



November 24 ,2021

Chief Wilbert Marshall, Chair

The regular meeting of the AFNWA Board will be held Wednesday 24 November 2021 at 9:30AM via Zoom: <https://zoom.us/j/6852920354?pwd=K3ZOZnNzcFdDN05UWldMWFYxOVF4Zz09>

In Camera Reports

- 1C Approval of Minutes of the In-Camera Meeting held on 07 October 2021.
- 2C Business Arising from Minutes

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 07 October 2021.
- 3. Business Arising from Minutes

4. Flex-time Policy

Motion: That the AFNWA Board approve the Flex -time Policy in the substantive form attached

5. Second Quarter Financial Results (report to follow)

Motion: That the AFNWA Board approve the Second Quarter Financial Results in the substantive form attached

Information Reports

- 1-CI Transition Implementation Plan Update (15 November 2021)
- 1-I Water and Wastewater Regulations/Safety Plan Update
- 2-1 Elders Advisory Lodge Update

Original signed by _____
James MacKinnon
Board Secretary



**Atlantic First Nations Water Authority
MINUTES**

October 7, 2021

PRESENT:

Chief Wilbert Marshall, Chair
Chief Ross Perley, Vice Chair
Chief Terry Paul, Director
Chief Darlene Bernard
Chief Roger Augustine, Director
Chief Paul Prosper, Director
Chief Leroy Denny, Director
Todd Hoskin, Director
Methilda Knockwood-Snache, Chair of Elders
Advisory Lodge

REGRETS:

Chief Arren Sock, Director
Chief Andrea Paul, Director

STAFF:

Carl Yates, interim CEO, AFNWA
James MacKinnon, interim COO, AFNWA
Chantal Leblanc, Manager of Corporate Services/
CFO
Adam Gould, Manager of Communications and
Outreach
John Lam, Manager of Engineering
Rayleen MacDonald, Admin Assistant,

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 28 July 2021	3
3. BUSINESS ARISING FROM MINUTES	3
a) Transition Implementation Plan Update	3
4. Code of Conduct and Conflict of Interest Policy	4
5. Privacy Policy	5
6. Whistleblower Policy	5
7. IT Policy	6
8. Covid Vaccination Policy	6
9. Amendment to AFNWA Financial Policies and Procedures Manual	7
10. 2020/21 Annual Report	7
11. Asset Management Policy	8
12. Fraud Policy.....	9
13. DATE OF NEXT MEETING	9

CALL TO ORDER

The Chair, called the regular meeting to order at 2:20PM via the Zoom virtual platform. The Board moved In Camera at 2:26PM and the regular meeting reconvened at 2:29PM. Methilda Knockwood- Snache gave the opening prayer.

1.a) RATIFICATION OF IN-CAMERA MOTIONS**1.b) APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS**

MOVED BY Chief Darlene Bernard, seconded by Todd Hoskin that the AFNWA Board approve the addition of the Item “additional board committee appointments” in-camera as Item # 3C.

MOTION PUT AND PASSED

2. APPROVAL OF MINUTES – 28 July 2021

MOVED BY Chief Darlene Bernard, seconded by Todd Hoskin, that the AFNWA Board approve the minutes of the regular meeting of 28 July 2021

MOTION PUT AND PASSED.

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

James MacKinnon, interim COO, presented on the 22 September 2021 Transition Implementation Plan (TIP) Update Board Report, with color coded items showing progress to date.

There were no questions or comments on the TIP at this time.

4. Code of Conduct and Conflict of Interest Policy

Previously, AFNWA had used a Conflict-of-Interest Policy adapted from Atlantic Policy Congress of First Nations Chiefs. Code of conduct procedures were described in the AFNWA Human Resource Policy. The decision was made by AFNWA management to combine and formalize AFNWA's Code of Conduct and Conflict of Interest policies into one document.

The Guiding Principles of the policies are:

1. AFNWA employees shall demonstrate respect, fairness, and courtesy in their dealings with fellow AFNWA employees, contractors, community members, and members of the public.

