



November 27, 2024

Chief Wilbert Marshall, Chair

A meeting of the AFNWA Board will be held on Wednesday, November 27, at 9:30 AM.

AGENDA

In Camera Reports

1C Approval of Minutes of the In-Camera Meeting held on September 26, 2024.

2C Business Arising from Minutes

3C 2025-2026 Capital and Operating Budgets

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated November 22, 2024

4C Contract Award: Integrated Resource Plan

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated November 22, 2024

5C Information Sharing Agreement

Motion: That the AFNWA Board approve the recommendation as outlined in the confidential report dated November 22, 2024

In-Camera Information Reports

1-IC Transition Project Letter

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 Meeting held on September 4, 2024.

3. Business Arising from Minutes of the Meeting.

4. Financial Policy Amendment – Emergency Spending

Motion: That the AFNWA Board approve the AFNWA Financial Policy amendments in the substantive form attached.

5. Human Resources Policy Amendment

Motion: That the AFNWA Board approve the Human Resources Policy amendments in their substantive form attached.



6. Sponsorship Criteria

Motion: That the AFNWA Board approve the AFNWA Sponsorship Criteria in its substantive form attached.

Information Reports

1-I Q2 Financial Results

Original signed by

James MacKinnon
Board Secretary



**Atlantic First Nations Water Authority
MINUTES
26 September 2024**

- PRESENT:** Chief Wilbert Marshall
Chief Leroy Denny
Chief Ross Perley
Chief Darlene Bernard
Regional Chief Joanna Bernard
Regional Chief Andrea Paul
Chief Sydney Peters
Todd Hoskin
- REGRETS:** Dr. Shelley Denny
Tuma Young
Chief Terry Paul
- STAFF:** Susheel Arora, CEO
Chantal LeBlanc, Director of Corporate Services/ CFO
John Lam, Director of Engineering
Terrie Blackburn, Administrative Assistant, Engagement and Government Relations
James MacKinnon, Director of Engagement and Government Relations / Board Secretary
Adam Gould, Manager of Communications and Outreach

TABLE OF CONTENTS

CALL TO ORDER 3
1. RATIFICATION OF IN-CAMERA MOTIONS 3

2.	APPROVAL OF MINUTES – 26 September 2024	3
3.	BUSINESS ARISING FROM MINUTES	3
4	WATER SITUATION IN ESKASONI.....	3
5	ANNUAL REPORT	5
1-I	FIRST NATIONS FINANCIAL MANAGEMENT BOARD PRACTICE DIRECTIVES UPDATE AND REPORTING LETTERS.....	5

CALL TO ORDER

Susheel Arora, upon direction from the Chair, called the regular meeting to order.

1. RATIFICATION OF IN-CAMERA MOTIONS

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

MOTION PUT AND PASSED**2. APPROVAL OF MINUTES – 26 September 2024**

MOVED BY Chief Wilbert Marshall, SECONDED BY Chief Darlene Bernard that the AFNWA Board approve the Regular Minutes from the September 26, 2024, Board Meeting. There was a nay in jest from Chief Wilbert.

MOTION PUT AND PASSED**3. BUSINESS ARISING FROM MINUTES**

N/A

4 WATER SITUATION IN ESKASONI

Darlene Marshall, Eskasoni Housing Director and Gerard Francis, Eskasoni Band Manager join meeting from Eskasoni. Chief Leroy Denny speaks about how dire the situation in Eskasoni is. The residents are telling him how concerned they are because at one point Eskasoni had the best water and now there are a lot of boil water advisories. Darlene speaks about the escalation of issues with water happening due to the aging system. They are frustrated by the lack of communication when the issues happen.

Susheel speaks about all of the efforts that have been and are being deployed to deal with the leaks that are happening. As well as what has been discussed to try to address critical areas first. John Lam speaks about taking over the replacement of the 4" line project from ISC. Initially it wasn't apparent that the major source of the leaks were within the 4" line system which has made this project the main priority. He explains the reasoning behind the order of projects on going at the moment and the effects of certain projects on the system.

Chief Leroy is particularly concerned about having a house fire and just keeping the fire trucks full the depletion that would cause on top of the already urgent situation. Eskasoni need the new water tower to now because it's becoming too difficult to maintain the

already dire situation. The board needs to know and they're requesting help to address it. Darlene reiterates how much of the community this system affects, she feels she had to go through emergency management to get this situation looked at. To have the replacement of the 4" line changed to the 8" line. The potential for a very serious situation is concerning because a few years ago there was an apartment building fire that left 14 families displaced. Darlene also has concerns with how contracts are posted. At this time Chief Leroy shows the board on a map the areas that are affected and how populated they are which is why this is such an extreme issue and that the community is very frustrated.

John Lam speaks about the Lakeview wells that have been drilled that need to be connected to the system to contribute to the Castle Bay system. Until that happens, we are not able to start drilling the wells to replace the Spencers Lane wells which will result in a reservoir close to Spencers Lane, the pipe loop was put in near Spencers Lane up to the reservoir, we've been pushing that contractor to have the work started as soon as possible. Darlene reiterates how large a part of the community that is affected by this. Susheel speaks about being on board to be a facilitator and supporter whenever we are needed. There is an issue on the demand side that needs to be addressed, we are trying to see if both the Spencer Lane and Castle Bay system can work together, we're trying to test things that haven't been tried before. AFNWA is also concerned about the coming winter and are putting a lot of time into making everything that can be done is being done. We can work to have better communication with the community.

The possibility of forming a subcommittee between ISC and AFNWA is going to be discussed also. Darlene asks have we experienced or do we expect any impact to the QB tank and expresses her concerns with that also. John explains that at the moment we are testing to find out where we are losing water. Chief Wilbert asks if we have potable water supply resources available. Susheel advises that it is something we have looked into. Chief Leroy requests a motion be put together to recognize the urgency in Eskasoni. An explanation regarding the 4" line replacement is requested. It is explained that the old cast iron 4" line is being abandoned to have an 8" line installed. A question regarding the procurement of contractors is asked, will the same company that installed the original system be the same company used for future work. It is explained that at the moment, due to our procurement process, it is unknown who will be awarded the contract to perform the upcoming work. After the motion was passed Chief Sydney comments about the fact that the systems we inherited are very aged and it will take a long time to repair.

MOVED BY Regional Chief Andrea Paul, SECONDED BY Chief Sydney Peters, that the AFNWA Board recognize the urgency of the situation in Eskasoni and to create a working group to bring shared issues to the Government of Canada for resolution. As well, have Chief Wilbert Marshall, Chair of the AFNWA Board of Directors, write a letter to the Minister of ISC regarding deficiencies AFNWA has seen regarding transition projects. The Board also moves to have this discussion moved out of camera and placed in the regular section of the minutes.

MOTION PUT AND PASSED**5 ANNUAL REPORT**

Production of the annual report began in summer 2024 with format and design done by NATIONAL PR and content provided by the Director of Engagement & Government Relations. The annual report provides a concise overview of activities and milestones of the 2023-24 fiscal year.

MOVED BY Chief Wilbert Marshall, SECONDED by Chief Darlene Bernard, that the board approve the 2023-24 Annual Report in its substantive form attached.

MOTION PUT AND PASSED**Information Reports****1-I FIRST NATIONS FINANCIAL MANAGEMENT BOARD PRACTICE DIRECTIVES UPDATE AND REPORTING LETTERS**

AFNWA submitted a copy of the F2023-2024 Capital Budget to FNFMB on February 13, 2023, as part of the Practice Directives for Economic Oversight. Per the Practice Directives, it is the role of FNFMB to review the budget and provide an opinion on the prudence of the overall budget.

FNFMB issued an opinion on July 27, 2023 which supported \$5.2 million of the \$11.7 million budget. The remaining amounts required further justification from the AFNWA team. In September 2023, the AFNWA team began discussions with FNFMB about the level of analysis being performed on the capital budget.

On March 27, 2024, AFNWA resubmitted the capital budget for Fiscal 2023-2024 with a formal request to reduce the level of analysis by removing all projects under \$50,000, and by removing all projects for communities that were not yet members of the AFNWA.

The resubmission resulted in a new opinion which was received by the AFNWA team on September 16, 2024 and confirms prudence on the full \$9.5 million capital budget.

In addition to the capital budget submission under the Practice Directives, the AFNWA team also submitted the F24-25 Operating budget on December 7, 2023. FNFMB provided a reporting letter dated February 29, 2024 which outlined their support of the operating budget.

AFNWA continues to work with FNFMB on submissions for the F2024-2025 capital budget submission, as well as other various reporting requirements as set out by the Practice Directives.

A sample copy of the reporting letters have been attached here for the Board's consideration and discussion.

MOVED BY Chief Darlene Bernard, SECONDED by Chief Sydney Peters, that the regular portion of the meeting be adjourned.

MOTION PUT AND PASSED

James requests Elder Methilda to close meeting with a prayer.

Elder Methilda provides closing prayer.

Meeting adjourned.



Item #5
AFNWA Board
March 27, 2024

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

SUBMITTED BY: Original Signed by
Chantal LeBlanc, CPA, CMA, MBA, Chief Financial Officer

APPROVED: Original Signed by
Susheel Arora, M.A.Sc., P.Eng., Chief Executive Officer

DATE: March 22, 2024

SUBJECT: Financial Policy Amendment

ORIGIN

AFNWA Financial Policy and Procedures Manual passed at the Board meeting on July 23, 2020, most recent revision date March 27, 2024.

RECOMMENDATION

It is recommended that the AFNWA Board approve the proposed amendments to the Financial Policy, effective December 1, 2024, in their substantive form attached.

BACKGROUND

AFNWA has a draft Emergency Management Plan in place and has adopted the plan to guide all emergency responses.

DISCUSSION

Emergency responses vary on the extent of the emergency itself. However, in some cases, such as large weather events and/or critical infrastructure failure, it may be necessary to commit funds to repairs and/or mitigation strategies. In the event that a large-scale emergency took place, it is likely that many communities would be impacted, and it would be difficult to assemble an emergency board meeting for approval to execute/commit funds. As a result, we recommend the amendment to the Financial Policy, as noted in the attached, primarily Annex I

which sets out a higher limit of sole sourcing to the CEO in the event of large-scale emergencies.

BUDGET AND FINANCIAL IMPLICATIONS

Emergency response is provided for by contingencies in O&M and Capital Budgets. AFNWA carries insurance on all major assets, including business interruption insurance which could be applicable in the event of infrastructure failure.

ALTERNATIVES

One alternative is to maintain existing limits. This is not recommended as it may delay AFNWA Emergency Response times.

ATTACHMENTS

Draft Financial Policy with Annex I amendment

Report Prepared By Original Signed By
Chantal LeBlanc, CPA, CMA, MBA, (902) 877-3813

Financial Reviewed By: Original Signed By
Susheel Arora, M.A.Sc., P.Eng., CEO, (782) 414-6628



Financial Policy and Procedures Manual

Board Approved: July 29, 2021

Draft: November 27, 2024



MISSION STATEMENT

**To provide safe, clean water and wastewater
in all participating First Nations communities in Atlantic Canada,
delivered by a regional water authority owned and operated by First Nations.**



AMENDMENTS

These guidelines may be amended from time to time as required by the AFNWA management and the Audit & Finance Committee to evaluate the need for additional changes as issues arise or circumstances suggest better practices. Any proposed changes must be presented to the Audit & Finance Committee for approval. The policy is then sent to the AFNWA Board for final approval.

Board Approval Date	Item Description	AFNWA Staff Responsible	Link to Report
July 29, 2020	Initial Policy Presentation	Carl Yates, interim CEO	2020-07-29 Item 4
September 29, 2021	Increase to Travel Allowance	James MacKinnon, COO	2021-09-29 Item 9
July 27, 2022	Travel Allowance increase, change to credit card increase request process, modernize to paperless system with electronic approvals	Chantal LeBlanc, CFO	2022-07-27 Item 6
November 30, 2022	Credit Card Approval process clarification	Chantal LeBlanc, CFO	2022-11-30 Item 6
March 29, 2023	Increase CEO limits for Contracts and Sole Source	Chantal LeBlanc, CFO	2023-03-29 Item 7
September 27, 2023	Various items per FMB NPO Standards for Best Practice Financial Management	Chantal LeBlanc, CFO	2023-09-27 Item 5
March 27, 2024	Travel Allowance Increase	Chantal LeBlanc, CFO	2024-03-27 Item 5



Contents

1.0	Financial Management Policy	7
1.1	Objectives	7
1.2	Roles and Responsibilities	7
1.3	Legal and Financial Framework	7
1.4	Managerial Authorities.....	8
1.5	Financial Year.....	8
1.6	Business Plans and Budgets.....	8
1.7	Budget Administration	9
1.8	Classification of Transactions	9
1.9	Banking and Cash Management.....	9
1.10	Loan Administration	9
1.11	Signing Authorities.....	10
1.12	Execution of Instrument	10
1.13	Financial Management Control Systems	10
1.14	General Accounting Policies	10
1.15	Accounting and Control of Expenditures.....	11
1.16	Accounting and Control of Revenues and Accounts Receivables.....	11
1.17	Asset Administration and Insurance Policies.....	11
1.17.1	Capitalization	11
1.17.2	Leases.....	11
1.17.3	Amortization of Capital Assets.....	12
1.17.4	Write-offs.....	12
1.17.5	Disposal.....	12
1.17.6	Accountability	12
1.18	Internal Management Reports	12
1.19	External Financial Reporting	12
1.20	External Performance Reporting	13
2.0	Instrument of Financial Signing Authorities Policies	13
2.1	Objectives	13
2.2	Policies	13
2.3	Amendments and Signing Authority	14
2.4	Acting Grants of Financial Signing Authority	14
2.5	Restrictions on Financial Signing	14
2.6	Internal Control	14
2.7	Authorities	15
3.0	Financial Authorization Policy.....	15
3.1	Objectives	15
3.2	Policies	15
4.0	General Accounting Policies & Authorities	17
4.1	Objective.....	17
4.2	Financial Signing	17
4.3	Cheque Signing Authorities Procedure.....	18
4.3.1	Policies.....	18
4.3.2	Internal Control	18
4.4	Accounting and Financial Control.....	18
4.5	Banking Arrangements	19
4.6	Accounts Receivable	20



4.7	Year-End Accounting	20
4.8	Authorities	21
5.0	Procedure for General Accounting	21
5.1	Objective.....	21
5.2	Accounting and Control of Disbursements.....	21
5.2.1	Payment of Accounts	21
5.2.2	Supporting Documentation.....	22
5.2.3	Preparation of Cheque/Electronic Payment	22
5.2.4	Cheque Cancellations/ Electronic Fund Transfer Recalls	23
5.2.5	Outstanding and Stale Dated Cheques	23
5.3	Staff Travel	23
5.3.1	Purpose and scope	23
5.3.2	Administration	23
5.3.2	Loyalty programs.....	24
5.3.3	Overpayments.....	24
5.3.4	Receipts.....	24
5.4	Travel Expenses – Participants of Meetings/Workshops	28
5.6	Bank Reconciliations.....	28
5.7	Credit Card Reconciliations.....	28
6.0	Policy/Procedure for Operating Budgets	30
6.1	Objectives.....	30
6.2	Financial Management.....	30
6.2.1	Business Plan	30
6.2.2	Division or Department Work Plans	30
6.3	Operating Budget Preparation	30
6.3.1	General	30
7.0	Procedure for Capital Budgets	31
7.1	Objectives	31
7.2	Capital Assets.....	31
7.3	Budget Preparation and Approval	31
7.4	Monitoring, Reporting and Control	31
8.0	Classification of Accounts Procedure.....	32
8.1	Objective	32
8.2	Accounting Framework.....	32
8.3	Accounting Structure.....	32
8.4	Authorities.....	32
9.0	Policy/Procedure for Contracting Professional Services.....	33
9.1	Purpose and Scope	33
9.2	Management Policy.....	33
9.2.1	Capacity to Contract.....	33
9.2.2	Sole Sourcing	33
9.2.3	Competitive Bidding	34
9.2.4	Contract Splitting	34
9.2.5	Employer -Contractor Relationship	34
9.2.6	Professional Fees.....	34
9.2.7	Amendments	35
9.2.8	Contract Management	35
9.2.9	Contractor Evaluation.....	35



9.3 Roles and Responsibilities.....	35
Annex A: Terms of Reference – Audit & Finance Committee	36
ANNEX B: AFNWA CORPORATE CREDIT CARD AGREEMENT	42
Annex C: AFNWA Contract Amendment Request Form	43
ANNEX D: ACKNOWLEDGEMENT	44
ANNEX E - Atlantic First Nations Water Authority- Kilometer Chart	45
Annex F : Travel Rates.....	46
Annex G: AFNWA Employee Indebtedness Form-Travel Advance	47
Annex H: AFNWA Employee Travel Claim Form	48



1.0 Financial Management Policy

1.1 Objectives

- (a) The Atlantic First Nations Water Authority (AFNWA) was incorporated on July 18, 2018 as a non-profit organization under the Canada Not-for-profit Corporations Act.
- (b) The AFNWA shall pursue its objectives, as described in the Corporate By-laws and within the AFNWA funding agreements.
- (c) All Financial Records and financial and management control shall be established and maintained in such a manner as to provide reasonable assurance that:
 - Assets are safeguarded, accounted for and controlled;
 - The transactions of the AFNWA are in accordance with the bylaws; and,
 - The financial, human and physical resources of the AFNWA are managed economically and efficiently, and the operations of the AFNWA are carried out effectively.
 - Records are retained for the predetermined required time based on the type of document, all records are legible, identifiable and retrievable by relevant staff, and document disposition is managed to ensure confidentiality and prevent accidental loss of information;
- (d) The AFNWA financial policy provides the framework within which the AFNWA's financial guidelines and procedures are established. The policies set out the parameters within which business transactions in the AFNWA are made.

1.2 Roles and Responsibilities

- (a) The AFNWA Board, in its responsibility for the delivery of the utility's mandate, is accountable for all of the AFNWA financial obligations.
- (b) The Audit and Finance Committee shall be accountable to the AFNWA on all financial matters to ensure that activities carried out are consistent with the financial and accounting policies, authorities and guidelines as established by the AFNWA Board. (see Annex A)
- (c) The Treasurer of the AFNWA shall carry out the duties as outlined in the AFNWA Bylaws and Terms of Reference. The Chief Executive Officer shall be responsible for the day-to-day implementation of the AFNWA Finance Policy and shall be an Ex-Officio member of the Audit and Finance Committee.
- (d) The Director of Corporate Services shall be an Ex-Officio member of the Audit and Finance Committee. The Director of Corporate Services shall be responsible and accountable to the CEO for ensuring that activities carried out are consistent with the financial and accounting policies, authorities, guidelines, practices and procedures as established by the Audit and Finance Committee.
- (e) Annual budgets submitted to the AFNWA Board shall be reviewed by the Director of Corporate Services and the CEO and approved by the Audit and Finance Committee before submission.

1.3 Legal and Financial Framework

- (a) The Legal and Financial Framework shall comprise the financial structure of AFNWA, its legal authorities as provided by law, and financial authorities.



- (b) The financial activities of the AFNWA shall be grouped into operations and capital accounts based on generally accepted accounting principles and utility best practices, and in accordance with Canadian Not for Profit Accounting Standards.
- (c) Legal Authorities shall primarily comprise the Canada Not-for-Profit Corporations Act, articles of incorporation and Bylaws.
- (d) The financial authorities shall comprise the Canada Not-for-Profit Corporations Act and the approved AFNWA annual budget and business plans.

