



April 13th , 2022

Chief Wilbert Marshall, Chair

The regular meeting of the AFNWA Board will be held Wednesday, April 13th, 2022, via Zoom at: <https://zoom.us/j/6852920354?pwd=K3ZOZnNzcFdDN05UWldMWFYxOVF4Zz09>

In Camera Reports

1C Approval of Minutes of the In-Camera Meeting held on 30 March, 2022

2C Business Arising from Minutes

3C Service Delivery Transfer Agreement (CY)

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated 8 April 2022

4C Community Service Transfer Agreement (JM)

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated 8 April 2022

5C Funding Agreement (JM)

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated 8 April 2022

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 30 March 2022
3. Business Arising from Minutes
 - a) (New) Transition Implementation Plan Update (JM)

Information Reports

1-I Transition Implementation Plan Update (24 March 2022)

Original signed by _____

James MacKinnon
Board Secretary



**Atlantic First Nations Water Authority
MINUTES**

10 February 2022

PRESENT:

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

REGRETS:

STAFF:

Carl Yates, interim CEO
James MacKinnon, interim COO
Adam Gould, Manager of Communications and Outreach
Chantal Leblanc, Manager of Corporate Services/ CFO
James Trimble, Manager of Operations
John Lam, Manager of Engineering
Rayleen MacDonald, Administrative Assistant
Pamela Harvie, Administrative Assistant

GUESTS:

Regional Chief Joanna Bernard (observer)

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CALL TO ORDER

The interim CEO, upon direction of the Chair, called the regular meeting to order at 9:40AM via the Zoom virtual platform. The Board moved In Camera at 9:45AM and the regular meeting reconvened at 11:21 AM

Elder Methilda Knockwood-Snache provided an opening prayer.

1.a) RATIFICATION OF IN-CAMERA MOTIONS

In the interest of time to keep quorum, this item was skipped.

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

MOVED BY Chief Wilbert Marshall, SECONDED BY Chief Andrea Paul that the AFNWA Board approve the Order of Business, as circulated.

Motion Put and Passed

2. APPROVAL OF MINUTES – 26 January 2022

MOVED BY Chief Andrea Paul, SECONDED BY Darlene Bernard that the AFNWA Board approve the 26 January 2022 Regular Minutes.

Motion Put and Passed

3. BUSINESS ARISING FROM MINUTES

- a) Transition Implementation Plan Update (verbal)

James MacKinnon presented on the Transition Implementation Plan, showing progress to date as attached to the Information Report #1-I. There were no questions or comments at this time.

4. PROCUREMENT POLICY

Chantal Leblanc presented on the Draft Procurement Policy.

The existing financial policy has guided procurement to-date. The policy lays out spending limits and basic principles of generating an RFP, evaluating responses, etc. However, prior to implementation of the Ten-Year Business Plan, management would like to formalize a procurement policy with broader coverage and far more detailed criteria that gives priority to Indigenous owned corporations.

In the Fall/Winter of 2020-2021, the First Nations Infrastructure Institute (FNII) was engaged to provide a Jurisdictional Scan of existing best practices in procurement policies. FNII prepared a detailed list of the policies applied at the Provincial and Territorial level from across the country and summarized effective procurement activities, reflective of best practice, in order to guide us in our drafting of the procurement policy.

The primary goals of formalizing our procurement procedures through this policy are as follows:

- Establish guiding principles that ensure AFNWA staff consider economic development and capacity building for Atlantic First Nation Communities, as well as environmental stewardship in every procurement activity.
- Ensure value for money in all procurement activities.
- Establish a culture of fairness and transparency for all procurement activities.

MOVED BY Chief Paul Prosper, SECONDED BY Chief Darlene Bernard that the AFNWA Board approve the Draft Procurement Policy, in its substantive form attached.

Motion Put and Passed

5. DATE OF NEXT MEETING

The next Board Meeting will be on March 30th, 2022, at 9:30 AM via Zoom

The regular meeting was adjourned at 11:50AM

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



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

SUBMITTED BY: original signed by
James MacKinnon, MPA interim Chief Operating Officer

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

DATE: March 24, 2022

SUBJECT: Transition Implementation Plan Update

INFORMATION REPORT

ORIGIN

Transition Implementation Plan [TIP] approved by the Board at the June 24th, 2020, 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 reference. Some key highlights and developments since our previous meeting are as follows:

- **Step 1: Operational Funding.**
 - Funding has been received. Step 1 can be considered complete.
- **Step 2: Planning and Establishment of Governance.**
 - The Elders Advisory Lodge continues to meet. At previous meetings, the EAL worked with Dalhousie to provide more culturally appropriate language to AFNWA and Dalhousie for the development of the water and wastewater quality regulatory and safety plans framework. At their last meeting, the EAL received a presentation on Governance, as well as discussed elements for their Workplan for 2022-2023.
 - The EAL has completed their Terms of Reference for Board Consideration, as detailed in a separate Board Report.
 - AFNWA internal policy development continues on schedule.
- **Step 3a; Band Council Resolutions:**
 - The BCR template is complete and is a schedule to the Service Delivery Transfer Agreement.
- **Step 3b: Implement Human Resource Strategy**
 - AFNWA has hired Mark E. MacDonald in the role of Technical Services Technologist.
 - In Q1 of the 2022-2023 fiscal year, the AFNWA will be advertising for the following positions:
 - Planning and Development Technologist
 - Procurement Coordinator
- **Step 4: License Agreements**
 - The Land Access Permits are in their final stages of development. The only AFNWA edit that remains is to tie the default and termination provisions of the permits to the Service Delivery Transfer Agreement.
 - The AFNWA has received a comprehensive list from ISC regarding which parcels of land will need to be permitted.
- **Step 5: Implement Operations Model.**
 - With the completion and approval of the 10-Year Business Plan, Step 5 is complete.
 -
- **Step 6: Implement Transition Management.**
 - The AFNWA is drafting a Transition Implementation Plan for the 2022-2023 fiscal year. Once complete, it will be brought to the Board for approval.
- **Step 7: Regulatory Oversight.**
 - The AFNWA received Board approval for the Dalhousie University's Centre for Water Resources Studies report regarding regulatory framework for First Nations Communities in

Atlantic Canada. AFNWA has established its Compliance Committee to enact the recommendations from the regulatory framework.

- AFNWA, FNFMB and ISC have signed an MOU to develop AFNWA's economic oversight framework.
- *Step 8: Operational Planning:*
 - The final deliverable in this step is to complete the AFNWA Operational Plan, which is currently being developed by the AFNWA Manager of Operations.
 - AFNWA is working with operators and community staff to determine salaries and benefits of operators, as well as levels of education and certification.
- *Step 9: Capital Planning*
 - With the completion of the Asset Management Plan and accompanying 10- Year Capital Plan, Step 9 is now complete.
- Step 10: Risk Assessments
 - With the completion of the AFNWA Enterprise Risk Management Framework and Risk Register, Step 10 is now complete.
- Step 11: Financial Model
 - AFNWA is currently developing corporate financial reporting models (operations and capital)
- Step 12: Refine Detailed Budgets and Funding Model.
 - The AFNWA 10-Year Business Plan has been approved by the AFNWA Board. With the completion of the Funding Agreement, this step will be considered complete.
- *Step 13: Transfer Agreement*
 - The Final Transfer Agreement is essentially complete. Additional detail is provided in a separate report.

