



27 November 2020

Chief Wilbert Marshall, Chair

The regular meeting of the AFNWA Board will be held Wednesday 02 December 2020 at 9:30 AM via the ZOOM virtual platform: <https://zoom.us/j/94973392146>

### **In Camera Reports**

- 1C Approval of Minutes of the In-Camera Meeting held on 06 November 2020
- 2C Business Arising from Minutes
- 3C SCADA Master Plan RFP Award

**Motion:** That the AFNWA Board approve the recommendation as outlined in the confidential report dated 26 November 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 26 August 2020 & 06 November 2020
- 3. Business Arising from Minutes
  - a) Transition Implementation Plan Update (26 November 2020)

### **Other Business**

- 4. [2021-2022 AFNWA Operations Budget]

**Motion:** That the AFNWA Board approve the 2021-2022 AFNWA Operations Budget in the substantive form attached

- 5. [HR Policy]

**Motion:** That the AFNWA Board approve the HR Policy in the substantive form attached

### **Information Reports**

- 1-I Transition Implementation Update (26 November 2020)

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

James MacKinnon  
Board Secretary



**Atlantic First Nations Water Authority  
MINUTES**

**06 November 2020**

**PRESENT:**

Chief Wilbert Marshall, Chair  
Chief Ross Perley, Vice Chair  
Chief Andrea Paul, Director  
Chief Terry Paul, Director

**REGRETS:**

Chief Arren Sock, Director  
Chief Mike Sack, Director

**STAFF:**

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

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**CALL TO ORDER**

The interim CEO, upon direction of the Chair, called the regular meeting to order at 2:27 PM via the Ring Central virtual platform. The Board moved In Camera at 2:30 PM and the regular meeting reconvened at 3:10 PM

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

**Due to time constraints, in camera motions were not ratified in the Regular segment of the meeting.**

**MOTION PUT AND PASSED.**

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

Agenda discussed as Members signed on to meeting. In the interest of time, the agenda was accepted as circulated without a motion.

**2. APPROVAL OF MINUTES – 26 August 2020**

**This will be moved via email, in the interest of time, or at next Board meeting.**

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

James MacKinnon, interim COO, presented on the 22 October 2020 Transition Implementation Update Board Report.

There were no questions or comments brought forward.

The CEO made reference to the report under Item 3-I, Private Wells & Septic Systems. A general discussion ensued, and Chief Terry Paul made note that we need to discuss this further at a later time.

**8. DATE OF NEXT MEETING**

The next meeting is scheduled for 02 December 2020 @ 9:30 AM

The meeting was adjourned at 3:30 PM

Original signed by \_\_\_\_\_  
*James MacKinnon*  
*Board Secretary*

Original signed by \_\_\_\_\_  
*Chief Wilbert Marshall*  
*Chair*

The following Information Items were submitted:

1-I Transition Implementation Update (30 September 2020)

2-I Transition Implementation Update (28 October 2020)

3-I Private Wells & Septic Systems



**TO:** Chief Wilbert Marshall, Chair, and Members of the Atlantic First Nations Water Authority Board

**SUBMITTED BY:** original signed by  
James MacKinnon, MPA, B.Sc., Interim Chief Operating Officer

**APPROVED:** original signed by  
Carl Yates, M.A.Sc., P.Eng., Interim Chief Executive Officer

**DATE:** November 26, 2020

**SUBJECT:** **Transition Implementation Plan - Update**

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## Information Report

### **ORIGIN**

Transition Implementation Plan [TIP] approved by the Board at the June 24<sup>th</sup>, 2020 board meeting,

### **BACKGROUND**

The Transition Implementation Plan [TIP] provides a detailed overview of the AFNWA's internal developments as an organization, and external developments on projects and community outreach. The TIP will guide the overall operationalization of the AFNWA through staged phases and lead to full autonomous operations in Spring 2022. It describes the objectives of the phases and the process by which the steps and composite tasks are to be managed.

### **DISCUSSION**

The complete Transition Implementation Plan is attached for your reference, however some key highlights of development since our previous meeting are as follows:

- *Step 1: Operational Funding.*

- *Funding has been received. Step 1 can now be considered complete.*
- *Step 2: Planning and Establishment of Governance.*
  - The AFNWA Corporate Governance Manuel has been approved and is now ready to circulate and present to member and prospective communities.
  - Term Sheets have been approved and are now ready to circulate and present to member and prospective communities.
  - Contracts have been finalized for continued work with the AFNWA. Executed contracts include:
    - Halifax Water (Asset Management support),
    - Colliers Project Leaders (Business and Financial Analysis),
    - McInnes Cooper (legal support),
    - Accelerator Inc (Governance),
    - Graham MacDonald (SCADA master plan), and
    - Karen Reedman (job evaluations)
    - National Public Relations (public relations and communications support)
  - Dalhousie University's contract to develop water safety plans is under review by Dalhousie legal counsel. We expect it to be returned in early December.
- *Step 3a; Band Council Resolutions:*
  - A draft BCR for final commitment to the AFNWA is now complete and ready for circulation and feedback (see attached). A draft has been sent to ISC for comment and we anticipate receiving their feedback in early December. Once received we can begin to review with communities.
- *Step 3b: Implement Human Resource Strategy*
  - The first round of interviews are set for the Manager of Corporate Services on December 4<sup>th</sup> & 7<sup>th</sup>.
  - AFNWA Manager of Engineering, John Lam, has started work with us on November 1.
  - AFNWA Manager of Communication, Adam Gould, will begin work with us on December 1<sup>st</sup>.
- *Step 5: Implement Operations Model.*
  - Ontario Clean Water Agency continues their review of the AFNWA business case. So far, communication from OCWA regarding the business case has been positive. It is anticipated that their review will be complete before Christmas.
- *Step 7: Regulatory Oversight.*
  - Dalhousie continues its work on Water Safety Plans. Dr. Gagnon has indicated that his NSERC application has been successful to secure additional funding for this initiative.
- *Step 8: Operational Planning:*



- The CEO and COO continue to meet with Chiefs, Councilors, community administrators and operators to discuss the AFNWA and hear their concerns.
- The CEO and COO traveled to Miawpukek First Nation on November 16, 2020 to meet with Chief Joe and Council. Miawpukek are now considering participation in AFNWA's SCADA Master Plan and Asset Management Plan projects.
- Millbrook First Nation has given their approval to lease space to the AFNWA within the Power Centre lands. We are currently waiting for a copy of the lease agreement.
- Step 9: Capital Planning
  - The AFNWA has issued and closed an RFP for the SCADA Master Plan. After proposals were evaluated, the preferred proponent is ERAMOSA.
  - An RFP for the Asset Management Plan was tendered on November 26, 2020.