1.4 Managerial Authorities

- (a) The Financial Policy and Procedures Manual provide the framework within which the AFNWA financial guidelines and processes are established. The policy sets out the parameters within which business transactions in the AFNWA are made.
- (b) Cheque signing, banking and document resolutions shall represent those authorities delegated by the AFNWA Board to Officers and Employees of the AFNWA to carry out and execute business transactions.
- (c) The Financial Procedures that follow shall set out the various guidelines and processes in the area of financial management and administration and shall be consistent with financial policy and directives.

1.5 Financial Year

The AFNWA fiscal year-end shall be the 12 months ending March 31st.

1.6 Business Plans and Budgets

- (a) The AFNWA shall prepare business plans and budgets in accordance with the framework established.
- (b) The AFNWA shall prepare annually the following documents on a corporate-wide basis:
 - AFNWA Business Plan,
 - Operating Budget; and,
 - Capital Budget
- (c) All business plans and budgets shall display activities in accordance with the AFNWA Legal and Financial Framework.
- (d) The AFNWA shall establish and maintain a process to ensure that business plans and budgets are:
 - Prepared in accordance with the AFNWA planning and resource allocation process;
 - Consistent with the AFNWA Governance Manual and Bylaws;
 - Consistent with the AFNWA classification of accounts;
 - Consistent with Financial Policy and Procedures Manual
 - Prepared on the basis of approved performance standards;
 - Based on plausible assumptions;
 - Internally consistent;
 - Prepared in accordance with Generally Accepted Accounting Principles; and,
 - Clearly assigned for preparation and approval.



1.7 Budget Administration

- (a) No commitment shall be made until annual budgets are approved by the AFNWA Board.
- (b) The Director of Corporate Services shall maintain records to ensure that approved budget limits are not exceeded without a documented explanation and approval.
- (c) The Director of each Department shall review actual expenditures against budget and shall analyze variances and the CEO shall take appropriate remedial action, where required.

1.8 Classification of Transactions

The Director of Corporate Services shall identify transactions to facilitate the display of aggregate financial data:

- On the basis of the AFNWA financial responsibility codes or cost centers; and,
- According to the AFNWA accounting structure classification of accounts.

1.9 Banking and Cash Management

- (a) The AFNWA Board, based on a recommendation from the Audit and Finance Committee, shall determine the specific provisions respecting the AFNWA banking arrangements.
- (b) All bank accounts shall be used and maintained solely for their intended purpose. Any and all new bank or loan accounts must receive prior approval from the Board, based on a recommendation from the Audit and Finance Committee, and shall be executed by one Board Executive member (Chair or Vice-Chair) and either the Chief Executive Officer, Director of Government Relations and Engagement or Director of Corporate Services.
- (c) The Audit and Finance Committee shall assess the cost and quality of its banking services relative to other banks, periodically at the Committee's discretion.
- (d) The CEO and the Director of Corporate Services shall manage its cash economically and efficiently and shall seek to maximize the return on its temporary surplus funds, in accordance with the investment policy, as amended from time to time and approved by the Board.

1.10 Loan Administration

- (a) The AFNWA Board, based on a recommendation from the Audit and Finance Committee, shall determine the specific provisions respecting the AFNWA loans.
- (b) The Audit and Finance Committee shall consider the following:
 - a. Proper consideration for the need to incur debt
 - b. approval of terms and conditions for the loan
 - c. granting of security or guarantees
 - d. timely payment of any debt obligations
 - e. monitoring and reconciliation of all loan payments
 - f. Records pertaining to any loan decisions or transactions must be maintained, retrievable, identifiable and legible, at all times, for a period as defined by AFNWA document retention procedures.



1.11 Signing Authorities

- (a) The financial authorities assigned to the AFNWA Officers are approved by the AFNWA Board.
- (b) The Director of Corporate Services shall maintain a list of Signing Authorities on behalf of the CEO, as approved by the Audit and Finance Committee, on behalf of the AFNWA Board.
- (c) Signing authorities shall be exercised only:
 - Within the area of delegated authority;
 - In accordance with the AFNWA financial policies and guidelines; and,
 - To the extent that budget funds are available.
- (d) Financial obligations on behalf of the AFNWA shall not be entered into unless there is authority to do so.
- (e) Proposed commitments shall not be purposely parceled or divided in order that the authorized level of consideration is not exceeded.
- (f) Financial Signing Authorities shall be delegated in such a way as to ensure an appropriate division of responsibility in the disbursement process.

1.12 Execution of Instrument

- (a) The AFNWA Board may establish alternative signing authorities, if necessary, for corporate documents provided it is authorized by resolution as stipulated in the Governance Manual or Bylaws.
- (b) The seal of AFNWA, where required to be applied to any instrument in writing, shall be affixed by or on behalf of AFNWA, as contained in the Bylaws.

1.13 Financial Management Control Systems

The financial information systems of AFNWA shall support financial reporting requirements and will include controls to ensure that the information is complete, accurate, and properly authorized.

1.14 General Accounting Policies

- (a) For the purposes of its annual audited financial statements (year end March 31st), AFNWA shall establish accounting policies consistent with Generally Accepted Accounting Principles (GAAP) for control of revenues and expenses.
- (b) The AFNWA shall follow GAAP or, in certain cases, accounting policies appropriate to the AFNWA activities and in accordance with the Canadian Not for Profit Accounting Standards.
- (c) The external auditors shall be confirmed by the Audit and Finance Committee, on the behalf of the AFNWA Board, annually at the time of approval of the audited financial statements. The Audit and Finance Committee will also provide an adequate venue for dealing with auditing issues as reported through the annual audit exercise.



1.15 Accounting and Control of Expenditures

- (a) AFNWA shall establish and maintain adequate controls to ensure that expenditures are made in settlement of authorized commitments.
- (b) AFNWA shall establish and maintain a system of recording expenditures in a timely and accurate fashion.
- (c) In accounting for expenditures, AFNWA shall ensure that rules are established to ensure full disclosure.

1.16 Accounting and Control of Revenues and Accounts Receivables

- (a) AFNWA shall establish and maintain adequate controls to ensure that the revenue due to the AFNWA is recorded and collected on a timely basis.
- (b) AFNWA shall establish and maintain controls to ensure that no amounts receivable are removed from the records without the appropriate authority.
- (c) A reconciliation which compares Funding Agreements, Grants and all other funding sources to revenue received or receivable is to be completed within 30 days, and provided as part of the quarterly reports to Audit and Finance.

1.17 Asset Administration and Insurance Policies

The CEO or delegate shall be responsible to maintain an updated list of 'portable' assets such as laptops, cell phones and ensure that these assets are returned, in good working condition, prior to an employee leaving AFNWA.

The CEO shall ensure AFNWA purchases adequate insurance coverage/policies for all its officers and assets and such policies are to be reviewed annually, prior to renewal.

1.17.1 Capitalization

AFNWA shall treat as capital assets any assets for which the AFNWA has title with an expected useful life beyond one (1) year; together with any expenditure relating to the alteration, modernization of such asset which appreciably prolongs that item's period of usefulness, increases its value, or improves its utility to the AFNWA. A capital asset, to be classified as such, must meet the following criteria:

- A useful life in excess of one (1) year, AND
- A per item cost in excess of \$5,000.

1.17.2 Leases

The classification and accounting for leases shall reflect the economic substance of the lease transaction, in accordance with General Accepted Accounting Principles (GAAP):

- A lease that transfers substantially all of the benefits and risks of ownership of the leased property to AFNWA shall be accounted for as a capital lease; and,
- A lease where the benefits and risks of ownership of the leased property are substantially retained by the Leaser shall be accounted for as an operating lease.



1.17.3 Amortization of Capital Assets

AFNWA shall provide for amortization as follows:

- All assets shall be depreciated in accordance with Canadian Not for Profit standards.
- All assets directly associated with water and wastewater infrastructure to be depreciated in accordance with the Asset Management Framework, as amended from time to time.

1.17.4 Write-offs

Where assets become obsolete or worthless, or are lost to AFNWA, they shall be written-off in accordance with approved processes and authorities.

1.17.5 Disposal

AFNWA shall dispose of assets, in accordance with AFNWA Procurement Policy, as amended from time to time.

1.17.6 Accountability

The security and safekeeping of AFNWA assets, utilized in carrying out the business operations of AFNWA, is the responsibility of the Employee so charged, for those particular assets. Each Employee is fully accountable to secure against risk or damage to those assets under his/her control.

1.18 Internal Management Reports

- (a) The Director of Corporate Services shall maintain internal management reporting systems that provide Management with the financial reports that are relevant, simple, timely, accurate, current and consistent.
- (b) AFNWA internal reports shall provide AFNWA Management with a full range of information to provide a basis for decision making in respect to promote business-like operations and productivity.
- (c) Internal financial reports will show expenses compared to budgets in order to provide management with information which will assist in the assessment of performance standards and the attainment of goals.

1.19 External Financial Reporting

- (a) External financial reporting is prepared by AFNWA in a format that shall portray its financial activities in a clear and comprehensive manner consistent with funding agreement requirements.
- (b) The principal external reports are the annual financial statements and summaries.
- (c) In its annual report, AFNWA shall acknowledge its responsibility for establishing and maintaining a system of records, internal controls and management practices to provide assurance that reliable financial information is produced and that assets are safeguarded and controlled.



- (d) The Audit and Finance Committee shall recommend to the AFNWA Board the appointment of the external auditor in conjunction with the approval of the annual financial statements.
- (e) The Audit and Finance Committee shall oversee the Audit process:
 - Communicate and meet with the external auditor;
 - Assess the AFNWA accounting policies and ensure that the policies are consistent in letter and spirit;
 - Review the financial statements and submit a report that will assist the AFNWA in the approval of the financial statements; and
 - The Director of Corporate Services will present the financial statements at the Annual General Meeting.

1.20 External Performance Reporting

AFNWA shall incorporate key financial indicators of performance and report these in its Annual Report.

2.0 Instrument of Financial Signing Authorities Policies

2.1 Objectives

- (a) To prescribe policies and guidelines governing the exercise of Financial Signing Authority by the AFNWA Board and Employees.
- (b) To set out the authorities and processes underlying the delegation, approval, recommendation and control of activities involved in the exercising of Financial Signing Authorities.

2.2 Policies

- (a) The AFNWA Board shall formally identify all positions to which delegations of authority are made and the limitations imposed on the exercise of these for all financial activities of AFNWA.
- (b) There shall be three levels of Financial Signing Authority: approval, authorization, and recommendation authority.
- (c) The Audit and Finance Committee shall recommend the authorities to the AFNWA Board.
- (d) The Director of Corporate Services shall maintain the delegation of authority, on behalf of the CEO.
- (e) Authorities approved by the AFNWA Board shall not be re-delegated. If re-delegation is required, new signing authorities shall be put in place.
- (f) Designated AFNWA employees shall discharge all assigned functions in accordance with the financial authorities formally assigned to them as reflected in the documents for signing authority.
- (g) The authorities delegated by the AFNWA shall only be exercised in accordance with the following principles:
 - Within the area of responsibility of the delegated position;
 - Within the AFNWA financial policies and guidelines; and,



- To the extent that budget funds are available.
- (h) Financial obligations on behalf of AFNWA that extend beyond a 12-month period or that represent a material future commitment (IE: greater than \$50,000 in most cases) shall not be entered into unless the authority to do so is expressly approved by the CEO.
- (i) Proposed commitments shall not be purposely parceled or divided in order that the authorized level of consideration is not exceeded.

2.3 Amendments and Signing Authority

- (a) Amendments to Signing Authorities shall be made by a motion of the Audit and Finance Committee.
- (b) The Signing Authority Card is required to validate Financial Signing Authorities to incumbents of all positions to which Financial Signing Authorities have been delegated, as documented by the validation of signing authority. This document is acquired from AFNWA's Banking Institution.
- (c) The Director of Corporate Services, or other such delegate from the Finance Office, shall verify adequacy of Spending Authority and authenticate signatures prior to recommending for Payment Authority.

2.4 Acting Grants of Financial Signing Authority

Acting Grants of Financial Signing Authority shall be made in the following special circumstances only such as absences due to illness, travel or vacation. Acting Grants must be initialized in writing and contain an expiry date. Acting Grants must be copied to the Finance Office.

Finance Office to provide all documents signed using an Acting Grant to the regular Signing Authorities for review upon return.

2.5 Restrictions on Financial Signing

- (a) No person shall be permitted to exercise the authority granted to a position on an acting basis, unless designated to act by virtue of an Acting Grant of Financial Signing Authority.
- (b) Signing Authority can be revoked at any time, upon written direction from the CEO to the Finance Office.
- (c) No AFNWA Employee or Board member shall exercise any element of Financial Signing Authority in connection with any payment from which they can personally benefit or in respect of which he is in conflict of interest. AFNWA has established a Code of Conduct and Conflict of Interest Policy for its employees and Board members, copies of this policy are available from the Director of Corporate Services. All Employees and Board members shall agree to abide by this policy.

2.6 Internal Control

- (a) Financial Signing Authorities shall be delegated in accordance with an appropriate division of duties and responsibilities commensurate with good internal financial control.
- (b) Spending Authority and Payment Authority shall not be exercised by the same person in respect of a particular payment.



- (c) The Commitment stage of spending authority is the stage at which authority to incur financial obligations on behalf of AFNWA is exercised. In exercising this authority, the CEO shall ensure that commitments are made only within approved budget and for amounts earmarked.
- (d) The Approval for Payment stage of spending authority which entails approving the charge for payment once the initial commitment has been made and the goods received or services performed, shall only be exercised upon establishing that the transaction represents a valid and proper claim on AFNWA funds, and the claim is in accordance with the terms and conditions of the contract and the funding agreement (where applicable).
- (e) Payment Authority is the authority to requisition payments after reviewing their legality and exercising all appropriate financial controls. Responsibility for the adherence and the enforcement of the financial controls rests with the Director of Corporate Services, but primary responsibility for the verification of individual accounts rests with those who are delegated Spending Authority.
- (f) Payment Authority shall be delegated to the Finance Office.

2.7 Authorities

- (a) The AFNWA Board approves the Signing Authorities and Amendments, as recommended by the Audit and Finance Committee.
- (b) The Director of Corporate Services:
 - Distributes copies of the approved amendments and validations of Delegation to the impacted parties or other designated staff.
 - Updates the signing authorities for all approved amendments and additions.
 - Obtains all necessary documentation to coordinate with all relevant Financial Institutions for the addition or deletion of Signing Authorities.
 - Maintains, and regularly reviews, list of all Signing Authorities with all relevant financial institutions.

3.0 Financial Authorization Policy

3.1 Objectives

- (a) To set out objectives, policies, authorities and processes for ensuring systematic, efficient, timely and quality provision of Financial Authorization to documents prior to submission to the AFNWA Board.
- (b) To provide policies for assessing documents requiring Financial Authorization to ensure conformity with AFNWA approved legal and financial framework, Financial Management Policies, Instrument of Delegation of Financial Signing Policies, and General Accounting Policies and Authorities.

3.2 Policies

- (a) The following represent the general criteria which apply to all documents subject to review for Financial Authorization:
 - Adherence to AFNWA Bylaws and Corporate Governance Manual;
 - Conformity with the Legal and Financial Framework;
 - Conformity with established corporate financial policy;
 - Adherence to generally accepted accounting principles as applicable; and,



- Adherence to principles of sound financial management.
- (b) Financial Authorization shall principally relate to the accuracy and completeness of financial management information.
- (c) The following are submissions that require Financial Authorization:
- Commitments or initiatives that exceed incumbent financial authorities as contained in the Instrument of Financial Signing Authorities;
 - Changes to Compensation Policy
 - Changes to Human Resources policies;
 - Business Plans;
 - Capital expenditure proposals greater than \$250,000 if the item was identified and approved within the Annual Capital Budget;
 - Any expenditure or financial commitment greater than \$100,000 if the item was not previously identified in the Annual Capital or Operating Budget;
 - The initiation/opening of any new bank account, investment account, loan or any other deposit/loan arrangement;
 - Changes to AFNWA Travel Expense Policy and Rates;
 - Changes to risk management policies; and
 - Borrowing initiatives.
- (d) The required contents of “Budget and Financial Implications” section or module regarding submissions are as follows:
- Financial information and data provisions;
 - Documentation/calculations to support financial information and data;
 - Consideration of adherence to funding or regulatory constraints of a financial nature;
 - The adequacy of authorized budgets, including staff requirements; and
 - Forecast of future financial commitments implied by proposals of an ongoing nature.
- (e) Documents submitted for Financial Authorization shall be reviewed using the following specific criteria in addition to the general criteria in order to ensure consistency throughout AFNWA:
- Adherence to the financial planning and budgeting process;
 - Adequacy of authorized budgets; and
 - Full exploration of cash flow implications related to new activities.
- (f) All Submissions shall include a section entitled “Budget and Financial Implications”.
- (g) The Director of Corporate Services shall review and approve them for adherence to required contents of the “Budget and Financial Implications” section or module.
- (h) Where the Director of Corporate Services determines that there are no financial or budgetary implications requiring Financial Authorization, a statement to that effect shall be included in the “Budget and Financial Implications” section or module of the submission.
- (i) Financial Authorization shall be provided by the AFNWA Board, following review by the CEO for all AFNWA Contracts over \$250,000.00.
- (j) Submissions requesting additional resources greater than 10% of the approved budget subcategory (For clarity, subcategory refers to; one of the twelve (12) subcategories of the Operations budget, or



individual capital projects in the Capital budget), and not less than \$50,000, shall be submitted to the AFNWA Board for approval.

- (k) For those submissions involving policy changes, the Financial Authorization provided by the CEO shall relate to the accuracy and completeness of the presentation and to any financial impact, current or foreseen, as contained in the submission as a whole.

4.0 General Accounting Policies & Authorities

4.1 Objective

- (a) To prescribe the accounting policy covering AFNWA financial accounting activities.
- (b) To prescribe policies and guidelines for the delegation and approval of cheque signing authorities. To set out the cheque signing authorities and processes in accordance with an appropriate division of duties and responsibilities commensurate with good internal financial control.

4.2 Financial Signing

- (a) The Financial Signing Authorities, as assigned by the AFNWA Board to the CEO, are delegated as documented in the Instrument of Delegation of Financial Signing Authorities.
- (b) Financial Signing Authorities shall be delegated in such a way as to ensure an appropriate segregation of responsibilities in the disbursements and collection of AFNWA funds.
- (c) Cheque/Payment signing authorities assigned to Employees of the AFNWA shall not exceed their Financial Signing Authorities.
- (d) For any payments or banking documents under \$100,000, any two of the following shall have authority to sign for AFNWA:
 - Chief Executive Officer;
 - Director of Corporate Services;
 - Director of Engineering;
 - Director of Operations Engineering and Compliance;
 - Director of Engagement and Government Relations;
 - Board Executive members.
- (e) For any payments or banking documents between \$100,000 and \$250,000 any two of the following shall have authority to sign for AFNWA:
 - Chief Executive Officer;
 - Director of Corporate Services;
 - Director of Engagement and Government Relations;
 - Board Executive members.
- (f) Payments and banking (borrowing) documents over \$250,000 and any other legal documents, such as contracts, shall be executed by one Board Executive member (Chair or Vice-Chair) and either the Chief Executive Officer, Director of Engagement and Government Relations or Director of Corporate Services.
- (g) The Directors of the AFNWA are the Board members.