2. AFNWA employees shall demonstrate respect for human dignity and the value of every person.

3. All AFNWA employees shall perform their duties and arrange their private affairs so that the integrity, objectivity, and impartiality of the organization is conserved and enhanced

4. AFNWA employees shall act, always, in a manner that recognizes that their position within the organization is subject to close public scrutiny, whether they are publicly representing the organization or not.

5. All AFNWA employees shall make every effort to identify potential conflicts of interest, and to avoid potential conflicts. If a conflict does arise with the private interests of the membership that AFNWA serves, then the conflict shall be resolved in favor of AFNWA.

There were no questions or comments regarding the AFNWA Code of Conduct and Conflict of Interest Policy.

MOVED BY Chief Terry Paul seconded by Chief Leroy Denny, that the AFNWA Board approve the AFNWA Employee Code of Conduct and Conflict of Interest Policy in the substantive form attached.

MOTION PUT AND PASSED.

5. Privacy Policy

The Atlantic First Nations Water Authority (AFNWA) is committed to keeping personal information it collects secure, confidential, and private. The AFNWA is potentially subject to Canada's The Personal Information Protection and Electronic Documents Act (PIPEDA) under its federal undertaking clause, as follows:

- (if personal information) is about an employee of, or an applicant for employment with, the organization and that the organization collects, uses or discloses in connection with the operation of a federal work, undertaking or business

As such, AFNWA legal counsel has recommended that AFNWA's privacy policy conform with PIPEDA's 10 Fair Information Principles. They are:

1. Accountability
2. Identifying Purposes
3. Consent
4. Limiting Collection
5. Limiting Use, Discloser and Retention
6. Accuracy
7. Safeguards
8. Openness
9. Individual Access
10. Challenging Compliance

MOVED BY Chief Darlene Bernard, seconded by Chief Paul Prosper, that the AFNWA Board approve the AFNWA Privacy Policy in the substantive form attached.

MOTION PUT AND PASSED.

6. Whistleblower Policy

The Whistleblower policy is one of many integral documents necessary as our organization continues to grow by staff and by operational responsibilities.

The First Nations Financial Management Board (FNFMB) requires that a whistleblower policy be in place in order to conform to their NPO standards for certification and compliance.

There were no questions or comments at this time.

MOVED BY Chief Paul Prosper, seconded by Chief Wilbert Marshall, that the AFNWA Board approve the AFNWA Whistleblower Policy in the substantive form attached.

MOTION PUT AND PASSED.

7. IT Policy

We have recently hired an IT Coordinator and are in the process of migrating almost of the IT responsibilities in-house. With the attached proposed IT Policy, we acknowledge additional components that are now controlled by our staff.

This IT Policy requires acknowledgement by all staff with access to AFNWA Information Technology. It is also meant to be a guide for our overall IT Strategy, which is currently in development and, given the extensive information contained therein, will be a private internal document.

Chief Terry Paul asked if AFNWA has a Facebook policy; AFNWA management advised that interaction with social media is primarily encompassed under the Code of Conduct policy. Chief Darlene Bernard asked Chief Terry who to contact to review Membertou's Facebook policy. Chief Terry advised to contact Trevor Bernard.

MOVED BY Chief Terry Paul, seconded by Chief Darlene Bernard, that the AFNWA Board approve the AFNWA IT Policy in the substantive form attached.

MOTION PUT AND PASSED.

8. Covid Vaccination Policy

The AFNWA will be working directly in First Nations communities. As such, it is vitally important that we protect those communities and its members.

The AFNWA will require all current staff to disclose their vaccination status, in writing.

All new hires will also be required to disclose their vaccination status. If the candidate is not willing to receive vaccinations within a reasonable amount of time, no job offer will be extended.

The AFNWA will allow for two exemptions:

- Health Complications (with Physicians Approval)
- Religious Standing (proof within a published doctrine from a recognized religious institution)

Accommodations for cultural reasons will be assessed on a case-by-case basis.

If an individual has chosen not to be vaccinated, the AFNWA will review the information and will implement necessary actions up to and including restricting access to the workplace, placing the individual on an unpaid leave of absence, and/or modifying or terminating their contract of employment.

