



Activities Update

Operator Webinar

Carl Yates, Chief Executive Officer

December 16, 2020

AFNWA Governance Refresh

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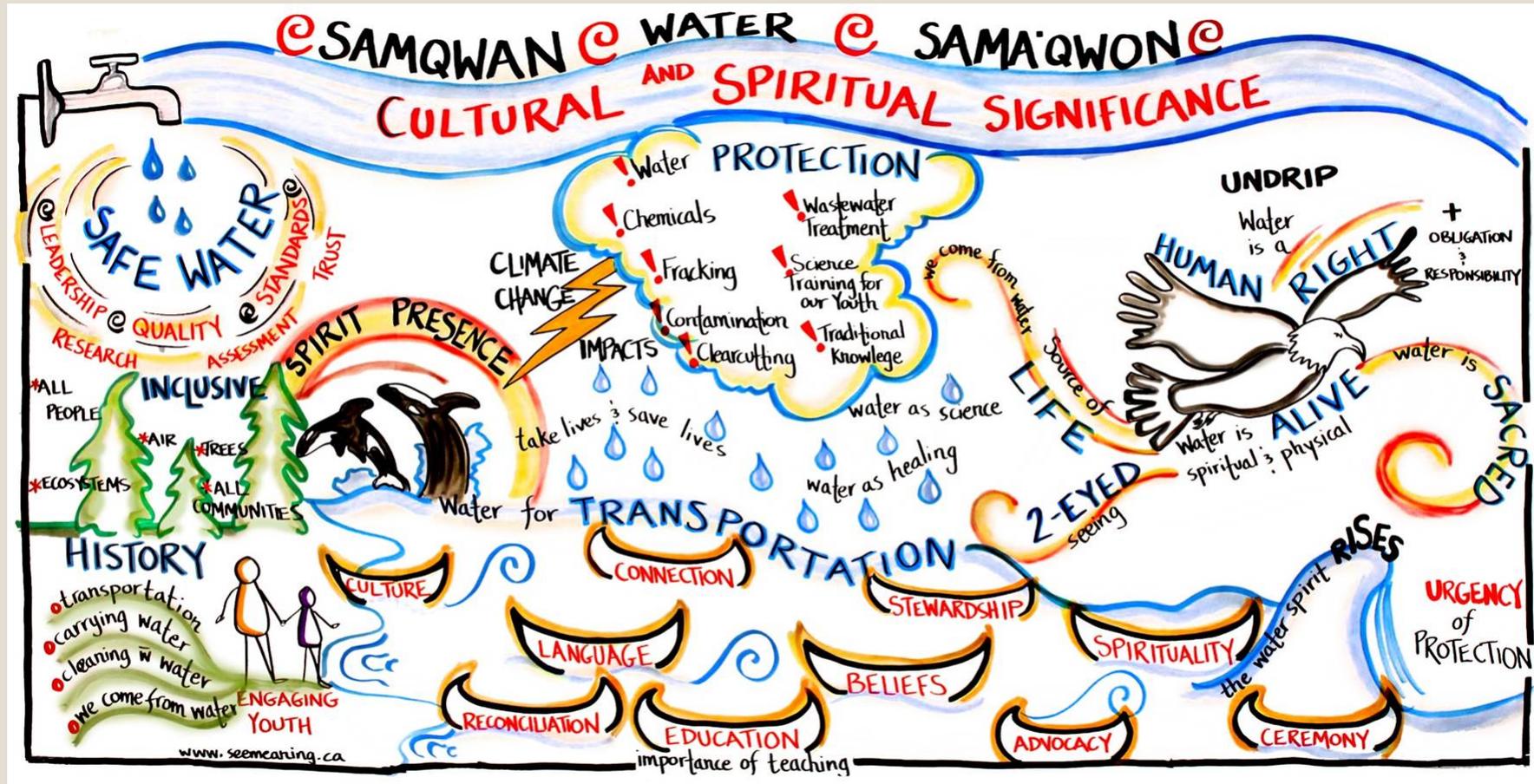
- Atlantic First Nations Water Authority incorporated on July 18, 2018 under the federal Not for Profit Act
- The Water Authority is a First Nation organization, owned and operated by First Nations. The Water Authority is not a political organization. It is a technical organization focused on the provision of water and wastewater services for member communities [Mi'kmaq and Wolastoqiyik]