BUDGET and FINANCIAL IMPLICATIONS

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

ATTACHMENT

Transition Implementation Plan with progress updates

Report Prepared by: original signed by

James MacKinnon, interim COO, 902-603-0312



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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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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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Legend	
Green	Complete
Yellow	In Progress
Red	Not Started

Phase 1: Approval and Funding.

Step 1a: Operational Funding

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 Transitional Funding Agreement and signature of the Framework Agreement will signify commitment to this objective.

Tasks	AFNWA Owner	Resources ¹	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

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



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Phase 1: Approval and Funding.				
Step 2: Planning and establish governance				
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				
1.1	CEO	COO, McInnis Cooper	Board	August 1
1.2	CEO	COO, SMT	CEO	Ongoing
1.3	COO	RM	CEO	On Going
2*				As req'd on a priority basis
2.1	Mgr. Comms	COO, RM	Board	



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2.2	Enhanced Procurement policy [interim is in place]	Mgr, CS	COO, McInnis Cooper, CEO Colliers, HW	Board	March 31, 2022
2.3	Staff Compensation policy	CEO	Mgr. CS, COO	Board	
2.4	Travel and Expenses policy	CEO	Mgr. CS, COO	Board	
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	Mgr. Ops	Mgr. CS, COO, Supervisor CS, JH, CEO	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)	Mgr. CS	SMT, Colliers JH, RM	CEO	
2.17	Violence and Harassment policy	CEO	McInnes Cooper, Mgr. CS, COO	Board	



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2.18	Hiring policy	COO	JH, CEO	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				
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	On going
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) - services could be provided on an interim basis by APC; - there are # of other corporate services APC can provide; gradual transition to AFNWA	Mgr. CS	COO, 3 rd party advisor, Colliers	CEO	Establish for first fiscal year [2020/2021]
3.3	Tax exemption letters from CRA - anticipated to be received once a lease is signed	COO	Mgr. CS,	CEO	June 1, 2020
3.4	Audited statements 2021 (milestone)	Mgr. CS	COO, CEO,	Board	July 31, 2021
4.0*	Board governance				
4.1	Establish Board Governance Framework - solicit consultant proposal - develop work plan	CEO	COO, RB, Colliers	Board	
4.2	AFNWA Implementation Plan - Board delegated resp. to CEO to manage - CEO owns plan; recommendations to the Board, as req'd - COO & Board Executive work with CEO - Board approves key items	CEO	COO, RB, Colliers	CEO	March 31, 2022



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4.3	AFNWA Board Terms of Reference - CEO works with Board executive, legal advice - Incl. governance (i.e. operating water authority, approvals & authorities), roles (i.e. day to day)	CEO	COO, RB	Board	Initiates with hiring of CEO, completes Nov 2020
4.4	Board governance Workshop (Face to Face) - Define roles and resp, Specific Board terms, committee, compensation	COO	RB, Colliers	CEO	Sept/Oct. 2020
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 Lodge, develop Terms of Reference - Process for Board to engage with Elders Council	COO	CEO, RB, CBU	Board	March 31, 2021
5.0*	Establish document management system	Mgr. CS	JH, Colliers, RM, COO	CEO	Fall, 2021
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 - Strategy and framework of approach - Meeting schedule and intent - Identify and clarify requirements	COO	RB, McInnis Cooper,	CEO	Summer, 2021
7.2	Identify milestones and approvals (required by Federal government) - Schedule, process, Cabinet date, timeline, milestones, minutes & action list	COO	RB, Colliers, Central Agency reps,	CEO	As Req'd
7.3	Identify Board approvals and reporting required	COO	RM, Colliers	CEO	As Req'd



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- Tied to ISC negotiations

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	COO	MclInnes Cooper, ISC	CEO, Board, Band Council	Jun 30, 2020	
1.2	COO	RB, Colliers	CEO		
1.3	CEO	COO	Board	Jan 31, 2021	
1.4	Mgr. Eng.	COO, JH	CEO	Nov, 2021	
1.5	COO		CEO	Jun 30, 2020	
1.6	COO	RB,	CEO	Fall 2020 or Winter 2021 depending on	



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	(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.				Pandemic Restrictions
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, Mgr. Comms	CEO	On Going
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	Final BCR commitments for existing Communities (15 + 7 communities).	COO		CEO	June1, 2022
3.0	Outreach to other communities to extend invitation to join AFNWA	COO,	CEO, Mgr. Comms	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	Summer 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	CEO	COO, Mgr. CS, JH	CEO	Sept 1, 2021
1.2 Research pay and compensation (internal and external equity)	CEO	Mgr. CS, COO	CEO	Summer / Fall 2020



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	- Seek outside HR consultant support				
1.3	Develop and complete draft CEO job description	CEO	COO	Board	May 15, 2020
1.4	Develop and complete SMT job descriptions	CEO	JH, RM, COO	CEO	As Req'd
1.5	Develop and complete staff job descriptions	Mgr. CS	SMT, Supervisor CS	CEO	As Req'd
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	SMT	RM	CEO	Oct. 1, 2020
3.8	Recruit or hire superintendents	Mgr. Op	Mgr. CS, JH	CEO	August 1, 2021
3.9	Recruit permanent CEO	Board	Interim CEO, COO	Board	April 30, 2022



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Phase 1: Approval and Funding.				
Step 4: Permits				
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	Permit development			
1.1	Reengage working group with ISC, Dept Justice, community representatives with custom land codes	COO	ISC, Dept Justice, community representatives McInnes Cooper	May 31, 2020
1.2	Develop Term Sheet - Ensure alignment with communities with custom land codes	COO	Band representatives ISC, Operator Working Group McInnes Cooper	Band Council/ Board
1.3	Identify what is required for the permit, and any potential issues on ownership and liability to go with license agreements.	COO	Band representative ISC, Operator Working Group	Band Council/CEO Board /



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	<ul style="list-style-type: none"> Refer to Indian Act (where applicable), what is required to execute the agreement (i.e. general map, parcels identified) 		McInnes Cooper		
2.0	Community mapping				
2.1	Identify parcels / detailed survey work/assets <ul style="list-style-type: none"> two options to be considered 	COO/Mgr Eng	Dillon, ESA Consultant,		
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 [Preferred] - Mapping in connection with Asset Management Plan, Identify or confirm assets, survey land in question, geomatics scanning	Mgr. Eng.	COO, Band land manager, ISC, McInnes Cooper	CEO	September 1, 2021
3.0	Permits				
3.1	Permits engagements <ul style="list-style-type: none"> interested community representatives identify elements that will used for AFNWA commitment through BCR 	COO	McInnes Cooper, RB, Mgr. Eng.		Fall 2021
3.2	Complete Environmental Site Assessments	COO	Dillon Consulting, Mgr. Eng		Fall 2021
3.3	Draft Permits <ul style="list-style-type: none"> Generally common, accompanied with a map Specifics based on band (i.e. municipal transfer agreement)	COO	McInnes Cooper, RB	Band Council/CEO Board /	January 1, 2022
3.4	Group engagements follow up, land workshops <ul style="list-style-type: none"> Land reps from interested communities Presenting final draft 	COO	ISC, McInnis Cooper, RB, Band Council, Community	CEO	