Chief Terry advised that we (Board, etc.) need to know if there are employees at the AFNWA that have exemptions from the Covid vaccine, from a safety standpoint and AFNWA needs a safety plan in place for employees who are exempt from vaccination. Management agreed that this would be the prudent approach.

MOVED BY Chief Darlene Bernard, seconded by Chief Wilbert Marshall, that the AFNWA Board approve the AFNWA Covid Vaccination Policy in the substantive form attached.

MOTION PUT AND PASSED.

9. Amendment to AFNWA Financial Policies and Procedures Manual (Travel Policy)

Feedback from our workshops have brought to the attention of AFNWA Management that the rates contained in the current travel policy are potentially lower, on average, than other First Nations organizations in the Atlantic Region. A comprehensive review of similar organizations and communities was completed to provide recommendations for a new travel policy rate.

AFNWA's proposed new travel rates are as follows:

Organization	Mileage/KM	Breakfast	Lunch	Supper	Incidental	Room	Private Lodgings	Virtual Meeting	Bridge/Tolls
AFNWA	\$0.50	\$17.23	\$17.04	\$42.92	\$17.30	\$160.00	\$50.00	No	At Cost

Chief Ross Perley suggested flexibility around the room cost. Carl Yates advised there is a statement within the policy that with the CEO or Chair's approval, you can go above the rate of \$160.00 for a room.

MOVED BY Chief Darlene Bernard, seconded by Chief Wilbert Marshall, that the AFNWA Board approve the amendment to the AFNWA Financial Policies and Procedures Manual (travel policy) in the substantive form attached.

MOTION PUT AND PASSED.

10. Annual Report

Production of the annual report began in July 2021 with format and design done by National PR and content provided by the Communications and Outreach Manager, Chief Operating Officer, and Chief Executive Officer. The annual report provides a concise overview of activities and milestones of the 2020-21 fiscal year.

The annual report was developed to appeal to corporate and community interests, while highlighting the many important milestones the organization has accomplished in its 'first year of business.' AFNWA will distribute the report directly to its stakeholders via email (in PDF), upload it to website, and have paper copies printed for circulation.

MOVED BY Chief Paul Prosper, seconded by Todd Hoskin, that the AFNWA Board approve the AFNWA 2020/21 annual report.

MOTION PUT AND PASSED.

11. Asset Management Policy

The Asset Management Policy will guide AFNWA staff in defining the level of service objectives based on communities' expectations, health and safety, environmental protection, regulations and costs.

Some key features in the Asset Management policy include:

- Transparency and accountability to the communities on service delivery.
- Compliance with relevant legislative, regulatory, and statutory requirements.
- Asset management that incorporates risk-based and information-driven decision-making frameworks.
- Long-term sustainability and resilience.
- Holistic "big picture" approach.
- Fiscal responsibility
- Innovation and continual improvement.
- Establishment of roles and responsibilities.
- Integration of the asset management program into operational plans.

The Asset Management Policy also delineates roles and responsibilities of the Board and management to ensure a sustainable approach to asset management. Management is requesting approval of the policy which is foundational to the success of the AFNWA in its service delivery.

MOVED BY Chief Leroy Denny, seconded by Chief Terry Paul, that the AFNWA Board approve the Asset Management Policy in the substantive form attached.

11. Fraud Policy

The presented Fraud policy addresses outright financial fraud as well as any other actions committed by employees considered to be a misappropriation of assets, impropriety, profiteering, disclosure of information leading to personal gain, and other irregularities.

MOVED BY Chief Darlene Bernard, seconded by Chief Terry Paul, that the AFNWA Board approve the Fraud Policy in the substantive form attached.