- (h) The Officers of AFNWA are the Chair, Vice-Chair, Chief Executive Officer, Secretary and the Treasurer.

4.3 Cheque Signing Authorities Procedure

4.3.1 Policies

- (a) The AFNWA Board, in accordance with the General Banking Resolution, may from time to time by resolution designate signing officers who shall be authorized to sign cheques/electronic payments drawn on AFNWA's bank accounts.
- (b) The Director of Corporate Services, with written permission of the CEO, may remove officers designated to sign cheques/electronic payments drawn on AFNWA bank accounts, immediately providing written notification to the Audit and Finance Committee advising rationale for the removal.
- (c) All cheques, automatic debit authorizations, acceptances, drafts, orders including orders made electronically shall be signed, endorsed or otherwise made by any of the two persons noted in Section 4.2 (d).
- (d) The signatories shall be knowledgeable of sound financial management and internal controls.

4.3.2 Internal Control

- (a) Cheque signing and Payment Authorities may be exercised by the same person. However, cheque signing, and Spending Authorities may not be exercised by the same person, to ensure that an independent verification of the transaction is made.
- (b) Cheque signatories shall be accountable for the disbursement of funds as a result of the issue of cheques under their signatures.
- (c) Cheque signatories shall ensure that the responsibilities and processes associated with Spending and Payment Authorities have been duly carried out by authorized personnel.

4.4 Accounting and Financial Control

- (a) All Spending Authority rests with, and at the discretion of the CEO;
- (b) Any Delegation of the Spending Authority by the CEO shall be done in writing.
- (c) AFNWA shall establish and maintain adequate controls and a system of recording expenditures to ensure they are for authorized purposes and processed in a timely and accurate fashion.
- (d) AFNWA shall incur expenditures only when both legal and financial authorities have been obtained to do so.
- (e) In cases where expenditures are incurred as a result of negligence, the CEO shall determine the method of recovery.
- (f) All money disbursed by cheque/electronic payment is charged to a central bank account(s) as authorized.
- (g) Under no circumstance will there be any "pre-signed" cheques or cheques signed with no payee listed and no supporting documentation.
- (h) Blank cheques or manual cheques will only be used in emergency situations or for instances where there is no access to the accounting information system.



- (i) Blank/manual cheques are kept under lock and key under the control of the Director of Corporate Services.
- (j) Adequate controls must be in place to ensure complete and accurate reporting of all disbursements made.
- (k) All cheque disbursements are to be made on serially numbered cheques.
- (l) Authorization for the addition of, or amendment to, banking information for vendors for the purpose of disbursing funds electronically is restricted to the Director of Corporate Services or others delegated by the Director of Corporate Services. The finance office should obtain regular statement of accounts from all regular or material vendors being paid by electronic funds.
- (m) Each authorized cheque signing officer shall verify that review and approval has been given and is satisfied that the supporting documentation has been correctly prepared and approved at the time of affixing his/her signature.
- (n) Financial control requires an appropriate division of responsibilities so that the work of one employee independently checks the work of another.
- (o) Adequate procedures shall be established and maintained by the Director of Corporate Services for the verification of accounts before payment is made. As a minimum these shall include:
 - That the work has been performed, the goods supplied, or the service rendered, as the case may be, and that the price charged is according to contract, or if not specified by contract, is reasonable;
 - That supplies and services are in accordance with contract specifications and that all the terms and conditions of the contract have been met;
 - That, where a payment is to be made before the completion of the work, delivery of the goods or rendering of the service, as the case may be, such payment is specifically provided for in the contract;
 - That applicable discounts have been deducted, that charges not payable have been eliminated and that the computation of the amount payable is correct;
 - That the account has not previously been paid in whole or in part;
 - That the proper expenditure coding is identified in the requisition; and,
 - That any other procedures necessary in relation to the payment are carried out.
- (p) Adequate controls shall be established and maintained to ensure that the revenue due to AFNWA is recorded and collected on a timely basis.
- (q) Controls shall be established and maintained to ensure that no amounts receivable are removed from the records without the appropriate authority.
- (r) Cheques for purpose of reimbursement of Travel to First Nations or Organizations' Employees shall be written out to the First Nation Community/Organization which the person(s) represent, exceptions require CEO written approval.

4.5 Banking Arrangements

- (a) Funds received must be recorded daily and must be deposited to AFNWA bank account as soon as possible. Cash, cheques or deposits may be kept overnight in a locked fireproof safe or cabinet. Access to the safe is restricted to the CEO and Director of Corporate Services, and others as delegated by the CEO in writing.



- (b) Receipt of daily mail containing cheques and other negotiable instruments must be recorded immediately and distributed promptly to the Director of Corporate Services so that deposits are completed on a weekly basis whenever possible.
- (c) Complete detailed records must be maintained to ensure that receipts can be traced to provide adequate information and to ensure that all receipts are properly credited to the relevant accounts.
- (d) The Director of Corporate Services will prepare and record bank deposits, maintaining records of incoming funds and accompanying deposit receipts or payment notifications as in the case of electronic funds transfers.
- (e) All incoming funds (cash, cheque, or electronic funds transfers) shall be handled within the Finance Department in a manner that ensures proper segregation of duties for receiving, recording, depositing and reconciling.

4.6 Accounts Receivable

- (a) The Director of Corporate Services will ensure that all invoicing be done as soon as possible, after the project is completed or based on the funding agreement requirements.
- (b) A reconciliation of Funding Agreements should be reviewed monthly, within 30 days, by the Director of Corporate Services and summarized in the quarterly reports delivered to the Audit and Finance Committee.

4.7 Year-End Accounting

- (a) Every effort shall be made to obtain invoices, statements, contracts or other documents claiming payment, so that arrangements may be made for payment of all amounts owing by AFNWA at each quarter-end.
- (b) All vendors shall be required to submit progress claims for all work performed to the last day of the quarter.
- (c) Quarterly accrued liabilities shall be established for unpaid debts, only where, at quarter-end, the following are met, that:
 - The work has been performed;
 - The goods have been received;
 - The services have been rendered; or
 - The amount is owing in accordance with contractual arrangements entered into on or before March 31st;
 - The debt represents a valid and proper claim on AFNWA funds, and is in accordance with the terms and conditions of the contract; and,
 - The verification of accounts has been completed.
 - Debts may be for a determinant amount, e.g. the document claiming payment has normally been received but has not yet been paid, or for an estimated amount.
- (d) Estimated debts must meet the above, and in addition, shall only be charged when:
 - The debt can be individually substantiated and valued;
 - The debt can be individually identified with subsequent payments; and
 - Accrual is required under Generally Accepted Accounting Principles (GAAP).



- (e) Spending and Payment Authority shall be, in effect, exercised twice in respect of an accrual; once when the debt is recorded by AFNWA, and once when the debt is settled.
- (f) Regular recurring services such as telephone paid for at monthly dates other than month-end shall not be accrued.
- (g) No accruals are required for amounts less than \$500.
- (h) Accrued Liability accounts shall be reviewed and reconciled monthly.

4.8 Authorities

- (a) The Director of Corporate Services prepares and/or reviews all monthly, quarterly and annual reports for submission to the CEO.
- (b) The CEO approves all quarterly and annual reports for submission to the Audit and Finance Committee.

5.0 Procedure for General Accounting

5.1 Objective

To prescribe the accounting procedures covering AFNWA financial accounting activities.

5.2 Accounting and Control of Disbursements

5.2.1 Payment of Accounts

- (a) The Director of Corporate Services and Finance Staff will be responsible for ensuring that requests for payments are accompanied by supporting documentation and are in accordance with budget, financial signing authorities or other specific limitations.
- (b) The Director of Corporate Services and Finance Staff will be responsible for establishing that all relevant information is provided to ensure that accurate posting of accounts will be maintained throughout the accounting system.
- (c) The Director of Corporate Services shall be responsible to provide monthly departmental budget updates. Each Department Director shall be responsible for the adherence to the budget for the fiscal year and presenting any forecasted material deviations from budget to the Director of Corporate Services and CEO for approval.
- (d) The Director of Corporate Services reviews and approves all expenditures for payment, unless otherwise delegated through an Acting Grant.
- (e) Periodic reviews of material vendor accounts (including employee travel claims) must be completed and documented to ensure that accounts are current and that no duplicate requisitions/expense items exist.
- (f) Regular reviews of all payroll remittances (including pension) to be completed by the Director of Corporate Services with reporting due to the Audit and Finance Committee quarterly.



- (g) All purchase orders, invoices, and payments stubs must be maintained in a shared database, with access restricted to relevant staff, with an identified data continuity strategy. The database must be organized in such a way that all relevant documents can be easily located.
- (h) All reconciliation and internal control testing procedures shall be designed to ensure segregation of duties for preparation versus review.

5.2.2 Supporting Documentation

- (a) The Director of Corporate Services will be responsible for ensuring that all original invoices and associated Spending Authority payment form (IE: Purchase Order, Service Contract Payment Form) are accurate, complete, and stored in the database.
- (b) Aged Vendor listings must be reviewed weekly. At all times, payment information must be recorded and reviewed for accuracy within the accounts payable system.
- (c) The Finance Staff will examine all invoices or financial claims to ensure that all discounts have been claimed and that payments are scheduled to conform to the terms of payment as set out on the invoice or as previously agreed to with the supplier.
- (d) Only AFNWA Employees with Spending Authority shall have the authority to ~~request-approve a Purchase Order from the Finance Office.~~
- (e) The Finance Staff will be responsible for ensuring that the Purchase Orders are attached to all invoices. Purchase Orders are required for all expenses, with the exception of those noted below:
 - Recurring overhead expenses (e.g. Utilities, cellphone, internet, garbage/snow removal, security), in which case a detailed list of pre-approved vendors is to be maintained and reviewed quarterly.
 - Contract payments – in which case, a detailed invoice and status report(s) are to be reviewed and approved by the CEO and Director responsible for the project (if applicable) prior to payment issuance.
 - Employee Travel Claims, in which case a travel claim form is to be signed by the employee and approved by a Director.
 - Workshop Participant Travel Claim signed by the participant and approved by the hosting Director of the workshop.
 - Items paid by Credit Card do not require a Purchase Order. Refer to Appendix ANNEX B for details regarding credit card payments.
- (f) The Finance Staff will be responsible for coding invoices that have no purchase orders and for following up with Departments on variances between purchase order and invoice amounts. For invoices that require detailed review and recommendation for payment by senior staff, proper documentation will be completed to ensure proper coding and an approval by the relevant Spending Authority.
- (g) The Finance Staff will be responsible for proper filing of support documentation and matching of Purchase Orders to invoices received. Purchase Orders will be held in a file until the approved invoice is received. It is then attached to the invoice as part of supporting documentation. Outstanding Purchase Orders with no associated invoice shall be reviewed monthly by the Finance Office.

5.2.3 Preparation of Cheque/Electronic Payment

The Finance Office will coordinate:



- Obtaining signatures by two authorized signing officers in accordance with the Financial Signing Authorities, on all cheques and electronic fund remittances.
- Mailing original Cheques to the payee, stubs shall be filed in sequential order.
- Emailing payment remittance notification to the payee, signed direct deposit logs shall be filed sequentially.

5.2.4 Cheque Cancellations/ Electronic Fund Transfer Recalls

- (a) Where a cheque is cancelled before issuance, the Finance Office shall stamp the original and the copies Voided. The original and copies shall be filed sequentially in the system. Similarly, where an EFT is cancelled before it is uploaded to the Bank, the payment is to be corrected in the accounting system and a corrected Direct Deposit Log is to be created.
- (b) Where a cheque is cancelled or lost after issuance to the Payee, the Finance Staff shall immediately issue a stop payment at the bank following the appropriate procedures as directed by the bank. Similarly where an EFT needs to be cancelled, the Finance Staff shall immediately recall the payment following the appropriate procedures as directed by the bank.
- (c) The replacement payment shall not be issued until confirmation from the bank is received that the stop payment is in effect or the EFT has been successfully recalled, as applicable.
- (d) The Director of Corporate Services is to confirm that the payment cancellation is accurately recorded in the accounting system, with appropriately detailed notes, and arrangements for replacement payment is made.

5.2.5 Outstanding and Stale Dated Cheques

The Director of Corporate Services will review the monthly list of outstanding cheques. All cheques outstanding for more than six (6) months should be reversed. A replacement cheque or replacement payment will be reissued where it is deemed necessary.

5.3 Staff Travel

5.3.1 Purpose and scope

The purpose of this directive is to ensure fair treatment of all parties travelling on AFNWA business. The provisions contained in this directive are mandatory and provide for the reimbursement of reasonable expenses necessarily incurred while traveling on AFNWA business and to ensure individuals are not out-of-pocket. These provisions do not constitute income or other compensation that would open the way for personal gain.

This directive applies to all AFNWA employees, Board members or affiliates traveling on AFNWA business.

5.3.2 Administration

AFNWA has the responsibility to authorize and determine when business travel is necessary, and to ensure that all travel arrangements are consistent with the provisions of this Directive.



Following consultation between AFNWA and the employee, Board member, or affiliate, the determination of travel arrangements shall best accommodate the individual's needs and interests, and AFNWA's operational requirements.

Business travel shall be authorized in advance in writing to ensure all travel arrangements are in compliance with the provisions of this directive. In special or emergency circumstances, travel shall be post authorized by AFNWA. Such situations shall be reviewed on a case by case basis.

Expenses resulting from misinterpretations or mistakes are not a basis for reimbursement or non-reimbursement. However, such situations shall be reviewed on a case by case basis.

5.3.2 Loyalty programs

Provided that there are no additional costs to AFNWA, employees and Board members traveling on business can join loyalty programs and retain benefits offered by the travel industry for business or personal use.

5.3.3 Overpayments

Overpayments, namely amounts reimbursed or paid to travelers, which are not in accordance with the terms of this directive, shall be recovered from the traveler as a debt owing to AFNWA.

5.3.4 Receipts

Where the traveler certifies that the receipt was lost, accidentally destroyed or unobtainable, a personal declaration may replace the receipt.

5.3.5 Responsibilities

The Finance Office shall:

- (a) establish the proper delegation framework to comply with this Directive;
- (b) ensure that this directive is available at the employee's normal workplace during the employee's working hours;
- (c) in consultation with the employee and responsible Director,
 - i. determine whether travel is necessary;
 - ii. ensure that travel arrangements are consistent with the provisions of this directive; and
 - iii. ensure that accommodation of needs is provided to the point of undue hardship.
- (d) authorize travel;
- (e) verify and approve travel expense claims before reimbursement;
- (f) The AFNWA Chair or Vice-Chair must approve and sign off on the Travel Claim for AFNWA Board members and the CEO for any payment being processed. The Chair and Vice-Chair will be looking to ensure that expenses are reasonable, all appropriate documentation is attached, the standard rates have been used and expenses are claimed within the required timeframe; and

The traveler shall:

- (a) become familiar with the provisions of this directive;



- (b) consult and obtain authorization to travel in accordance with the directive;
- (c) complete and submit travel expense claims with necessary supporting documentation as soon as possible after the completion of the travel. In travel situations exceeding one month, the traveler may submit interim travel expense claims prior to the completion of the travel; and
- (d) be responsible for canceling reservations as required, safeguarding travel advances and funds provided, and making outstanding remittances promptly.

5.3.6 Travel advances

Employees, Board members, and other affiliates on business travel for AFNWA shall be provided with a travel advance to cover travel expenses where services and products are not prepaid or cannot be paid with an individual designated travel card or at the Director of Corporate Services' discretion when travel is expected to be for an extended period.

- (a) Travel advances for travel and other expenses incurred when conducting AFNWA business should be issued not more than one week before the trip or planned expenditure. Requests for advances must be approved by the CEO in the case of Department Director, Department Director in the case of employees and the Chair or Vice-Chair, in the case of Board members and CEO. Employee and Board member travel advances and expenses will be issued in accordance with Appendix A (Approved Travel Rates), and the amount of the travel advance shall not exceed 90% of the anticipated travel expenses.
- (b) Travel advances for travel and other expenses incurred when conducting AFNWA business are intended to regulate and minimize the amount of transactions relating to advances. Employees shall be required to sign for the indebtedness on the Travel Advance form (**Annex G – AFNWA Employee Indebtedness Form**) indicating they have received the advance funds and that they are responsible for ensuring that all travel expenses are accounted for with the full amount of the travel advance deducted with the new travel expense form submission (**see Annex F – AFNWA Employee Travel Advance Form & Annex H – AFNWA Employee Travel Claim Form**).
- (c) Travel advances for travel and other expenses incurred when conducting AFNWA business may be granted for the following:
 - i. Meals and incidentals;
 - ii. Car rentals, taxis, accommodations and other AFNWA approved travel related expenses; and,
 - iii. Out-of-town travel by car is allowed at (per kilometer) rates established by the AFNWA. In some circumstances, a rented car with unlimited kilometers may be more economical than use of a personal vehicle. In any case, the most economical method of transportation shall always be used.
- (d) The Employee, Board member, or other affiliate must submit an expense claim by the end of each month. If the amount of the advance was higher than the actual expenditures, the Employee must attach a cheque for the full balance of the outstanding amount.
- (e) Travel advances will be coded to the respective Employee accounts payable subledger account as “travel advance receivable” for each employee, or person who travel on the behalf of the AFNWA (if applicable).
- (f) The expense claim form shall form the basis for the processing of a journal entry for reallocating the advance to the appropriate general ledger accounts.
- (g) Excess funds are to be returned within one week (at the latest) following the completion of the trip.



- (h) The Director of Corporate Services will follow up on all outstanding employee advances on a monthly basis and report any outstanding amounts to the CEO for employees and the Chair and Vice-Chair for Board members for their information and appropriate action.
- (i) The CEO shall confirm a repayment schedule for any outstanding charges for employees and the Chair or Vice-Chair for any Board members.
- (j) The Director of Corporate Services will process a request for a reimbursement with a cheque or a signed 'Acknowledgement of Indebtedness' form to the Employee or Board member, where the approved expenses exceed the travel advance.

5.3.7 Travel forms

AFNWA approved travel forms shall be used in seeking business travel authority and submitting travel claims with the supporting documentation where necessary.

The Employee must, at a minimum, submit their travel expense claim(s) by the end of each month.

5.3.8 Vehicle Insurance

Refer to the AFNWA Fleet Management Policy (available from the Finance Office) for vehicle insurance requirements for rented vehicles as well as the use of personal vehicles while traveling for AFNWA business.

5.3.9 Additional business expenses

As the business of AFNWA broadens so does the need to travel outside of Canada. Therefore, to ensure AFNWA employees, Board members, and other affiliates are properly compensated for travel; expenses for hotels, meals and taxis will be reimbursed using the relevant Exchange Rate for the date of purchase. Receipts for all such purchases, except for meals which will have the base rate of the AFNWA allowable meal rates; will be required. Regarding transportation, the same rules apply as for transportation mentioned in Section 5.3.10.

The Employee, Board member, or other affiliate shall also be reimbursed business expenses not otherwise covered. This includes things such as administrative services, internet connections, rental and transportation of necessary office equipment and transportation of required personal effects. If the travelling individual has an AFNWA issued cellphone, they shall contact the Finance Office in advance of their travel to arrange for international access to networks.

