OFNTSC is now providing CMHC Technical Service for Ontario. These services include inspection work for CMHC Section 95, CMHC Residential Rehabilitation Assistance Program (RRAP) regular and disabled, Emergency Repair Program (ERP). We now offer full service across Ontario. This contract is valid from January 1, 2019 to December 31, 2019.



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Key Achievements in 2018/19

OFNTSC INFRASTRUCTURE SPECIALISTS AT WORK

018 | Number of communities visited

502 | Number of houses inspected

002 | Number of schools inspected

025 | Band-owned buildings inspected

383 | Number of reports completed (ACRS)





In 2018/19, the Infrastructure Service provided technical support on a number of projects. The service provided technical advice and support for terms of reference development, funding applications and reporting in several communities, including Algonquins of Pikwakanagan, Hiawatha, Curve Lake, and Alderville First Nation.

Progress in meeting Strategic Plan Objectives

The Infrastructure Service is a core mandated service. As identified in our Strategic Plan, the Infrastructure will continue to provide these services in a client-focused manner.

Plans for 2019/20

In the coming year, the Infrastructure Service will continue to conduct inspections for unaffiliated First Nations and Tribal Councils. Eight hundred (800) inspections are planned for this fiscal year. Work priorities for 2019/20 also include working to support First Nations reporting to ISC, continued inspections of community buildings, training certifications for unaffiliated First Nations inspectors, and developing a housing needs survey for unaffiliated First Nations.



Operations and Maintenance

Background

The OFNTSC's Operations and Maintenance Service works with communities and Tribal Councils to provide to support for AANDC reporting systems; updating federal government policies and reporting requirements; asset assessments; recording tracking, assessing and evaluating current capital assets; and support for improving operations and maintenance funding. The Operations and Maintenance Service offers support to communities through training sessions, conferences and symposiums which are available to all First Nations and Tribal Councils in Ontario.

Key Achievements in 2018/19

First Nations (PIEVC) Infrastructure Resilience Toolkit development, workshops, and award

In 2018/19 OFNTSC's Operation and Maintenance Service, in partnership with Stantec Consulting Ltd., developed a toolkit to assist First Nations in assessing resilience and mitigating climate change risks. Extreme weather continues to cause disruptions and damage to the infrastructure that First Nations require to provide essential services to their communities. In consideration of future climate uncertainty, the OFNTSC and Stantec developed a toolkit to help First Nations identify and develop mitigation measures for climate risks to their infrastructure. The toolkit provides guidance on how to incorporate these risks into asset management practices to better plan maintenance, repairs, and replacement of assets.

The development of the toolkit and pilot projects involved several collaborators including Engineers Canada, Indigenous Services Canada, and Ontario Centre for Climate Impacts and Adaptation Resources. The toolkit adapts the widely used Engineers Canada Public Infrastructure Engineering Vulnerability Committee Vulnerability Protocol to make it relevant to First Nations communities and was created through lessons learned in three pilot communities: Mohawk Council of Akwesasne, Oneida Nation of the Thames, and Moose Factory First Nation.

Once developed and tested, OFNTSC provided ten (10) 3-day workshops to First Nations and Tribal Councils on how to use the toolkit to assess the risks of current



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and future climate on their community infrastructure. Workshops provided asset management awareness and preliminary processes to help First Nations better understand the benefits of implementing an asset management plan. Lessons learned from the workshops were used to produce material for future toolkit workshops.

Kasabonika Lake First Nation is the first community in Ontario to use OFNTSC's FN (PIEVC) Infrastructure Resilience Toolkit. OFNTSC is currently participating in the community's working group as they conduct the risk assessment on their community infrastructure.

OFNTSC's First Nations Infrastructure Resilience toolkit and pilot projects won the Ontario Consulting Engineering Award in partnership with Stantec Consulting Ltd. The Ontario Consulting Engineering Awards recognize consulting engineering firms and their projects in terms of high quality, innovation and technical excellence. They are considered the highest recognition for excellence in the consulting engineering industry and its winners are selected by independent jurors who have distinguished backgrounds in various sectors of the industry.