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3.5	Recommend permit for final approval to the Board (combine with below)	CEO	COO, RB, McInnis Cooper, Band Council	Board	January 31, 2022
3.6	Signature of license agreements - Confirm whether condition of final funding	CEO	COO, RB, McInnes Cooper, Band Council	Band Council/ Board	April 1, 2022

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 - i.e. supervisor allocation, technical supervisor set up, connections to HR strategies - consultation with future operators, Board, communities,	Mgr. Ops	SMT, JH,	CEO	Sept. 1, 2021



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Atlantic First Nations Water Authority Transition Period Implementation Plan

	financials				
4.0	Regular updates to Board For information	CEO	SMT, COO	Board	Monthly

Phase 2: Operational Initiation.

Step 6: Implement Transition Management.

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

Phase 2: Operational Initiation.

Step 7: Regulatory Oversight.

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				



Updated March 24, 2022



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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	Mgr. Ops	COO, GG, ISC, Mgr. Eng., , JH	CEO	November 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	Dec 15, 2021
1.3	Adoption of interim regulations	Mgr. Ops	SMT, GG, JH	Board	Jan, 2022
2.0	Determine long term regulations (influenced significantly by the work being conducted by the Assembly of First Nations)	Mgr. Ops.	SMT	Board	As Req'd
3.0	Work with Federal Government to determine Water Quality and Wastewater Effluent regulator (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	Fall, 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	July, 2021
5.3	Appointment of a Vice Chair	COO	Board Chair	Board	May 15, 2020



Updated March 24, 2022



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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"> board and management costs, operating and maintenance costs administration and accommodation costs, 					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0					
1.1	COO	RM, Colliers	CEO	June 1/20	
1.2	COO	RM, Colliers, Band Land Manager	CEO	August 1/20	
1,3	Mgr. Eng., Mgr. CS	RM, JH, COO	CEO	January, 2021	
1.4	COO	COO, McInnes Cooper,	CEO	December1, 2021	
1.5	CEO	COO	Board	January 21, 2020	
1.6	COO	RM, Contractor	CEO	May 1, 2021	
2.0	COO	SMT, CEO	CEO	March 1, 2021	
3.0	Mgr. Ops	SMT, COO, Consultant	CEO	Jan 31, 2022	



Updated March 24, 2022



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Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 2: Operational Initiation.					
Step 9: Capital planning.					
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"> • Develop project charter including schedule, scope etc. • Project requirements • Required consultant requirements 	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 Asset Management Workshops for operators and technical staff of the AFNWA.	Mgr. Eng.	Consultant, Mgr. Ops, JH,	CEO	On-going	
4.0 Develop a comprehensive AMP for the infrastructure in participating communities.	Mgr. Eng.	Consultant, SMT, JH	CEO	Dec. 1, 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 1, 2021	



Updated March 24, 2022



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Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 3: Detailed Business Case and Funding					
Step 10: Risk assessment.					
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"> • Economic • Social • Political • Technological • Legal • Environmental 					
Tasks	AFNWA Owner	Resources	Reviewer /Approver	Recommended Completion Date	
1.0	Mgr. CS	CEO, SMT, COO, Colliers	CEO	Jun 1, 2021	
				- Proposal consideration / external consultant	
2.0	CEO	SMT, Consultant, COO, JH, RM	Board	Nov 30, 2021	
				- Workshops with Board, SMT	
				- Risk register	
				- Timelines for review	



Updated March 24, 2022



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Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 3: Detailed Business Case and Funding					
Step 11: Financial Model.					
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	Jan 31, 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	Jan 31, 2022



Updated March 24, 2022



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Atlantic First Nations Water Authority Transition Period Implementation Plan

Phase 3: Detailed Business Case and Funding					
Step 12: Refine Detailed Budgets and funding model.					
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	April 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



Updated March 24, 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	Jan 31, 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



Updated March 24, 2022



Colliers
Project Leaders

Atlantic First Nations Water Authority Transition Period Implementation Plan

Resource Legend

COO – James MacKinnon	Mgr. CS – Corporate Services	Mgr. Ops - Operations	CEO – 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 – Senior Management Team	TMT – members of SMT as assigned			



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

SUBMITTED BY: Original signed by
John Lam, P.Eng., Manager of Engineering

APPROVED: Original signed by
Carl Yates, M.ASC, P.Eng., interim CEO

DATE: March 25, 2022

SUBJECT: **Asset Management Plan Update**

INFORMATION REPORT

ORIGIN

AFNWA Board approval for Asset Management Plan RFP Award (January 13, 2021). Asset Management Plan Policy approved by the Board on September 29, 2021.

BACKGROUND

Previous analysis by Indigenous Services Canada (ISC), CBCL Ltd., Halifax Water and Accelerator Inc. have highlighted the need for enhanced Asset Management within each community as a core pillar of financial sustainability. At its most fundamental level, effective asset management will include asset inventory and condition data, capital investment plans, and a full understanding of system operation and maintenance requirements to achieve asset performance expectations. In keeping with this vision, AFNWA issued an RFP to carry out an Asset Management Plan and Ten-Year Capital Budget for participating First Nations communities. Through a competitive process, Dillon Consulting Limited was selected as the preferred proponent.

The contract with Dillon Consulting Limited for the Asset Management Plan project was signed in February 2021 following the approval from the Board on January 13, 2021.

DISCUSSION

Capital Plan Development

Dillon identified approximately 6,500 assets within the 17 participating communities. Over 1,000 capital projects were identified in total, including SCADA projects by Eramosa for controls and instrumentation systems. The capital plan resulted in a total investment of \$117,558,529.00 (not including inflation) over the 10-year horizon.

In reviewing the projects with ISC, a number of projects were determined to be duplication of work currently planned and funded by ISC. These “transition projects” will remain in ISC control for continuity with a total cost of approximately \$18 million. Some of these projects were related to growth, such as subdivision feasibility studies. Since this type of project often involves work beyond the scope of AFNWA, it was agreed that ISC will continue to be the lead in those projects, with AFNWA involvement and review.

In close collaboration with Dillon, AFNWA staff developed a system for management of the data. A system of community and location codes were developed. Each asset was assigned a unique code to ensure detailed and clear tracking of assets. This allowed the team to check for gaps (assets without repair or replacement projects) or duplication of projects for the same asset.

The process for prioritizing projects was developed by Dillon, in close consultation with AFNWA and operators. Over 100 decay curves were developed to establish the predicted useful life for each type of asset, and established the time when intervention is required, based on age. Four Asset Analysis Tools were developed by Dillon to allow AFNWA to adjust replacement or repair dates based on assessment of risks in the categories of:

1. Health and safety
2. Service disruption
3. Regulatory compliance

Using these Asset Analysis Tools, Dillon prepared the 10-year capital plan, which we incorporated into our submission to ISC in December 2021. Dillon conducted a series of workshops both in the development of the capital prioritization process and in training AFNWA to use this process in the future to prioritize capital projects and to update the capital plan.