In order to be reimbursed for any of the above expenses, with the exception of meals as they are per the AFNWA rates; employees must have written approval from their Department Director or CEO in the case of Department Directors, prior to the expense being incurred, except in the case of an emergency. This approval must be submitted along with any other necessary documentation in order for the employee to be reimbursed.

5.3.10 Transportation

The selection of the mode of transportation shall be based on cost, duration, convenience, safety and practicality. In addition to provisions outlined in this section under commercial, vehicles and other modes of transportation, expenses associated with the selected mode of transportation such as ferries, tolls, docking fees, shall be reimbursed. Should an employee or Board member decide to travel via land rather than Air; the lesser of the two travel amounts will be reimbursable.

- (a) Commercial Travel:



- i. Where commercial transportation is authorized and used, the employee or Board member shall be provided with the necessary prepaid tickets whenever possible.
- ii. Taxis, shuttles and local transportation services are alternatives for short local trips. Actual expenses shall be reimbursed, based on receipts.
- iii. The standard for air travel is economy class. Booking air travel shall be done in coordination with the Finance Office to ensure that the lowest available airfares appropriate to particular itineraries shall be sought and bookings shall be made as far in advance as possible.

(b) Vehicles

- i. The standard for rental vehicles is mid-size. Rental vehicles beyond the standard shall be authorized based upon factors such as but not limited to safety, the needs of the traveler and the bulk or weight of goods transported.
- ii. The kilometric rates payable for the use of privately-owned vehicles driven on authorized business are prescribed in Annex E. Travelers shall use the most direct, safe and practical road routes and shall claim only for distances necessarily driven on business travel.
- iii. Parking charges are payable when an employee is authorized to use a private vehicle on business travel, the employee shall be reimbursed the actual costs of parking provided receipts are submitted for the expense.

5.3.11 Accommodation

The standard for accommodation is a single room, in a safe environment, conveniently located and comfortably equipped.

Total cost of Hotel/Motel accommodations not to exceed \$200.00 per night taxes included within the Atlantic Provinces. Total cost of Hotel/Motel accommodation is not to exceed \$250.00 per night taxes included if traveling domestically outside of Atlantic Canada or Internationally. Any exceptions to this amount require the approval of the CEO for employees and the Chair or Vice Chair for Board members and the CEO.

Private accommodations will be paid at a rate of \$50.00 per night.

5.3.12 Incidental expense allowance

A traveler shall be paid an incidental expense allowance that covers a number of miscellaneous expenses not otherwise provided for in this directive for each overnight in travel status as per AFNWA approved travel rates (see Appendix A of Annex F).

5.3.13 Home communication

Home communication is included in the incidental expense allowance.

5.3.14 Meals

A traveler shall be paid the applicable meal allowance for each breakfast, lunch and dinner (if not provided for otherwise) while on travel status (defined as 200kms from your office), or when overnight accommodation is required.

AFNWA employees or Board members can claim meals based on the following criteria:



- (a) If they leave their residence before 6:30am they can claim breakfast;
- (b) At the end of the trip, if they arrive home later than 6:30pm directly from the event they are attending then they can claim dinner;
- (c) If the meeting or event organizer provides meals, then the AFNWA traveler cannot claim these meals on their travel claim form;
- (d) If a hotel offers a hot breakfast with the cost of the room, then the AFNWA traveler cannot claim breakfast.
- (e) Meal allowances shall be reimbursed in accordance with the AFNWA rates specified in Appendix A.

5.4 Travel Expenses – Participants of Meetings/Workshops

- (a) Participants of Meetings/Workshops must submit their expense claim within 30 days of the event, along with applicable receipts using the AFNWA Travel Form. **(see Annex H)**
- (b) Travel expenses will be issued in accordance with the AFNWA **Travel Directive Policy (Annex F)**
- (c) It is the responsibility of the Department to submit the travel claims for any participants to their events.
- (d) Travel claims have to be signed off by both the participant and the Director of the Department hosting the event.
- (e) All travel claims must have all relevant information attached to them to be processed.

5.6 Bank Reconciliations

- (a) A weekly summary of cash disbursements and receipts shall be prepared by the Finance Office and shall be reviewed and approved by the financial controller on a weekly basis.
- (b) The end of the month bank reconciliation shall be completed within AFNWA Accounting Software within 5 business days of the end of the month, to be reviewed/approved by the Director of Corporate Services.
- (c) Any imbalance in the bank reconciliation shall be reported to the CEO and followed up by the Director of Corporate Services.
- (d) The CEO will participate in a detailed bank reconciliation review on a random basis throughout the year. A detailed review will include reconciliation of outstanding cheques and deposits, review of bank statement transactions, and a review of cancelled cheques returned from the bank.

5.7 Credit Card Reconciliations

The following AFNWA employees are authorized to hold an AFNWA corporate credit card, subject to amendment, from time to time, by the CEO, with an updated list of authorizations to be maintained by the Director of Corporate Services. The global limit for all AFNWA credit cards is not to exceed \$150,000.



Position Title	Maximum Limit
CEO	15,000
COO	15,000
CFO	15,000
Director, Operations Engineering & Compliance	10,000
Director, Engineering	10,000
Director, Engagement & Government Relations	5,000
Superintendent, Operations	5,000
Superintendent, Technical Services	5,000
Controller	5,000
Procurement Coordinator	5,000
Utility Techs	4,000
Supervisor	4,000
Operations Engineer	3,000
Safety & Security Coordinator	3,000
Regulatory Compliance Officer	2,000
Operators	1,000
Admin Assistants	1,000

Any employee who is authorized to hold an AFNWA corporate credit card shall agree, in writing, to adhere to the AFNWA **Corporate Credit Card Usage Policy** by signing the AFNWA **Credit Card Agreement (see Annex B)**. Such employees must agree to the following:

- (a) To adhere to the AFNWA Travel Directive and the AFNWA policies for continued use of the credit card privilege;
- (b) The credit card is for approved specific AFNWA corporate/business related expenses only as per the policy directive. No personal charges whatsoever shall be charged on the credit card. There are no exceptions to this rule.
- (c) Diligent protection of the number and expiry date is the AFNWA employee's responsibility.
- (d) A copy of the statement will be obtained directly by the Finance Office and scrutinized by the Director of Corporate Services for any misuse.
- (e) The credit card reconciliation shall be completed within 5 business days of the statement date and shall comprise the following:
 - i. Matching of credit card charge with original receipt;
 - ii. Where original receipt is not applicable, verification of the expenditure;
 - iii. Employee signature representing agreement with the stated charges;
 - iv. Director Signature representing Payment Authority for the purchases incurred during the respective month.
- (f) Any inconsistencies or unidentifiable entries in the credit card statement shall be reported to the Director of Corporate Services immediately. If fraud is suspected, the affected credit card shall be put on suspension immediately and the Director of Corporate Services will conduct an investigation to identify how the card details were compromised.



6.0 Policy/Procedure for Operating Budgets

6.1 Objectives

To provide guidelines and procedures for the preparation, monitoring and control of the AFNWA's Operating Budget.

6.2 Financial Management

Managers at all levels are accountable for the planning of all activities (output) within their area of responsibility, identification of resource requirements (input) in relation to plans, and performance reporting.

6.2.1 Business Plan

AFNWA Business Plan is a document outlining the critical priorities of the AFNWA, including all major activities to be undertaken within the specified year. It provides the basis for preparation of annual operating and capital budgets.

6.2.2 Division or Department Work Plans

AFNWA division or department work plans shall be prepared for the upcoming year following issuance, by the CEO consistent with Corporate Strategic Plans. The CEO will establish a deadline for draft work plans for each division or Department which will outline the achievement of objectives and outputs, and for the identification of required resources, in terms of staff- and budgets to produce stated outputs.

6.3 Operating Budget Preparation

6.3.1 General

- (a) The Operating Budget is an expression of AFNWA's Business Plan in financial terms. The Operating Budget serves three main purposes for the AFNWA:
 - i. To determine financial and other resources to carry out the Operating Plan;
 - ii. To obtain AFNWA Board approval of the resources required to meet corporate objectives; and,
 - iii. To provide a basis for financial monitoring and control.
- (b) The Operating Budget shall be prepared by the Director of Corporate Services, in consultation with Department Directors, and forwarded to the CEO for approval prior to submission to the Board.
- (c) The Operating Budget shall provide the authority from the Board to the CEO to carry out operational activities in the upcoming year and to consume resources to achieve the objectives of AFNWA Business Plan.
- (d) Operating Budgets shall be completed annually, presented in a format with departmental and elemental breakdown readily identifiable, broken down monthly, and submitted to the CEO no later than December 31st in order to achieve Board approval on or before January 31st.



- (e) Departmental budget reports shall be available to the Department Directors monthly, within 10 business days of the month-end. Supplementary reports of material variances in budget shall be submitted to the respective Director as soon as the discrepancy is identified. Department Directors shall submit, in writing to the CEO, commentary on material variances, within 5 days of receiving departmental budget.
- (f) A Quarterly Management Discussion and Analysis on budget variance shall be submitted to the CEO within 15 business days of the quarter end for onward submission and approval by the Board. Material variances shall be identified and alternative funding sources or re-allocation of resources shall be discussed in this quarterly report.

7.0 Procedure for Capital Budgets

7.1 Objectives

To provide guidelines and procedures for development of the Capital Budget.

7.2 Capital Assets

In keeping with Generally Accepted Accounting Principles (GAAP) and the Accounting Standards for Not for Profit Organizations of materiality and consistency, the AFNWA shall treat as capital assets any items which meet the following criteria:

A useful life in excess of one year, and a per item cost of at least \$5,000.

7.3 Budget Preparation and Approval

- (a) The Director of Engineering shall initiate and direct the preparation of the Capital Budget for submission to the CEO prior to December 31st each year.
- (b) The Director of Engineering shall work in coordination with the Director of Corporate Services and seek input from Departments for the preparation of the Capital Budget. The Director of Corporate Services shall remain principally responsible for the final presentation of the Capital Budget.

7.4 Monitoring, Reporting and Control

- (a) The Director of Engineering, in consultation with the Director of Corporate Services, shall administer the Capital Budget during the fiscal operating year in accordance with the approved budget.
- (b) The Department Directors shall be accountable for and administer their respective allocated Capital Budget for their Divisions or Departments, including the acquisition of furniture and equipment in accordance with the approved plan.
- (c) Anticipated budget variances on capital projects are to be communicated in writing to the CEO as immediately as the overrun can reasonably be estimated, and summarized in the monthly report referenced below (7.4(h)i).
- (f) Reallocations of funds between projects, or the application of funds to new items, shall require approval of the CEO.
- (g) Transfers from operating budget to capital budget shall require the approval of the Director of Corporate Services and the CEO.



- (h) The Director of Engineering shall report the status of the Capital Budget to the CEO as follows:
 - i. Monthly commitments and Capital Project Budget Tracking by the fifth workday of each month; and,
 - ii. Management Discussion and Analysis on Project status (budget and timeline), to be submitted to the Director of Corporate Services for inclusion in quarterly reports.

8.0 Classification of Accounts Procedure

8.1 Objective

- (a) To provide the framework for a classification of accounts designed to provide financial information necessary to manage AFNWA effectively and efficiently.
- (b) To describe the classifications and their relationships.

8.2 Accounting Framework

All transactions shall be posted in accordance with Accounting Standards for Not for Profit Organizations. Furthermore, AFNWA shall ensure that all transactions are associated with a department, and a funding source so that comprehensive reporting can be produced.

8.3 Accounting Structure

- (a) The Accounting Structure provides a breakdown of AFNWA activity.
- (b) Based on Funding Agreements and Departments, this structure will be used to provide Funders and AFNWA participating communities with reports which will indicate how funds were spent to attain organizational objectives.
- (c) The Accounting Structure shall enable the Director of Corporate Services to plan, budget, account for, report and monitor program activities relative to approved objectives and goals.
- (d) AFNWA will allocate the costs of core administrative expenses to the appropriate operating and capital budgets.
- (e) The Accounting Structure shall provide the framework for the assignment of budget responsibility and for the identification of financial accountability.

8.4 Authorities

- (a) The CEO will be informed of additions, deletions and changes relating to the Accounting Structure.
- (b) The Director of Corporate Services/Chief Financial Officer recommends additions, deletions and changes to the General Ledger Accounting Structure and Accounting Structure.
- (c) The Director of Corporate Services/Chief Financial Officer will ensure that the accounting information system be set up to limit access or to ensure no unauthorized changes/additions/deletions of accounts/vendors/customers.



- (d) The Audit and Finance Committee will be informed of additions, deletions or changes to the Accounting Structure.

9.0 Policy/Procedure for Contracting ~~Professional~~ Services

9.1 Purpose and Scope

This policy is to establish guidelines for Employees to use when contracting for professional services and applies to all AFNWA Employees.

9.2 Management Policy

When contracting for professional services, the CEO must ensure that “Best Value” is obtained. Refer to the AFNWA Procurement Policy or the Finance Office for further information regarding Procurement Processes and Requests for Proposals.

9.2.1 Capacity to Contract

- (a) Only the CEO and one of the Officers of the Corporation may legally bind the AFNWA. Accordingly, the AFNWA Executive staff are the only employees that are authorized to draft or amend AFNWA contracts. Employees must fill out the applicable contract forms and attach appropriate written authorization and provide to the CEO.
- (b) The AFNWA Executive must ensure that two copies of the ‘Contract’ for the contractor are attached to the ‘Contractor Information/Authorization Form’. This package must be routed through proper approvals.
- (c) Every contract must have the written approval of the CEO. Should a contract be less than \$250,000.00, and previously identified and approved in the Annual Budget, the CEO has the authority to approve the contract. An exception applies for emergencies.
- (d) If the contract is over \$250,000.00 then after the CEO gives the written approval of the contract, it is presented to the AFNWA Board for final approval.
- (e) Contracts must be authorized before the work begins. Under special circumstances, work may begin prior to a written contract based on written approval by the CEO, such as, but not limited to, in the case of an Emergency as described in Appendix ##. Where work commences before proper authorization, the responsible Department Director must provide a letter to the CEO recommending justification on why this is required.
- (f) Each contract must have a contract number assigned by the Director of Corporate Services.
- (g) Any amendments to existing contracts must be approved, in writing, by the CEO. Employees are required to complete the **Contract Amendment Request Form (see Annex C)**, attach appropriate authorizations and provide the same to the Legal Advisor when deemed necessary.

9.2.2 Sole Sourcing

- (a) Where the total value of the contract is up to \$100,000, including amendments, the CEO may sole source to an individual or firm. Exceptions to this limit require the approval of the AFNWA Board, except and

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unless in the case of an Emergency, as described in Appendix ##. The CEO must ensure that he or she verify the professional daily or hourly rate for the contractor.

- (b) Resumes and references should be obtained prior to sole sourcing. Typically, two letters from another organization or government which also hired the contractor would be sufficient. Furthermore, a sole source justification must accompany the contract which states why this contractor was selected and why this is the only contractor who can perform the work.

9.2.3 **Competitive Bidding**

Refer to AFNWA Procurement Policy or Finance Office for further information regarding the competitive bidding/RFP/RFQ processes.

9.2.4 **Contract Splitting**

Contract splitting is not allowed. For purposes of this policy, contract splitting is defined as the dividing of a total contract requirement into one or more smaller contracts in order to avoid the contract authority guidelines set forth in this policy or any other financial or administrative policies of AFNWA.

9.2.5 **Employer – Contractor Relationship**

- (a) Under no circumstances may a contractor be in an Employee – Employer relationship with AFNWA. For example, a contractor may not:
 - i. have AFNWA assets (e.g. cell phone, computers, etc.);
 - ii. be provided with an office in an AFNWA premises;
 - iii. be on the AFNWA payroll;
 - iv. have their hours of work determined by an AFNWA Employee;
 - v. have a time sheet signed by an AFNWA Employee; and/or,
 - vi. be subject to the day-to-day direction of an AFNWA Employee.
- (b) Under no circumstances may a contract be entered into with an individual which would have, or could reasonably be seen to have, the effect of creating an Employer-Employee relationship with AFNWA.

9.2.6 **Professional Fees**

- (a) AFNWA will pay for Professional fees and travel expenses (with original receipts). The contract must clearly set out what AFNWA will be paying for (e.g. professional fees, travel up to a maximum amount).
- (b) Professional fees should only be paid upon receipt of a written invoice signed by the contractor and a previously agreed upon deliverable (e.g. report, activity report, etc.).
- (c) A contract advance may be provided to the contractor from 30 up to a maximum of 50 percent, of the value of the contract, depending on the circumstances. Under no circumstances may contract advance exceed 50 percent of the value of the contract. A contract advance may only be provided were the contractor is a:
 - i. sole proprietor and requires funds to commence the requested project
 - ii. universities, colleges or other educational institutions;



- iii. small firm that requires financial assistance to commence the project.

9.2.7 **Amendments**

Contract Amendments must be properly authorized through the same procedure as outlined above. A Director must use the '**Contract Amendment Request Form**' (see Annex C), available through the CEO or Director of Corporate Services.

9.2.8 **Contract Management**

Every Director must ensure that no payment is made in excess of the contract price. At year end, each Director must ensure that all invoices are received by the contractor if the contract is to be charged to the old year.

Details regarding contract progress are to be included in the Quarterly Management Discussion and Analysis regarding progress, target completion dates, and anticipated total cost.

9.2.9 **Contractor Evaluation**

At the conclusion of each contract, the responsible Director must complete an Evaluation Form, available through the Finance Office or Director of Corporate Services. This completed form must be forwarded to the Director of Corporate Services and made available to all other Department Directors.

9.3 **Roles and Responsibilities**

- (a) The CEO is responsible for making decisions within program budgets.
- (b) The Director of Corporate Services is responsible for:
 - i. making decisions within program budgets; and,
 - ii. reporting instances of non-compliance to this policy to the Audit and Finance Committee.
- (c) Employees of the AFNWA are responsible for:
 - i. adherence to this policy; and
 - ii. ensuring that best value is obtained on contracts and all purchases.
- (d) A Department Director has the responsibility to:
 - i. inform their staff of this policy for Contracting Professional Services;
 - ii. bring to the attention of the Director of Corporate Services and CEO, any instances of noncompliance to this policy; and,
 - iii. bring to the attention of the Director of Corporate Services and CEO for decision any circumstances where there may be doubt.



