



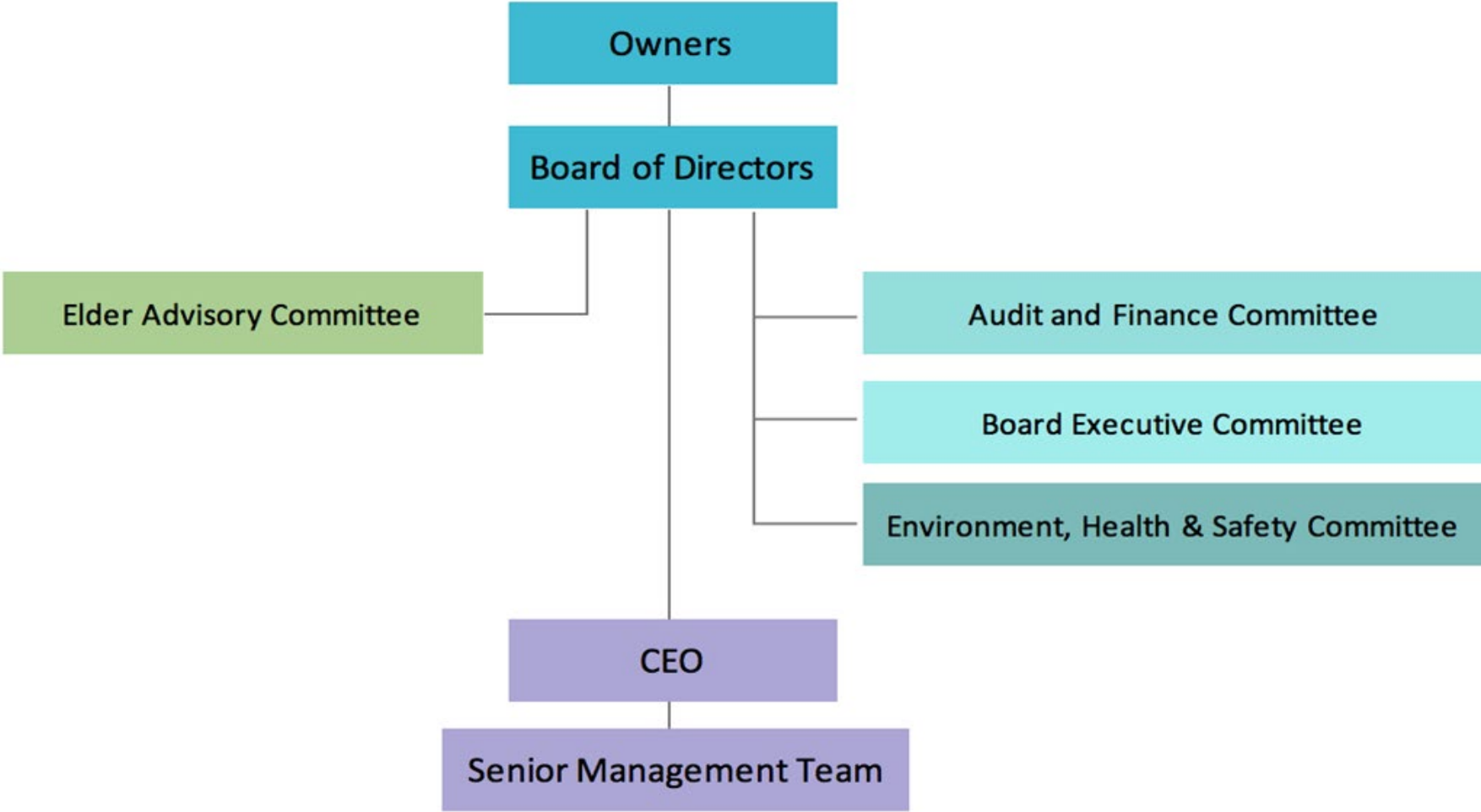
# AFNWA Updates

Operator Workshop  
October 6, 2021  
Carl Yates, interim CEO

# Outline

- Governance Overview
- 2020/21 [The Year in Review]
- 2021/22 Roadmap [The Year Ahead]
- Corporate Structure Implementation
- Transfer Agreement Process
- Regulatory Overview
- Asset Management Plan
- 10-Year Business Plan
- Communications and Outreach
- Total Compensation