### **BUDGET and FINANCIAL IMPLICATIONS**

Activities associated with the TIP are funded through Funding Agreements secured with Indigenous Services Canada.

### **ATTACHMENT**

Transition Implementation Plan

BCR – AFNWA Commitment

Report Prepared by: <u>original signed by</u> James MacKinnon, interim COO, (902)-435-8021
Financial Reviewed by: <u>original signed by</u> Carl Yates, interim CEO, (902)-435-8021



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

### Background

The AFNWA Business Case recommends a phased milestone-based approach with a two-year transitional period that allows detailed operational and capital budgets to be developed and agreed with ISC based upon an AFNWA operations plan; an Asset Management Plan (AMP); and a 10-year capital program.

The AFNWA has developed a Transition Plan which has been the principle vehicle for agreeing to a Framework Agreement between AFNWA and ISC. This plan which is organized into three key phases includes several steps that need to be delivered sequentially. These phases can be summarized as follows

- **Phase 1: Approval & Funding:** is an enabling phase which includes tasks which must be completed 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 budget planning and consolidates these 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.

AFNWA and ISC are close to completing a funding agreement which will provide the funds needed to deliver the Transition plan and progress over the next two years.

### Transition Period Implementation Plan

The Transition Period Implementation Plan (Implementation Plan) will guide the overall operationalization of the AFNWA and its phases will lead to fully autonomous operations in Spring 2022. It will describe the objectives of the phases and the process by which the steps and composite tasks are to be managed.



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

The delivery of the Implementation Plan will necessitate a team with diverse knowledge, expertise, and experience. The Implementation Plan contains the information needed to deliver the transition successfully, in terms of integration, communication, quality, cost, schedule, risk, scope, and overall project management. The Implementation Plan defines the governance and organizational structure; the management, administrative, and reporting processes that will be used; and the decision-making responsibilities and authorities for each principal stakeholder.

While Implementation Planning has commenced, finalizing and delivery of the Plan will require the input from the Senior Management Team which has yet to be recruited. The immediate intention of the Plan is to identify the relevant tasks that need to be completed but not to provide the complete details on how they will be delivered. While it is recognized that the CEO will have ultimate accountability for delivery of the Implementation Plan, potential resources required to develop tasks (whether internal or external resources), and reviewer / approver information has been added for considerations.

As each task is formally initiated, it is recommended that the AFNWA initiate further project definitions (i.e. project charter, timing, resources) to guide task implementation. Within the Transition Plan, tasks anticipated to require a formal project charter or workplan are marked with an asterisk (\*). As individual tasks are initiated, additional task implementation planning is anticipated, and this will be reviewed by the CEO and Senior Management Team on a regular basis.



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 1: Approval and Funding.					
<p><b>Step 1a: Operational Funding</b> Funding Commitment by Government of Canada to provide long term funding to AFNWA in line with the order of cost identified in the Business Case.</p> <p>Noting that long term funding will come with final negotiation at the end of this two-year transition. Execution of the Transitional Funding Agreement and signature of the Framework Agreement will signify commitment to this objective.</p>					
Tasks	AFNWA Owner	Resources <sup>1</sup>	Reviewer /Approver	Recommended Completion Date	
1.0	Framework agreement signed demonstrating a co-development process and commitment for long-term AFNWA funding (key milestone)	COO	CY, RB, Colliers	ISC	May 15, 2020
2.0	Complete Transitional Funding Agreement between AFNWA and ISC to cover two-year Transition Period	COO	CY, RB, Colliers	ISC	May 1, 2020
3.0	Cash flow draw system (incl. bank number), schedule (refer to ISC conference call minutes)	COO	RM	ISC	May 15, 2020
4.0	Develop Transition Plan Template	COO	Colliers	CEO	May 15, 2020

<sup>1</sup> A full description of resource abbreviations has been provided following the phase 3 tasks.



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 1: Approval and Funding.					
<b>Step 2: Planning and establish governance</b>					
Funding Commitment by Government of Canada to provide long term funding to AFNWA in line with the order of cost identified in the Business Case.					
Noting that long term funding will come with final negotiation at the end of this two-year transition. Execution of the Funding Agreement and signature of the Framework agreement will close step 1					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Establish organization				
1.1	CEO	COO, McInnis Cooper	Board	August 1	
1.2	CEO	COO, SMT	CEO	Ongoing	
1.3	COO	RM	CEO	Dec. 31, 2020	
2*	Identify corporate policies and procedures needed				As req'd on a priority basis
2.1	Mgr. Comms	COO, RM	Board		
2.2	CEO	COO, McInnis Cooper, Mgr. CS, Colliers	Board		
2.3	CEO	Mgr. CS, COO	Board		
2.4	CEO	Mgr. CS, COO	Board		