AFNWA Governance Refresh

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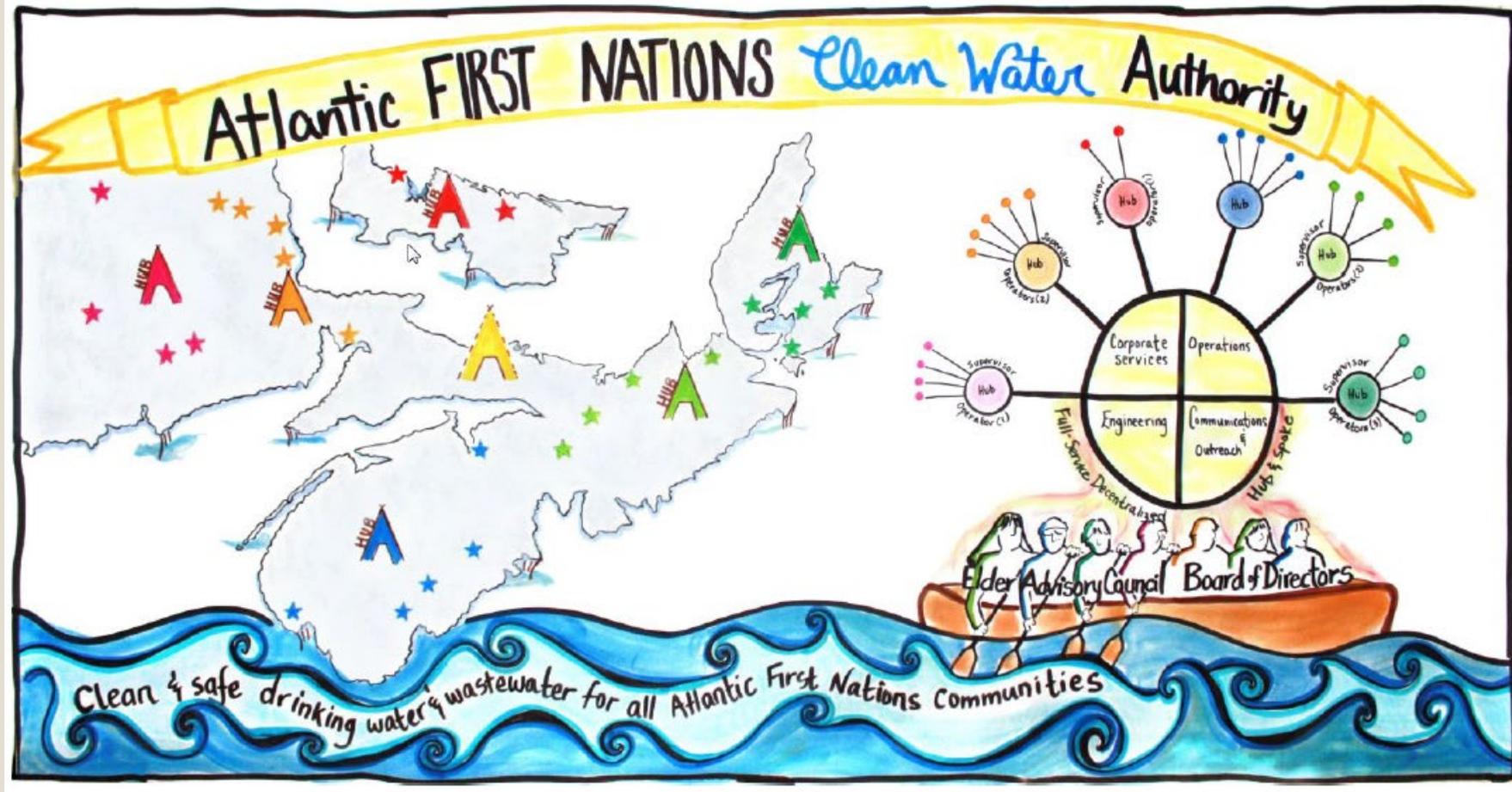
- The AFNWA is to be governed by up to a fifteen-member Board of Directors; 12 First Nation representatives and 3 technical experts. Board currently has six Directors; Chiefs Wilbert Marshall, Ross Perley, Darlene Bernard, Arren Sock, Terry Paul, Andrea Paul,
- The AFNWA Board will be supported by an active Elders Advisory Council to ensure that traditional values and culture are incorporated in the day-to-day operations.