# AFNWA Governance



# AFNWA Board

- AFNWA is to be governed by a Board of Directors of up to 15 members; 12 First Nations reps and 3 technical experts. Board composition:
  - Chief Wilbert Marshall [Chair], Potlotek
  - Chief Ross Perley [Vice-Chair], Tobique
  - Chief Darlene Bernard, Lennox Island
  - Chief Arren Sock, Elsipogtog
  - Chief Terry Paul, Membertou
  - Chief Andrea Paul, Pictou Landing
  - Chief Leroy Denny, Eskasoni
  - Regional Chief Paul Prosper (NS/NFLD)
  - Regional Chief Roger Augustine (NB/PEI)
  - Todd Hoskin, CEO, Ulnooweg Development Group

# AFNWA Elders Advisory Lodge

- The AFNWA Board will be supported by an active Elders Advisory Lodge to ensure that traditional values and culture are incorporated in the daily operations. The Elders Advisory Lodge has 5 members:
  - Mathilda Knockwood-Snache, Lennox Island (Chair)
  - Gail Tupper, Glooscap
  - David Perley, Tobique
  - Charles Doucette, Potlotek
  - Kenneth Francis, Elsipogtog
- The EAL is now reviewing its work plan and terms of Reference. The EAL is helped by facilitator Tuma Young

# 2020/21 [Year in Review]

- Business Case updated and submitted to federal government in March with the benefit of a peer review by Ontario Clean Water Agency [OCWA]
- OCWA gave an overwhelming endorsement of the Business Case which describes the Why, What and How the AFNWA will operate with an order of magnitude costs over 25 years [can be viewed on our website at [www.afnwa.ca/documents](http://www.afnwa.ca/documents)]
- AFNWA signed a Framework Agreement with Indigenous Services Canada [ISC] in June to facilitate the transfer of authority and responsibility for water and wastewater services from the Minister of ISC to AFNWA with a commitment for long-term funding through the negotiation of a Transfer Agreement
- Management developed a two-year Transition Implementation Plan [TIP] for approval by the AFNWA Board on June 24, 2020

# 2020/21 [Year in Review]

The AFNWA Board approved:

- Financial Policy and Procedures Manual and HR Policy, July 2020
- Employee Compensation Policy, August 2020
- AFNWA contract with Eramosa Engineering for development of SCADA Master Plan, November 2020
- Governance Manual and Board Compensation Policy, November 2020
- AFNWA contract with Dillon Engineering to develop Asset Management Plan including 10-Year Capital Budget, January 2021

# 2020/21 [Year in Review]

The AFNWA Board approved:

- Communications and Outreach Strategy, March 2021
- AFNWA contract with Grant Thornton for audit, accounting and consulting services, March 2021
- Senior Management Team in place by April 2021
- Website launched at the end of June 1 2021. Check us out at [www.afnwa.ca](http://www.afnwa.ca)



# 2021/22 [The Year Ahead]

AFNWA aims to complete the following:

- SCADA Master Plan by October 2021
- Enterprise Risk Management Framework by November 2021
- Asset Management Plan by December 2021
- 10-Year Operations Budget by December 2021
- Update of Regulatory Benchmarks and framework for water and wastewater sanitation plans by December [Contract with DAL Centre for Water Resources Studies lead by Dr. Graham Gagnon & Megan Fuller]

# 2021/22 [The Year Ahead]

- Development of an Accounting Framework suitable for a water and wastewater utility and compliant with Generally Accepted Accounting Principles by January 2022
- Development of comprehensive procurement policy based on a national review of industry best practice and the needs of AFNWA and the communities it serves by March 2022
- Complete study on utility planning and cost recovery for infrastructure associated with growth with Paqtnkek First Nation [in partnership with First Nations Infrastructure Institute (FNII)]

# 2021/22 [The Year Ahead]

- Complete 10-Year Business Plan for approval of AFNWA Board in January 2022
- Sign MOU with Financial Management Board [FNFMB] on Economic Regulations by November 2022
- Complete Transfer Agreement with ISC in spring 2022
- Complete Transfer Agreements with First Nations communities in spring and summer of 2022
- Continue with hiring to be ready for full autonomous operations in spring 2022 [20 employees hired to date]