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

2.5	Information Technology	Mgr. CS	COO, JH	CEO	
2.6	Training and Development policy (Parts found within the APC HR Policy)	Mgr. CS	COO, Supervisor CS, RM	CEO	
2.7	Discipline policy (incl. Two Eyed Seeing)	COO	McInnes Cooper, Elders Council, JP, RB	CEO	
2.8	Pension and Benefits policy	CEO/Mgr. CS	McInnes Cooper, Supervisor CS	Board	
2.9	Health and Safety policy	CEO	Mgr. CS, COO, Supervisor CS, JH	Board	
2.10	Environmental policy	CEO	SMT, GG	Board	
2.11	Security policy	CEO	SMT	Board	
2.12	Code of Conduct	CEO	McInnes Cooper, Mgr. CS, COO, RM	Board	
2.13	Debt policy (elements found within the Financial Policy)	Mgr. CS	COO, CEO, Colliers	Board	
2.14	Spending Authority (Financial Policy, will need to be altered)	CEO	Mgr. CS, COO, Colliers	Board	
2.15	Fraud (Elements found within the APC Financial Policy)	Mgr. CS	COO, CEO, Colliers	Board	
2.16	Document Management policy, recommended solution, and tool considerations (utilize APC in interim)	COO	SMT, Colliers JH, RM	CEO	
2.17	Violence and Harassment policy	CEO	McInnes Cooper, Mgr. CS, COO	Board	
2.18	Hiring policy	COO	JH	CEO	
2.19	Conflict of Interest Policy	CEO	COO, Mgr. CS, Colliers	Board	
2.20	Develop AFNWA specific templates - minutes, action list, SOPs	COO	RM, JH, Colliers	CEO	
3.0	Establish financial and accounting policies and frameworks				



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

3.1	Identify Gaps in APC Financial Policies - debt policies, accounting structures being used, align with Treasury Board policies / rates,	Mgr. CS	COO, Colliers	CEO	
3.2	Set up basic accounting framework, general ledger, yearly audit standards & audit timelines, income statements, balance sheets – (service may start with APC but transition to AFNWA) <ul style="list-style-type: none"> <li>- services could be provided on an interim basis by APC;</li> <li>- there are # of other corporate services APC can provide; gradual transition to AFNWA</li> </ul>	Mgr. CS	COO, 3 <sup>rd</sup> party advisor, Colliers	CEO	Establish for first fiscal year [2020/2021]
3.3	Tax exemption letters from CRA <ul style="list-style-type: none"> <li>- anticipated to be received once a lease is signed</li> </ul>	COO	Mgr. CS,	CEO	June 1, 2020
3.4	Audited statements 2021 (milestone)	Mgr. CS	COO, CEO, Colliers	Board	March 31, 2021
4.0*	Board governance				
4.1	Establish Board Governance Framework <ul style="list-style-type: none"> <li>- solicit consultant proposal</li> <li>- develop work plan</li> </ul>	CEO	COO, RB, Colliers	Board	
4.2	AFNWA Implementation Plan <ul style="list-style-type: none"> <li>- Board delegated resp. to CEO to manage</li> <li>- CEO owns plan; recommendations to the Board, as req'd</li> <li>- COO &amp; Board Executive work with CEO</li> <li>- Board approves key items</li> </ul>	CEO	COO, RB, Colliers	CEO	March 31, 2022
4.3	AFNWA Board Terms of Reference <ul style="list-style-type: none"> <li>- CEO works with Board executive, legal advice</li> <li>- Incl. governance (i.e. operating water authority, approvals &amp; authorities), roles (i.e. day to day)</li> </ul>	CEO	COO, JP, RB	Board	Initiates with hiring of CEO, completes Nov 2020
4.4	Board governance Workshop (Face to Face) <ul style="list-style-type: none"> <li>- Define roles and resp, Specific Board terms, committee, compensation</li> </ul>	COO	RB, Colliers	CEO	Sept/Oct. 2020



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

4.5	AFNWA Board and Committees Terms of Reference [e.g. Executive, Audit and Finance, Environment, Health and Safety]	CEO	COO, RB, Colliers	Board	Draft Nov. 30/20
4.6	AFNWA Board Formally Approves Term of Reference (milestone)	CEO	COO, RB	Board	Feb.1, 2021
4.7	Board Compensation Policy	CEO	COO, RB	Board	April 1, 2021
4.8	Selection of Elders Council, develop Terms of Reference <ul style="list-style-type: none"> <li>- Process for Board to engage with Elders Council</li> <li>- Lead/ Head Elder? Ex-officio to Board? Serve as Director on Board?</li> </ul>	CEO	COO, RB	Board	March 1, 2021
5.0*	Establish document management system	COO	JH, Colliers, RM	CEO	Dec. 31, 2020
6.0	Develop communications strategy	Mgr. Comms	COO, Comms Consultant	CEO	Feb 1, 2021
7.0	Define ISC approvals process				
7.1	Develop engagement plan with ISC <ul style="list-style-type: none"> <li>- Strategy and framework of approach</li> <li>- Meeting schedule and intent</li> <li>- Identify and clarify requirements</li> </ul>	COO	RB, McInnis Cooper,	CEO	February 1, 2021
7.2	Identify milestones and approvals (required by Federal government) <ul style="list-style-type: none"> <li>- Schedule, process, Cabinet date, timeline, milestones, minutes &amp; action list</li> </ul>	COO	RB, Colliers, Central Agency reps,	CEO	As Req'd
7.3	Identify Board approvals and reporting required <ul style="list-style-type: none"> <li>- Tied to ISC negotiations</li> </ul>	COO	RM, Colliers	CEO	As Req'd





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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 1: Approval and Funding.					
Step 3a: Band Council Resolutions					
<p>The commitment to GOC funding will allow Band Council Resolutions (BCR) to be completed with participating First Nations Bands. This deliverable will require the AFNWA interim COO to travel to participating and non-participating First Nations alike to request a BCR for further continuation of the project. This will allow license and asset transfer agreements to be developed. This step is dependent on the signature of the proposed framework agreement before the community visits commence.</p>					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Develop BCRs				
1.1	Draft BCRs - Informed by Framework Agreement and the land transfer Agreements/licenses	COO	McInnes Cooper, ISC	CEO, Board, Band Council	Jun 30, 2020
1.2	Incorporate ISC feedback for draft BCR	COO	RB, Colliers	CEO	
1.3	Final BCR's approved by Board	CEO	COO	Board	
1.4	Geographic information/mapping required for license agreement and asset management, develop common standards	Mgr. Eng.	COO, JH	CEO	
1.5	Survey First Nations capacity to hold community and Council meetings virtually	COO		CEO	Jun 30, 2020
1.6	Organize Chiefs and Operators: Kick-off Workshop (also invite communities who are interested, but who have yet to sign a BCR indicating their interest) to go over the transfer process plan in detail, and to communicate the AFNWA's timelines for full, autonomous operations.	COO	RB,	CEO	Fall 2020 or Winter 2021 depending on Pandemic Restrictions