First Nations Cultural and Spiritual Traditions



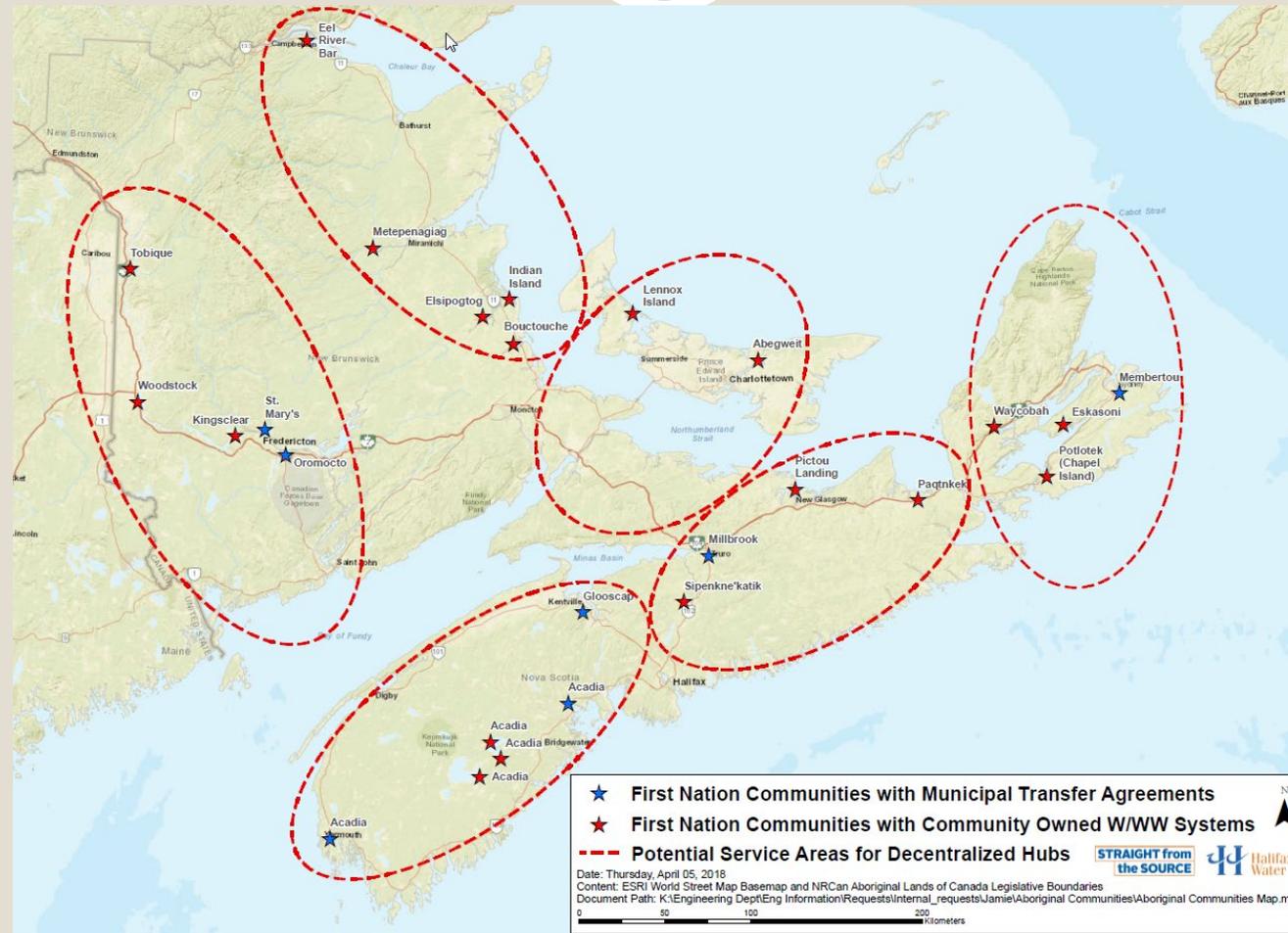
Water Authority has a Service Accountability that is Equitable and Based on Two-Eyed Seeing