National "Asset Management" pilot project

The Assembly of First Nations (AFN) and OFNTSC began an "Asset Management" pilot project to introduce asset management best practices and to identify actual operations and maintenance funding requirements for all First Nations government funding assets. The aim is to produce fully costed Asset Management Plans based on industry standards. Work began in December 2018 and is slated to be completed in June 2019. AFN funded the pilot project for two First Nations communities in Ontario and OFNTSC provided funding to a third northern remote community.



First Nations engagement sessions on water legislation and operations and maintenance policy reform

OFNTSC has participated in a national First Nations engagement session on water legislation and operations and maintenance policy reform. The sessions were led by the Chiefs of Ontario and were intended to provide Ontario First Nations with information on the new legislative framework around water and operations maintenance.

Progress in meeting Strategic Plan Objectives

The Operations and Maintenance is a core mandated service. As identified in our Strategic Plan, the Operations and Maintenance will continue to provide these services in a client-focused manner. The program also supports clients through building First Nations technical capacity asset assessment and risk mitigation, which is helping OFNTSC meet its objectives under its strategic initiative to support clients with community development through increasing First Nations technical capacity.

Plans for 2019/20

In 2019/20, the Operations and Maintenance Service will continue to work on the First Nations Infrastructure and Resilience toolkit projects including delivering a series of workshops and promoting the toolkits to communities. The Operations and Maintenance Service aims to complete 3 First Nations Asset Management Plans and to promote asset management awareness.

Operations and Maintenance will also continue working on a Conditional Assessment and Housing Database (CAHD) modernization project which is slated to be completed in summer 2019. This project would modernize the existing CAHD housing database and produce a tool to help First Nations better track housing inventory, condition, maintenance and include processes to help communities plan, prioritize and identify their housing needs.

The data collection team is currently collecting housing data at Henvey Inlet First Nation & Dokis First Nations. The data will be used to test the system interface and to structure work order requests, inspection processes and the reporting & planning tools.



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Circuit Rider Training Program (CRTP)

Background

The Circuit Rider Training Program (CRTP) assists our water & wastewater systems operators with their training needs to ensure the safe delivery of drinking water within their community. Circuit Rider Trainers provide Continuing-Education-Unit (CEU) and On-the-Job-Training (OJT) directly in the First Nation community so that the operators of the water and wastewater systems can attain and retain their provincial licenses. By providing onsite training on the community water & wastewater systems, the program ensures that the operators in the community can confidently and effectively operate the treatment systems. Reports on training, facility deficiencies, and maintenance issues are provided directly to the Band Administrator and Public Works Managers to ensure corrective action takes place when needed.



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Key Achievements in 2018/19

CIRCUIT RIDER TRAINING PROGRAM IN ACTION

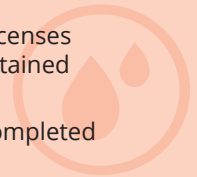
079 | Participating First Nation communities

079 | Inspections

154 | Operators registered for training

154 | Operator licenses attained/retained

237 | Trainer kits (reports) completed



Progress in meeting Strategic Plan Objectives

OFNTSC's CRTP staff have made significant inroads towards implementing the OFNTSC's strategic plan in terms of organizational sustainability, working towards increasing First Nations community capacity, and ensuring our focus is primarily on addressing the needs of our clients. The CRTP contract was recently extended to March 31st, 2021, and within this timeline we plan on increasing the number of First Nations participating in the program and the number of licensed operators for community water and wastewater systems.

In terms of community development the CRTP team will continue to support our First Nations by providing On-the-Job Training (OJT's), Continuing-Education-Units (CEU's)

and through the engagement of our youth. In terms of mandated core services, OFNTSC has a target to retain the CRTP as an Indigenous Services Canada-supported core service in the years following 2021, and plan to accomplish this by increasing training deliverables, supplementing the number of trainers, sourcing proposal based funding to support existing services, and refresh and grow the program as a First Nation-led entity.