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

2.0	BCR approval by communities				
2.1	Organize Community visits - present to Councilors, gain input, make changes / tweaks. This round of BCRs will signify a further commitment to the AFNWA. AFNWA COO and CEO will travel to each community to present to Chief and Council to seek their continued support [22 communities].	COO	RB, RM	CEO	Fall 2020 / Winter 2021
2.2	Request signature - by community based on meeting with Councils - Presentations to communities	COO	CEO (as req'd), Mgr. Comms	CEO, Band Council	As Req'd
2.3	Renew BCR commitments for existing Communities (15 + 7 communities).	COO		CEO	January 31, 2021
3.0	Outreach to other communities to extend invitation to join AFNWA (note: dependent on Framework Agreement)	CEO	COO	CEO	Ongoing up to Dec 1, 2021
4.0	Develop draft BCR process & commitments for communities to join AFNWA after Transfer Agreement - Process to be defined - Resources to be identified in negotiations with GoC	COO	McInnes Cooper, RB	CEO	Winter 2021/2022



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

### Phase 1: Approval and Funding.

#### Step 3b: Implement Human Resources Strategy

The recruitment of a CEO and senior management team is key to delivering phase 2. Obtaining GOC commitment to funding will allow the following activity to commence.

- Contract with a professional search organization
- Hire the CEO and senior managers

These manager positions will have to be selected in order of priority. For 2020-2021, however, it is recommended that the CEO and Manager of Engineering be identified to work alongside the interim COO. At the start of 2021-2022, the remainder of the senior management team will be hired.

Note – Current COO continues to play a strong liaison role with First Nation Chiefs, Board, ISC, and communities; supports CEO as the utility transitions to full operations in 2022.

Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0 Human Resource planning				
1.1 Develop Human Resource strategies that recognize the experience and knowledge of staff currently employed in water and wastewater system operation and take a consistent approach to salaries, benefits, training, and career development. Confirm skills to operate business	Mgr. CS	COO, Supervisor CS, JH	CEO	Sept 1, 2021
1.2 Research pay and compensation (internal and external equity) - Seek outside HR consultant support	CEO	Mgr. CS, COO	CEO	Summer / Fall 2020
1.3 Develop and complete draft CEO job description	CEO	COO	Board	May 15, 2020
1.4 Develop and complete SMT job descriptions	COO	JH, RM	CEO	As Req'd
1.5 Develop and complete staff job descriptions	Mgr. CS	SMT, Supervisor CS	CEO	As Req'd



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

2.0	Formal staff recruiting				
2.1	Complete RFP for professional recruiting firm	COO	CEO, RM	CEO	April 28/20
2.2	Hire a professional recruiting firm to recruit qualified personnel as candidates for Senior Management positions.	COO	CEO, RM	CEO	May 22/20
3.0	Recruit key staff				
3.1	Recruit (Interim) CEO for 2-year transition	Board	COO	Board	July 2020
3.2	Recruit Manager Engineering (permanent)	CEO	COO, Recruitment Consultant		September 1, 2020
3.3	Recruit Manager Communications & Outreach (permanent)	CEO	COO, Recruitment Consultant		Dec. 1, 2020
3.4	Recruit Manager of Corporate Services (permanent)	CEO	COO, Recruitment Consultant	CEO	January 1, 2021
3.5	Recruit Manager Operations (permanent)	CEO	COO, Recruitment Consultant	CEO	April 1, 2021
3.6	Hire asset management technologist	Mgr. Eng.	COO, JH	CEO	Sept. 1, 2020
3.7	Hire admin assistant	COO	Mgr. Eng., RM	CEO	Oct. 1, 2020
3.8	Recruit or hire superintendents	Mgr. Op	Mgr. CS, JH	CEO	June 1, 2021
3.9	Recruit permanent CEO	Board	Interim CEO, COO	Board	April 30, 2022



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 1: Approval and Funding.					
Step 4: License Agreements					
Finalizing BCRs will enable licensing/land access agreements to be drafted and completed with participating First Nations Bands. The AFNWA and its legal team will work directly with First Nations lands departments, ISC, the Department of Justice to create land access/license agreements that will both allow the AFNWA to enter communities, exclusively work on water and wastewater infrastructure, and indemnify Chiefs and Councils for water quality.					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0					
1.1					
1.2					
1.3					
2.0					
2.1					



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

	<ul style="list-style-type: none"> <li>two options to be considered</li> </ul>				
2.2a	Option 1- Existing community mapping, or minimum required being the list of assets that are required	Mgr. Eng.	COO, Band land manager, ISC, McInnes Cooper	CEO	December 1, 2020
2.2b	Option 2 - Mapping in connection with Asset Management Plan, Identify or confirm assets, surveyors land in question, geomatic scanning (or is this part of the AMP)	Mgr. Eng.	COO, Band land manager, ISC, McInnes Cooper	CEO	December 1, 2020
3.0	License agreements				
3.1	License agreements engagements <ul style="list-style-type: none"> <li>interested community representatives</li> <li>identify elements that will used for AFNWA commitment through BCR</li> </ul>	COO	McInnes Cooper, RB		Fall 2020
3.2	Draft license agreements <ul style="list-style-type: none"> <li>Generally common, accompanied with a map</li> </ul> Specifics based on band (i.e. municipal transfer agreement)	COO	McInnes Cooper, RB	Band Council/CEO Board /	January 1, 2021
3.3	Group engagements follow up, land workshops <ul style="list-style-type: none"> <li>Land reps from interested communities</li> <li>Presenting final draft</li> </ul>	COO	ISC, McInnis Cooper, RB, Band Council, Community	CEO	
3.4	Recommend license agreement for final approval to the Board (combine with below)	CEO	COO, RB, McInnis Cooper, Band Council	Board	April 1, 2021
3.5	Signature of license agreements <ul style="list-style-type: none"> <li>Confirm whether condition of final funding</li> </ul>	CEO	COO, RB, McInnes Cooper, Band Council	Band Council/ Board	July 1, 2021



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

### Phase 2: Operational Initiation.

#### Step 5: Implement an FSD “Hub and Spoke” operations model.

Hire all senior staff by April 2021 (one year after funding approval) with a clear preference to hire from participating Atlantic First Nations. The tasks of these managers will be to develop and adopt a formal training and development program for all staff. Furthermore, senior managers will develop Human Resource strategies that recognize the experience and knowledge of staff currently employed in water and wastewater system operation and take a consistent approach to salaries, benefits, training, and career development.