Completion of Work

The Asset Management Plans for all communities were received by January 2022, with the exception of Wagmatcook First Nation who recently passed a

Band Council resolution to carry out the work this year. The addition of Wagmatcook First Nation will be addressed in a new and separate contract.

Environmental risk assessments for the communities with a wastewater treatment facility have been completed. The final report was received on March 4, 2022.

GIS maps were received from Dillon in January 2022. With the recent purchase of geomatics equipment through FNIHB funding, AFNWA staff will be able to maintain an up-to-date database of the asset locations and information. This will also allow Engineering and Operations staff to find assets for routine maintenance or emergency operations/repairs.

Outstanding Work

Video inspection of wells and completion of GUDI assessments for groundwater systems at six communities. The sampling program for GUDI assessments must cover representative seasonal variations in the water quality. As a result, the program is extending beyond the completion of other work in this project.

Financial Overview

Over the span of the year-long project, there was a total of 8 change orders. A summary of the changes to the project budget is captured below.

Item Description	Value of Change	Revised Budget
Approved Project Budget		\$1,200,000.00
Initial contract amount		\$1,152,882.50
CO#1: Integration of asset inventory with GIS map and attributes	\$19,500.00	\$1,172,382.50
CO#2: Phase I Environmental Site Assessments to identify potential for contamination at water & wastewater sites, for development of permits allowing AFNWA access for operations and maintenance	\$85,000.00	\$1,257,382.50
CO#3: Addition of St. Mary's First Nation and Esgenoopetitj First Nation communities	\$90,140.00	\$1,347,522.50
CO#4:		
- Removal of Pabineau First Nation	(\$91,015.00)	\$1,256,507.50
- Addition of Acadia First Nation (Yarmouth)	\$41,550.00	\$1,298,057.50
- Addition of Kingsclear Env. Risk Assessment	\$29,830.00	\$1,327,887.50
CO#5: Additional effort for Operational Surveys (over and above the allowance in RFP)	\$38,975.50	\$1,366,863.00
CO#6: Additional effort to meet November 15 deadline for ISC budget submission	\$22,500.00	\$1,389,363.00
CO#7:		
- Pulling well pumps, completion of routine maintenance, and video inspection of wells (beyond original scope)	\$90,200.00	\$1,479,563.00

- Monitoring of inspection and maintenance	\$14,000.00	\$1,493,563.00
CO#8:		
- Reduced effort for Phase I ESA for St. Mary's First Nation and Oromocto First Nation, added Esgenoopetitj First Nation	(\$3,800.00)	\$1,489,763.00
- Development of O&M costs for HQ building	\$3,800.00	\$1,493,563.00

The current total invoiced to date is \$1,246,751.80. Including all change orders, we have \$247,011 remaining in contracted work to Dillon.

FINANCIAL and BUDGET IMPLICATIONS

Funds for this project are contained within the 2022/23 Operations Budget and Six-Month Transition Budget recently approved by the Board.

Report Prepared by: _____	Original signed by _____
	John Lam, P.Eng., Manager of Engineering
Financial Approved by: _____	Original signed by _____
	Chantal LeBlanc, CMA, CPA, MBA, Mnager of Corporate Services



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

SUBMITTED BY: original signed by
Adam Gould, BA, BPR, MAIC, Manager of Communications & Outreach

APPROVED: original signed by
Carl Yates, M.ASC, P.Eng., interim CEO

DATE: March 24, 2022

SUBJECT: **Atlantic Canada Poll to gauge support for AFNWA**

INFORMATION REPORT

ORIGIN

Communications and Outreach Strategy approved by the Board at the meeting of March 31, 2021

BACKGROUND

Senior Management recently tasked National with facilitating omnibus research as part of a AFNWA government relations action plan, consistent with the AFNWA Communications and Outreach Strategy. With the 2022-23 federal budget set to be announced in early April 2022, AFNWA was interested in gauging public opinion (in Atlantic Canada) for the concept of a regional water authority that is owned and operated by First Nations, with funding provided by the federal government.

DISCUSSION

The research methodology consisted of 1,450 ($n = 1,450$) adults in Atlantic Canada, aged 18+, who were asked a series of questions via random phone survey. National produced the questions, which AFNWA reviewed and edited before proceeding with surveys.

Narrative Research conducted the actual surveys from February 8th to 24th, 2022. Of the respondents, 1,381 identified as non-Indigenous versus a mean of 51 (unweighted sample sizes).

The **Q1-2022** results were then compared against the previous results of Q4-2017 and Q4-2018, which was also produced in the Atlantic Quarterly. AFNWA received the tabular results and full report on March 9, 2022. The **Q1-2022** research produced the following:

- 1) Eighty-five per cent (85%) of Atlantic Canadians support First Nations having an independent water authority owned and operated by First Nations. Support has increased whereas opposition reduced since the previous results.
- 2) Seventy-nine (79%) of Atlantic Canadians support the Atlantic First Nations Water Authority receiving ongoing funding from the federal government towards its ongoing operation.
- 3) The majority of respondents identified as non-Indigenous (over 1,380), which qualitatively shows that AFNWA has support from 'mainstream society' and First Nations communities.

The **AQ22-1 Atlantic First Nations Water Authority Report** is attached in PDF.

Report Prepared by: original signed by

Adam Gould, Manager of Communications & Outreach



NARRATIVE
RESEARCH



Atlantic Quarterly

Commissioned Results
Winter (Q1) 2022

March 2022

Prepared for:

Atlantic First Nations Water Authority



- Random telephone survey with **1,450 adults in Atlantic Canada** aged 18+ years