Annex A: Terms of Reference – Audit & Finance Committee

Specific Responsibilities

The Board delegates the following roles and responsibilities to the Finance & Audit Committee:

(a) Financial Statements

Delegated Committee Role	Responsibilities
<i>Review and recommend to the Board</i>	<ol style="list-style-type: none"> 1. Receipt and review of quarterly financial statements from the CFO and approval of annual audited financial statements 2. Approval of the financial content of the Annual Report 3. The appropriateness of accounting policies and financial reporting practices used by the AFNWA 4. Any significant proposed changes in financial reporting and accounting policies and practices to be adopted by the AFNWA 5. Appropriate resolution of all major financial issues 6. Approval of annual business plans developed by management, including balanced scorecard measures and targets 7. Approval of operating and capital budgets and amendments thereto
<i>Decide/approve and report to the Board</i>	<ol style="list-style-type: none"> 8. Changes in financial and accounting disclosures to be adopted by the AFNWA; report same to the Board
<i>Monitor and report highlights to the Board</i>	<ol style="list-style-type: none"> 9. Quarterly and annual financial performance of the AFNWA (budget year to date with variance analysis) including: <ul style="list-style-type: none"> • Quarterly reporting on operations with the level of actual to budget variance by functional area including an explanation of variances greater than 5% the functional area • Quarterly reporting on the level of actual to budget details of approved capital projects • Annual carry forward of project budgets if required including details on unused amounts, reasons for carry-forwards and how amounts will be spent 10. Public reports on published financial statements (to the extent such releases discuss the financial position or operating results) for consistency of disclosure with the financial statements themselves



- 11. Key estimates and judgments of Management that may be material to the financial reporting of the AFNWA
- 12. New or pending developments in accounting and reporting standards that may affect the AFNWA

(b) Internal Controls and Risk Oversight Management

Delegated Committee Role	Responsibilities
<i>Review and recommend to the Board</i>	13. Review and recommend to the Board the approval of an enterprise risk management framework
<i>Monitor and report highlights to the Board</i>	14. Monitor and report to the Board on the effectiveness of the AFNWA enterprise risk management system through a bi-annual risk assessment 15. Monitor and report to the Board on the adequacy and effectiveness of the AFNWA internal control system and information systems through quarterly reports from the CFO which identifies any risk for fraud or error and describes mitigating factors and/or recommendations to remedy. 16. Reports from the CEO on any issues, events or pending matters that may affect the AFNWA's relationship with its clients and business partners, or which place at risk the organization's resources, reputation or achievement of its goals and objectives; report on these to the Board as the Committee considers appropriate 17. Annual overview and discussion of the inventory of AFNWA plans in place to address emergency response/business continuity issues

(c) External Audit

Delegated Committee Role	Responsibilities
<i>Review and recommend to the Board</i>	18. The appointment of an external auditor
<i>Decide/approve and report to the Board</i>	19. The terms of the annual external audit engagement plan, including but not limited to the following: <ul style="list-style-type: none"> (i) engagement letter (ii) objectives and scope of the external audit work (iii) materiality limit set by external auditors (iv) areas of audit risk



- (v) staffing, and in particular, the lead audit partner and the audit partner responsible for reviewing the audit, including partner rotation
 - (vi) timetable, and proposed fees
20. In advance, where the estimated fee for such services is greater than **\$10,000**, the non-audit services to be provided by the external auditor's firm or its affiliates (including the estimated fees) in accordance with a policy established by Management and approved by the Finance & Audit Committee, consider the impact on the independence of the external audit work and receive an annual report thereon from Management
21. Assess the performance and independence of the external auditor

Monitor and report highlights to the Board

22. The work of the external auditor
23. The plan, conduct and reporting of the annual external audit, including but not limited to the following:
- any difficulties encountered, or restriction imposed by Management, during the annual audit.
 - any significant accounting policies or financial reporting issues, alternative Accounting Standards for Not-For-Profit Organizations (ASNPO methods discussed with Management, ramifications and external auditors' preferred alternative, and any other material written communications with Management.
 - the external auditor's evaluation of the AFNWA system of internal controls, procedures and documentation.
 - the post audit or management letter containing any findings or recommendations of the external auditor including Management's response thereto and the subsequent follow-up to any identified internal control weaknesses.
 - any significant disagreements between management and the external auditor with regard to financial reporting.
 - any other matters that the external auditor brings to the attention of the Finance & Audit Committee; and
 - any issues relating to review or appointment of external auditors
24. Direct and open communication among the Finance & Audit Committee and the external auditor.

(d) Compliance and Other Oversight

Delegated Committee Role	Responsibilities
<i>Monitor and report to the Board</i>	<p>25. Annually the AFNWA insurance coverage of significant business risks and uncertainties</p> <p>26. Annual report from the CEO of any litigation matters that could significantly affect the financial statements</p> <p>27. Exception reports from the CEO regarding any significant actual or anticipated non-compliance with any legal or regulatory requirements, or inter-jurisdictional agreement</p>



28. Quarterly Management Representations on regular, statutory reporting requirements
29. Responses by Management to material information requests from government or regulatory authorities
30. Receive annual report of expenses of Board, senior management and employees
31. Receive annual audit report of expenses of Board, senior management and employees.

(e) Other Duties

The Finance & Audit Committee will investigate (or cause an investigation to be undertaken) and recommend a resolution to the Board of any issues or concerns referred to it by the Governance and Policy Committee (as the point of entry for any complaints or concerns) arising from complaints under the AFNWA Code of Conduct that may relate to a breakdown of financial disclosure controls or internal controls over financial reporting. Depending upon the nature of the complaint, the Committee may delegate the investigation and resolution of the complaint to Senior Management.

The Committee will also carry out such other duties as may be determined from time to time by resolution of the Board.

Committee Functioning

The Finance & Audit Committee will have access to Management and AFNWA documents as required/appropriate. It will also be provided with the resources necessary to carry out its responsibilities. The Finance & Audit Committee may engage independent counsel and other advisors and set and pay the compensation for any advisors so engaged.

In co-ordination with the Governance and Policy Committee, the Committee shall annually review and assess the adequacy of its mandate in relation to evolving best practices and evaluate its effectiveness in fulfilling its mandate.

The Finance & Audit Committee may establish a subcommittee to review any matters deemed appropriate by the Committee Chair. The subcommittee will provide its recommendation to the Finance & Audit Risk Committee.

The secretary to the Committee shall be the Recording Secretary and is responsible for:

- Ensuring that minutes are prepared recording decisions, recommendations and general discussion of the Committee
- Ensuring that decisions and recommendations of the Committee are forwarded to the Board for its next meeting
- Compiling and distributing the agenda of Committee meetings at least five (5) days prior to the Committee meetings, and
- Ensuring that action points identified are carried out.

Membership

The Board appoints Directors to committees. The Finance & Audit Committee will consist of three (3) Directors, one of whom shall be appointed as Chair of the Committee by the Board Chair.

All members of the Finance & Audit Committee shall meet the standard of financial literacy, which entails the ability to read and understand financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the AFNWA financial statements. Committee members shall exercise the care, diligence and skill that a person of ordinary prudence would exercise in dealing with the property of another person and shall use all relevant knowledge and skill that the member possesses.



All committee members shall be independent of management of the AFNWA. At least one committee member shall have accounting or financial management expertise.

Ex officio, non-voting members of the Finance & Audit Committee include: Chief Executive Officer, Chief Financial Officer and Recording Secretary.

Any Director who is a member of the Finance & Audit Committee serves at the pleasure of the Board Chair.

From time to time, additional non-voting resources may be added to the Committee by the Board Chair where considered necessary to enable the Committee to fulfill its mandate.

Meetings

The Finance & Audit Committee shall meet at least four (4) times per year, with additional meetings at the call of the Committee Chair, or as directed by the Board. The AFNWA external auditor, or any two members of the Finance & Audit Committee, may call a special meeting of the Finance & Audit Committee by contacting the Committee Chair.

The agenda will normally be set by the Committee Chair based upon the Committee's work plan and annual objectives. Committee members or the Board Chair may also suggest agenda items to the Committee Chair. The agenda and background material for meetings will be delivered to members at least five (5) days prior to the Committee meeting.

The Finance & Audit Committee will have separate private meetings with the external auditors, Management or any other persons to discuss any matters that the Committee or these groups believe should be discussed.

The external auditor shall attend meetings of the Finance & Audit Committee if either has requested the opportunity to do so or has been requested to do so by a Finance & Audit Committee member. The external auditors may be invited to make presentations to the Finance & Audit Committee, as appropriate.

Quorum & Decision Making

A quorum for the transaction of business at a meeting of the Committee will be a majority of Directors appointed to the Committee.

The Committee will attempt to reach consensus on recommendations to the Board on decisions delegated to the Committee. In exceptional circumstances, where consensus does not appear to be possible, the Committee may refer the matter directly to the Board without a recommendation.

Accountability and Reporting to the Board

The Chair of the Committee will prepare written reports for the Board on the work of the Committee and will be guided in the preparation of these reports by a reporting template for Committees.

Committee Objectives, Annual Work Plan and Timetable

In consultation with the Board Chair, the Committee will formulate annual objectives for the Finance & Audit Committee for each year and review progress against them at least annually.

The Committee will annually establish a work plan for its scheduled committee meetings, which plan will include any specific priorities assigned to the Committee by the Board. The attached table sets out the basic work plan to be used as a starting point each year.

Finance & Audit Committee Agenda Item	Q1	Q2	Q3	Q4
Financial Statements				
- Reviews external audited annual financial statements and recommends to the Board.	X			



- Recommends unaudited quarterly financial statements, including public reports on financial statements for consistency of disclosure with financial statements.	X	X	X	X
- Reviews quarterly and annual financial performance of the AFNWA and reports highlights to the Board.	X	X	X	X
- Approves financial content of the Annual Report.	X			
- Receive mid-year and annual report from the external actuary to understand the valuation of the organization's liabilities.	X			
Corporate Plan and Budget				
- Reviews and recommends Annual Business Plan, including balanced scorecard measures and targets and proposed rate of return.			X	
- Reviews and recommends operating and capital budgets, including proposed rate of return.			X	
Internal Controls and Risk Oversight				
- Monitors and reports to the Board on the effectiveness of the enterprise risk management system				X
- Reviews and discusses inventory of plans in place to address emergency response/business continuity issues and reports highlights to the Board.		X		
External Auditors				X
- Approves terms of yearly engagement letter.				X
- Monitors and reports to the Board on the plan, conduct and reporting of the annual external audit.	X			
- Annual <i>in camera</i> meeting with External Auditor.	X			
Compliance and Other Oversight				
- Recommends quarterly reports on goods and services procurement, statutory employer remittances and OH&S compliance.	X	X	X	X
- Receives annual report from the CEO of any litigation matters that could significantly affect the financial statements.	X			
- Receives annual report of expenses of Executive Committee and Board	X			
- Receives annual audit report of expenses of Board, senior management and employees				X
- Receives results of annual Committee evaluation process			X	



ANNEX B: AFNWA CORPORATE CREDIT CARD AGREEMENT

BETWEEN:

THE Atlantic First Nations Water Authority (hereinafter referred to as “AFNWA”)

and _____ (hereinafter referred to as the “Cardholder”)

All Cardholders have been issued an AFNWA Corporate Credit Card. This card is a privilege and thus carries a responsibility. The Cardholder agrees to adhere to the AFNWA Travel Directive (as approved and amended from time to time) and the applicable AFNWA policies for continued use of the credit card privilege:

- (a) This card is intended for AFNWA corporate/business expenses only.
- (b) All expenses are to be claimed on approved AFNWA Credit Card Reconciliation forms with original receipts attached.
- (c) Diligent protection of the number and expiry date is the AFNWA employee’s responsibility. It is not recommended to give this information out in emails or over cell phones.
- (d) Purchases that are outside the Cardholder’s ordinary business expenses (as listed below), as they may vary from cardholder to cardholder, require pre-approval from a Director.

Any violations of the AFNWA Travel Directive and the above noted rules regarding the usage of the corporate credit card will result in the loss of use of the credit card privileges. There are to be no personal expenses charged to the Corporate Credit Card.

If you have read and understood the AFNWA Travel Directive and relevant policies and if you are in agreement with the above noted terms/conditions and the corporate credit card cardholder agreement, please sign and date below.

Identified ordinary business expenses specific to Cardholder:

Cardholder Signature: _____

Name, Title: _____

Date: _____

Director Signature: _____



Annex C: AFNWA Contract Amendment Request Form

Contract Number: _____

Name of Contractor/Company: _____

Original Start Date/End Date of Contract: _____

Total Contract Value: _____

Amount of Contract paid out to date: _____

Reason(s) for Contract

Amendment: _____

List the Terms and Conditions of the Contract to be Amended (new end date, revised products, timelines)

Recommended Amendment(s) by Director: (please check if 'yes' and attach written authorization, if applicable) _____

Recommendation by Legal Advisor: _____ (please check if 'yes' and attach written authorization)

Authorization by Chief Executive Officer: _____ (please check if 'yes' and attach written authorization)

Dated: _____

Employee Name:



ANNEX D: ACKNOWLEDGEMENT

Atlantic First Nations Water Authority
Financial Policies and Procedures Manual
Acknowledgement

I, _____, hereby acknowledge that I have received a copy of the Atlantic First Nations Water Authority **Financial Policy and Procedure Manual** (dated _____, ____).

I have read and understood that the provisions of the Financial Policy and Procedures Manual impacts upon my employment or placement with the AFNWA.

Name (Please Print)

Signature

Date

Witness



ANNEX E - Atlantic First Nations Water Authority- Kilometer Chart

Atlantic First Nations Water Authority- Kilometer Chart				
First Nation Community	Province	Mileage in Km with links (Distance from Millbrook to FN Community)	Cost at \$0.55 rate for One Direction	Cost at \$0.55 rate for Round Trip
Abegweit - Morell (bridge)	PEI	280	\$ 154.00	\$ 308.00
Abegweit - Rocky Point (bridge)	PEI	234	\$ 128.70	\$ 257.40
Abegweit - Scotchfort (bridge)	PEI	258	\$ 141.90	\$ 283.80
Acadia - Gold River	NS	143	\$ 78.65	\$ 157.30
Acadia - Medway River	NS	204	\$ 112.20	\$ 224.40
Acadia - Wildcat	NS	214	\$ 117.70	\$ 235.40
Acadia - Yarmouth	NS	370	\$ 203.50	\$ 407.00
Elsipogtog	NB	244	\$ 134.20	\$ 268.40
Esgenoôpetitj	NB	335	\$ 184.25	\$ 368.50
Eskasoni	NS	271	\$ 149.05	\$ 298.10
Glooscap	NS	143	\$ 78.65	\$ 157.30
Glooscap	NS	117	\$ 64.35	\$ 128.70
Glooscap	NS	113	\$ 62.15	\$ 124.30
Kingsclear	NB	361	\$ 198.55	\$ 397.10
Lennox Island (Bridge)	PEI	249	\$ 136.95	\$ 273.90
Membertou	NS	310	\$ 170.50	\$ 341.00
Millbrook	NS	3.1	\$ 1.71	\$ 3.41
Oromocto	NB	323	\$ 177.65	\$ 355.30
Paqtnkek	NS	144	\$ 79.20	\$ 158.40
Pictou Landing	NS	80	\$ 44.00	\$ 88.00
Potlotek	NS	235	\$ 129.25	\$ 258.50
Sipekne'katik - Indian Brook	NS	39	\$ 21.45	\$ 42.90
Sipekne'katik - New Ross	NS	164	\$ 90.20	\$ 180.40
Neqotkuk	NB	522	\$ 287.10	\$ 574.20
Wagmatcook	NS	247	\$ 135.85	\$ 271.70



Annex F : Travel Rates

Mileage

The rates payable in cents per kilometer for the use of privately owned vehicles driven on authorized government business travel are .55 cents.

Allowances

The standard for accommodation is a single room, in a safe environment, conveniently located and comfortably equipped.

Total cost of Hotel/Motel accommodations not to exceed \$200.00 per night taxes included within the Atlantic Provinces. Total cost of Hotel/Motel accommodation is not to exceed \$250.00 per night taxes included if traveling domestically outside of Atlantic Canada or Internationally. Any exceptions to this amount require the approval of the CEO for employees and the Chair or Vice Chair for Board members and the CEO.

Private accommodations will be paid at a rate of \$50.00 per night.

Meals

The rates payable for Meals per day are as follows:

Breakfast	17.23
Lunch	17.04
Supper	42.92
Daily Rate	\$77.19

Incidental expenses

Incidental rate payable for each night in a hotel/private accommodation is \$17.30 per night of overnight stay.



Annex G: AFNWA Employee Indebtedness Form-Travel Advance

EMPLOYEE NAME: _____

DATE/PERIOD OF TRAVEL/EXPENSE: _____



AFNWA Employee Indebtedness Form

ADVANCE TRAVEL CLAIM EXPENSE FORM

****NEW MAY 12, 2023****

DATE	DESCRIPTION	MEALS	MILEAGE		LODGING	INCDTL	AIRFARE CABFARE CAR RENTAL	BRIDGE TOLL PARKING	OTHER	TOTAL	PROJECT #
			KM	\$ 0.55							
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
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				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
TOTAL		\$ 0.00	0	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	

TOTAL: **\$ 0.00**
 LESS ADVANCE: _____
 TOTAL PAYABLE: _____
 DATE: _____
 BREAKFAST: \$17.23 INCIDENTALS: \$17.30
 LUNCH: \$17.04 PRIV ACC.: \$50.00
 DINNER: \$42.92
 13 Treaty Trail, Millbrook, NS B6L 1W1 * www.afnwa.ca
 Phone 1.902.609-0312 Finance@afnwa.ca

Employee Signature: _____
 (APPROVAL)

Please note that by signing and submitting the "Acknowledgement of Indebtedness - Travel Advance" form, you agree to use the funds solely for the purpose stated in the Advance Travel Claim Expense Form. It is essential to provide receipts for your travel expenses upon return to avoid any potential payroll deduction.



Annex H: AFNWA Employee Travel Claim Form

EMPLOYEE
NAME: _____

DATE/PERIOD OF
TRAVEL/EXPENSE: _____



ATLANTIC FIRST NATIONS WATER AUTHORITY STAFF TRAVEL & EXPENS CLAIM											
*****UPDATED JULY 2022*****											
DATE	DESCRIPTION	MEALS	MILEAGE KM	\$ 0.55	LODGING	INCDTL	AIRFARE CABFARE CAR RENTAL	BRIDGE TOLL PARKING	OTHER	TOTAL	PROJECT #
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
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				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
				0						\$ 0.00	
TOTAL		\$ 0.00	0	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	

TOTAL: \$ 0.00
LESS ADVANCE: _____
TOTAL PAYABLE: _____
DATE: _____

(EMPLOYEE) (APPROVAL)

BREAKFAST: \$17.23
LUNCH: \$17.04
DINNER: \$42.92
INCIDENTALS: \$17.30
PRIV ACC.: \$50.00

13 Treaty Trail, Millbrook, NS B6L 1W1 * www.afnwa.ca
Phone 1.902.603-0312 Finance@afnwa.ca



Annex I: Financial Authority Limits during a Declared Emergency

AFNWA has adopted Incident Command Systems (ICS) for Emergency Management. ICS is a standardized approach to the command, control and coordination of emergency responses. ICS has a classing system for emergencies which was adapted by AFNWA to acknowledge the impact of an emergency is variable. This Annex to the Financial Policy will be duplicated to the Emergency Management Plan

	Level 1	Level 2	Level 3	Level 4	Level 5
Description	National level resources are required, the incident will extend into multiple operational periods, all ICS Command & General Staff positions are utilized, and Branches need to be established.	Regional or National resources will be required, the incident will extend into multiple operational periods, most or all ICS Command and General Staff positions are filled.	Resource requirements will exceed the initial response resources, may extend into multiple operational periods, some or all ICS Command and General Staff are activated. Significant mechanical or contamination problems. Expected to last for an extended period, greater than 14 days.	Several single response resources required, response will be limited to one or two operational periods but will likely exceed local resources. Select ICS Command and General Staff activated only when needed.	One or two single response resources with up to 6 response personnel, the incident is expected to last less than 24 hours, no ICS Command and General Staff positions activated.
Examples	Category 3 or higher Hurricane. Earthquake. Act of terrorism possibly contaminating the water system with chemical, biological, radioactive or nuclear (CBRN) agents.	Category 2 Hurricane. Flood that infiltrates treatment plant facilities. Chemical spill within 500 metres of a water supply system's raw water intake. Incident that significantly damages power grid and system facilities. Significant Wildfire.	A loss or complete malfunction of the water treatment facilities in one or more of the communities. Category 1 Hurricane. A confirmed sample of a contaminant requiring immediate consideration of a health advisory notice to customers. A loss or complete malfunction of a wastewater treatment facilities which will result in a release to the environment.	Disruption in supply such as transmission main failure, wastewater release to the environment, storage no adequate to handle disruption in drinking water supply, initial positive E. coli sample resulting in drinking water advisory, disruption in chlorine/chemical feed, minor act of vandalism.	Watermain break, Power outages at station/plants with no backup power, sewage backup, localized flooding, breakdown of a specific wastewater treatment process.
Respective increase to Spending Authority	CEO can sole source to \$250,000. Delegation to staff is within CEO discretion. Any and all instances of CEO use of this exception will be emailed to the Board within 5 business days.	CEO can sole source to \$250,000. Delegation to staff is within CEO discretion. Any and all instances of CEO use of this exception will be emailed to the Board within 5 business days.	CEO can sole source to \$250,000. Delegation to staff is within CEO discretion. Any and all instances of CEO use of this exception will be emailed to the Board within 5 business days.	As per Financial Policy.	As per Financial Policy.