The development and implementation of the hub and spoke model is conditional upon the input of the Senior management team. When the SMT is in place a detailed implementation plan for this step will be developed.

Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0 Ontario Clean Water Agency (OCWA) Peer Review Business Case	COO	CEO, OCWA, JH, Colliers	ISC	Fall 2020
2.0 ISC accepts the Business Case (milestone)	CEO	COO, Colliers, JH	Board / ISC	April 1, 2021
3.0 Develop plan to implement hub and spoke model <ul style="list-style-type: none"> <li>- i.e. supervisor allocation, technical supervisor set up, connections to HR strategies</li> <li>- consultation with future operators, Board, communities,</li> <li>- financials</li> </ul>	Mgr. Ops	SMT, JH,	CEO	Sept. 1, 2021
4.0 Regular updates to Board For information	CEO	SMT, COO	Board	Monthly



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

<b>Phase 2: Operational Initiation.</b>					
<b>Step 6: Implement Transition Management.</b>					
AFNWA appoint a dedicated transition management team. Develop an AFNWA transition management strategy and align the communications and transition management strategies to ensure effective engagement and support. This step will be maintained for the 2-year transition period.					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1	AFNWA appoint a dedicated Transition Management Team (TMT) to navigate change with external consultant as support.	SMT	COO, RB, Colliers	CEO	Starting April 2021
2*	Develop and implement Transition Management Plan - Establish transition management milestones with AFNWA, communities, Government, operators, others	SMT	COO, RB, Colliers	CEO	From June 1, 2021 to end of 2023

<b>Phase 2: Operational Initiation.</b>					
<b>Step 7: Regulatory Oversight.</b>					
AFNWA confirm regulatory Oversight Agencies with GOC. and develop a plan for implementing their requirements. As an interim step, the AFNWA and Dalhousie University will continue their work in developing a strategy for operating in an unregulated environment.					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1*	Regulatory oversight planning				





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Project Leaders

## Atlantic First Nations Water Authority Transition Period Implementation Plan

1.1	AFNWA and Dalhousie University will continue their work in developing water safety plans for operating in the interim within an unregulated environment. - NSERC application - Proposal consideration	CEO	COO, GG, ISC, Mgr. Eng., Mgr. Ops, JH	CEO	April 1, 2021
1.2	Develop (interim step) potential set of processes to facilitate auditing for compliance to benchmark standards (updated from original 2013 regulations prepared by Dalhousie)	Mgr. Ops	SMT, GG, JH,	CEO	Sept 30, 2021
1.3	Adoption of interim regulations	Mgr. Ops	SMT, GG, JH	Board	June 30, 2021
2.0	Determine long term regulations (influenced significantly by the work being conducted by the Assembly of First Nations)	CEO	SMT	Board	As Req'd
3.0	Work with Federal Government to determine Water Quality and Wastewater Effluent regulator (likely Environment Canada). Develop strategies to gain Public Servant support.	CEO	SMT, GG, ISC	Board	Sept. 1, 2021
4.0	Determine Federal financial regulator	CEO	SMT, ISC	Board	June 1, 2021
5.0	Review current composition / recruitment of additional board members				
5.1	Additional band representation	Board Executive	CEO, COO, RB	Board	As Req'd
5.2	Additional technical, SME experts - Financial, communications, legal, scientific etc....	Board Executive	CEO, COO, JH, Colliers	Board	April 1, 2021
5.3	Appointment of a Vice Chair	COO	Board Chair	Board	May 15, 2020



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 2: Operational Initiation.					
Step 8: Operational planning.					
Senior Management team develop an operations plan that identifies AFNWA operational funding requirements including:					
<ul style="list-style-type: none"> <li>board and management costs,</li> <li>operating and maintenance costs</li> <li>administration and accommodation costs,</li> </ul>					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	AFNWA headquarters facility				
1.1	Develop Headquarters accommodation, space, and technical requirements (Search criteria)	COO	RM, Colliers	CEO	June 1/20
1.2	Search for headquarters accommodation on reserve. Enables temporary (medium term; 5-7 years) vs eventual construction (long term), incorporates Board direction	COO	RM, Colliers, Band Land Manager	CEO	August 1/20
1,3	Develop and Secure IT requirements, office equipment, furniture etc. Note: staged IT requirements may be required as full IT Policy will be finalized with the engaged of the Director Corporate Services.	COO	Mgr. Eng., RM, JH	CEO	Oct. 1/20
1.4	Lease & financial impact review	COO	COO, McInnes Cooper,	CEO	Sept. 1/20
1.5	Board lease approval	CEO	COO	Board	Sept.1/20
1.6	Move in to headquarters facility	COO	RM, Contractor	CEO	Oct.1/20
2.0	Develop Operations budget for 2021/22 fiscal year	Mgr. CS	SMT, COO	CEO	March 1/21
3.0	Develop Operational Plan for commencement of operations	Mgr. Ops	SMT, COO, Consultant	CEO	Jan 31/22



