



26 August 2020

Chief Wilbert Marshall, Chair

The regular meeting of the AFNWA Board will be held on Wednesday 26 August 2020 at 9:00 AM via the Ring Central Virtual application

## **AGENDA**

### **In Camera Reports**

1C Approval of Minutes of the In-Camera Meeting held on [Date]

2C Business Arising from Minutes

3C RFP for Communications

**Motion:** That the AFNWA Board approve the recommendation as outlined in the confidential report dated 20 August 2020

4C APC Services Agreement Contract

**Motion:** That the AFNWA Board approve the recommendation as outlined in the confidential report dated 20 August 2020

### **Regular Reports**

1.
  - a) Ratification of In-Camera Motions
  - b) Approval of the Order of Business and Approval of Additions and Deletions
2. Approval of Minutes of the Regular Meeting held on [Date]
3. Business Arising from Minutes
  - a) Transition Implementation Plan Update (verbal)
  - b) Draft Compensation Policy

### **Information Reports**

1-I Transition Implementation Plan Update

Original signed by \_\_\_\_\_

James MacKinnon  
Board Secretary



**Atlantic First Nations Water Authority  
MINUTES**

**26 August 2020**

**PRESENT:**

Chief Wilbert Marshall, Chair  
Chief Andrea Paul, Director  
Chief Arren Sock, Director  
Chief Terry Paul, Director

**REGRETS:**

Chief Ross Perley, Vice Chair  
Chief Mike Sack, Director  
Chief Roderick Gould Jr., Director

**STAFF:**

Carl Yates, interim CEO, AFNWA  
James MacKinnon, interim COO, AFNWA

**TABLE OF CONTENTS**

CALL TO ORDER ..... 3

1.a) RATIFICATION OF IN-CAMERA MOTIONS ..... 3

1.b) APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF  
ADDITIONS AND DELETIONS ..... 3

2. APPROVAL OF MINUTES - 29 July 2020..... 3

3. BUSINESS ARISING FROM MINUTES ..... 3-5

    a) Transition Implementation Plan Update ..... 3-5

    b) Draft Compensation Policy ..... 5

4.6. DATE OF NEXT MEETING ..... 5

**CALL TO ORDER**

The interim CEO, upon direction of the Chair, called the regular meeting to order at 9:25 AM via the Ring Central virtual platform. The Board moved In Camera at 9:30 AM and the regular meeting reconvened at 9:40 AM

**1.a) RATIFICATION OF IN-CAMERA MOTIONS**

**MOVED BY Chief Wilbert Marshall, seconded by Chief Andrea Paul, that the AFNWA Board ratify the In- Camera motions.**

**MOTION PUT AND PASSED.**

**1.b) APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS**

Board reviewed the Agenda with no additions or deletions suggested.

**MOVED BY Chief Andrea Paul, seconded by Chief Mike Sack that the AFNWA Board approve the order of business as circulated.**

**MOTION PUT AND PASSED**

**2. APPROVAL OF MINUTES – 29 July 2020**

**MOVED BY Chief Andrea Paul seconded by Chief Mike Sack, that the AFNWA Board approve the minutes of the regular meeting of 24 June 2020**

**MOTION PUT AND PASSED.**

**3. BUSINESS ARISING FROM MINUTES****a) Transition Implementation Plan Update (verbal)**

James MacKinnon presented some of the steps that we have been working on during the last month. Hi-lights are as noted below:

**Step 1- Operational Funding:** \$1M has been deposited into the AFNWA bank account in relation to the Funding Agreement between AFNWA and the Government of Canada.

**Step 2- Planning & Establishment of Governance:** Development of Internal Policies work continues. The draft compensation policy is being resubmitted at the current meeting as quorum was lost on 29 July 2020 meeting. The AFNWA Corporate Governance manual, as prepared by Rod Burgar is in its final stages of development and will be ready for presentation to the Board at the Governance Workshop, which is proposed for the afternoon of Sept 29, and the afternoon of September 30<sup>th</sup>, following our regularly

scheduled Board meeting. The workshop will be held just after the APC All Chief's meeting.

An RFP was issued for a communications consultant. Contracts have been developed and / or are under development for continued work with the AFNWA.

**Step 3a- Band Council Resolutions:** We have engaged with McInnes Cooper and have developed elements of what should be included in a final commitment BCR. Once a working draft is complete, we will be convening working group consisting of GoC reps along with community lands personnel and AFNWA legal counsel to review and finalize a draft BCR for Board approval. We are also proposing a Chief's workshop in late October to present an update on AFNWA activities and discuss the key milestones for community participation. We would like to have this workshop at Membertou Convention Centre and will follow up with Chief Terry Paul on availability.