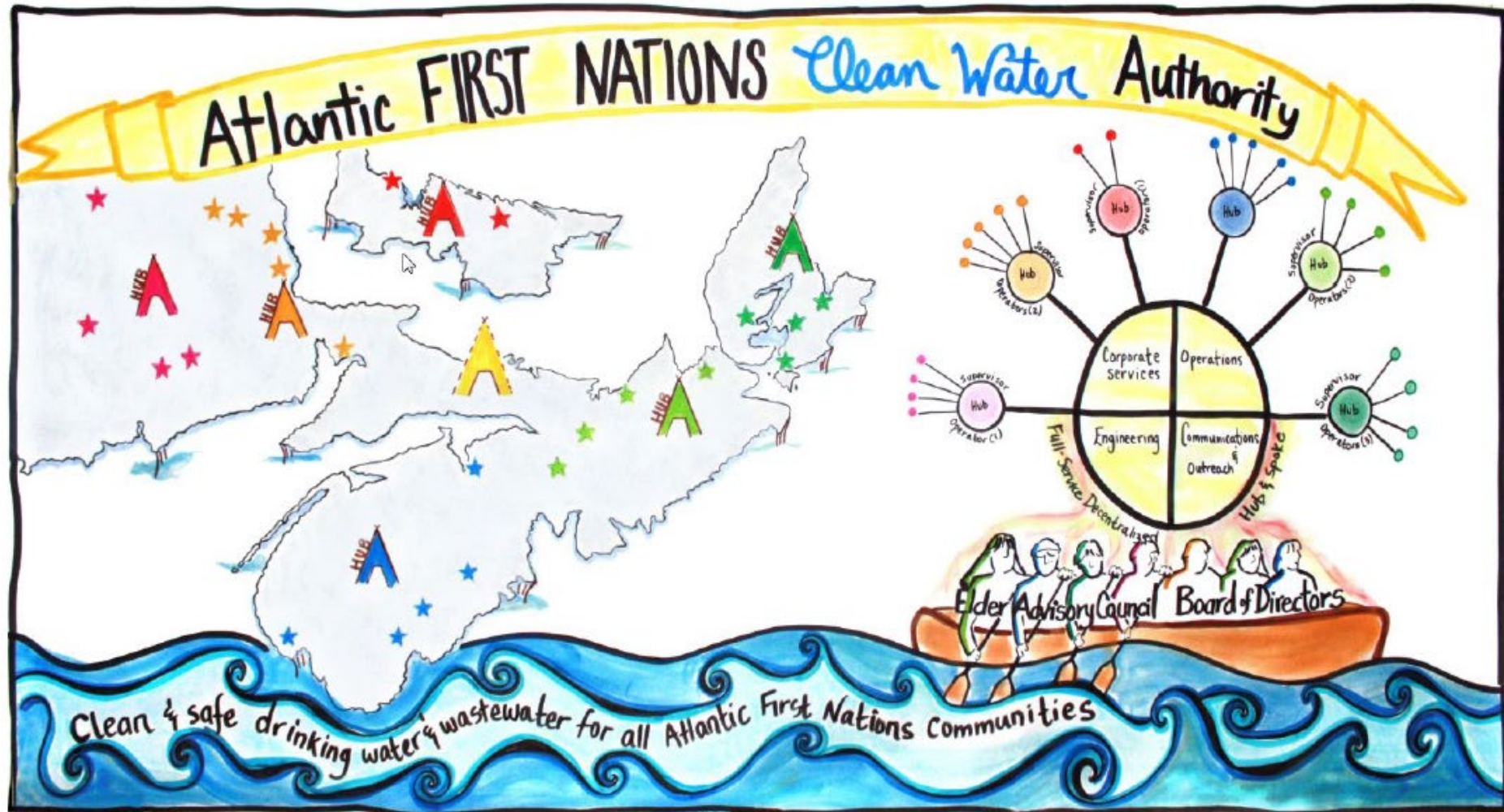
# Corporate Structure Implementation Senior Management Team

- Interim Chief Executive Officer, Carl Yates [June 1, 2020]
- Interim Chief Operating Officer, James MacKinnon [August 1, 2020]
- Manager of Engineering, John Lam [November 1, 2020]
- Manager of Communications and Outreach, Adam Gould [December 1, 2020]
- Manager of Corporate Services, Chantal LeBlanc [March 29, 2021]
- Manager of Operations, James Trimble [April 12, 2021]