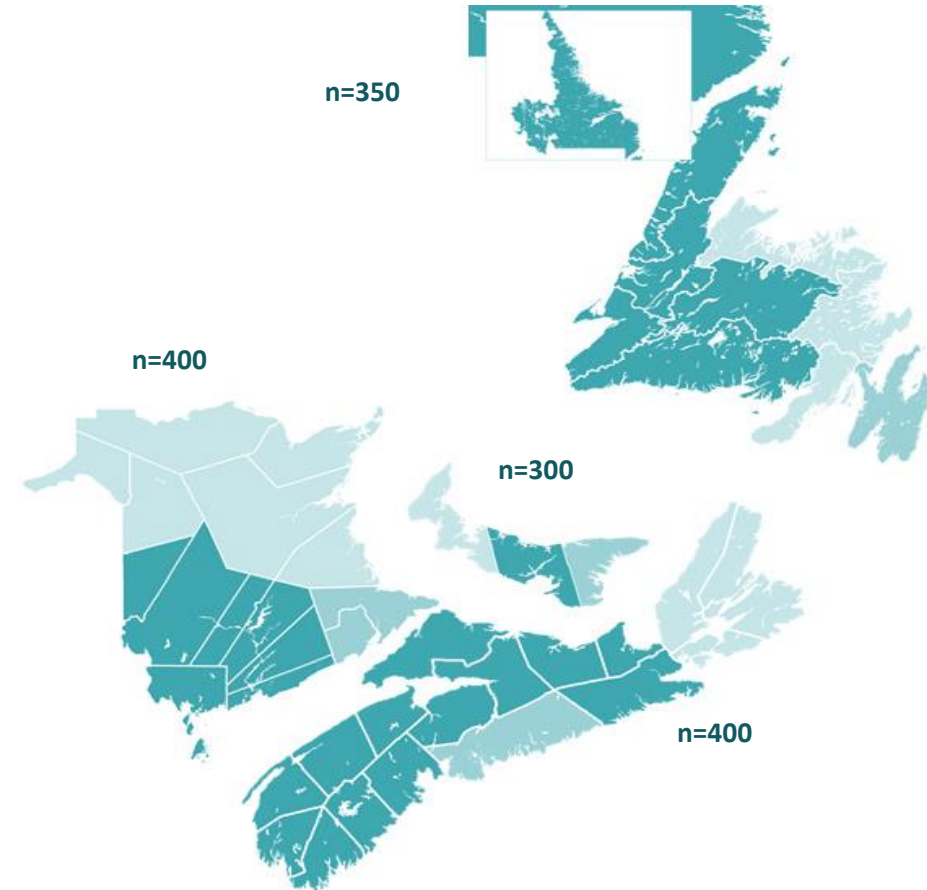
- Data collection dates: February 8-24, 2022



- Overall results accurate to within ± 2.5 percentage points, 19 times out of 20



- Results may not equal 100 percent due to rounding
- Current results are compared with tracking data from previous Atlantic Quarterly surveys conducted in 2017 and 2018





The following are key highlights from this research:

- Atlantic Canadians lack confidence that all Canadians have access to clean and safe drinking water. Results have not changed compared with five years ago, when this perception was last assessed.
- While a number of reasons are cited for lack of confidence that all Canadians have access to clean and safe drinking water, issues in First Nations communities are most top-of-mind.
- That said, Atlantic Canadians do not recall specific news about drinking water quality in Atlantic Canadian communities.
- There is widespread support for First Nations having an independent water authority owned and operated by First Nations, with support elevated compared to earlier measurements prior to the formation of the water authority.
- There is also strong support for the Atlantic First Nations Water Authority receiving ongoing funding from the federal government towards its ongoing operation.





Detailed Findings



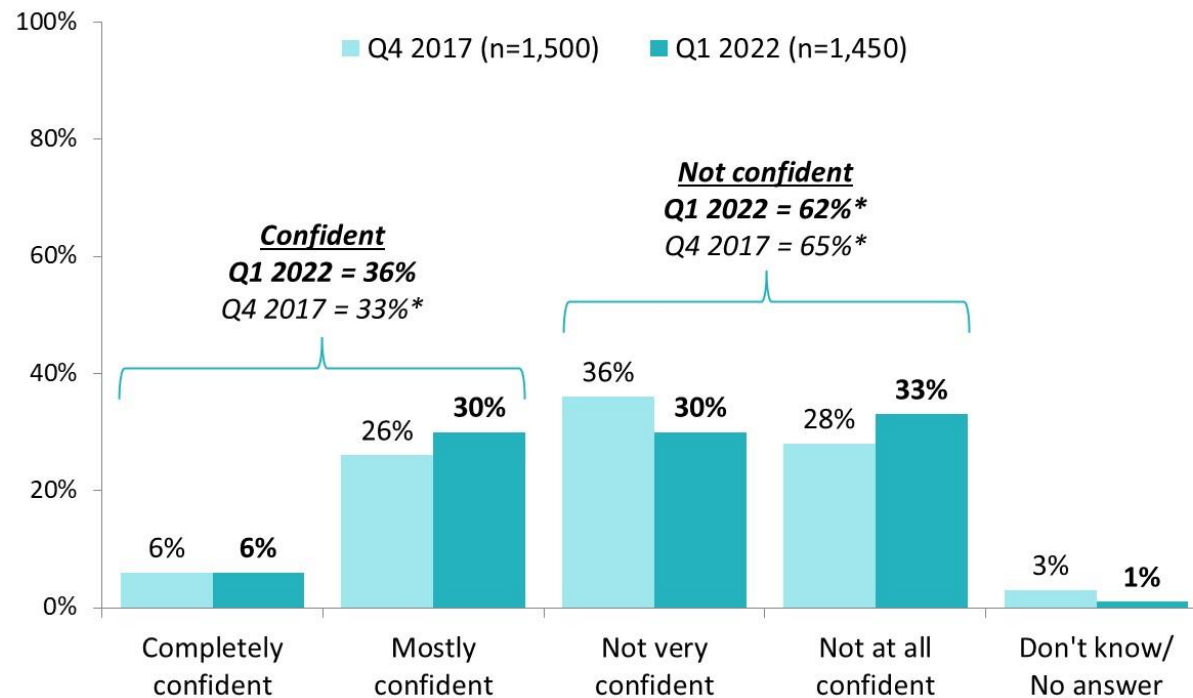
Access to Clean and Safe Drinking Water

Atlantic Canadians lack confidence that all Canadians have access to clean and safe drinking water.

Just slightly more than one-third (36%) of Atlantic Canadians are confident that all Canadians currently have access to clean and safe drinking water, while a majority (62%) are not very or not at all confident. Confidence has not changed appreciably compared with 2017. Across provinces, NB residents are slightly more confident, albeit across all provinces a majority are not confident in this regard.

	NB	NL	PE	NS
Confident	43%	35%	33%	32%
Not confident	55%	63%	64%	68%

Level of Confidence That All Canadians Currently Have Access to Clean and Safe Drinking Water



Q.WA1: Are you completely confident, mostly confident, not very confident, or not at all confident that all Canadians currently have access to clean and safe drinking water? **Due to rounding.*





Access to Clean and Safe Drinking Water

Among those who lack confidence that all Canadians have access to clean and safe drinking water, a number of reasons have been cited, with issues in First Nations communities the most commonly mentioned.

Atlantic Canadians who expressed a lack of confidence that all residents currently have access to clean and safe drinking water were then asked to provide reasons for such an opinion.