Item #5
AFNWA Board
November 21, 2023

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

SUBMITTED BY: Original Signed by
Chantal LeBlanc, Director of Corporate Services, CFO

APPROVED: Original Signed by
Susheel Arora, M.A.Sc., P.Eng., Chief Executive Officer

DATE: November 21, 2024

SUBJECT: Compensation & HR Policy Amendment

ORIGIN

Approval of the AFNWA Governance Manual on November 6, 2020. HR Policy, as originally approved November 2020 with the most recent revision on September 27, 2023.

RECOMMENDATION

It is recommended that the AFNWA Board accept the policy amendments, as described within the report.

BACKGROUND

AFNWA management has identified that the amounts paid for worked hours on a statutory holiday did not meet the minimum requirements, per applicable legislation. The existing HR Policy and Compensation Policy do not contain clear direction for hours worked on a statutory holiday. AFNWA staff remitted a correction to all affected employees immediately and would like to clarify the policy.

DISCUSSION

Currently, the HR Policy does not issue direction for hours worked on a holiday. Article 16 has been copied below for the reader's convenience, and the recommended insertion (16.05) is identified below:

Article 16: STATUTORY HOLIDAYS

16.01

Employees shall be granted the following paid holidays:

- 1) New Year's Day.
- 2) Heritage Day (NS), Family Day (NB), Islander Day (PEI). (Third Monday in February)
- 3) Good Friday.
- 4) Easter Monday.
- 5) Victoria Day.
- 6) National Aboriginal Day.
- 7) Canada Day.
- 8) Civic Holiday (usually the first Monday in August). (Natal Day, New Brunswick Day)
- 9) Labour Day.
- 10) Treaty Day,
- 11) National Truth and Reconciliation Day
- 12) Thanksgiving Day.
- 13) Remembrance Day.
- 14) Christmas Day.
- 15) Boxing Day.

16.02

Article 16.01 does not apply to an employee who is absent without pay on both the scheduled working day preceding and the scheduled working day following the designated holiday.

16.03

When a day designated as a holiday coincides with an employee's day of rest, AFNWA shall grant the holiday with pay on either:

- a. the working day immediately following his/her day of rest, or
- b. the day following the employee's annual vacation or another mutually acceptable day between the Department Director and the employee.

16.04

When a day that is designated a holiday for an employee as defined in Article 16.01 falls within a period of leave with pay, the holiday shall not count as a day of leave.

RECOMMENDED ADDITION:

16.05

If an employee is called into work on a statutory holiday, the employee shall receive 1.5x their regular pay for every hour worked (note: the 3 hour minimum, as discussed in Article 14.05 is fully applicable on statutory holidays), plus the statutory holiday pay owing.

In addition to the HR Policy, AFNWA has a Compensation Policy which addresses overtime. While time worked on a holiday is not always considered overtime, we note that the following amendment should be made to be consistent with the recommended addition to the HR Policy above:

Existing:

Overtime

Unless due to an operational emergency, overtime must be pre-approved by the Director before undertaken. Overtime outside the normal hours of work is paid in relation to an employee's salary at 1.5 times the regular rate. For time worked on a statutory holiday, overtime will be paid at 2 times the regular rate. The Executive Staff are not eligible for overtime.

RECOMMENDED AMENDMENT:

Overtime

Unless due to an operational emergency, overtime must be pre-approved by the Director before undertaken. Overtime outside the normal hours of work is paid in relation to an employee's salary at 1.5 times the regular rate. **For any time worked on a statutory holiday, hours worked will be paid at 1.5 times the employee's regular rate plus the amount owing as Statutory Holiday Pay.** The Senior Management Team is not eligible for overtime.

BUDGET AND FINANCIAL IMPLICATIONS

None to be discussed.

ALTERNATIVES

This reflects the minimum legislative requirement for Statutory Holiday Pay. In some cases, employers have chosen to pay more than the statutory minimum which AFNWA may consider in the future.

ATTACHMENTS

HR Policy with proposed amendment.
Compensation Policy with proposed amendment.

Report Prepared By Original Signed By
Chantal LeBlanc, MBA, CPA, CMA, CFO (902-603-0312)

Financial Reviewed By: Original Signed By
Susheel Arora, M.A.Sc., P.Eng., CEO, (902-603-0312)



Human Resources Policy

APPROVED: June 24, 2020
REVISED: September 27, 2023



Table of Contents

Contents

Article 1: INTERPRETATIONS AND DEFINITIONS.....	3
Article 2: CHIEF EXECUTIVE OFFICER	5
Article 3: REGULAR EMPLOYEES	5
PART-TIME APPOINTMENTS.....	6
CASUAL AND TERM EMPLOYEES	6
Article 4: HIRING	7
Article 5: NOTICE OF RESIGNATION.....	7
Article 6: DISCIPLINE BY SUSPENSION OR DISMISSAL	8
Article 7: TERMINATION OF EMPLOYMENT DUE TO LAYOFF	8
Article 8: RETIREMENT.....	9
Article 9: PAY	9
Article 10: EMPLOYEE PROBATIONARY AND PERFORMANCE EVALUATIONS	9
Article 11: EMPLOYEE FILES	10
Article 12: DISCRIMINATION AND HARASSMENT	11
Article 13: HEALTH AND SAFETY	11
Article 14: HOURS OF WORK AND OVERTIME	11
Article 15: VACATIONS.....	12
Article 16: STATUTORY HOLIDAYS	14
Article 17: SPECIAL LEAVE.....	15
Article 18: MEDICAL LEAVE.....	15
Article 19: BEREAVEMENT LEAVE	16
Article 20: PARENTAL LEAVE.....	17
Article 21: PARENTAL/ADOPTION LEAVE.....	18
Article 22: MARRIAGE LEAVE	18
Article 23: PERSONAL LEAVE FOR FAMILY ILLNESS, COMPASSIONATE CARE, CRITICAL ILLNESS, DEATH OR DISAPPEARANCE OF A CHILD, AND VICTIMS OF FAMILY VIOLENCE.....	18
Article 24: EDUCATION AND EXAMINATION LEAVE	19
Article 25: COURT LEAVE	20
Article 26: STAFF DEVELOPMENT LEAVE	20
Article 27: LEAVE FOR STORMS OR WEATHER CONDITIONS.....	21
Article 28: LEAVE FOR TRADITIONAL PRACTICES.....	21
Article 29: ELECTIONS	21
Article 30: BLOOD DONORS	22
Article 31: GROUP INSURANCE, LONG-TERM DISABILITY, SUPPLEMENTAL HEALTH BENEFITS AND PENSION PLANS	22
Article 32: PAYROLL DEDUCTIONS.....	23
Article 33: NON-POLITICAL ASSOCIATION	23
Article 34: DRESS CODE	24
Article 35: AMENDMENTS TO HUMAN RESOURCES POLICY	24
Article 36: APPEALING DECISIONS	24
Article 37: RESPECTFUL WORKPLACE PROCEDURES	24



Article 1: INTERPRETATIONS AND DEFINITIONS

1.01

In addition to the terms and provisions of this Policy, the *Canada Labour Code* and/or other applicable Legislation governs the relationship between AFNWA and its employees.

1.02 DEFINITIONS

- (a) "AFNWA" means the Atlantic First Nations Water Authority.
- (b) "AFNWA **Code of Conduct**" means the most current version of the Code of Conduct and Conflict of Interest Policy as approved by the AFNWA Board and attached to each employee contract.
- (c) "**Casual Employee**" means a person employed for a specified task for which no permanent funding or employment status can be assured or means a person who was hired to a specific position during the absence of an employee.
- (d) "**Director of Corporate Services**" means an employee who is responsible for
 - (1) financial matters within AFNWA,
 - (2) calculating vacation leave accumulated each fiscal year for each employee, and
 - (3) such other duties and responsibilities as delegated to him or her by the Chief Executive Officer.
- (e) "**Dismissal**" is the termination of services either:
 - (1) with "cause", which will be immediate and without notice, pay in lieu of notice, or severance, or
 - (2) without cause, in which case the employee will be entitled to appropriate notice, pay in lieu of notice and/or severance;
- (f) "**Employee**" means, unless otherwise defined, all classifications of employment at the Atlantic First Nations Water Authority.
- (g) "**Executive Committee**" means the Chair and Vice Chair of the AFNWA Board.
- (h) "**Chief Executive Officer [CEO]**" is an employee with a job classification, whose duties are set out in the current position specification. The CEO is primarily responsible for strategic leadership, managing day to day operations, the planning and execution of operating and capital budgets, and development of policies and programs for AFNWA.
- (i) "**Fiscal Year**" means April 1 to March 31.
- (j) "**Immediate Family Member**" means the employee's spouse or common-law partner; father and mother and the spouse or common-law partner of the father or mother; employee's children and the children of the employee's spouse or common-law partner; the employee's grandchildren; the employee's brothers and sisters; the grandfather and grandmother of the employee; the father and mother of the spouse or common-law partner of the employee and the spouse or common-law partner of the father or mother, a sibling of the spouse or common law partner; and any relative of the employee who resides permanently with the employee or with whom the employee permanently resides. A common-law partner is a person



who has been cohabiting with an individual in a conjugal relationship for at least one year, or who has been so cohabiting with the individual for at least one year immediately before the individual's death;

- (k) "**Job Description**" means a written outline of the duties and employment expectations of an Employee and the position held by that Employee;
- (l) "**Just Cause**" includes, but is not limited to, the following: willful misconduct, neglect of duty, or continued unsatisfactory performance;
- (m) "**Leave of Absence**" means absence from work with permission, without pay;
- (o) "**Overtime**" is time worked in excess of the employee's regularly scheduled hours of work;
- (p) "**Personnel Committee**" means a committee made up of at least two Managers from the Senior Management Team [one of which is the Director of Corporate Services] as well as the HR Coordinator, whose mandate includes the following:
- Consult with CEO on personnel matters.
 - Provide advice to the CEO and Senior Management Team on personnel policies, permanent layoffs, reorganization, and rates of pay.
 - Perform job evaluations in conformance with the HAY methodology, as licensed through Korn Ferry
- (q) "**Probationary Employee**" means a person who has been hired for a position, but who has not yet completed the probationary period required.
- (r) "**Probationary Period**" means a period of time prior to which a Probationary Employee gains Employee status; Probationary Period applies to AFNWA employees who accept new positions within AFNWA.
- (s) "**Respectful Workplace Complaint**" means a complaint made pursuant to the procedures in Article 37 of this Policy.
- (t) "**Seniority**" means the total accumulated months of paid employment by the Employee but shall not include periods of previous employment with AFNWA that occurred more than five years prior to the date of last employment.
- (u) "Senior Management Team" includes the CEO, Director of Engagement and Government Relations, Director of Corporate Services, Director of Engineering, Director of Operations and Manager of Communications and Outreach.
- (v) "**Service**" means the total accumulated months of full-time or part-time paid employment.
- (w) "**Spouses**" include common-law or married partners;
- (x) "**Suspension**" is a disciplinary action which may be with or without pay, for a period not normally exceeding thirty (30) days, as determined by the Personnel Committee;
- (y) "**Term Employee**" means a person who is hired to fill a position for a stated period of time;
- (z) "**Transferred Employee**" means a person whose full-time employment is transferred to AFNWA through an agreement, such as a Community Agreement.



Article 2: CHIEF EXECUTIVE OFFICER

2.01

The Chief Executive Officer is the administrative head of AFNWA and responsible to the AFNWA for the administration and operations of AFNWA in accordance with the policies adopted by the AFNWA Board.

The Executive Committee will provide formal feedback to the CEO on the performance of his/her activities and objectives, on behalf of the AFNWA Board, on an annual basis.

2.02

It is acknowledged that it is the exclusive function of the Chief Executive Officer to:

- a. Retain and supervise AFNWA employees.
- b. Maintain order, discipline and efficiency;
- c. Make policies to support the efficient and orderly conduct of AFNWA business and to enforce these policies.
- d. Manage the staff and resources of AFNWA with regards to:
 - determining or modifying job procedures, processes or operations;
 - establishing and amending schedules of work.
 - determining services to be performed and assignments of work;
 - the extension, limitation, curtailment, or cessation of operations in whole or in part; and
 - all other rights and responsibilities not specifically stated by the express provisions of this policy;
- e. To report to the Executive Committee as outlined in the AFNWA Board Governance Manual

Article 3: REGULAR EMPLOYEES

3.01

AFNWA derives most of its funding from the Government of Canada [GoC] which is often committed for a defined term or specific project. Accordingly, regular employees are hired on a permanent basis, unless otherwise stated. If qualifications are equal, preference will be given to Indigenous candidates.

3.02

All regular employees upon being retained shall receive a letter from the CEO, to be placed on their employment record, outlining the conditions of employment, such as:

- a) effective start date of employment.
- b) probationary period.
- c) description of expected duties.
- d) salary and applicable benefits, if any.



- e) applicable AFNWA policies; and
- f) expected hours of work.

3.03

Attached to each letter of employment shall be a copy of AFNWA's Human Resources Policy and all related policies and procedures; the AFNWA Code of Conduct and Conflict of Interest Policy; and a job description.

PART-TIME APPOINTMENTS

3.04

All hiring of part-time employees shall be the sole responsibility of the CEO in consultation with the Personnel Committee and such responsibility may be exercised without the benefit of a selection review process. A person who has been hired for such a position is entitled to the appropriate proportion of all vacation, holiday, leave and other entitlements included in this Human Resources Policy unless special arrangements are made at the time of the appointment. If qualifications are equal, preference will be given to Indigenous candidates.

3.05

All part time employees upon being retained shall receive a letter from the CEO, to be placed on their employment record, outlining the conditions of employment, such as:

- a) Effective start date of employment
- b) Effective termination date of employment;
- c) Probationary period;
- d) Understanding that the position may terminate at any time, prior to the stated termination date.
- e) Description of expected duties;
- f) Salary and applicable benefits, if any;
- g) Applicable AFNWA policies:
- h) Expected hours of work.

CASUAL AND TERM EMPLOYEES

3.06

All hiring of Casual or Term employees shall be the sole responsibility of the CEO in consultation with the Personnel Committee, and such responsibility may be exercised without the benefit of a selection board or a standardized review process. A person who has been hired for such a position is entitled to the appropriate proportion of all vacation days and applicable holidays, however is not entitled to any other benefits included in this Human Resources Policy unless special arrangements are made at the time of the appointment, or unless required by the Canada Labour Code. If qualifications are equal, preference will be given to Indigenous candidates.

3.07

All Casual or Term employees upon being retained shall receive a letter from the CEO, to be placed on their employment record, outlining the conditions of employment, such as:



- a. effective start date of employment
- b. effective termination date of employment;
- c. probationary period;
- d. understanding that the position may terminate at any time, prior to the stated termination date.
- e. description of expected duties;
- f. salary and applicable benefits, if any;
- g. applicable AFNWA policies:
- h. expected hours of work.

3.08

Attached to each letter of employment shall be a copy of AFNWA’s Human Resources Policy and all related policies and procedures; the AFNWA Code of Conduct; and a job description.

Article 4: HIRING

4.01

All employee positions in AFNWA shall be advertised internally and externally, unless specifically exempted by the Personnel Committee.

The person hired has the skills, experience, qualifications, and competencies required for the position being filled and AFNWA ensures fair and impartial hiring practices (consistent selection criteria, consistent evaluation of applicants, effective use of rating processes and reference check and hiring merit).

4.02

All employees are free to apply for any employment position that may arise from time to time.

All hired employees must submit a background check prior to their start date (an exception is made for all transferred employees).

All potential employees’ references will be contacted prior to their start date.

AFNWA will provide training and orientation to new employees, based on their roles and responsibilities.

AFNWA will provide ongoing training and professional development to employees based on their roles and responsibilities and also as part of a performance management plan, when required.

AFNWA will provide access to all relevant buildings, premises, information tech systems and movable assets to employees. Access to be reviewed regularly and revoked when required.

Article 5: NOTICE OF RESIGNATION

5.01

If the Chief Executive Officer, or any member of the Senior Management Team desires to terminate his or her appointment he or she shall give one-month notice in writing. All other employees desiring to terminate their employment shall give two (2) week’s notice in writing.



5.02

All employees shall be compensated for salary and vacation up to the date of termination, provided all other financial documentation is completed and up to date and all AFNWA office equipment or other such assets are returned to AFNWA.

5.03

Employees shall compensate AFNWA if leave entitlements have been taken in excess, at the time of termination.

Article 6: DISCIPLINE BY SUSPENSION OR DISMISSAL

6.01

If, in the opinion of the Personnel Committee, an employee is neglecting responsibilities, behaving in an unprofessional manner, or knowingly contravening AFNWA rules and policies, the CEO may take one or more of the following actions:

- a. place a letter of reprimand on the employee's employment file;
- b. institute a corrective period for the employee for a defined period of time;
- c. recommend that the employee seek personal counseling or relevant training;
- d. suspend the employee with or without pay; or
- e. dismiss the employee.

6.02

In the event that an Employee feels that a procedure used has been inappropriate or unduly harsh under the circumstances, the employee may appeal the decision to the CEO. The decision of the CEO shall be made in accordance with existing policies and shall be final and binding.

6.03

In order to appeal the application of a procedure, an employee must provide written notice of their appeal within five (5) business days of receiving the discipline to the Personnel Committee.

Article 7: TERMINATION OF EMPLOYMENT DUE TO LAYOFF

7.01

Should permanent staff layoffs become necessary, they shall be made by the CEO in consultation with the Personnel Committee on the basis of merit, the needs of AFNWA, and such other criteria as the CEO may deem necessary or advisable.

7.02

AFNWA is committed to providing reasonable notice for termination of employees without cause, recognizing that the employee has an obligation to seek alternate employment. The maximum notice period for termination of employment for AFNWA without just cause shall not exceed a 12-month period subject to the employee's obligation to seek alternate employment.