# Corporate Structure Implementation

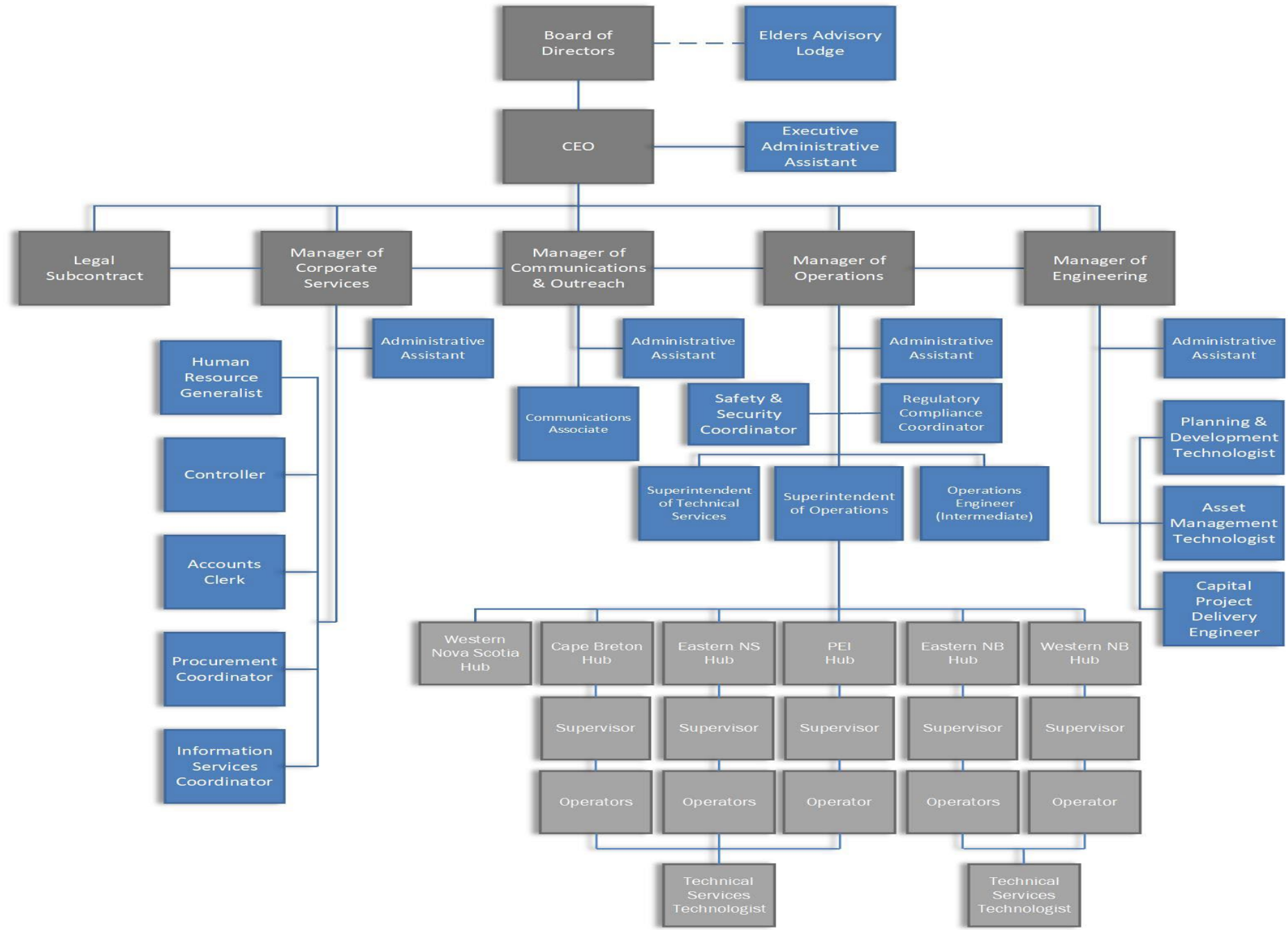
- Rayleen MacDonald, Administrative Assistant
- Mohamed Osman, Project Engineer
- Heather Patriarche, Engineering Administrative Assistant
- Tiannie Paul, Operations Engineer
- Derek Allison, Corporate Services Administrative Assistant
- Pamela Harvie, Operations Administrative Assistant
- Verna Langley, Human Resources Generalist
- Trevor Martin, IT Coordinator
- John Vandenberg, Regulatory Compliance Coordinator
- Gary West, Superintendent of Operations
- Jeff Wujcik, Superintendent of Technical Services
- Mark Geck, Safety and Security Coordinator
- Oriana Galfi, Controller
- Lauren Mills, Communications Associate