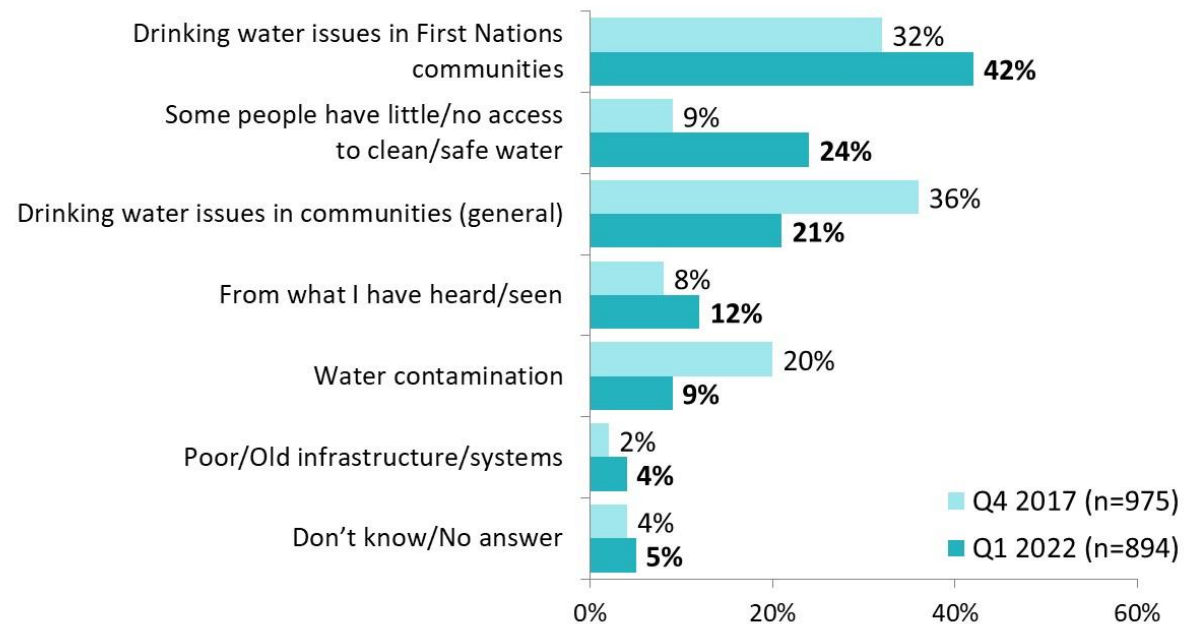
Most prevalent, just over four in ten residents mention **drinking water issues in First Nations communities**, while one-quarter cite some people *lack access to clean/safe drinking water*, and one-fifth mention **drinking water issues in communities** generally.

Of note, mentions of drinking water issues in First Nations communities is higher in PEI (53%) and NS (48%) than in NB (40%) and NL (30%).

Compared with 2017, mentions have shifted slightly, and reflect a slightly increased awareness of drinking water issues in First Nations communities.

Reasons Lack Confidence That All Canadians Have Access to Clean and Safe Drinking Water

Among Those Who Said They Were Not Confident in Q.WA1
Key Unaided Mentions From Total Mentions



Q.WA2: [ASK IF 'NOT VERY CONFIDENT' OR 'NOT AT ALL CONFIDENT' IN Q.WA1] Why do you say you are not very or not at all confident that that all Canadians currently have access to clean and safe drinking water? Probe: Any other reasons?





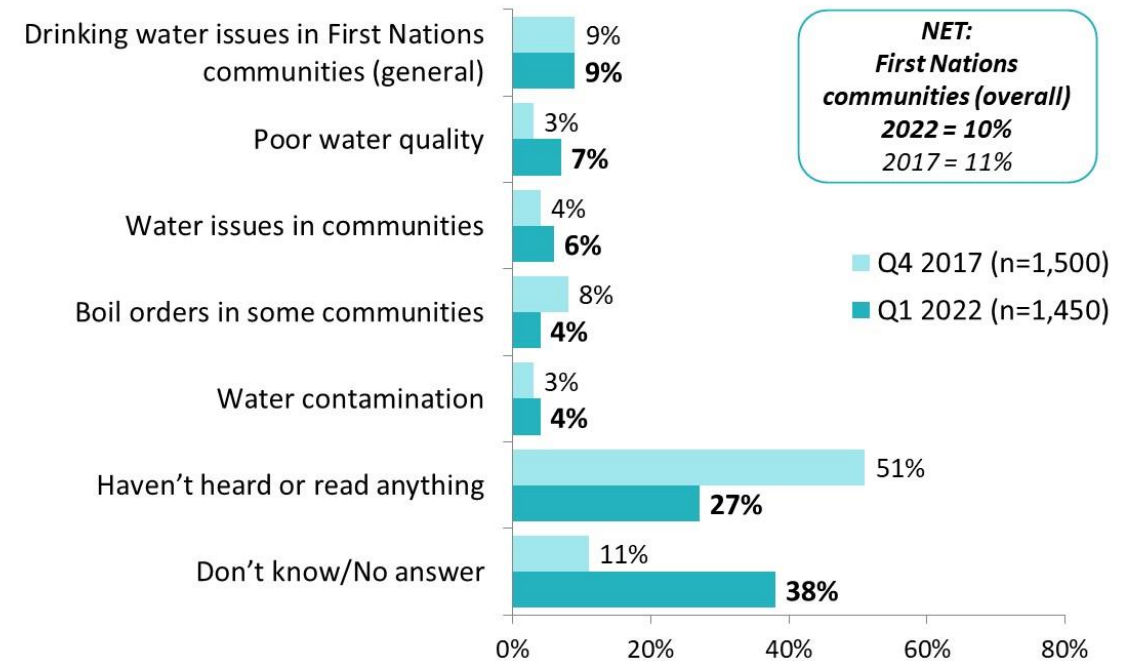
News About Drinking Water Quality

News about drinking water quality in Atlantic Canadian communities does not appear to be top-of-mind.

Overall, a large majority (65%) of Atlantic Canadians say they have not heard or read anything about drinking water quality in Atlantic Canadian communities (27%) or did not provide an answer (38%). That said, the most prevalent answer was **drinking water issues in First Nations communities**, mentioned by one in ten.

What Was Heard or Read about Drinking Water Quality in Atlantic Canadian Communities

Key Unaided Mentions From Total Mentions



Q.WA3: What, if anything, have you recently read or heard about drinking water quality in Atlantic Canadian communities?
Probe: Anything else?





First Nations Independent Water Authority

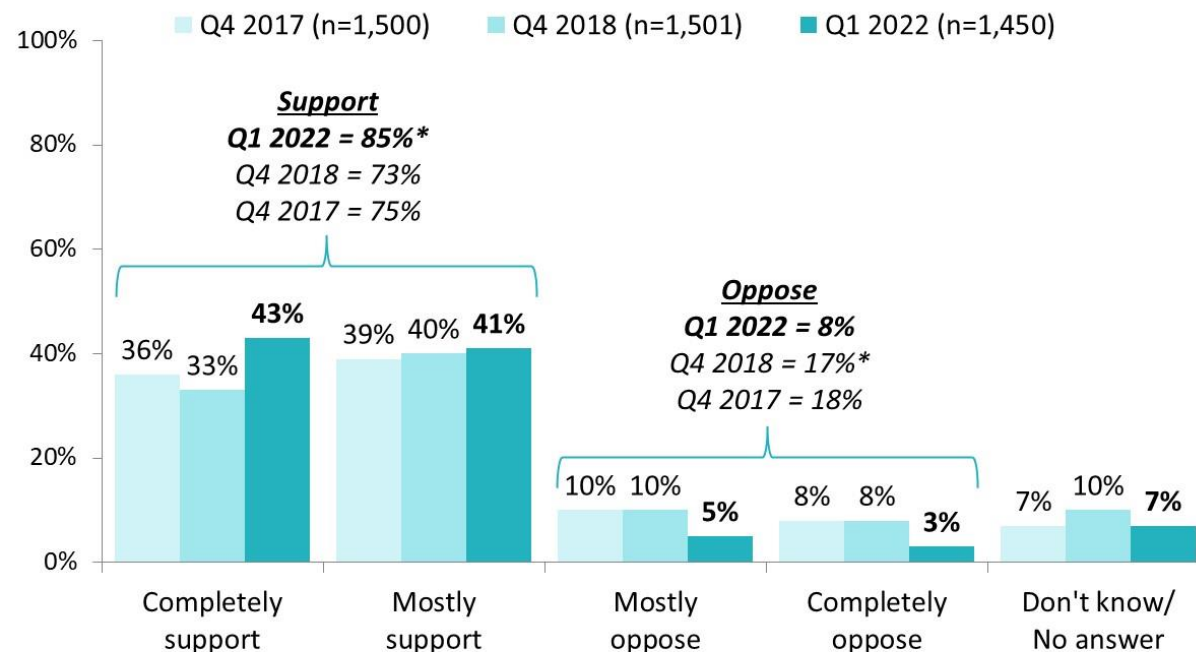
There is widespread support for First Nations having an independent water authority owned and operated by First Nations.