Article 8: RETIREMENT

8.01

There shall be no compulsory retirement age for employees.

Article 9: PAY

9.01

Rates of pay for all categories of employees shall be approved by the CEO on the recommendations of the Personnel Committee, based on the objective results of the job evaluation process, and in accordance with the Compensation Policy.

Article 10: EMPLOYEE PROBATIONARY AND PERFORMANCE EVALUATIONS

10.01

All AFNWA employees, with the exception of Transferred Employees, have an initial probationary period of six (6) calendar months which may be extended at the discretion of the CEO for the purpose of allowing more time for the assessment of the employee's performance in the role.

Written probationary period evaluations shall be drafted and carried out by immediate supervisor and department manager and approved by the CEO on all newly hired staff within one month after the completion of six (6) months service.

10.02

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

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

10.03

Performance evaluations after probation will be conducted annually within thirty (30) days after the end of the fiscal year.

10.04

Performance evaluations shall be a joint undertaking by the employees, their supervisor, and the Department Manager.

All job descriptions to be reviewed annually in conjunction with annual review and kept up to date.

All employees will be annually evaluated based on pre-determined and pre-discussed metrics _IE: Balanced scorecard and Core Competencies.

AFNWA will establish a performance management plan based on the results of the annual performance evaluation.

**10.05**

A written performance evaluation shall be drafted and carried out by the immediate supervisor and the Department Director. It is then to be reviewed with the employee, signed by the supervisor and the employee. The employee shall receive a copy of the evaluation and may file written comments concerning the evaluation. The comments shall become part of the personnel record.

10.06

The Department Directors will notify an employee in writing in those instances, where, during the period between the formal performance evaluations, the Department Director has observed that certain aspects of an employee's performance require improvement.

10.07

The performance evaluation of the CEO shall be conducted by the Executive Committee of the AFNWA Board.

Article 11: EMPLOYEE FILES

11.01

AFNWA shall maintain a personnel file for every employee and contractor. Where necessary, a medical information file will be created and maintained separate and apart from the employee's personnel file.

The Director of Corporate Services shall ensure all records pertaining to AFNWA's employees are retained, legible, identifiable, retrievable, and private.

The Director of Corporate Services shall maintain current records of the skills, experience, qualifications, competencies and training of the officers, employees and contractors.

The Director of Corporate Services shall not place or have placed any document or information in AFNWA's personnel file or medical information file without the employee seeing it first, and allowing the employee to file a response if the employee desires to do so.

11.02

Employees shall have access to their personnel file and medical information file, on request to the Director of Corporate Services.

11.03

The personnel file and medical information file of each employee are deemed confidential and are held in the custody of the Director of Corporate Services. Employees should understand that the CEO, their immediate supervisor, and the Director of Corporate Services, shall have access to their personnel files.

11.04

No documents or information contained in an employee's personnel file or medical information file shall be given to any other person or employer without prior knowledge and consent of the employee, subject to Article 11.03 and 11.06.

11.05

Should AFNWA cease to exist, the personnel file and medical information file of each employee shall be given to the employee. In the case of those past employees whose whereabouts are unknown, their files shall be destroyed.



11.06

Any documents or information contained in an employee's personnel file or medical information file may be used in proceedings arising out of a dispute between AFNWA and the employee.

Article 12: DISCRIMINATION AND HARASSMENT

12.01

There shall be no harassment, sexual harassment, abuse of authority, bullying, or discrimination by or toward any employee of AFNWA. Employees shall familiarize themselves with the Code of Conduct and with the AFNWA Workplace Violence and Harassment Policy.

2.02

Independent of any internal measures including discipline, AFNWA may notify the proper authorities of possible legal violations committed by an Employee.

Article 13: HEALTH AND SAFETY

13.01

AFNWA shall ensure that the health and safety at work of every person employed by the employer is protected. As described in the Safety Management System and associated Programs, preventive measures shall be taken and consist of the reduction and elimination of hazards, and the provision of personal protective equipment, clothing, devices, or materials, all with the goal of ensuring the health and safety of employees. The Workplace Health and Safety Committee, as defined under the Canada Labour Code and other relevant legislation, shall be responsible for assessing safety concerns and bringing them first to the attention of their supervisor or Department Director. If the safety issue is not resolved to the satisfaction of the employee, employees of AFNWA are required to advise the Health and Safety Committee in a timely manner to ensure a satisfactory resolution to the safety concern. If after review by the Health and Safety Committee, the safety concern is not addressed to the satisfaction of the employee, a review will be conducted by the CEO.

Article 14: HOURS OF WORK AND OVERTIME

14.01

Employees shall be required to work forty (40) hours per week, inclusive of meal breaks unless otherwise specified in their contract of employment. Subject to operational requirements and efficiency of the service determined by the CEO, daily hours of work may be flexible.

14.02

Normal hours of work shall be 8:30 a.m. to 4:30 p.m., Monday to Friday inclusive. Any modification of normal work hours requires the approval of the CEO. Refer to the Flextime Policy for further details.

14.03

It is recognized that situations will arise when overtime is the only practical means of completing the necessary work. Casual, Term, part time or probationary employees shall be compensated per their employment



agreement. Permanent Full-time AFNWA employees overtime shall be compensated in accordance with the AFNWA Compensation Policy.

14.04

The CEO may enter into a compressed work week schedule for full-time regular employees. Employees will still be required to work a forty (40) hour work week; however, hours worked each day may be increased to allow for other days off during a two-week period. The approved schedule must be written and signed by the employee and Department Director, per the AFNWA Flextime Policy.

Violation of any of the contract terms will terminate the application of this policy for that employee.

14.05

Operations Staff may be called upon to be on Standby to respond to emergencies within their Service Area. This requires the staff member to remain sober and available during the entirety of the Standby rotation. Employees must sign an agreement to this effect. Compensation for a rotation of Standby Pay is \$500 per week and becomes due and payable upon the completion of the full week rotation. In the event that a staff member is called out to an emergency, a minimum of 3 hours of overtime will be paid to the employee. Should the employee be required to respond to multiple emergencies simultaneously or within 8 hours of one another, the minimum 3 hours is to only apply to the first call out.

Article 15: VACATIONS

15.01

All regular employees shall be entitled to receive annual vacation leave with pay, as set out in Article 15.03, in addition to statutory holidays listed in Article 16.01.

15.02

All casual and part time employees shall be paid vacation pay at the rate of 4% of their wages earned to date. After five (5) years of employment the rate for vacation pay rises to 6%, and after ten (10) years of employment the rate for vacation pay rises to 8%. Such vacation pay will be paid bi-weekly on the regularly scheduled payroll. Term employees shall be given a choice to either (A) accrue vacation time as paid time off, or (B) be paid out bi-weekly at the relevant rate.

15.03

For the purposes of calculating vacation leave, the following shall apply:

- Regular and Probationary employees are entitled to a maximum 15 days' vacation leave per year, accruing at the rate of 1-1/4 days per month.
- After ten consecutive years of employment, their vacation leave entitlement shall increase to a total of 20 days per year, accruing at the rate of 1 2/3 days per month.
- After fifteen consecutive years of employment, their vacation leave entitlement shall increase to a total of 25 days per year, accruing at the rate of 2 2/5 days per month: and
- After twenty consecutive years of employment, their vacation leave entitlement shall increase to a total of 30 days per year, accruing at the rate of 2-1/2 days per month.

**15.04**

An employee shall be granted vacation leave at such time(s) during the year as their supervisor approves in order to ensure sufficient staffing in a manner consistent with Article 15.08.

At the commencement of an employee's term of employment, the Director of Corporate Services shall notify them in writing of the amount of vacation leave they are entitled to.

15.05

Vacation leave entitlement shall be used within the fiscal year in which it was earned. The CEO may, prior to the end of the fiscal year, authorize the carry-over of five (5) working days to the next fiscal year. Requests for carryover entitlement shall be made in writing by the employee to the Director of Corporate Services not later than thirty (30) days before the end of the fiscal year. In extenuating circumstances, the CEO may authorize the carry-over of an additional five (5) days.

15.06

If at the end of a fiscal year, an employee's entitlement to vacation leave with pay includes a fractional entitlement of less or more than one-half day, the entitlement shall be increased or decreased to the nearest one-half day.

15.07

Every attempt will be made to accommodate vacation requests. Notwithstanding, departments must be adequately covered at all times. If the supervisor is unable to reach mutual agreement with regard to the vacation schedule and there is a conflict, criteria to resolve the conflict will be (1) position and (2) seniority, in that order of priority.

15.08

If an employee becomes ill during the period of vacation, the employee shall be granted sick leave and his/her vacation credit restored to the extent of the sick leave utilized, upon receipt of evidence by the Director of Corporate Services in the form of a Doctor's certificate.

15.09

Before commencing vacation, each employee shall reasonably cooperate with respect to the completion of any urgent job requirements.

15.10

When an employee is given a leave of absence for any reason, the employee shall not receive vacation credits for the period of such absence.

15.11

When an employee is laid off, the employee shall not receive vacation credits for the period of such absence.

15.12

An employee, upon separation from the AFNWA, shall be compensated for unused vacation leave to which he/she has become entitled.

15.13

An employee, upon separation from AFNWA, shall compensate AFNWA for leave which was taken but to which he/she was not entitled.



Article 16: STATUTORY HOLIDAYS

16.01

Employees shall be granted the following paid holidays:

- 1) New Year's Day.
- 2) Heritage Day (NS), Family Day (NB), Islander Day (PEI). (Third Monday in February)
- 3) Good Friday.
- 4) Easter Monday.
- 5) Victoria Day.
- 6) National Aboriginal Day.
- 7) Canada Day.
- 8) Civic Holiday (usually the first Monday in August). (Natal Day, New Brunswick Day)
- 9) Labour Day.
- 10) Treaty Day,
- 11) National Truth and Reconciliation Day
- 12) Thanksgiving Day.
- 13) Remembrance Day.
- 14) Christmas Day.
- 15) Boxing Day.

16.02

Article 16.01 does not apply to an employee who is absent without pay on both the scheduled working day preceding and the scheduled working day following the designated holiday.

16.03

When a day designated as a holiday coincides with an employee's day of rest, AFNWA shall grant the holiday with pay on either:

- a. the working day immediately following his/her day of rest, or
- b. the day following the employee's annual vacation or another mutually acceptable day between the Department Director and the employee.

16.04

When a day that is designated holiday for an employee as defined in Article 16.01 falls within a period of leave with pay, the holiday shall not count as a day of leave.

16.05

If an employee is called into work on a statutory holiday, the employee shall receive 1.5x their regular pay for every hour worked (note: the 3 hour minimum, as discussed in Article 14.05 is fully applicable on statutory holidays), plus the statutory holiday pay owing.



Article 17: SPECIAL LEAVE

17.01

The CEO, in consultation with the Personnel Committee, in any one year, may grant to an employee special leave without pay, for such periods as the CEO deems circumstances warrant. Such leave may be for the following reasons: (a) education/professional development; (b) compassionate; (c) secondment/interchange; (d) seeking election to political office; or any other reason as approved by the CEO, in consultation with the Personnel Committee. Such leave without pay may be granted to the employee for a period not exceeding two years.

17.02

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

Article 18: MEDICAL LEAVE

18.01

An employee shall be entitled to medical leave with pay providing the employee has sufficient medical leave credits and shall be entitled to medical leave without pay of up to 17 weeks.

18.02

Paid medical leave credits shall be credited to an employee at the rate of 1-1/4 days per month for each month employed up to a maximum of 15 days per fiscal year. Medical leave credits can be carried over from year to year to a maximum of 90 working days and are not compensated upon termination of employment for any reason.

18.03

The employer may advance medical leave credits to the extent of 15 days if the employee has not accumulated sufficient medical leave credits to cover his/her disability.

18.04

If in any one period the employee's disability period exceeds ninety (90) working days, the employee shall be required to apply to AFNWA's long term disability plan.

18.05

Employees have a legal duty to provide the employer with appropriate medical information to support the continued ability to work, or to return to work after a health-related absence.

An employee may be required by the Director of Corporate Services to produce a certificate from a medical doctor for any period of absence for which medical leave is claimed. If a certificate is not produced after such a request, the paid time absent from work will be deducted from the employee's pay.



Application for medical leave for a period of more than five (5) days shall be supported by a certificate from a medical doctor.

In addition, where the need for accommodation is considered, the Director of Corporate Services may request information on an employee's medical condition, the prognosis, how it affects job performance, and may determine what reasonable accommodations may be made to assist the employee in returning to work.

18.06

For this Article, the Director of Corporate Services may require that the employee be examined by an alternative medical doctor or other health professional. The medical report shall be considered a confidential matter between the Director of Corporate Services and the employee.

18.07

The pay of an employee who is in receipt of compensation from the Worker's Compensation Board from any of the provinces arising from the same incapacity for which medical leave or special leave is granted, shall be reduced by the amount paid by the Worker's Compensation Board.

18.08

An employee is entitled to be informed, upon request, of the balance of his/her medical leave with pay credits.

18.09

An employee, who must be absent due to illness, shall endeavor to notify the office within the first hour of the working day.

18.10

When an employee is given a leave of absence for any reason, the employee shall not receive medical leave credits for the period of such absence.

18.11

When an employee is laid off, the employee shall not receive medical leave credits for the period of such absence.

18.12

When an employee is on long term disability, the employee shall not receive medical leave credits for the period of such absence.

Article 19: BEREAVEMENT LEAVE

19.01

The Director of Corporate Services may grant up to five days special leave with pay in the event of the death of an immediate family member, and up to three days special leave with pay in other appropriate circumstances.

"Immediate family member" as defined in Article 1(j) "means the employee's spouse, or common-law partner, father and mother and the spouse or common law partner of the father or mother; employee's children and the children of the employee's spouse or common-law partner; the employee's grandchildren; the employee's brothers and sisters; the grandfather and grandmother of the employee; the father and mother of the spouse or common-law partner of the employee, and the spouse or common-law partner of the father or mother; the sibling of the spouse or common-law partner, and any relative of the employee who resides permanently with the employee or with whom



the employee permanently resides. A common-law partner is a person who has been cohabiting with an individual in a common-law relationship for at least one year, or who had been so cohabiting with the individual for at least one year immediately before the individual's death.

Article 20: PARENTAL LEAVE

20.01

Employees who are welcoming a new child to their home are eligible for three (3) working days leave with pay within two (2) weeks of the welcoming of a child where the employee is becoming a legal guardian, such as the birth of a child. Welcoming a child could also include any instance where an AFNWA employee has been newly entrusted with the primary care of a minor such as (but not limited to) adoption, foster parenting, or kinship care. All applications for leave under this article should be submitted to the Director of Corporate Services for consideration.

20.02

An employee who is pregnant is entitled to unpaid maternity leave of seventeen (17) weeks. Parental leave may be taken by the pregnant employee or an employee whose partner has given birth. The combination of Maternity and Parental leave shall not exceed 52 weeks.

20.03

A request for maternity or parental leave shall be accompanied by a certificate from a medical doctor stating that the employee or employee's partner is pregnant and specifying the date upon which delivery is expected to occur. A request to extend parental leave due to the hospitalization of a child shall be accompanied by a certificate from a medical doctor outlining the duration of hospitalization.

20.04

At the request of the employee, such approved maternity or parental leave may commence at any time from a date thirteen weeks before the specified date of delivery to the date of actual delivery and shall end no later than fifty-two weeks after the date of delivery. The Director of Corporate Services, however, may require the leave without pay to start at a time when the employee is unable to perform an essential function of her job and where reasonable accommodation is not possible.

20.05

Where an employee reports for work upon the expiration of parental leave, they shall resume work in the same or equivalent position held prior to the commencement of parental leave, with no loss of seniority or benefits accrued to the commencement of the parental leave.

20.06

Leave for illness of an employee arising out of or associated with their pregnancy prior to the commencement of, or the ending of maternity, may be granted in accordance with the provisions of Article 18.01.

20.07

An employee returning from parental leave must provide a minimum of thirty (30) days written notice of their return date to the Director of Corporate Services.



Article 21: PARENTAL/ADOPTION LEAVE

21.01

In accordance with applicable legislation, employees shall be entitled to a leave of absence from employment of up to sixty three (63) weeks to care for a new born child of the employee or a child who is in the care of the employee for the purpose of adoption. In the event the biological mother elects to take parental leave, it shall be taken immediately after the end of maternity leave and the total leave in that case shall not exceed seventy-eight (78) weeks. Parental/adoption leave may be extended by any time in which the child is hospitalized, up to a total of 104 weeks, if the request is accompanied by a certificate from a medical doctor outlining the duration of hospitalization.

The leave of absences may only be taken within the seventy-eight (78) week period beginning:

- (a) In the case of a new-born of the employee, at the option of the employee, on the day the child is born or comes in the actual care of the employee; and
- (b) In the case of adoption, on the day the child come into the actual care of the employee.

The aggregate amount of leave that may be taken by one or two employees under Article 20 and 21 in respect of the same birth shall not exceed seventy-eight (78) weeks.

21.02

An employee returning from a leave of absence pursuant to this section must provide minimum of thirty (30) days written notice of their return date to the Director of Corporate Services.

Article 22: MARRIAGE LEAVE

22.01

Employees who have legally or customarily married are eligible for three (3) working days leave with pay within two (2) weeks of the wedding.

Article 23: PERSONAL LEAVE FOR FAMILY ILLNESS, COMPASSIONATE CARE, CRITICAL ILLNESS, DEATH OR DISAPPEARANCE OF A CHILD, AND VICTIMS OF FAMILY VIOLENCE.

23.01

Personal Leave - An employee is entitled to a maximum of five days of paid leave per year for personal reasons, to be used at their own discretion.

23.02

Compassionate Care - Employees requesting extended unpaid compassionate care leave will be granted such leave as per the applicable legislation. Eligibility is as follows: "Every employee is entitled to and shall be granted a leave of absence from employment of up to 28 weeks to provide care or support to a family member of the employee if a qualified medical practitioner issues a certificate stating that the family member has a serious medical condition with a significant risk of death within 28 weeks from:

- (a) the day the certificate is issued; or



(b) if the leave was commenced before the certificate was issued, the day the leave was commenced.”

23.03

Critical Care - Employees requesting unpaid critical care leave will be granted such leave as per the applicable legislation. Eligibility is as follows:

For a critically ill child: “Every employee who is a family member of a critically ill child is entitled to and shall be granted a leave of absence from employment of up to 37 weeks in order to care for or support that child if a health care practitioner has issued a certificate that

(a) states that the child is a critically ill child and requires the care or support of one or more of their family members; and

(b) sets out the period during which the child requires that care or support.”

For a critically ill adult: “Every employee who is a family member of a critically ill adult is entitled to and shall be granted a leave of absence from employment of up to 17 weeks in order to care for or support that adult if a health care practitioner has issued a certificate that

(a) states that the adult is a critically ill adult and requires the care or support of one or more of their family members; and

(b) sets out the period during which the adult requires that care or support.”

23.04

Death or Disappearance of a minor child - Employees requesting unpaid leave related to the death or disappearance of a minor child will be granted such leave as per the applicable legislation. Eligibility is as follows:

“Every employee is entitled to and shall be granted a leave of absence from employment of up to 104 weeks if the employee is the parent of a child who has died and it is probable, considering the circumstances, that the child died as a result of a crime.