# Our service approach that is accountable, equitable and based on *Two-Eyed Seeing*

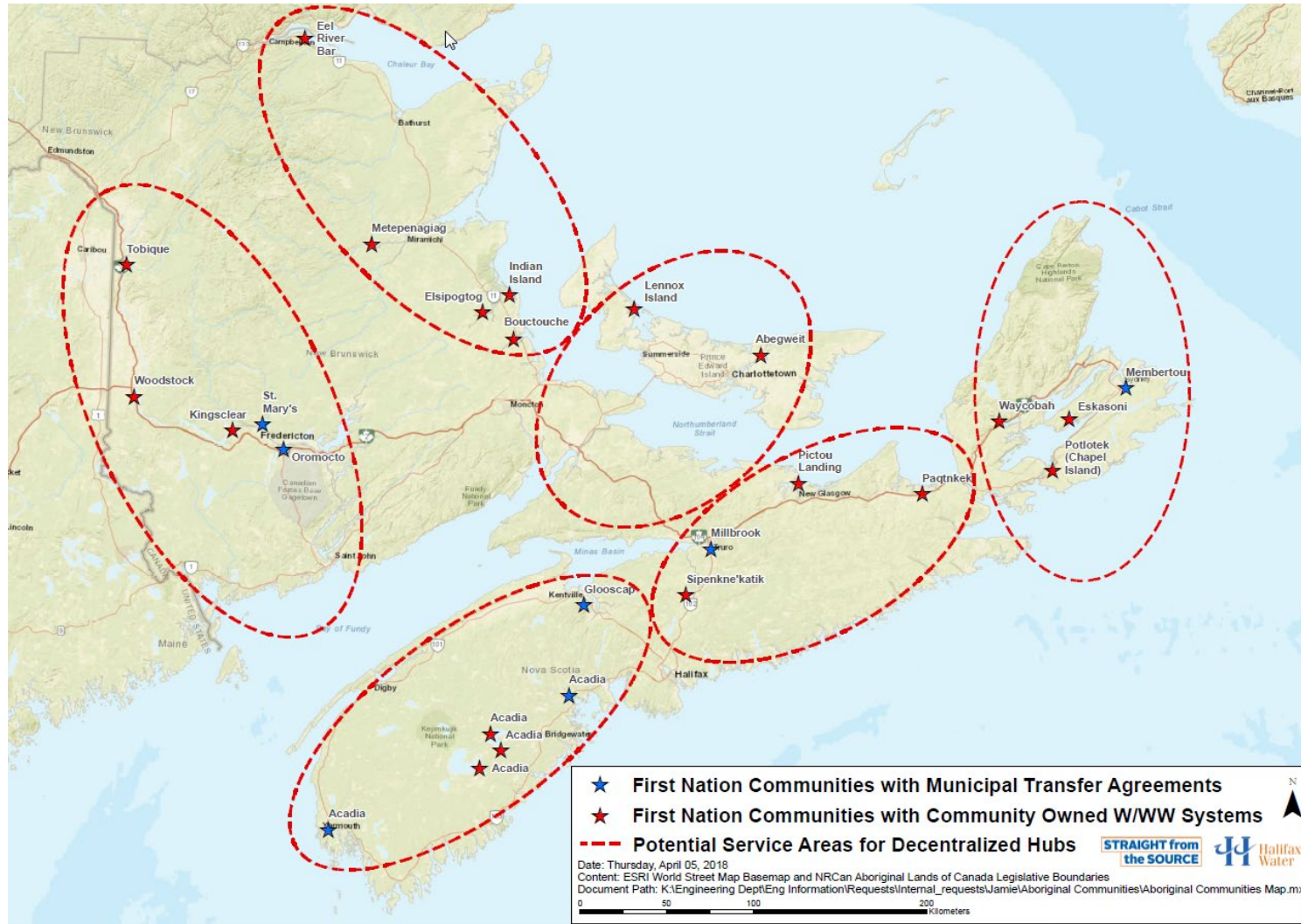




# FULL SERVICE - DECENTRALIZED



# First Nations Communities & Proposed Service Regions for FSD





# Corporate Structure - Implementation

- Efforts are currently underway to hire Asset Management Technologist.
- Current support being provided to Operators who are interested in advancing their certification. Workshops held every three months to keep Operators well informed of AFNWA activities

# Transfer Agreement Process

The AFNWA and Indigenous Services Canada have established 4 working groups to support discussions leading to a Transfer Agreement:

- Agreement Drafting Working Group
- Asset Management Working Group
- Regulatory Framework Working Group
- Lands Working Group

The Transfer Agreement with Canada will transfer Ministerial responsibility for ***the development, provision and funding of Water and Wastewater Services.***

# Transfer Agreement Process

AFNWA will also sign Transfer Agreements with each individual First Nation once the 10-Year Business Plan is reviewed and approved. Each individual community will be requested to sign agreements for:

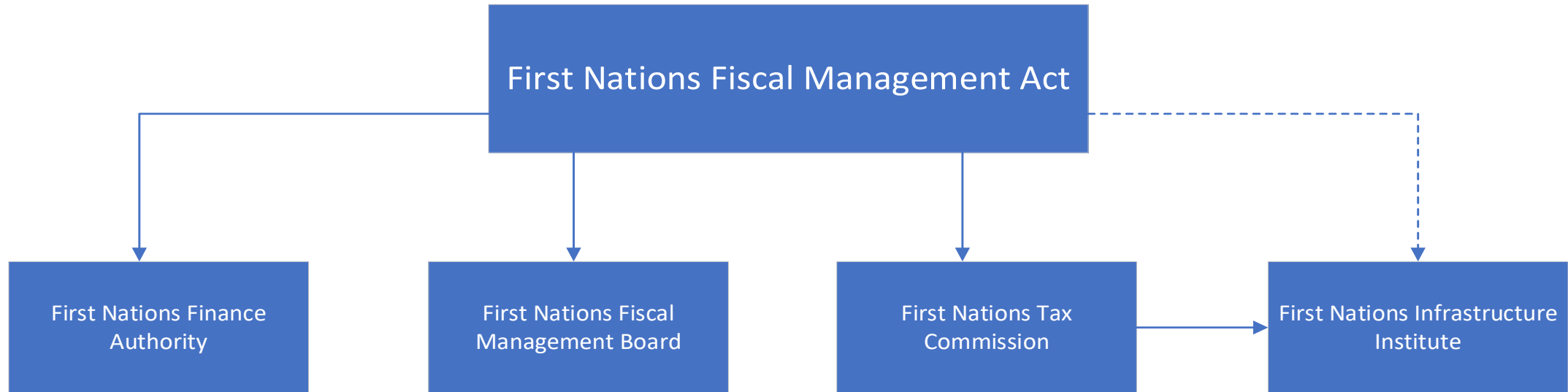
- Land Access (Interim and General Access Permits)
- Asset Transfer
- Water and Wastewater Operations and Maintenance Funding redirection
- Municipal Transfer Service Agreement (MTSA) designation of responsibility to Water Authority

**AFNWA is eager to engage with our prospective communities on each of these agreements.**

# Water and Wastewater Regulations Update

- AFNWA will have Regulatory Oversight for Drinking Water and Wastewater Effluent Quality.
- Environment and Climate Change Canada [ECCC] will have oversight for wastewater in accordance with the Wastewater System Effluent Regulations [WSER].
- Drinking water to conform to *Canadian Drinking Water Quality Guidelines*; Regulator to be determined. Community-based water monitors will continue to play a role in monitoring of drinking water
- Utility proposing to take a more proactive approach to Quality Assurance/Quality Control with the adoption of water and sanitation safety plans.
- AFNWA Board has given approval for management to have formal discussions with the FNFMB as a potential economic regulator of AFNWA

# Economic Regulation Framework



**FNFA** is a non-profit corporation that permits qualifying First Nations to work co-operatively in raising long-term private capital at preferred rates through the issuance of bonds, and provides investment services to First Nations.

**FNFMB** is a shared-governance corporation which assists First Nations in strengthening their local financial management regimes and provides independent certification to support borrowing from First Nations Finance Authority and for First Nations economic development.

**FNTC** is a shared-governance corporation that regulates and streamlines the approval of property tax and new local revenue laws of participating First Nations, builds administrative capacity through sample laws and accredited training, and reconciles First Nation government and taxpayer interests.

**FNII** is currently housed under the FNTC, however is vying to be the fourth organization under the FNFMA. FNII strives to provide the skills and processes necessary to ensure First Nations efficiently and effectively plan, procure, own, and manage infrastructure assets on their lands.

# Asset Management Plan

- Asset Management Plan for a consistent utility wide approach to be developed by December 1, 2021.
- Supporting Documents include CBCL Water and Wastewater Condition Assessment Reports completed in 2013 and updated in 2018.
- The scope of work will also include the development of a ten-year capital budget for seventeen communities [Two more communities recently joined; St. Mary's and Esgenoopetitj].
- The Asset Management Plan will be completed by Dillon Consulting Limited through engagement with the prospective communities to be served by the AFNWA.
- Dillon Consulting Limited is well underway with community visits to conduct more detailed condition assessments and operational surveys for water and wastewater systems.

# Asset Management Plan – Participating Communities

- **New Brunswick**

- Elsipogtog
- Esgenoôpetitj
- Kingsclear
- Oromocto
- St. Marys
- Tobique

- **Prince Edward Island**

- Abegweit
- Lennox Island

- **Nova Scotia**

- Acadia
- Eskasoni
- Glooscap
- Membertou
- Millbrook
- Paqtnkek
- Pictou Landing
- Potlotek
- Sipekne'katik

# 10-Year Business Plan

- The AFNWA 10-Year Business Plan is slated for Board approval on January 31, 2022 and will include a detailed financial model [Operations and Capital Budgets] for participating First Nations.
- Many of the assessments [Asset Management Plan, SCADA Master Plan and Enterprise Risk Management Framework] that support the 10-Year Business Plan are well underway.