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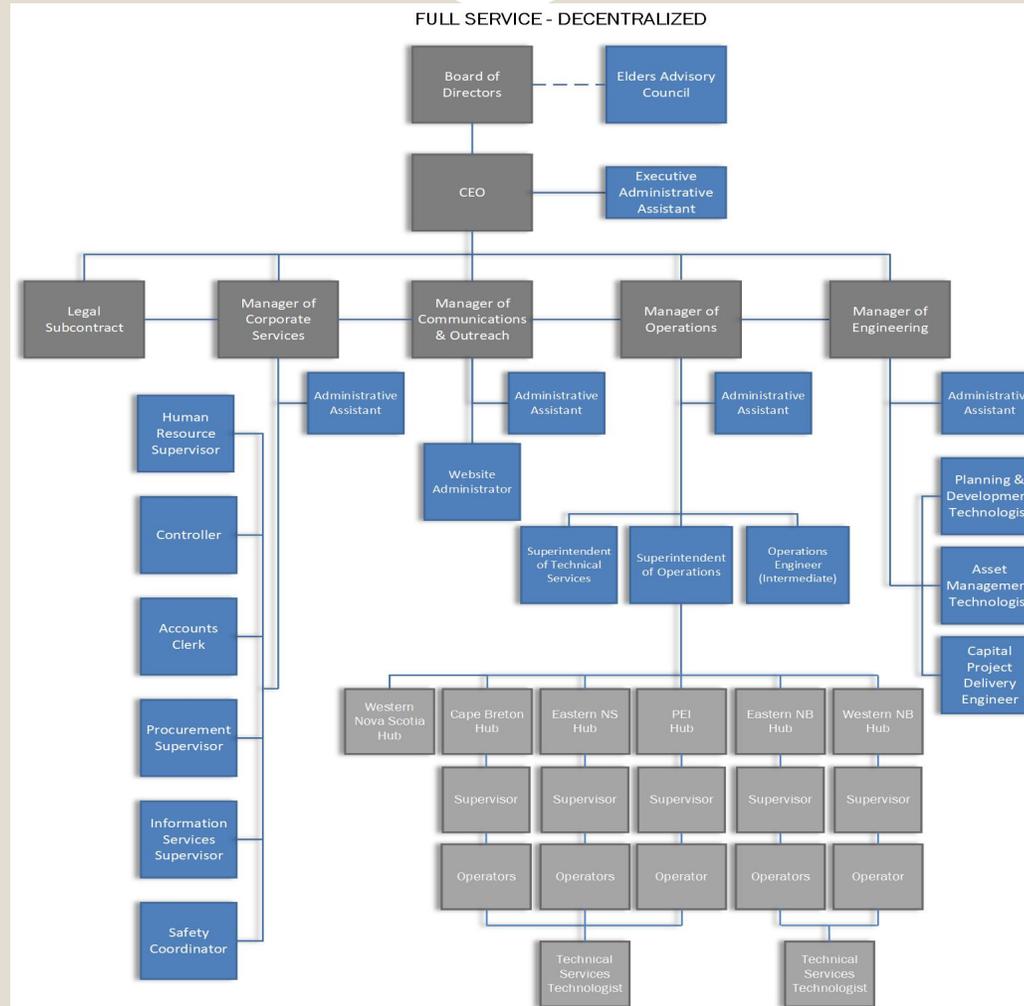
First Nation Communities & Proposed Service Regions for FSD