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

<b>Phase 2: Operational Initiation.</b>					
<b>Step 9: Capital planning.</b>					
The implementation of step 5 will allow Senior Management to develop an asset management plan within 18 months of AFNWA operations and a draft 10-year capital program based on the asset management plan. This further emphasizes the need to retain the AFNWA CEO and Manager of engineering within the first quarter of 2020-2021					
Tasks		AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date
1.0*	Identify what is required specifically for the Asset Management Plan (AMP) plan <ul style="list-style-type: none"> <li>• Develop project charter including schedule, scope etc.</li> <li>• Project requirements</li> <li>• Required consultant requirements</li> </ul>	Mgr. Eng.	COO, JH,	CEO	Sept 1, 2020
2.0	Develop and issue RFP for consultant to support development of AMP and 10-year capital budget.	Mgr. Eng.	Consultant, JH,	CEO	Sept 30, 2020
3.0	Organize an Asset Management Workshop for operators and technical staff of the AFNWA.	Mgr. Eng.	Consultant, Mgr. Ops, JH,	CEO	March, 2021
4.0	Develop a comprehensive AMP for the infrastructure in participating communities.	Mgr. Eng.	Consultant, SMT, JH	CEO	Sept. 30, 2021
5.0	Develop a draft 10-year capital plan that is based on the asset management plan.	Mgr. Eng.	Consultant, SMT Colliers. JH	CEO	Dec 31, 2021



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 3: Detailed Business Case and Funding					
<b>Step 10: Risk assessment.</b>					
Prepare a detailed risk assessment to act as an input into the detailed financial model. This will be an ongoing practice within the AFNWA. The asset management plan will identify detailed operational risks; however, it will be the prerogative of the AFNWA senior management to identify additional risks along with the appropriate mitigation strategy. Risks categories may include but are not limited to:					
<ul style="list-style-type: none"> <li>• Economic</li> <li>• Social</li> <li>• Political</li> <li>• Technological</li> <li>• Legal</li> <li>• Environmental</li> </ul>					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0 Develop and issue RFP to develop Enterprise Risk Management System - Proposal consideration / external consultant	Mgr. CS	CEO, SMT, COO, Colliers	CEO	Jun 1, 2021	
2.0 Complete Enterprise Risk Management System for Approval of Board - Workshops with Board, SMT - Risk register - Timelines for review	CEO	SMT, Consultant, COO, JH, RM	Board	Nov 30, 2021	



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 3: Detailed Business Case and Funding					
<b>Step 11: Financial Model.</b>					
Develop a detailed financial model that incorporated inputs from the AMP, Operational plan, risk assessment and 10-year capital spending plan to identify the operational and capital funding required to operate the AFNWA for the first 25 years of operation. The model should be sufficiently detailed to consider scenarios and risks which might impact operations and service delivery. The model will be a vehicle for agreeing the funding model with GOC.					
Complete Step 11 Mar 2021					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Incorporate inputs from the AMP, Operational Plan, risk assessment and 10-year capital spending plan to identify the operational and capital funding required for the AFNWA.	Mgr. CS	SMT, Colliers	CEO	Mar 1, 2022
2.0	Finalize financial reporting				
2.1	Develop corporate financial reporting, models (operations and capital) - Management information required. - External reporting (i.e. GoC) requirements	Mgr. CS	COO, Colliers	CEO	March 30, 2022



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

<b>Phase 3: Detailed Business Case and Funding</b>					
<b>Step 12: Refine Detailed Budgets and funding model.</b>					
The intention of this step is to review the detailed financial model and risk assessment with ISC and Participating First Nations to develop/agree a detailed funding model.					
Complete Step 12 June 2021					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Review the detailed financial model with ISC and Participating First Nations to develop/agree on a detailed funding model - Informed by multiple sources including the enterprise risk management system	Mgr. CS	SMT, Colliers	Board, ISC Band Councils	Mar 1, 2022
2.0	Develop Business Plans for AFNWA Board Approval	CEO	SMT, COO	Board	
2.2	Determine Business Plans draft Table of Contents	CEO	SMT, ISC	Board	June 1, 2021
2.3	Ten Year Business Plan	CEO	SMT, COO	Board	Jan. 31, 2022
2.4	One Year Business Plan	CEO	SMT, COO	Board	Feb.28, 2022



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 3: Detailed Business Plan and Funding					
Step 13 Transfer Agreement.					
Transfer Agreement will coincide with the date of AFNWA full autonomous operation. The Transfer agreement will include the agreed funding model and will address how changes such as future upgrades to regulations will be dealt with.					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0 Determine method of funding - Order and Council; and / or - 10-year grants	CEO	SMT, ISC, COO	Board / ISC	Dec. 1, 2021	
2.0 Define Transfer Agreement financial/liability requirements - Constituent parts	CEO	SMT, COO, ISC, McInnes Cooper	Board / ISC	Dec. 1, 2021	
3.0 Final Detailed Funding Model Approval By Board	CEO	SMT, Colliers	Board	Mar 1, 2022	
4.0 The Transfer Agreement (GoC) will include the agreed funding model, regulatory oversight requirements and address how changes such as future upgrades to regulations will be dealt with - Define requirements - Will reference several documents (BCR's, License Agreement, Business Plans, regulators etc.)	CEO	SMT, ISC, COO, McInnes Cooper	Board / ISC	Spring 2022	



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## Atlantic First Nations Water Authority Transition Period Implementation Plan

### Resource Legend

COO – James MacKinnon	Mgr. CS – Corporate Services	Mgr. Ops - Operations	CY – Carl Yates	Colliers – Representatives based on expertise	JH – Jamie Hannam
RM – Rayleen MacDonald	Mgr. Comms – Communications & Outreach	Mgr. Eng. - Engineering	RB – Rod Burger		GG – Graham Gagnon
JP – John Paul	SMT - describe	TMT – members of SMT as assigned			





**ITEM # 4**  
**AFNWA Board**  
**02 December 2020**

**TO:** Chair Wilbert Marshall, and Members of the AFNWA Board

**SUBMITTED BY:** original signed by  
James MacKinnon, B.Sc. MPA, interim Chief Operating Officer

**APPROVED:** original signed by  
Carl Yates, M.A. Sc, P.Eng., interim Chief Executive Officer

**DATE:** [November 26, 2020]

**SUBJECT:** **2021-2022 AFNWA Operations Budget**

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**Regular Item**

**ORIGIN**

Funding is required in the 2021-2022 fiscal year to complete identified activities and projects found within the Transition Implementation Plan (TIP) approved by the Board on June 24, 2020

**RECOMMENDATION**

It is recommended that the AFNWA Board of Directors approve the 2021/22 Operations Budget as presented.