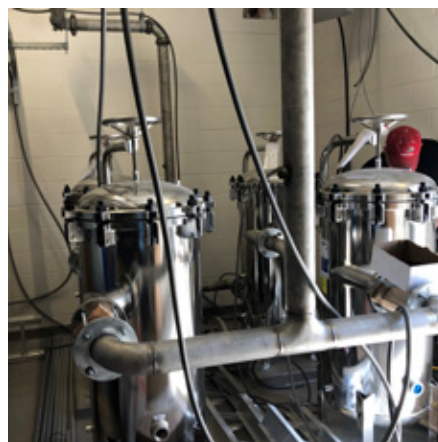
Plans for 2019/20

- Increase the number of participating First Nations, Circuit Rider Trainers, and contracted service industry experts
- Target to retain the CRTP as an ISC supported core service in years following 2021 by exceeding program training deliverables, increasing number of trainers, sourcing proposal-based funding to supplement existing services and refresh and grow the program as a First Nation led entity
- Form partnerships with First Nation-owned water & wastewater businesses & evolve into water & wastewater opportunities that have historically been in the realm of privately-owned entities (such as consulting, project management and inspection services)
- Assist First Nations with removing Long-Term-Drinking-Water-Advisories (LTDWA's) to meet the federal governments 2021 commitment to end them



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Communications

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.

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 Indigenous groups and professional associations as necessary. Communications produces all print material, maintains the OFNTSC website, produces all OFNTSC events, manages public relations, and communicates all training and certification opportunities.



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Key Achievements in 2018/19

OFNTSC IN THE COMMUNITY

006 | Tradeshow's attended

005 | Career Fairs attended

002 | Technical Services events attended

- Developed OFNTSC five-year communications strategy
- Updated OFNTSC branding through a corporate enhancement process
- Updated content management system and change in design layout for OFNTSC's website
- New website with corporate enhancement launched
- Strengthened social media presence, visibility, and maintenance, and the creation of new accounts
- Revised Community Engagement Strategy

- Updating of tradeshow equipment/promotional materials
- Client satisfaction survey developed

Progress in meeting Strategic Plan Objectives

The OFNTSC Communications team is committed to OFNTSC's client-focused pillar of the 2018-2023 Strategic Plan. We look forward to continuing to support community development activities that promote technical careers and youth pursuing technical careers. We also have made great progress in our efforts to increase OFNTSC's outreach and visibility to our clients and to all Ontario First Nations.

Plans for 2019/20

The Communications team will continue to support the OFNTSC in all media relations and outreach to our valued clients and all Ontario First Nations. In addition to this, OFNTSC Communications looks forward to continue administering the student achievement awards and the Rob Olivier Memorial Award (formerly the Derek Kamanga Memorial Award) to the deserving students each year.



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Other exciting plans for 2019/20 include:

- OFNTSC Client Satisfaction Survey:
 - » The roll out of OFNTSC's "Client Satisfaction Survey." The survey is designed for clients who have received services from OFNTSC, but also, will allow us to better track and monitor the technical service needs of First Nations in Ontario.
 - » If you are interested in taking the survey, please visit www.ofntsc.org.
- OFNTSC Indigenous Briefing Kit:
 - » OFNTSC is excited to announce the development of our "Indigenous Briefing Kit" which will see the creation of community profiles for all 134 First Nations in Ontario with respect to their technical service and infrastructure capacity.
 - » The Kit is designed for OFNTSC staff to better understand the communities we directly serve, but the profiles will also be displayed graphically through an interactive map on our website for First Nations and the general public.
 - » Stay tuned for more information on the Indigenous Briefing Kit.



SERVICES REPORTS



News and Events



Trilateral Steering Committee

OFNTSC is part of a Trilateral Steering Committee whose mandate is to monitor and develop action plans for resolving the Long-Term Drinking Water Advisories (LTDWAs) in Ontario. As of January 2019, 32 LTDWA have been lifted in 19 First Nations communities throughout the province and there are 41 LTDWAs in effect for 21 communities.