13. DATE OF NEXT MEETING: Wednesday, November 24th, 2021, at 9:30AM

MOVED BY Chief Leroy Denny, seconded by Chief Terry Paul, that the AFNWA Board adjourn the meeting at 4:55PM

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 (22 September 2021)



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

SUBMITTED BY: original signed by
Methilda Knockwood-Snache, Chair, Elders Advisory Lodge

DATE: November 15, 2021

SUBJECT: **Elders Advisory Lodge Update**

INFORMATION REPORT

ORIGIN

Approval of the Governance Manual at Board meeting of November 6, 2020. Board meeting held on March 31, 2021. Appointment of members to the Elders Advisory Lodge at Board meeting of March 31, 2021.

BACKGROUND

The concept of an Elders Advisory Committee was born through engagement with Chiefs, Elders and First Nations community representatives during the completion of the Corporate Structure Report by Halifax Water/Accelerator Inc. in 2017. Throughout these engagements, it was evident that significant value is attached to environmental stewardship, the spiritual aspects of water and Two-Eyed Seeing.

Elders play a crucial role in First Nation communities, and it is critical the AFNWA incorporate First Nations traditional knowledge and culture. To ensure the AFNWA is and remains aligned with First Nations values, culture and knowledge, Section 3.10 of the AFNWA Corporate Governance Manual sets out the creation of an ex officio advisory committee through which community Elders will provide advice to the Board.

DISCUSSION

The Elders Advisory Lodge has developed a work plan for the 2021-2022 fiscal year and continues to meet regularly. Before work began, the committee agreed to change its name to the Elders Advisory Lodge to reflect that traditionally a lodge is where one seeks wisdom. Work plan activities and updates are as follows:

Review and Approve EAL Terms of Reference

The Elders Advisory Lodge has the following roles and responsibilities that are governed by the Terms of Reference:

- Inform the Board on issues of community and cultural importance
- Advise on the overall strategy and direction of the AFNWA to ensure it remains aligned with First Nations values, culture and knowledge
- Inform the AFNWA of any cultural interests and concerns of the First Nations Communities served by the AFNWA
- Provide guidance on any matter within their experience when asked to do so by the Chair of the Board
- At the discretion of the Chair of the Board of Directors, Elders may be required to speak to media regarding cultural and spiritual matters related to the AFNWA
- The Elders Advisory Lodge is working on its final edits of the Terms of Reference and expect to have a finalized version in Early December.

Selection of a Chair

As mentioned in a previous Transition Implementation Plan update, Methilda Knockwood-Snache from Lennox Island First Nation has been elected Chair of the Elders Advisory Lodge by Consensus. Duties of the Chair include:

- Call and preside over Committee meetings and shall exercise all powers associated with that position;
- Will attend and participate in meetings of the Board as an ex officio, non-voting member;
- Establish the Committee agenda in consultation with the Chair and the CEO;
- May request another Elder to sit in for an absent Elder so the Committee may continue its work;
- May request another Elder serve as acting Chair of the Elder Advisory Committee in the event the Chair is unable to preside over a meeting;
- Regularly report on the activities, decisions and recommendations of the Elder Advisory Committee to the Board;
- Coordinate the development of Committee reports and other deliverables as well as ensure delivery of Committee input to the Board;
- Maintain regular communications with the Chair of the Board and CEO to determine issues to be discussed by the Elder Advisory Committee; and

- Act in accordance with the expectations set out in Section 4.3 of the AFNWA Corporate Governance Manual, where appropriate.

Regular input into Board Activities

The Secretary to the Board of Directors will support the Chair of the EAL to provide regular updates on Board activities. Regular reporting on Board Activities will commence at the next scheduled meeting of the Elders Advisory Lodge.

Ensure that the Regulations Consider Cultural and Traditional Knowledge within First Nations Communities

The Elders Advisory Lodge has met with Dalhousie University to discuss the use of traditional language in future regulations. While the EAL has not yet agreed to participate in formal research until all ethics approvals have been obtained, the EAL is supporting the work under the following themes:

- The careful selection of language and terms to describe and communicate regulations involving water quality and treatment. Many colonial terms such as “enforcement” and “compliance”, are used to discuss water regulations.
- What can and should be done to incorporate feedback from community members to inform and improve the services offered by AFNWA
- Regulations must recognize uses of bodies of water in First Nations lands for ceremony, fishing, recreation, etc. and discuss ways that communities might want the AFNWA to observe and record the health of these waters over time.