More than eight in ten (85%) Atlantic Canadians support First Nations having an independent water authority owned and operated by First Nations. Support is strong and similar across the four provinces, as well as across various demographic segments.

Support is more robust than it was in 2017 and 2018, when Atlantic Canadians were asked about their support prior to the formation of the Water Authority.

As you may be aware, in 2020 the federal government and Atlantic First Nations Chiefs signed an agreement laying the foundation for First Nations to own and operate their own water authority. The Atlantic First Nations Water Authority was established, and will be responsible for the operation, maintenance, and capital upgrades of all water and wastewater assets in participating First Nations. The water quality and environmental regulations will be the same for this water authority as they are for all other municipal water utilities.

Viewpoint That First Nations Should Have an Independently Owned and Operated Water Authority



Q.WA4: All things considered, do you completely support, mostly support, mostly oppose, or completely oppose First Nations having an independent water authority owned and operated by First Nations? *Due to rounding.
 Note: Slight change of question wording in Q1 2022.





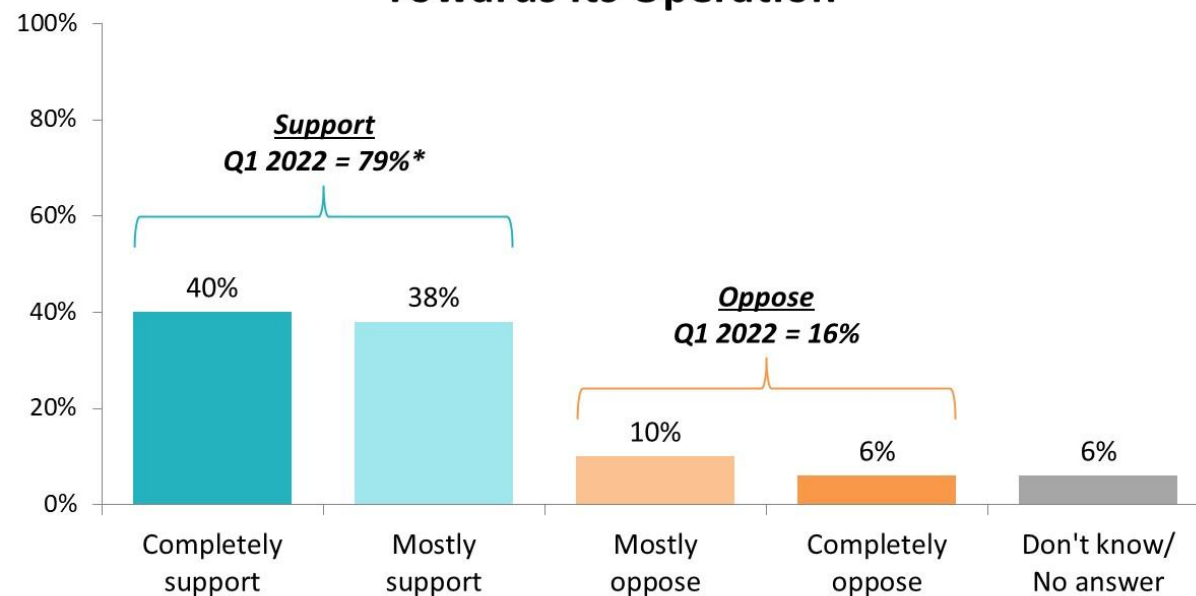
First Nations Independent Water Authority

There is strong support for the Atlantic First Nations Water Authority receiving ongoing funding from the federal government towards its ongoing operation.

Eight in ten (79%) Atlantic Canadians support the Atlantic First Nations Water Authority receiving ongoing funding from the federal government towards its ongoing operation. Support levels are strong across the provinces and demographic segments, although it is relatively higher among younger than older residents.

As well, those identifying as First Nations are slightly more likely to support the water authority receiving federal government funding for its ongoing operation (91% versus 78% of non-First Nations).

Viewpoint That Atlantic First Nations Water Authority Should Receive Ongoing Federal Government Funding Towards Its Operation



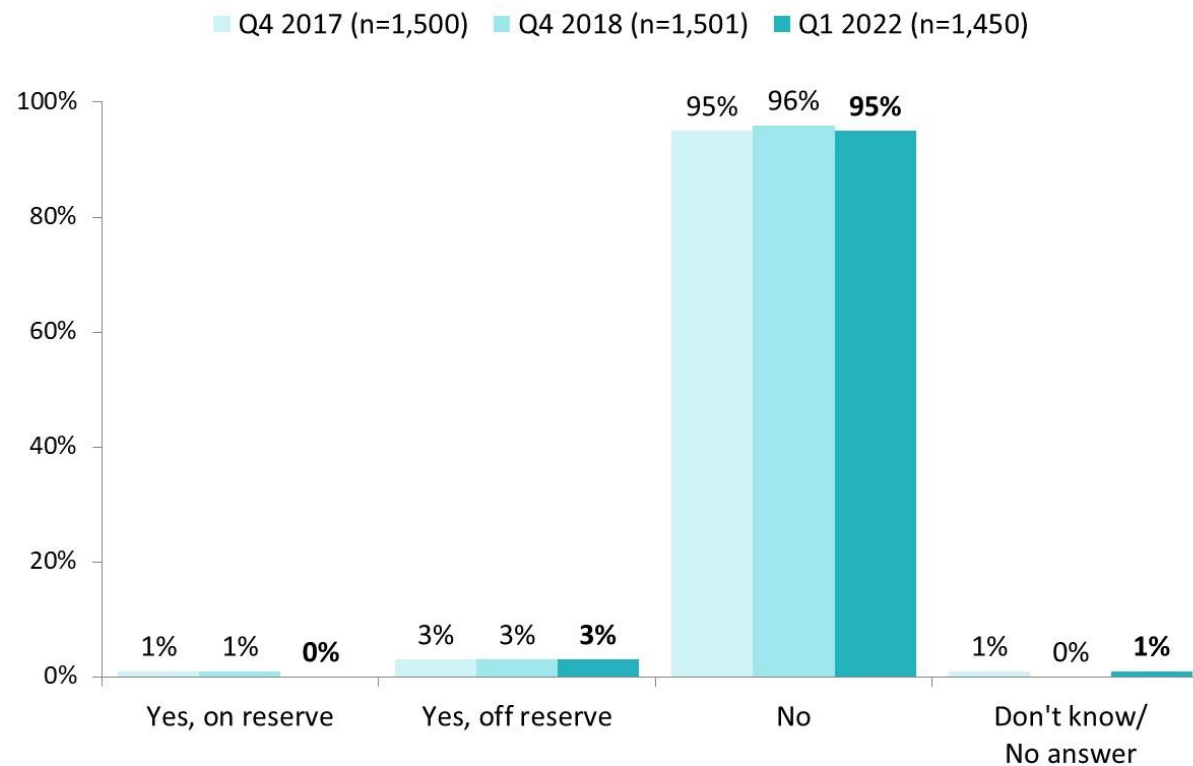
Q.WA5: In the agreement, the Federal Government provided an initial \$2.5 million investment in the initial costs to set up the Atlantic First Nations Water Authority. All things considered, do you completely support, mostly support, mostly oppose, or completely oppose the Atlantic First Nations Water Authority receiving ongoing funding from the federal government towards its ongoing operation? (n=1,450) *Due to rounding. New question in Q1 2022.