RESOLVED LTDWAS

033 | In 21 communities since 2015

010 | Lifted during 2018 fiscal year

LTDWAS EXCEEDING 1-YEAR THRESHOLD

016 | Advisories in 15 communities since 2015

003 | 3 advisories during 2018 fiscal year



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The Trilateral Steering Committee includes representation from Chiefs of Ontario (COO), Ontario Political Territorial Organizations, OFNTSC, ISC, First Nations and Inuit Health Branch, and the MECP. A Trilateral Technical Working Group, comprised of program and technical experts from Indigenous Services Canada (ISC), the Ontario Ministry of Environment, Conservation and Parks (MECP), and the Ontario First Nation Technical Services Corporation (OFNTSC) works under the direction of the Steering Committee. The primary role of the Technical Working Group is to develop action and implementation plans to LTDWAs affecting First Nation communities in Ontario.

The action and implementation plan focuses on eliminating LTDWAs that have been in place for greater than one year. The plan also addresses LTDWAs less than one year old, and looks at resolving these advisories, where possible, before they become long-term. The plan identifies roles, responsibilities and concrete actions that can be taken by each partner organization and identifies an estimated schedule to eliminate each LTDWA.

The Technical Working Group monitors project progress through development, feasibility, design, and construction phases. It also monitors and tracks the



number of resolved and new drinking water advisories; as well as, short-term advisories that have exceeded the 1-year threshold which puts them at risk of becoming LTDWAs.

As of April 2019, there were 41 LTDWAs in affect and project progress is well underway and being monitored by the Technical Working Group. Seven projects are expected to be completed and advisories lifted by September 2019.

NUMBER OF PROJECTS AS OF APRIL 2019

036 | Design and construction

001 | Development

004 | Feasibility



Drinking Water Advisories may be short-term in nature, to address planned maintenance or unforeseen events such as loss of pressure in the distribution system. The Trilateral Technical Working Group tracks Drinking Water Advisories on public ISC supported systems once they have been in place for two months or if the Working Group believes they will not be resolved routinely. Currently, there are 10 short-term advisories in 9 communities at risk of becoming LTDWAs.



OFNTSC has moved

As of May 23, the OFNTSC moved from our Toronto Service Centre to Brantford! Our new location will ensure that clients have continued access to the same quality services in an area that is convenient and welcoming.

We want to thank our clients in advance for their support as we make this transition. The Toronto office will be occupied until June 30, 2019 to ensure the 2018-2019 audit is complete.

In addition to this, our Thunder Bay office has also moved. We are excited to continue working for Northern First Nations out of our new Thunder Bay service Centre. We apologize in advance for any inconveniences or delays in services while we make this transition.

See below for our new addresses.

THUNDER BAY SERVICE CENTRE

1159 Alloy Drive, Suite 202
Thunder Bay, Ontario
P7B 6M8

Tel: 807-623-9595

Fax: 807-623-2566

BRANTFORD SERVICE CENTRE

195 Henry Street, Building 4, Unit 3
Brantford, ON
N3S 5C9

Tel: 226-493-0225

Fax: 416-651-1673



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Rob Olivier, Our Friend and Colleague

It is with great sadness that the Ontario First Nations Technical Services Corporation announces the passing of OFNTSC employee Rob Olivier, P.Eng. He was a beloved friend, colleague, and employee of the OFNTSC for many years.

With sincere passion, Rob worked tirelessly and with dedication to provide clean drinking water to First Nations and to improve First Nations quality of life. Rob was an integral team member for several important projects, including at Munsee-Delaware, Serpent River, Mohawks of the Bay of Quinte, and Algonquins of Pikwakanagan. Rob's work touched many people and improved the lives of many communities of which the OFNTSC serves.

OFNTSC has created a Rob Olivier Memorial Award to honour Rob's work with the OFNTSC and his contribution to the First Nations in Ontario. Individuals wishing to donate to this important cause can e-transfer money to: finance@ofntsc.org or send a cheque by mail to any of the OFNTSC offices.



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Youth Outreach

As part of our focus on the OFNTSC's clients, we also focus on the next generation of leaders and technical professionals in our communities across Ontario. The OFNTSC annually provides Student Achievement Awards and one Rob Olivier Memorial Award.