# Communications and Outreach

- The AFNWA will be requesting time on each community's Council agenda this fall and winter to update the community directly on the progress of the AFNWA.
- Community involvement
  - Info sessions
  - Pow Wow trail
- Quarterly newsletter [Samqwan/Samaqan & Sage]
- Social Media
  - Website, [www.afnwa.ca](http://www.afnwa.ca)
  - LinkedIn, [www.linkedin.com/company/atlantic-first-nations-water-authority](http://www.linkedin.com/company/atlantic-first-nations-water-authority)
  - Facebook [Fall 2021]
- Publication of Annual Report

# AFNWA Scholarships / Bursaries

## Nujo'tmu'k Samuqwan Bursary *[Taking Responsibility for Our Water]*

- \$4,000-\$8,000\* (full-time, renewable)
- Spring 2021 rollout
- Indigenous recipient(s) selected by NSCC Foundation from industry-related programs

The logo for NSCC, consisting of the lowercase letters 'n', 's', 'c', and 'c' in a bold, blue, sans-serif font.

## Danny Lanteigne Memorial Scholarship

- \$4,000-\$8,000\* (full-time, renewable)
- Spring 2021 rollout
- Indigenous recipient(s) selected by NBCC Foundation from industry-related programs

The logo for NBCC, featuring a stylized graphic of a blue and yellow wave or leaf shape to the left of the uppercase letters 'NBCC' in a bold, blue, sans-serif font.

# Compensation Overview

- AFNWA Board Passed resolution on July 18, 2018 that Operators working in water and wastewater operations in First Nations communities will be offered employment with AFNWA at the time of Asset Transfer
- AFNWA Board has approved two policies to guide Compensation and Benefits:
  - HR Policy
  - Compensation Policy

# Compensation Policy

- **Objectives**

- Ensure fair and equitable salary treatment of employees;
- Establish salary levels to recruit and retain qualified employees; and
- Provide guidelines for ongoing salary administration.

- **Methodology**

- The AFNWA utilizes formal methodology licensed through Korn Ferry for job evaluations.
- Jobs are evaluated through a Personnel Committee
- Ensures both internal and external equity.

- **Salary Target**

- Pay at P50 compared to National Broad Public Sector Organizations.
- Survey every three years to recalibrate to target
- Adjusted for inflation annually based on Canada Consumer Price Index

# Skill Based Pay

- Base Salary for all Operators [Salary expectation that you will have Level One certification or commitment to achieve it with corporate support; in at least one of four categories]
- Additional Pay for additional certification

# Operator Salaries

- The salary range for an Operator is \$44,726 to \$55,907 depending on level of certification. There are eight steps in the range starting at Operator in Training with increments after each subsequent certification
- The maximum salary is \$55,907 for an Operator with Level 2 certification in all four categories

# Supervisor/Lead Operator

- There will be a Supervisor/Lead Operator assigned to each Service Area
- The Operations Supervisor salary will range from \$49,869 to \$62,336
- There are eight steps in the range with a maximum pay of \$62,336 when Level 2 certification is obtained in all four categories

# Overtime/Banked Time

- **Overtime**

- Unless due to an operational emergency, overtime must be pre-approved by the Manager before undertaken. Overtime outside the normal hours of work is paid in relation to an employee's salary at 1.5 times the regular rate. For time worked on a statutory holiday, overtime will be paid at 2 times the regular rate.

- **Banking of Time**

- An employee is given the option of:

- A. banking the overtime hours worked to a maximum of 80 hours in a calendar year. All banked time that is not used in a calendar year shall be paid out after March 31st
- B. Taking time off with pay in a subsequent pay period if approved in advance by the Manager, however, time-off-in-lieu cannot exceed one week.



# Pension and Benefits

- **Pension**

- The AFNWA Pension Plan is a defined contribution plan and pension contributions are cost shared on a 50/50 basis. Participation in the pension plan is mandatory for all employees.
- 5.6% of Salary up to CRA Yearly Maximum Pensionable Earning [YMPE]
- 7.6% above YMPE [currently \$58,700]

- **Medical and Dental Benefits**

- Employees are required to participate in the AFNWA Medical and Dental Plans **unless** they provide proof of coverage under a partner/spouse's plan

# Vacation Benefits

- Three weeks up to Ten years of service
- Four weeks after Ten years of service
- Five weeks after Fifteen years of service
- Six weeks after Twenty Years of service
- Current service with First Nation Community will be used for calculation of vacation as an employee of AFNWA