**BACKGROUND**

The Transition Implementation Plan [TIP] passed by the AFNWA Board of Directors on June 24, 2020, identifies activities over two fiscal years 2020-2021 and 2021-2022.



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**DISCUSSION**

The budget below identifies the expenditures anticipated to complete the deliverables identified within the TIP. The 2020-2021 budget is included for direct comparison.

**Budget 2020-2021**

Operations	
Communication	\$270,000.00
Office Lease	\$100,000.00
Cleaning and janitorial services	\$13,000
Electricity	\$19,000
Heating	\$10,000
Telephone/ cellular phone	\$10,000
Advertising	\$21,000
Bank charges and interest	\$12,000
Contract services (Consulting - Engineering)	\$38,000
Office supplies and postage	\$24,000
APC Corporate Services	\$272,264
Insurance	
Liability	\$30,000
Professional Services	
Audit	\$20,000
Consulting (Admin)	\$37,000

**Budget 2021-2022**

Operations	
Communication/ Public Relations / Sponsorships	\$270,000.00
Office Lease	\$100,000.00
Cleaning and janitorial services	\$15,000
Electricity	\$30,000
Heating	\$20,000
Telephone/ cellular phone/ Internet	\$30,000
Advertising	\$25,000
Website Maintenance	\$25,000
Bank charges and interest	\$15,000
Office supplies and postage	\$30,000
[Computers]	\$26,000
APC Corporate Services	\$150,000
Engineering Dept Software	\$6,000
Training and Employee Development	\$100,000
Insurance	
Liability [Director's/Officer's/General]	\$35,000

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Legal	\$100,000
<b>Contracts</b>	
IT	\$100,000.00
Asset Management	\$150,000.00
Governance Consultant	\$100,000.00
Land Tenure Counsel	\$130,000.00
Project Management	\$150,000.00
Operations Consultant	\$75,000.00
Regulatory Contract	\$75,000.00
Change Management	\$100,000.00
<b>Operations/Insurance/Professional Service/Contracts Total</b>	<b>\$1,856,263.54</b>

<b>Payroll</b>	
CEO	\$170,000.00
Interim COO	\$120,000.00
Manager of Engineering	\$120,000.00
Administrative Assistant	\$60,000.00
Administrative Assistant	\$60,000.00
Asset Management Technologist	\$75,000.00
15 % Benefits	\$90,750.00
<b>Total</b>	<b>\$695,750.00</b>

<b>AFNWA Kickoff Meeting</b>	
Room booking & Catering	\$12,000.00
Meeting Materials	\$4,000.00
Travel	\$15,419.05

<b>Asset Management Workshop</b>	
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<b>Professional Services</b>	
Audit	\$30,000
Accounting Services Consulting (Admin)	\$50,000
Legal	\$200,000
<b>Contracts</b>	
IT	\$100,000.00
Asset Management	\$150,000.00
Governance Consultant	\$50,000.00
Land Tenure Counsel	\$130,000.00
Project Management	\$50,000.00
Operations Consultant	\$100,000.00
Regulatory Contract	\$75,000.00
Change Management	\$50,000.00
Enterprise Risk Assessment	\$100,000.00
Financial Model Development	\$100,000.00
<b>Operations/Insurance/Professional Service/Contracts Total</b>	<b>\$2,062,000.00</b>

<b>Payroll Q1</b>	
CEO	\$170,000.00
Interim COO	\$100,000.00
Manager of Engineering	\$133,508.00
Manager of Communication	\$93,000.00
Manager of Corporate Services	\$133,508.00
Manager of Operations	\$121,371.00
Superintendent Operations	\$97,644.00
Superintendent Technical Services	\$97,644.00
Human Resource Coordinator	\$77,498.00
Asset Management Technologist	\$69,505.00
Administrative Assistant	\$62,363.00

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Room booking & Catering	\$10,000.00
Meeting Materials	\$3,000.00
Travel	\$7,915.65

Lands Workshop	
Room booking & Catering	\$12,000.00
Meeting Materials	\$4,000.00
Travel	\$15,831.30

Asset Transfer Workshop	
Room booking & Catering	\$10,000.00
Meeting Materials	\$3,000.00
Travel	\$8,750.20

AFNWA Operator Working Group	
Travel	\$3,130.55
Meeting Costs	\$650.00
Total	\$3,780.55
Total - 4 Meetings	\$15,122.20

AFNWA Staff Travel	
Halifax-AFNWA Communities	\$14,821.20

Board Cost	
Board Cost	\$250,000.00

Contract Contingency	\$75,000.00
Travel Contingency Chiefs and Operators	\$50,689.60
Travel Contingency AFNWA STAFF	\$6,336.20

<b>Subtotal</b>	<b>\$2,937,873.14</b>
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Administrative Assistant	\$62,363.00
Payroll Q2	
Operations Engineer	\$64,807.50
Capital Projects Engineer	\$73,233.00
Controller	\$64,807.50
Administrative Assistant	\$46,772.25
Payroll Q3	
Administrative Assistant	\$31,181.50
IT Co-Ordinator	\$38,749.00
Safety Co-Ordinator	\$34,752.50
Payroll Q4	
Accounting Clerk	\$17,376.25
Administrative Assistant	\$15,590.75
15% Benefits	
15% Benefits	\$238,844.18
2% Performance Bonus [Senior Managers]	
2% Performance Bonus [Senior Managers]	\$11,627.74
Overtime AA	
Overtime AA	\$21,827.05
Overtime for Capital Projects Engineer	
Overtime for Capital Projects Engineer	\$7,136.90
<b>Payroll Total</b>	<b>\$2,406,459.37</b>

AFNWA Chief and Operator Meeting	
Room booking & Catering	\$12,000.00
Meeting Materials	\$4,000.00
Travel	\$15,419.05

Asset Management Workshop	
Room booking & Catering	\$10,000.00
Meeting Materials	\$3,000.00
Travel	\$7,410.60

Lands Workshop	
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<b>Contingency Total</b>	<b>\$132,025.80</b>
<b>Total</b>	<b>\$3,069,898.94</b>