Culturally Relevant Input into Training

While training schedules have yet to be finalized for the AFNWA, the EAL is ready to support when the time comes.

BUDGET and FINANCIAL IMPLICATIONS

Activities associated with the EAL are contained in the 2021/22 Operations budget as funded through Funding Agreements secured with Indigenous Services Canada.

ATTACHMENT

None

Report Prepared by: original signed by

James MacKinnon, interim COO, 902-603-0312



ITEM # 4
AFNWA Board
24 November 2021

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

SUBMITTED BY: original signed by
Chantal Leblanc, Manager of Corporate Services / CFO

APPROVED: original signed by
Carl Yates, interim Chief Executive Officer

DATE: November 19, 2021

SUBJECT: **Flex-time Policy**

ORIGIN

Human Resources Policy, approved by the Board June 24, 2020.

RECOMMENDATION

It is recommended that the Board approve the attached Flextime Policy, in its substantive form attached.

DISCUSSION

As our staff continues to come together in a physical office space for the first time as a team and with acknowledgement of the changes that the Covid-19 pandemic has brought upon our workplace environments, AFNWA Management would like to recognize the flexibility that is necessary and accommodated in current workplaces.

After nearly 20 months of working from home, we must acknowledge that there is a transition period for our staff and their families to be back in an office environment full time. While we have provided the flexibility of being able to work from home up to two days a week, management also believes that a formal flextime policy would be an appropriate testament to our commitment to maintaining a reasonable work-life balance for staff as they navigate the post-pandemic world.

BUDGET and FINANCIAL IMPLICATIONS

Negligible. The policy maintains a bi-weekly schedule of 80 hours which is accommodated within our approved operations budget.

ALTERNATIVES

There is an alternative to decline the Flextime Policy. AFNWA management does not recommend this alternative given that we would prefer to support our staff through this transition as much as possible. The Flextime Policy allows staff to maintain a work-life balance without impacting AFNWA finances or operations. We note that the flextime arrangements can be cancelled at any time, without notice, should an employee be incapable of completing their duties within the arrangements.

ATTACHMENT

Flextime Policy

Report Prepared by: original signed by _____
Chantal Leblanc, Manager of Corporate Services/ CFO, 902-603-0312

Financial Reviewed by: original signed by _____
Carl Yates, interim Chief Executive Officer, 902-603-0312



Flex Time Policy

The Atlantic First Nations Water Authority [AFNWA] supports alternative work arrangement programs and strives to offer flexibility to employees and managers. These programs allow AFNWA to carry out essential business, while accommodating an ever-changing and diverse work force.

What is flex time?

Flex time is a way to redesign or restructure traditional work schedules, that are different from regular office hours including a full schedule in fewer days. Employers often use this option to accommodate the changing workforce and business needs. Employees can use innovative scheduling to fulfill a variety of personal needs, including family responsibilities, routine health appointments, training opportunities, or volunteer and wellness activities. This type of scheduling is flexible enough to be used on an on-going or as-needed basis.

For example, the employee may take two hours to attend parent-teacher conferences and then make up the time during the same work week. Flex time allows an employee to manage personal and work activities without lost work time. Reduced work time (e.g., job sharing) and flexible work sites are also forms of alternative work arrangements and can be used in conjunction with flex time, but the focus of this policy is on restructured work schedules.

Flex time comes with several options

The most common form of flex time is a fixed schedule where the employee works the same set hours each day, but it varies from the regular core business hours of the office, e.g., 7:30 a.m. to 3:30 p.m. in an office that is normally open from 8:30 a.m. to 4:30 p.m. Staff should note that an 8 hour day is assumed for all holidays, regardless of the flex time arrangement, and they should plan accordingly to accommodate their 40 hour work week. Flex time options include the following:

Daily Flex-schedule — a flexible schedule where the employee is free to set his/her own work hours within limits established by management. There are three components.