**Step 3b- Implement Human Resources Strategy:** Work is ongoing with Leaders International Executive Search Firm; We have provided Leaders with job descriptions for each of the four Senior Managers. A short list was provided for the Manager of Engineering with a meeting yesterday to discuss a refined list of candidates. Additionally, Karen Reedman has begun the job evaluation process using the Korn Ferry HAY methodology.

**Step 5- Implement Operations Model:** ISC and Ontario Clean Water Agency (OCWA) are currently finalizing terms for the review of the AFNWA Business Case. A key point for the AFNWA is the scope of review. There are certain things OCWA are experts on that they could certainly comment on, however there are also certain aspects that are out of scope for the review (cultural elements for example)

**Step 7- Regulatory Oversight:** Dalhousie University continues work on water safety Plans. AFNWA & APC both completed partner applications for a natural Sciences and Engineering Research Council (NSERC) application, for additional funds to support this work. There is a meeting planned for early September with ISC, Environment and Climate Change Canada to discuss regulation of water and wastewater quality.

**Step 8- Operational Planning:** A search continues for AFNWA HQ office space for this fall including a tour of Sipekne'katik new building in Hammond's Plains on 05 August 2020 and contact with Millbrook Power center to review all options available at this time. The CEO and COO have been visiting communities engaging with Chiefs, Councilors, administrators and operators to discuss the AFNWA and hear their concerns. A common theme heard was the need for increased investment in wastewater, support for operator certification (which has just started up in NB again) and we should hear NS's options for certification exams sometime this week, and improvement in SCADA systems. Additionally, implications of maintenance on individual wells and septic systems was also discussed and will need to be reviewed with the Board for direction. An operator's workshop is planned for October 7<sup>th</sup> and 8<sup>th</sup>, 2020 in Truro to advance discussions.

Chief Andrea advised that her community has a couple of gentlemen who do water and wastewater, with one probably retiring soon and is wondering if it is possible to have people go through the certification program before they are hired, to have the community be prepared in case the community needs someone quickly? AFNWA advised that our main focus is to reach out to all operators and let them know that we want all operators that currently work in First Nation communities to be part of the AFNWA when the assets get transferred. Chief Andrea asked how we reach out to someone who may not even be a part of it right now but there may be an opportunity, in recognizing building capacity

within the community and thinking ahead. AFNWA advised we want to reach out as much as we can to attract qualified candidates. As well, we would love the opportunity to get into high schools as we believe that's where it starts. There, we can give a presentation to let the youth know this is a definite career opportunity and steer them, in particular, to the NSCC. Carl has a great working relationship with the CEO of NSCC and has previously reached out to advise we will be looking for their support to ensure NSCC encourages and welcomes First Nations students into programs that will align with jobs in a water utility. Carl suggested this would be a great topic of discussion at the Chief's at the October workshop: How do we get youth interested in a great career with water and wastewater? Chief Andrea advised that she does have a contact who works in a mill treatment plant. AFNWA advised to please ask this contact to reach out to Carl Yates as his skills are very transferrable.

#### b) Draft Compensation Policy

There was a presentation on this at the last meeting, with 3 votes in favour of the draft Compensation Policy, however we lost quorum. We wish to get a clean motion on the floor today and get support for the AFNWA Compensation Policy. Key to the compensation policy is the HAY methodology and looking at 3 components to a compensation policy; base pay; individual performance incentive for managers; and corporate incentive program. The policy also recognizes we are going to pay overtime for the rank and file, excluding senior managers. We will come back at a later time to look at an overall corporate incentive program tied to a corporate balanced scorecard, which is yet to be developed.

**MOVED BY Chief Wilbert Marshall, seconded by Chief Terry Paul that the AFNWA Board approve the Compensation Policy in the substantive form attached.  
MOTION PUT AND PASSED**

#### 8. DATE OF NEXT MEETING

The next meeting is scheduled for 30 September 2020 @ 9:30 AM

The meeting was adjourned at 10:20 AM

Original Signed By \_\_\_\_\_  
*James MacKinnon*  
*Board Secretary*

Original Signed By \_\_\_\_\_  
*Chief Wilbert Marshall*  
*Chair*

The following Information Items were submitted:

1-I Transition Implementation Plan Update