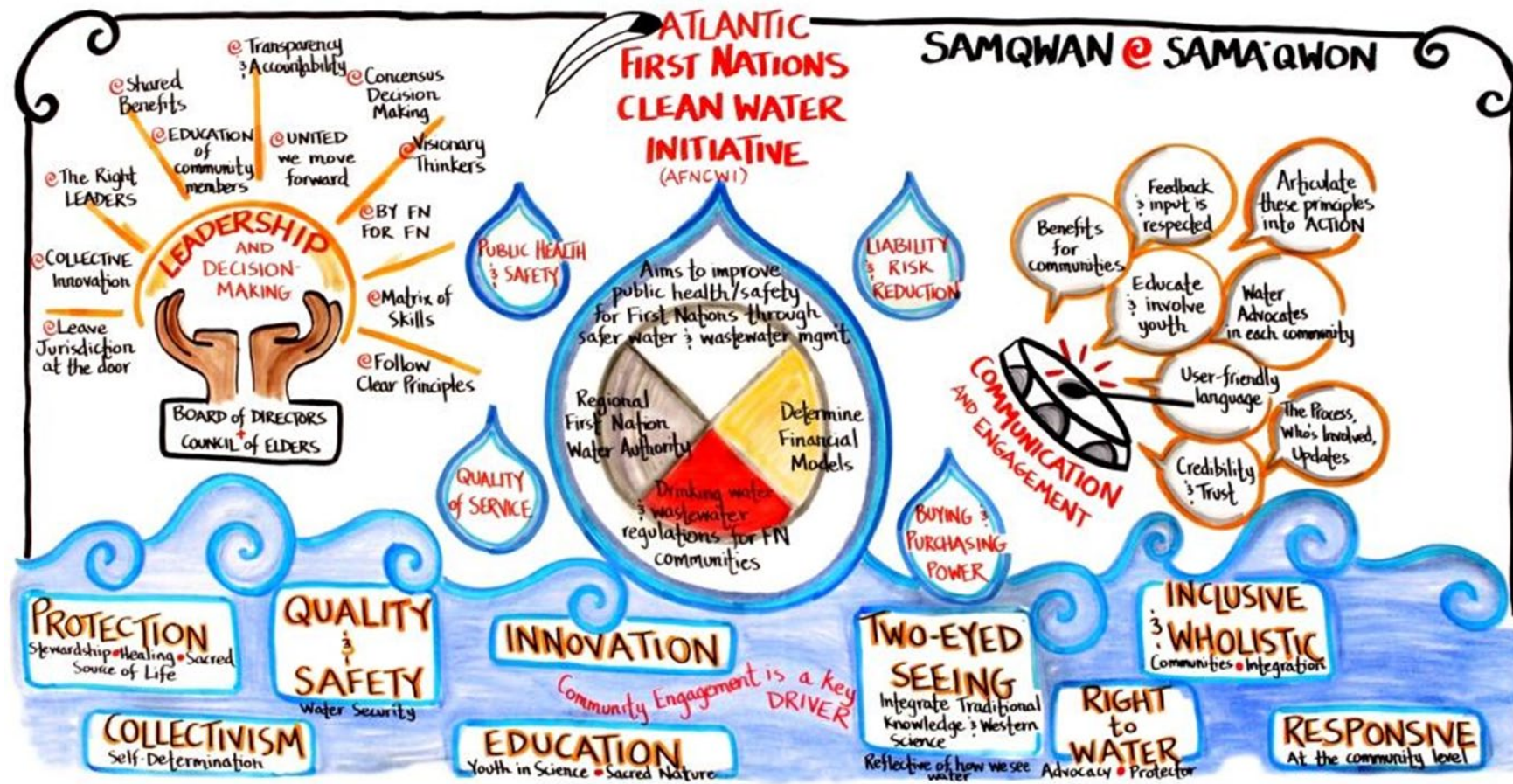
# Medical/Personal Leave Benefits

- Paid medical leave credits for employees at the rate of 1-1/4 days per month for each month employed up to a maximum of 15 days per fiscal year
- Medical leave credits can be carried over from year to year to a maximum of 90 working days
- An employee is entitled to a maximum of five days of paid leave per year for personal reasons, to be used at their own discretion
- AFNWA will participate in Provincial Workers Compensation Programs
- There are many other Leave Benefits under the HR Policy [Maternity/Paternity, Bereavement, Education, etc.] – Please refer to the Policy for specific benefits

# Training and Career Development

- With Covid travel restrictions being lifted, more opportunities for in person training through ACWWA, MPWWA
- On-line courses are still an option
- AFNWA will also coordinate training session based on need
- AFNWA will pay for courses, study guides, tutoring, etc. to obtain Operator certification or work-related courses
- We will adopt a formal training and development program for all AFNWA staff.

# Based on best practices and sound evidence - AFNWA represents a sustainable path for current and future generations



**Wela'lin!**

**Woliwon!**

Questions?