Core Period — *the hours in a workday when all staff are needed, e.g., 9 a.m. to 11 a.m. and 1 p.m. to 3 p.m., when meetings are likely to be scheduled and business activity is heaviest, etc.*

Bandwidth — *the hours during which managers allow flexible scheduling (includes the core period). It defines the earliest time employees may arrive and the latest time they may leave, e.g., 6 a.m. to 7 p.m.*

Flexible Hours — the hours an employee chooses to work. Under one approach, work schedules can vary daily on a scheduled basis providing the full workweek is completed. A variation is staggered work hours where employees begin and end at individually based, fixed times that do not change daily but may periodically change on specific dates. The arrangement can be used on a permanent or temporary basis, e.g., to make up missed time.

Compressed work week — a flexible schedule where a full work week is completed in fewer than five days by increasing the number of hours worked per day. The more common examples are the four-day (10 hours per day) or four and a half day [9 hours Monday to Friday with Friday afternoon off] workweeks.

5 x 4 work week — a flexible schedule where four days are worked in one week and five in the next for a total of 80 hours. There are variations on this type of schedule. The key is working 80 hours over a two-week period. This arrangement may require the redefinition of a work week for employees who are eligible for overtime which are normally based on a 40-hour week.

Who is eligible?

Any employee is eligible; however, not every job lends itself to all flex time options. It will depend on the nature of the job and the business needs of the work unit. Flex time is voluntary. Only employees with an identified, documented performance problem should not be offered this option. Also, the manager may exclude an employee whose presence is critical during standard work hours.

In recognition of the requirement to pay overtime to employees in overtime-eligible jobs, flex time schedules for these employees need to be developed carefully. Flex time is not a right but a business arrangement. No employee is entitled to flex time and approval of the arrangement is the sole discretion of the employer.

FLEX TIME REQUEST/AGREEMENT

I. Employee

Name: _____ Date: _____

Department: _____ Manager: _____

II. Work week

Current Schedule	Start/Stop Times	Proposed Schedule	Start/Stop Times
Monday		Monday	
Tuesday		Tuesday	
Wednesday		Wednesday	
Thursday		Thursday	
Friday		Friday	
Saturday		Saturday	
Sunday		Sunday	
Total Work Hours		Total Work Hours	

Describe the basis for your request as it relates to the compatibility of your job with an alternate schedule and the impact on the business needs of your work unit, such as your workload, responsiveness to requests, impact on co-workers, staff coverage in the department.

Approvals

Flex time is a discretionary arrangement, and the primary consideration is AFNWA business needs. Approval of an alternative work schedule is at the sole discretion of management and may be discontinued or modified at any time.

Employee signature: _____

Department Manager: _____ Date: _____

Chief Executive Officer: _____ Date: _____

Approved Effective date: _____

End date (if temporary): _____

Please file a copy of this document with the Human Resources Office by emailing HR@AFNWA.ca



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

SUBMITTED BY: original signed by
Chief Terry Paul, Chair and Members of the Audit and Finance Committee

APPROVED: original signed by
Carl Yates, interim Chief Executive Officer

DATE: November 22, 2021

SUBJECT: **Second Quarter Financial Results**

ORIGIN

Approval of the 2021-2022 AFNWA Operations budget on July 28, 2021, Board meeting; Governance Manual approved at the November 6, 2020, Board meeting which specifies that the responsibility for review and recommendation of the quarterly financial statements is delegated to the Audit and Finance Committee, with final approval from the Board.

RECOMMENDATION

It is recommended that the AFNWA Board acknowledge the Second Quarter Financial Results in the substantive form below, as approved by the Audit and Finance Committee on November 22, 2021.

BACKGROUND

With the transfer of financial management responsibilities to AFNWA Corporate Services, quarterly financial results must now be reviewed and approved by the Board.