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Organizational Structure of AFNWA Full Service – Decentralized [FSD]

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Full Service – Decentralized [FSD]

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- The preferred organizational model amongst Chiefs, Elders, and Operators [One of four models discussed at workshops carried out in 2017]
- Optimizes response time for operations and maintenance activities utilizing hub and spoke model
- Focused relationship with community with office in each hub community
- Higher level of service
- Dalhousie Centre for Water Resources Studies workshop report noted the, “in-house staffing approach was considered more desirable by industry and First Nation representatives”.

Corporate Structure - Implementation

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- Efforts underway to hire all senior managers by April 1, 2021 with a clear preference to hire First Nation candidates.
- The AFNWA will adopt a formal training and development program for all staff employed by the AFNWA.
- Local operators will be hired wherever possible with an immediate focus on training and certification.

Corporate Structure - Implementation

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- Human Resource strategies will recognize the experience and knowledge of staff currently employed in water and wastewater system operations and take a consistent approach to salaries, benefits, training and career development.
- Communications and outreach are central to the success of the AFNWA and full efforts will be made to engage communities in an open and transparent manner.

Framework Agreement

- The AFNWA and ISC signed a Framework Agreement in June, 2020. Its purpose is to:
 - Promote efficient and effective progress towards an Agreement-In-Principle and subsequent Transfer Agreement.
 - Identify topics to be set out in the Agreement-in-Principle and subsequent Transfer Agreement (Transfer Process Plan)
 - Agree on a process that, in accordance with section 7(b) of the *Department of Indigenous Services Act*, will lead to the transfer to the AFNWA of all responsibility that the Minister of Indigenous Services has for the development, provision, and funding of Water and Wastewater Services.
 - Agree on a process that will provide for a long-term funding agreement with the AFNWA to provide water and wastewater services to Participating First Nation communities.
 - Agree on a process that will set out how funding levels to the AFNWA are to be determined.

Transition Implementation Plan

- In accordance with the Framework Agreement, AFNWA will be funded directly to cover the 2-year transition period to full operations.
- The AFNWA has 3-phase Implementation Plan:
 - **Phase 1: Approval & Funding:** is an enabling phase which includes tasks which must be complete to allow the AFNWA to take on additional operational responsibility in 2020.
 - **Phase 2: Operational Initiation:** comprises establishing the AFNWA management team in a staged manner to prepare for the ownership and operation of the participating First Nations water and wastewater assets.
 - **Phase 3: AFNWA Formation:** comprises the formalization of the AFNWA Business Plan and consolidates into a Funding Model. The funding requirements will be subject to negotiation with ISC with the understanding that the level of funding will be in line with the order of cost identified in the AFNWA business case developed in 2019.

Next Steps for 2020-2021

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- Complete recruitment of AFNWA Senior Management Team [Manager of Corporates Services, and Manager of Operations]
- Establish Board Committees consistent with approved Governance Manual to ensure an accountable, transparent and efficient governance structure
- Secure office space for AFNWA headquarters; Power Centre, Millbrook
- Complete Band Council Resolutions for final commitment to the AFNWA
- Develop license agreements for land access
- Update Business Case after peer review by Ontario Clean Water Agency

Next Steps for 2021-2022

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- Complete SCADA Master Plan; field visits underway
- Develop an Asset Management Plan and Ten- Year Capital Program.
- Develop water safety plans in partnership with Dalhousie University
- Hire the next level of employees that report to Senior Managers
- Develop Enterprise Risk Management Framework
- Develop Ten Year Business Plan as the basis for funding agreement with the Government of Canada
- Finalize Transfer Agreements, Permits and Land Access Agreements with Member First Nations and the Government of Canada”



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