Every employee is entitled to and shall be granted a leave of absence from employment of up to 52 weeks if the employee is the parent of a child who has disappeared and it is probable, considering the circumstances, that the child disappeared as a result of a crime.”

23.05

Family Violence - Employees requesting unpaid leave related to family violence will be granted such leave as per the applicable legislation. Employees who are victims or whose child is a victim of family violence are entitled to up to 10 days’ leave (the first five of which are to be paid, if the employee has been employed by AFNWA for at least three consecutive months), for the purposes set out in the legislation, which include medical attention, support services, relocation, or to seek legal assistance.

Article 24: EDUCATION AND EXAMINATION LEAVE

24.01

AFNWA agrees that it is important for the mutual benefit of the employer and employee to improve the educational standards of the workplace. Accordingly, the AFNWA agrees that employees who wish to further their education shall be permitted to apply for up to one (1) year of unpaid leave on a one-time basis. A second one-year period can be approved at the discretion of the CEO.



At the discretion of the CEO, education leave may be granted for professional development, enhancing job functions, or for personal growth as jointly determined by the employee and AFNWA.

Process steps:

1. The employee must submit a written request to the Directors at least three (3) consecutive months prior to the actual date that the requested education leave would start.
2. Taking into consideration AFNWA operational requirements, the CEO will make every effort to accommodate the employee's request. Should the requested timeframe not be approved, the CEO must inform the employee in writing within five (5) working days of the submission of the request. The employee will be provided with the reasons why the request was not approved and will be encouraged to identify alternate time frames that are suitable for both the employer and employee.

24.02

The employee must give thirty (30) days written notice prior to their return. The employee shall be placed in a position equivalent to that which they held prior to the education leave.

24.03

Employees who are writing examinations for courses related to work, taken at a recognized educational institution, are entitled to leave of absence with pay for the day of the examination, and any working days which are required to travel to and from the place where the examination is to be held.

24.04

Request for part-time studies relating to the needs of AFNWA will be dealt with on an individual basis. When possible, it is preferred that the employees attend classes on their own time.

Article 25: COURT LEAVE

25.01

Leave of absence with pay shall be granted to every employee, other than an employee on leave of absence without pay, or under suspension, who is required to participate in a jury selection process, to serve on jury, or by subpoena or summons to attend as witnesses in any court proceeding or before any other proceeding authorized by law to compel the attendance of witnesses before it. Proof of attendance and/or supporting documentation must be provided to the Director of Corporate Services in order to receive leave of absence with pay under this section.

Article 26: STAFF DEVELOPMENT LEAVE

26.01

The CEO may grant an employee leave of absence with pay to attend conferences and training sessions of mutual advantage to AFNWA and the employee. Compensatory time off may be granted by the CEO for non-management employees, as defined by the CEO, when a conference is on a Saturday, Sunday, or other time when the staff person is normally off.



Article 27: LEAVE FOR STORMS OR WEATHER CONDITIONS

27.01

AFNWA shall normally remain open during snowstorms, and employees are expected to report for work.

27.02

Staff members shall notify the office within one (1) hour from the start of the working day whether or not they are able to report to work. If they are unable to work, they must arrange to make up the day by extra hours or have the time lost accounted as personal or vacation day or against any accumulated overtime.

27.03

In the event AFNWA determines the office is to close due to weather conditions it shall compensate all staff members. A staff member who is on vacation is not expected to be available for work, and therefore, the scheduled vacation will be counted as vacation days.

Article 28: LEAVE FOR TRADITIONAL PRACTICES

28.01

In accordance with applicable legislation, First Nations employees who are employed by AFNWA with three consecutive months of service shall be entitled to unpaid leave of absence of up to five days per year to engage in traditional practices, including hunting, fishing and harvesting.

Article 29: ELECTIONS

29.01

When granting time off for this purpose, the Director of Corporate Services shall keep in mind the requirements to provide sufficient staffing during normal hours.

29.02

For federal elections, the *Canada Elections Act* provides that:

“Consecutive hours for voting”

132. (1) Every employee who is an elector is entitled, during voting hours on polling day, to have three (3) consecutive hours for the purpose of casting his or her vote and, if his or her hours of work do not allow for those three (3) consecutive hours, his or her employer shall allow the time for voting that is necessary to provide those three consecutive hours.”

29.03

For provincial elections, the Nova Scotia *Elections Act*, SNS 2011, c. 5, s. 1. provides:

TIME FOR EMPLOYEE TO VOTE

Guidelines and exceptions

131 (1) An employee who is an elector is entitled, while the polls are open on election day, to



three consecutive hours for the purpose of casting the employee's vote.

(2) Where the employment of an employee does not permit the use of three consecutive hours of the employee's own time for voting, the employer shall allow the employee such additional time with pay from the hours of the employee's employment as may be necessary to provide the three consecutive hours, but the additional time for voting must be granted to the employee at the time of day that best suits the convenience of the employer

Similar legislation in other provinces will dictate requirements for voting leave.

For Band elections, an employee who is qualified to vote shall have up to one (1) day leave of absence with pay for the purpose of casting his or her vote on the Election Day.

Article 30: BLOOD DONORS

30.01

Employees who wish to give blood to the Canadian Blood Services may be excused from work for two hours.

Article 31: GROUP INSURANCE, LONG-TERM DISABILITY, SUPPLEMENTAL HEALTH BENEFITS AND PENSION PLANS

31.01

AFNWA will offer to all full-time regular employees a group life, dependents insurance, supplemental health benefits, accidental death and dismemberment plan, group long-term disability plan and a group pension plan.

31.02

For all full-time regular employees, the group long-term disability plan is compulsory. Employees will be required to complete and sign an enrollment card for these plans.

31.03

All full-time regular employees are required to join the group pension plan after the six-month probationary period has been successfully completed.

31.04

All full-time regular employees are required to join the group health benefits insurance plan offered by AFNWA. However, employees that are already covered through their spouse's plan are not required to join. This plan will also serve to supplement benefits already provided by Health Canada's Non-Insured Health Benefits Program for Status Indians.

31.05

The eligibility requirements, benefits and cost sharing arrangements between employee/employer are those as specifically stated under each of the applicable insurance contracts.

31.06

All retired employees will remain eligible for 3 months beyond their retirement date, at which point they will be removed from the group plan.



Article 32: PAYROLL DEDUCTIONS

32.01

Deductions from income tax are mandatory for non-status Indian employees and are made according to the schedules set by Revenue Canada.

32.02

All employees must submit Employee's Tax Deduction Declaration -TD-1 forms (and tax- exempt employees shall submit a copy of their Indian Status Card as well) to the Director of Corporate Services within seven days of any change in exemptions.

32.03

The Canada Pension Plan is compulsory for all employees carried on the payroll.

32.04

Employment Insurance deductions are mandatory for all employees and shall be made in accordance with the Employment Insurance Act.

32.05

The Chief Michael Augustine Memorial Legal Defense Trust Fund deductions are mandatory for all employees and shall be deducted off each employee's bi-weekly payroll at a rate of 0.1% of the employee's annual gross salary.

Article 33: NON-POLITICAL ASSOCIATION

33.01

No employee shall be an elected member of a Band Council or an elected member of Government. Exceptions may be granted on a case-by-case basis by the CEO, based on a review and recommendation from the Personnel Committee.

33.02

No employee of AFNWA shall:

- undertake activities.
- assume responsibilities.
- make public statements of a politically partisan nature, in respect of a candidate at a Band, federal or provincial election, or a federal or provincial political party, which could give rise to the perception that they may not be able to perform duties in a politically impartial manner.

33.03

Any employee who wishes to run as Chief or Band Councilor shall submit to the CEO, a notice of leave of absence without pay at least 30 days prior to any nomination deadline.

Any employee who wishes to run as Chief or Band Councilor shall not be permitted to use AFNWA's time, resources, or equipment for purposes of their campaign or election thereafter.



Article 34: DRESS CODE

34.01

Maintaining a professional, business like appearance is very important to the success of AFNWA.

Regardless of the employee's interaction with federal or provincial agencies, elected officials, customers, suppliers, contractors, or volunteers, each employee projects the reputation of the organization. Part of this impression depends on each employee's choice of dress.

AFNWA offers a casual dress environment for employees. AFNWA Employees are expected to use good judgment and to show courtesy to their co-workers by dressing in a manner that is presentable and appropriate. At all times employees should be aware that regardless of their interaction with clients, customers, suppliers, contractors, or volunteers, AFNWA is still a place of business.

Should employees be asked to attend business meetings with federal or provincial agencies , or elected officials, either in AFNWA's offices or otherwise, they should dress in appropriate business attire.

Any questions should be directed to the CEO for any clarification.

Article 35: AMENDMENTS TO HUMAN RESOURCES POLICY

35.01

This Human Resources Policy may be amended from time to time by the Personnel Committee and approved by the AFNWA Board.

35.02

Any amendment made for the purpose of clarification and not substantially adding to, subtracting from, or altering the purpose of any Article of this Human Resources Policy may be recommended by the Personnel Committee and approved by the CEO.

Article 36: APPEALING DECISIONS

36.01

Unless otherwise provided for in this Human Resources Policy, all decisions may be appealed by the employee to the Personnel Committee.

36.02

All decisions pursuant to Article 34.01 may be appealed to the CEO. It is at the sole discretion of the CEO to hear the appeal. Decisions of the CEO are final and binding.

Article 37: RESPECTFUL WORKPLACE PROCEDURES

Refer to AFNWA Workplace Violence and Harassment Policy



Compensation Policy

APPROVED: July 29, 2020
DRAFT: November 27, 2024



INTENT

The Atlantic First Nations Water Authority [AFNWA] is committed to a policy of salary administration which is internally equitable and externally competitive, and that also recognizes and encourages individual performance. AFNWA recognizes the importance of maintaining competitive compensation programs that are financially feasible and, as such, regularly surveys external market trends, locally and nationally, to ensure the attraction and retention of qualified employees. Economic factors such as the Cost of Living Index are also considered in determining our compensation strategy. Regular discussion of employees' immediate and long term career goals form part of this policy.

POLICY

The purpose of this policy is to:

- 1) Ensure the fair and equitable salary treatment of AFNWA's employees;
- 2) Establish salary levels which will enable AFNWA to recruit and retain qualified employees; and
- 3) Provide guidelines for ongoing salary administration.

METHODOLOGY

The AFNWA utilizes the HAY methodology has licensed through Korn Ferry for job evaluations in order to determine appropriate pay bands and utilizes commonly applied procedures such as those listed below in order to determine individual salaries within the appropriate pay band;

- **New Employees:** When determining the start rate for a new employee, recognition for qualifications and previous experience may be granted.
- **Performance Reviews and Increases:** Adjustments to salaries (within established ranges approved by the AFNWA Board) are recommended by the Manager and approved by the Chief Executive Officer [CEO] on an annual basis, normally effective April 1st.
- **Regular Employees:** All regular employees will have a performance review by their Manager or Supervisor on an annual basis, or earlier if required.
- **Part-Time or Temporary Employees:** All part-time or temporary employees will have a performance review by their Manager within a reasonable time period prior to the end of the probationary period.
- **Increments/Merit Increases:** Where an employee's performance is found to be satisfactory or better, a salary adjustment may be granted if below the maximum salary for the position. If this is an end of probationary period review, the salary adjustment will be effective the date of the end of their probationary period. If the employee has completed their probationary period, a salary review will be carried out based on the fiscal year and any approved salary adjustment will be effective as of the beginning of the next fiscal year (i.e. April 1st).
- **New Job or Significantly Changed Duties:** Where a new job is created or the duties of a current position are substantially altered the Department Director will prepare a Job Analysis Questionnaire and submit it to the Director of Corporate Services. The Questionnaire is then evaluated by the Job Evaluation Team [Personnel Committee, as reference in HR Policy] in accordance with the HAY methodology as licensed through Korn Ferry.
- **Triannual Salary Survey:** Every three years a national market survey of Canadian public sector organizations is carried out by Korn Ferry. The 50th percentile (or P50) is established as the target for compensation to ensure



that AFNWA is competitive in the marketplace. The target of P50 means that 50% of the organizations surveyed will pay more and 50 % will pay less.

- **Cost of Living Adjustments:** In interim years between Triannual Salary Surveys, annual salary adjustments will be based on the Consumer Price Index (CPI) for Canada. All pay bands and current salaries will be adjusted to reflect the respective CPI, including the current salaries of part-time or probationary employees.

OTHER BENEFITS AND INCENTIVES

- **Pension** – The AFNWA Pension Plan is a defined contribution plan and pension contributions are cost shared on a 50/50 basis. Participation in the pension plan is mandatory for all full time permanent employees.
- **Medical and Dental Benefits** – Employees are required to participate in the AFNWA Group Benefits Package unless they provide proof of coverage under their partner/spouse’s plan.
- **Individual Performance Incentive:** An individual performance incentive will be available to the Senior Management Team based on performance and achieving the goals and objectives for that fiscal year. The range of 0 to 3 % is available to all Senior Management positions.
- **Organizational Award:** An organizational award will be available to employees based on the performance outcomes of Key Performance Indicators (KPI’s) which are linked to the Corporate Balanced Scorecard, as approved by the Board on an annual basis. In order to qualify for the award an employee must have worked 9 of the 12 months in the fiscal year.

OVERTIME

Unless due to an operational emergency, overtime must be pre-approved by the Manager before undertaken. Overtime outside the normal hours of work is paid in relation to an employee’s salary at 1.5 times the regular rate. For any time worked on a federal statutory holiday, hours worked will be paid at 1.5 times the employee’s regular rate plus the amount owing as Statutory Holiday Pay. The Executive staff are not eligible for overtime.

BANKING OF TIME

An employee is given the option of:

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

Banked overtime hours will be converted to equivalent regular hours.



Item #6
AFNWA Board
November 27, 2024

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

SUBMITTED BY: Original Signed by
Adam Gould, Communications & Outreach Manager

APPROVED: Original Signed by
Susheel Arora, M.A.Sc., P.Eng., Chief Executive Officer

DATE: November 22, 2024

SUBJECT: AFNWA Sponsorship Criteria

ORIGIN

Communications & Outreach Strategy approved at AFNWA Board meeting of March 31, 2021; and updated C+O strategy, approved at Board meeting of November 29, 2023.

RECOMMENDATION

It is recommended that the AFNWA Board approve the AFNWA Sponsorship Criteria in its substantive form attached.

BACKGROUND

AFNWA strengthens relationships and rapport with its members, and related organizations, through organizational sponsorship and support of community events and programs.

By providing financial or in-kind support of community and individual initiatives, our contributions are reciprocated by having a visual presence at events, and verbal mentions by host(s).

AFNWA produced the sponsorship criteria to establish guidelines on how we handle sponsorship requests.

DISCUSSION

All sponsorship requests that AFNWA honours must align with our mission and values, allowing us to enhance connections with community members while having a visual presence. While AFNWA would prefer to support all requests, we may deny a request that does not adequately meet the criteria or may offer an alternate decision to an original request.

Our decisions to approve or not approve are shaped by several factors including our available resources at a time, whether it is financial or in-kind request. Each request is discussed while upholding shared ethics in avoiding any potential or perceived conflict(s) of interest. Requests are to be sent directly to the Communications & Outreach Manager or the Engagement & Government Relations Director, both facilitating the request process together.

AFNWA is happy to promote education and awareness of water & wastewater issues, allowing us to engage directly to the residents we serve while making positive long-term impacts. The communities and Atlantic First Nations Water Authority equally share the vision of healthy and sustainable First Nations in Mi'kma'ki and Wolastokuk, working together we will achieve it.

BUDGET AND FINANCIAL IMPLICATIONS

AFNWA has an annual budget to financially support and sponsor programs and initiatives in member communities, which is included in our 10-year funding.

ALTERNATIVES

N/A

ATTACHMENTS

AFNWA Sponsorship Criteria in Portable Document Format (PDF).

Report Prepared By _____ Original Signed By _____
Adam Gould, Communications & Outreach Manager
(902) 789-7514

Financial Reviewed By: _____ Original Signed By _____
Susheel Arora, M.A.Sc., P.Eng., CEO, (782) 414-6628



AFNWA Sponsorship Criteria

The Atlantic First Nations Water Authority is a public utility, owned and operated by Indigenous community members. With a goal of ensuring clean drinking water & safe wastewater service, we also aim to be a community partner and be more involved with the residents we serve. AFNWA has an annual budget to sponsor and support initiatives that align with our corporate values, and communities are welcome to request supports from our organization. Below are sponsorship criteria that AFNWA considers when a sponsor request is received:

1. Alignment and outreach

- **AFNWA mission & values:** The sponsorship should align with AFNWA's mission, particularly in the promotion of the safe drinking water & wastewater services, water conservation, environmental protection, or sustainable practices and management.
- **Community reach:** The initiative should positively impact the communities that AFNWA serves, as we aim to contribute to our members and strengthen community ties.

2. Shared Strategic Goals

- **Education and awareness:** Sponsorships that involve educational programs especially those raising awareness about water conservation, safety, and environmental stewardship.
- **Innovation and technology:** Support for initiatives that promote innovative solutions to water-related challenges, such as new technologies or research in sustainable water practices. This may include organizational sponsorship of conferences related to water & wastewater services, and related topics (i.e., climate change)
- **Capacity building:** Support initiatives that promote capacity development of First Nations community members.

3. Ethical Considerations

- **Corporate social responsibility (CSR):** If not a member community, or Indigenous organization or initiative, the sponsored entity or event should have a strong CSR track record, especially in environmental stewardship and social equity.
- **Conflict(s) of interest:** There should be no potential or perceived conflicts of interest that could undermine community trust, AFNWA integrity and brand, or its staff and Board.

4. Visibility and Engagement

- **Public awareness:** The sponsorship should provide opportunities for the utility to increase its public awareness of its services.
- **Stakeholder engagement:** Sponsorships should give opportunity for direct engagement with key stakeholders including community members and organizations, NGOs, and government entities.

5. Financial and Resource Considerations

- **Cost-effectiveness:** The sponsorship should reciprocate equal value for our resources invested, considering financial and in-kind contributions, or any other support.
- **Budget and resources:** The sponsorship should fit within AFNWA Operations and Capital (or departments') budgets and financial plans without diverting resources from core operational needs.

6. Sustainability and Long-Term Impact

- **Grass Roots:** AFNWA may give preference support for *Grass Roots* initiatives led by community members, or programs, that align with our guidelines.
- **Long-term benefits:** If possible, preference for initiatives that have a lasting impact on water conservation, environmental sustainability, or community well-being.

7. Request Process

- **Requesting:** Interested persons or organizations submit requests to Communications & Outreach Manager, or Director of Engagement & Government Relations.
- **Decision making:** Considering the listed criteria, final decisions are made by the Engagement & Government Relations Director, or the appropriate manager, based on the amount requested. AFNWA has the duty to discuss all submissions with appropriate staff.

- **Response:** Following the department's decision, the requestee will be notified whether their sponsorship request will be supported (or not) for transparency reasons.

8. Repeated requests

- **Same initiative:** Requesting sponsorship for same initiative every year: AFNWA reserves the right to approve or deny repeated sponsorship requests based on volume of request received in that fiscal year.
- **Repetition:** AFNWA has the right to limit the number of times it supports such requests. AFNWA reserves the right to 'limit' support or sponsor certain events.
- **Other:** requests may be asked to demonstrate how they sought support from other entities or have resources available to them.