DISCUSSION

AFNWA has completed Q2 (6 months ending September 30, 2021) under budget by approximately \$461k. Total cash expenses recorded were \$1,777,673 versus budgeted total expenses of \$2,240,920. The differences are summarized as follows:

- Payroll, under budget by approx. \$110k. There were several timing differences for people hired later than was budgeted, resulting in a net \$50k difference. The remaining \$60k is a combination of a Workers Compensation Board (WCB) rate that is lower than anticipated, a decrease in total group insurance and pension contribution expenses (again, as a result of timing differences), and lesser relocation expenses than what was anticipated to be required in order to recruit staff.
- Contracts, under budget \$220k. This difference is primarily a result of the amounts allocated for Dillon Engineering Consultants which was \$160k less than expected in this quarter. However, the full contract remains on time and on budget with the October and November invoices making up the difference. Other less material differences resulted from a lower amount in legal expenses as our work paused during the writ period, and a decrease to overall IT contracts as we continue to move more services in house.
- We note that the Covid-19 pandemic continues to impact our ability to host in-person meetings and workshops which is reflected in our travel expenses.
- Accounting and Legal is significantly lower than anticipated but we note that these expenses are still anticipated through Q3 and Q4 as we continue our work on an Accounting Framework and formalizing Transfer Agreements.
- Finally, the Louise Street office space was readied for occupancy on October 18th which was 2 weeks later than anticipated. Vendor invoices for leasehold improvements and furniture arrived in late September and early October. The Bird Construction invoice for the leasehold improvements was received in November for a sum of \$63k which will be reflected in Q3. We note that our staff is entirely moved into the new premise which is reflected with the overall Equipment and Leasehold Improvements budget being nearly fully expended, as of the time of writing this report.

All other items are materially on budget and AFNWA continues to meet financial targets for all contracted work and TIP items.

	RESULTS			YTD Q2	BUDGET		
	Q1 2022	Q2 2022	YTD Q2		YTD Q2	Q3	Q4
Payroll	275,699	342,804	618,503	732,522	562,269	571,914	1,866,704
Contracts	323,059	571,194	894,253	1,117,377	1,070,669	336,750	2,524,795
Meeting & Travel Expense	722	41,766	42,488	76,000	141,500	71,000	288,500
Board Compensation	10,000	12,250	22,250	40,000	50,000	50,000	140,000
				-			
General & Administrative Expenses				-			
Accounting & Legal	-	5,067	5,067	54,800	45,000	60,200	160,000
Advertising & Promotions	10,380	26,108	36,489	55,000	95,000	100,000	250,000
Bank and services charges	814	755	1,570	2,000	1,500	1,500	5,000
Insurance	137	4,806	4,943	-	15,000	35,000	50,000
Professional Development	440	3,424	3,864	16,000	45,000	39,000	100,000
Rent	-	5,833	5,833	5,834	46,333	46,333	98,500
Safety & PPE Supplies	-	6,397	6,397	-	20,000	30,000	50,000
Technology Services / Software	5,167	13,318	18,485	10,000	15,000	5,000	30,000
Telephone & communications	3,267	4,904	8,171	9,013	10,687	10,300	30,000
Utilities	-	426	426	1,500	17,250	17,250	36,000
Total General & Admin	20,205	71,039	91,244	154,147	310,770	344,583	809,500
				-			
Office Expenses				-			
Business Fees & Licenses	842	324	1,166	-	-	-	-
Repair & Maintenance	351	675	1,026	8,875	6,700	4,425	20,000
Office Supplies/Expense	4,440	10,775	15,215	15,000	9,000	6,000	30,000
Total Office Expenses	5,632	11,774	17,407	23,875	15,700	10,425	50,000
				-			
TOTAL EXPENSE	635,317	1,050,827	1,686,144	2,143,920	2,150,908	1,384,672	5,679,500
				-			
Fixed Asset Purchases				-			
Office Equipment & Furniture	6,398	81,594	86,029	41,500	14,500	44,000	100,000
Leasehold Improvements	5,500	- 1,964	5,500	55,500	-	-	55,500
Total Fixed Asset Purchases	11,898	79,631	91,529	97,000	14,500	44,000	155,500
				-			
TOTAL FUNDING REQUEST	647,215	1,130,458	1,777,673	2,240,920	2,165,408	1,428,672	5,835,000

Report Prepared by: original signed by
Chantal LeBlanc, Manager of Corporate Services & CFO
902-603-0312