Room booking & Catering	\$12,000.00
Meeting Materials	\$4,000.00
Travel	\$15,831.30

Asset Transfer Workshop	
Room booking & Catering	\$10,000.00
Meeting Materials	\$3,000.00
Travel	\$8,750.20

AFNWA Operator Working Group	
Travel	\$3,130.55
Meeting Costs	\$650.00
<b>Total</b>	<b>\$3,780.55</b>
<b>Total - 4 Meetings</b>	<b>\$15,122.20</b>

AFNWA Staff Travel	
Halifax-AFNWA Communities	\$29,642.40

Board Cost	
Board Cost	\$100,511.25

Travel Contingency Chiefs and Operators	\$50,689.60
Contract services (Consulting - Engineering)	\$50,000
Contract Contingency	\$75,000.00

<b>Subtotal</b>	<b>\$4,719,146.37</b>
<b>Total Contingency</b>	<b>\$125,689.60</b>
<b>TOTAL</b>	<b>\$4,844,835.97</b>

The budget above is broken down into several subsections. The major additions to this year's budget are:

- There are additional funds for software and hardware for AFNWA Staff.
- There is \$100,000 identified for staff training and development.
- APC corporate services contract has been reduced to reflect that the AFNWA will begin to handle more administrative responsibilities directly.
- There will be additional contracts, as identified in the TIP. They are:
  - Change Management
  - Enterprise Risk Management
  - Financial Model Development
- The AFNWA will be hiring additional staff to prepare for transfer in 2022. Each position underwent a formal job evaluation using the HAY Methodology to determine salary. The salary ask has been prorated to reflect which quarter individuals will be hired.
- Board cost was reduced to reflect the amount identified in the approved Board Compensation Policy.



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**BUDGET IMPLICATIONS**

The budget presented is in addition any carry forward amounts from the 2020-2021 funding. It is estimated that the AFNWA will carry between \$900,000.00 to \$1,100,000.00 into the 2021-2022 fiscal year.

**ALTERNATIVES**

None.

**ATTACHMENT**

AFNWA 2021/22 Operations Budget

Report Prepared by	original signed by
	<u>James MacKinnon, Interim Chief Operating Officer, (902)-435-8021</u>
Financial Reviewed by	original signed by
	<u>Carl Yates, Interim Chief Executive Officer, (902)-435-8021</u>



**ITEM #5**  
**AFNWA Board**  
**02 December 2020**

**TO:** Chair Wilbert Marshall, and Members of the AFNWA Board

**SUBMITTED BY:** original signed by  
James MacKinnon, B.Sc. MPA, interim Chief Operating Officer

**APPROVED:** original signed by  
Carl Yates, M.A.Sc., P.Eng., interim Chief Executive Officer

**DATE:** November 26, 2020

**SUBJECT:** **Human Resource Policy**

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**ORIGIN**

The AFNWA Board of Directors approved the AFNWA Human Resource Policy on June 24, 2020.

**RECOMMENDATION**

It is recommended that the Board approve the amended Human Resource Policy as presented.

**BACKGROUND**

During a regular review of the policy, there were several edits that require AFNWA Board of Directors attention and approval. These edits are detailed in the subsequent section.



## **DISCUSSION**

### **1) Vacation Leave for Probationary Employees**

AFNWA staff noticed that probationary employees are not entitled to paid vacation leave. Considering the AFNWA probationary period is 6 months, it is proposed that probationary employees have access to that time.

The proposed changes are as follows:

#### **10.02**

The probationary period may be extended, found to be successfully completed or the decision may be made that the employee will be dismissed.

During the probationary period, new AFNWA employees will not be entitled to take paid leave days other than time in lieu for overtime worked or applicable statutory holidays and sick leave. Current AFNWA employees who take new AFNWA positions are entitled to utilize paid leave days during their probationary period including accrued vacation from prior AFNWA positions.

**- changes to -**

#### **10.02**

The probationary period may be extended, found to be successfully completed or the decision may be made that the employee will be dismissed.

During the probationary period, new AFNWA employees will be entitled to take paid leave days for vacation, applicable statutory holidays, and sick leave. Current AFNWA employees who take new AFNWA positions are entitled to utilize paid leave days during their probationary period including accrued vacation from prior AFNWA positions.

### **2) Conflict Regarding Pension and Benefits Access During a Leave of Absence**

Section 31.06 is in direct conflict with section 17.02. as noted below. We are recommending that section 31.06 be deleted.

**17.02**

Employees on approved leave of absence will be eligible to maintain Life, Pension and Health Benefits plan coverage pursuant to the contract with the current insurance carrier. The AFNWA shall continue to pay the employer's share of same. Employees on leave, except those on maternity/paternity leave, who maintain these benefits must pay their share monthly, otherwise, the benefits will automatically terminate and be reinstated upon their return to work. Employees for whom benefits are terminated during a leave will be entitled to a reinstatement of benefits upon their return to work.

**- the following section is in direct conflict -**

**31.06**

Where the employee will not be receiving an income from AFNWA while on a leave of absence, except in cases of maternity/paternity leave or disability leave, the AFNWA cannot make pension contributions to the employee's plan.

There were also changes to Article 20: Maternity Leave. We are changing the article title and all subsequent references to it, to "Parental Leave" to be gender inclusive. There are several other nonmaterial edits found in the document attached, titled: AFNWA Human Resource Policy - tracked changes

Lastly, changes were made to the Regular, Part-time and Casual Employee Sections to include the statement:

"If qualifications are equal, preference will be given to Indigenous candidates."

**BUDGET IMPLICATIONS**

There are no budget implications for these changes, recognizing that Parental Leave is a statutory requirement.

**ALTERNATIVES**

There are no proposed alternatives

**ATTACHMENT**

Attachment A – AFNWA Human Resource Policy - tracked changes

Report Prepared by: original signed by  
James MacKinnon, B. Sc, MPA, interim Chief Operating Officer

Financial Reviewed by: original signed by  
Carl Yates, M.A.Sc., P.Eng., interim Chief Executive Officer