A small percentage of the sample included First Nations persons living on or off reserve.

First Nations Person Living On or Off Reserve



Q.WA6: Are you a First Nations person living on or off reserve? *Note: Slight change of question wording from Q4 2018.*



every insight tells a story.





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

SUBMITTED BY: original signed by
James MacKinnon, MPA, interim Chief Operating Officer

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

DATE: March 25, 2022

SUBJECT: Elders Advisory Lodge Terms of Reference

INFORMATION REPORT

ORIGIN

The Governance Manual passed at the Board Meeting held on November 6, 2020. The appointment of the Elders Advisory Lodge on the Board Meeting held on March 31, 2021.

RECOMMENDATION

It is recommended that the Board of Directors approve the terms of reference in the substantive form attached.

BACKGROUND

Found within the Governance Manual are template Terms of Reference for each of the Board Committees. The Elders Advisory Lodge reviewed and suggested changes to the Terms of Reference to better reflect their mandate.

DISCUSSION

The most substantive changes made to the template found within the Governance Manual were to ensure traditional knowledge was incorporated in the Terms of Reference.

For instance, the following principle was edited to acknowledge an outlook respecting 7 generations:

- *The AFNWA must work for the collective good of the entire region and the communities that make up the region and in doing so take into account seven generations into the future. An individual, throughout their lifetime, may have the opportunity to know 7 generations, forward and backward.*

The Elders Advisory Lodge also made changes to their mandate to include that the 7 Grandfather Teaching would guide all activities of the Elders Advisory Lodge, and now reads:

- *While the Elders of the Elders Advisory Lodge are not corporate Directors of the AFNWA, they play a critical role in ensuring the AFNWA remains aligned with First Nations values, culture, knowledge, and laws. The Elders Advisory Lodge overarching mandate is to help ensure the AFNWA serves the collective interests of First Nation communities and incorporates First Nations traditional knowledge and culture to fulfill its collective stewardship responsibility. The Seven Grandfather teaching will guide all activities of the Elders Advisory Lodge.*

Lastly, the Elders made a change to Specific Responsibilities to be inclusive. The new responsibility reads:

- *Elders Advisory Lodge has the obligation to participate in presentations and to share Wabanaki knowledge*

BUDGET IMPLICATIONS

All budget implications are accounted for in the 2021-2022 Operations Budget. Future implications have been contemplated and accounted for in the 2022-2023 budget.

ALTERNATIVES

None recommended.

Report Prepared by: original signed by _____

James MacKinnon, interim COO, 902-603-0312

Financial Reviewed by: original signed by _____

Chantal LeBlanc, Chief Financial Officer, 902-603-0312



ITEM # 5
AFNWA Board
25 March 2022

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

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

APPROVED: original signed by
Carl Yates, M.A.Sc., P.Eng., interim CEO

DATE: March 25, 2022

SUBJECT: Audit Strategy

ORIGIN

Transition Implementation Plan approved at the Board meeting of June 24, 2020. AFNWA Financial Policy and Procedures Manual passed at the Board meeting on July 23, 2020. Approval of appointment of Grant Thornton as auditor at the Board meeting dated March 31, 2021.

RECOMMENDATION

It is recommended that the AFNWA Board approve the Audit Strategy, in its substantive form attached.

BACKGROUND

This is our second audit as a stand-alone entity. Grant Thornton has prepared the attached audit strategy to discuss the activities and timing included in the audit process.

DISCUSSION

The audit strategy attached is a standard audit with no extraordinary considerations. We note the following which were identified by the auditor as part of their strategy:

- Management Override: it is identified that management has the ability to manipulate accounting records. The audit will aim to uncover any incidents

- of this by gaining an understanding of SOPs, along with any accounting estimates or significant transactions.
- Presumed risk that expenses are inaccurate or ineligible under the various contribution agreements.

BUDGET IMPLICATIONS

The fees associated with the audit have increased from the year prior (\$9,800 to \$11,000). This is considered reasonable given the growth of AFNWA over this fiscal year. There are adequate funds to support the increase.

ALTERNATIVES

None to be recommended.

ATTACHMENT

Grant Thornton Audit Strategy Presentation.

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

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



ITEM # 5
AFNWA Board
25 March 2022

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

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

APPROVED: original signed by
Carl Yates, M.A.Sc., P.Eng., interim CEO

DATE: March 25, 2022

SUBJECT: Audit Strategy

ORIGIN

Transition Implementation Plan approved at the Board meeting of June 24, 2020. AFNWA Financial Policy and Procedures Manual passed at the Board meeting on July 23, 2020. Approval of appointment of Grant Thornton as auditor at the Board meeting dated March 31, 2021.

RECOMMENDATION

It is recommended that the Audit & Finance Committee approve the Audit Strategy, in its substantive form attached, for recommendation to the Board.

BACKGROUND

This is our second audit as a stand-alone entity. Grant Thornton has prepared the attached audit strategy to discuss the activities and timing included in the audit process.

DISCUSSION

The audit strategy attached is a standard audit with no extraordinary considerations. We note the following which were identified by the auditor as part of their strategy:

- Management Override: it is identified that management has the ability to manipulate accounting records. The audit will aim to uncover any incidents

- of this by gaining an understanding of SOPs, along with any accounting estimates or significant transactions.
- Presumed risk that expenses are inaccurate or ineligible under the various contribution agreements.

BUDGET IMPLICATIONS

The fees associated with the audit have increased from the year prior (\$9,800 to \$11,000). This is considered reasonable given the growth of AFNWA over this fiscal year. There are adequate funds to support the increase.

ALTERNATIVES

None to be recommended.

ATTACHMENT

Grant Thornton Audit Strategy Presentation.

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

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Carl Yates, interim Chief Executive Officer, 902-603-0312