The awards are given to First Nations post-secondary students studying in the fields of science, technology and engineering. To learn more about the awards, we invite you to visit the OFNTSC website.

Rob Olivier Memorial Award

The Rob Olivier Memorial Award recognizes a First Nation student that is working towards a career in the "field of engineering.

OFNTSC is proud to announce the 2018 Recipient of the Rob Olivier Memorial Award, Mr. Danilo Caron. Danilo hails from Sagamok Anishnawbek First Nation and is completing his Civil Engineering Degree at the University of British Columbia.



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Student Achievement Awards

The OFNTSC recognizes the time, dedication, and sacrifice students must make in order to achieve their goal of graduation from College or University in the fields of science and technology. We also recognize the importance of having First Nations' people achieving successful careers in science and technology and applying their expertise to working with and for First Nations communities.

Thus, each year the OFNTSC take's the opportunity to honour the accomplishments of First Nations students who have persevered in attaining a high level of education in the fields of science and technology. We proudly introduce to you the 2018 recipients of the OFNTSC Student Achievement Awards:

Student Achievement Award Recipients



Mickey George, Civil Engineering,
Carleton University (Nippissing
First Nation)



Justin McGregor, Civil Technology,
Cambrian College (Whitefish River
First Nation)



Grayson Goodman, Environmental
Technician, Confederation College
(Animbiigoo Zaagi'igan Anishinaabek)



Justin Riemans, Physics, University of
Toronto (Whitesand First Nation)



Christian Gregg, Civil Engineering
Technology, Confederation College
(Lac Seul First Nation)



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Student Classic Fundraising Golf Tournament

After many months of planning, OFNTSC held its annual Student Classic on May 14, 2018. OFNTSC also held an additional “golf day” fundraiser on September 17, 2018, both of which raised funds for First Nations students in the science and technology fields of study. Both events were held at the Thundering Waters Golf Course in Niagara Falls, ON.

92 golfers came out to the Student Classic, and 42 players golfed in the “golf day” fundraiser. Between the two events, OFNTSC managed to raise nearly \$30,000 for First Nation students.

Winners of the 2018 Student Classic tournament were John Montour Sr, John Montour Jr, Brad Froman, and Shawn Hill. Thanks to all our teams who came out and played in the tournament.

The OFNTSC would like to acknowledge our sponsors of this event. Our 2018 corporate sponsors were: Matawa Tribal Council, Nokiwin Tribal Council, Ontario Clean Water Agency, First Nations Engineering Services Ltd., MTS Design, Ironworkers Union Local 736, and Anish Branding. Without their support our tournament would not have been possible.

OFNTSC thanks all the participants and sponsors for their continued support of First Nations students. We look forward to seeing you next year on the course!



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Upcoming events

Training Activities:

2019 FN PIEVC/Asset Management Workshops

- Sault Ste. Marie, ON: June 17 - 19, 2019
- Kenora, ON: July 9 - 11, 2019

Community Energy Development & Implementation Workshops

- Thunder Bay, ON: June 10 - 12, 2019
- Rama, ON: August 12 - 14, 2019 (Dates are in discussion)

Upcoming OFNTSC Events:

- TechNations Conference Aug. 26-28, 2019 Blue Mountain Resort, Collingwood, ON
- All Tribal Council Meeting – October 1-3, 2019 Casino Rama (TBC)



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Board of Directors



1. Wesley Bova, President, Matawa First Nations Management
2. Aaron Genereux, Vice-President, Ogemawahj Tribal Council
3. Terry General, Secretary, Six Nations of the Grand River Territory
4. Roger Rozon, Treasurer, Nokiwin Tribal Council
5. Kevin Debassige, Executive Committee Member, United Chiefs and Councils of Mnidoo Mnising
6. David Gordon, Executive Committee Member, Independent First Nation Alliance
7. Evan Sault, Executive Committee Member, Mississaugas of the Credit River
8. Norma Lesperance, Executive Committee Member, Red Rock Indian Band
9. Marc McPherson, Pwi-Di-Goo-Zing Ne-Yaa-Zhing Advisory Services
10. Jonathan Salo, Windigo First Nations Council
11. Paul Schisler, Southern First Nations Secretariat
12. Luc McKay, Shibogama First Nations Council
13. Todd Kring, Mohawks of the Bay of Quinte
14. Joe C. Meekis, Sandy Lake First Nation
15. Chief Reginald Niganobe, North Shore Tribal Council
16. Cullen Robb, Anishinaabeg of Kabapikotawangag Resource Council Inc.
17. David Mellor, Bimose Tribal Council
18. Ryan Small, Mushkegowuk Council
19. Lyle Johnson, Bkejwanong Territory (Walpole Island)
20. William Hutchison, Keewaytinook Okimakanak Tribal Council
21. William Assinewai, Wiikwemkoong Unceded Territory
22. Jason Batise, Wabun Tribal Council
23. Jay Benedict, Mohawk Council of Akwesasne
24. Irvin George, Waabnoong Bemjiwang Association of First Nations



BOARD OF DIRECTORS

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Staff Directory



STAFF DIRECTORY

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NAME	TITLE	EMAIL
Melanie Debassige	Executive Director	mdebassige@ofntsc.org
Brian Staats	Director of Operations	bstaats@ofntsc.org
Glen Goodman	Director of Engineering and Infrastructure Services	ggoodman@ofntsc.org
Alisha Anderson	Director of Corporate Finance and Administration	aanderson@ofntsc.org
Yasmin Alladin	Accountant	yalladin@ofntsc.org
Stephanie Allen	Sr. Environmental Scientist	sallen@ofntsc.org
Tricia Hamilton	Sr. Engineer	thamilton@ofntsc.org
Corrie Hill	Executive Assistant	chill@ofntsc.org
Chelsey Johnson	Communications Manager	cjohnson@ofntsc.org
Elmer Lickers	Sr. Operation & Maintenance Advisor	elickers@ofntsc.org
Thomas Northardt	Lead Infrastructure Specialist	tnorthardt@ofntsc.org
Charles Petahtegoose	Infrastructure Specialist	cpetahtegoose@ofntsc.org
Janet Ramos	Finance Clerk	jramos@ofntsc.org
Chasity Cruz (Toulouse)	Infrastructure Specialist	ctoulouse@ofntsc.org
Deneen Brigham	Environmental Scientist	dbrigham@ofntsc.org
Jack Brown	CRTP Trainer	jbrown@ofntsc.org
Clayton Favot	Infrastructure Specialist	cfavot@ofntsc.org
Ian Fortin	CRTP Trainer	ifortin@ofntsc.org
Tracey John	CRTP Logistics Coordinator	tjohn@ofntsc.org
Grace Martineau	Housing Advisor	gmartineau@ofntsc.org
Gerald McGregor	CRTP Trainer	gmcmgregor@ofntsc.org
Clarence Meekis	Infrastructure Specialist	cmeekis@ofntsc.org
Noah Paul	CRTP Trainer	npaul@ofntsc.org
Roopa Rakshit	Environmental Scientist	rrakshit@ofntsc.org
Mark Schell	Bulk Fuel Trainer	mschell@ofntsc.org
Pat Seguin	Reception and Admin Support	paseguin@ofntsc.org
Tracey Anderson	Emergency Planning Coordinator	tanderson@ofntsc.org
Lorri Bova	Engineer	lbova@ofntsc.org
Brandi Hill	Corporate Project Analyst	bhill@ofntsc.org
Nathan Hill	Infrastructure Specialist	nhill@ofntsc.org
Kyle Martin	Emergency Planning Maintenance Officer	kmartin@ofntsc.org
Kanekaroroks McComber	Operations Administrative Assistant	kmccomber@ofntsc.org
Brandon Staats	Emergency Planning Admin Support	emergencyplanning@ofntsc.org
Drew Hill	Project Manager	dhill@ofntsc.org
Kuangji Wei	Water & Wastewater Engineer	kwei@ofntsc.org
Alireza Farrokhi	Water & Wastewater Engineer	afarrokhi@ofntsc.org





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