



# **AFNWA Overview Operator Workshop Gander, Newfoundland**

**March 28, 2023**

**Carl Yates, M.A.Sc., P.Eng.**

**interim CEO**

# Mission

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

# Vision

To be a recognized leader for the delivery of water and wastewater services to First Nations communities across Canada.

# Values – Seven Grandfather Teachings

- **Love** (Kitpu/Cihpolakon - Eagle)
- **Honesty** (Putup/Putep - Whale)
- **Humility** (Paqtism/Malsom - Wolf)
- **Respect** (Tiam/Mus - Moose)
- **Truth** (Mikjikj/Cihkonaqc - Turtle)
- **Bravery** (Muin/Muwin - Bear)
- **Wisdom** (Kopit/Qapit - Beaver)

# AFNWA Incorporation

- Atlantic First Nations Water Authority incorporated on July 18, 2018 under the federal Not for Profit Act
- The Atlantic First Nations Water Authority is a professional utility, owned and operated by First Nations. The Water Authority is not a political organization. It is a technical organization focused on the provision of water and wastewater services for member communities [Mi'kmaq and Wolastoqiyik] in Atlantic Canada

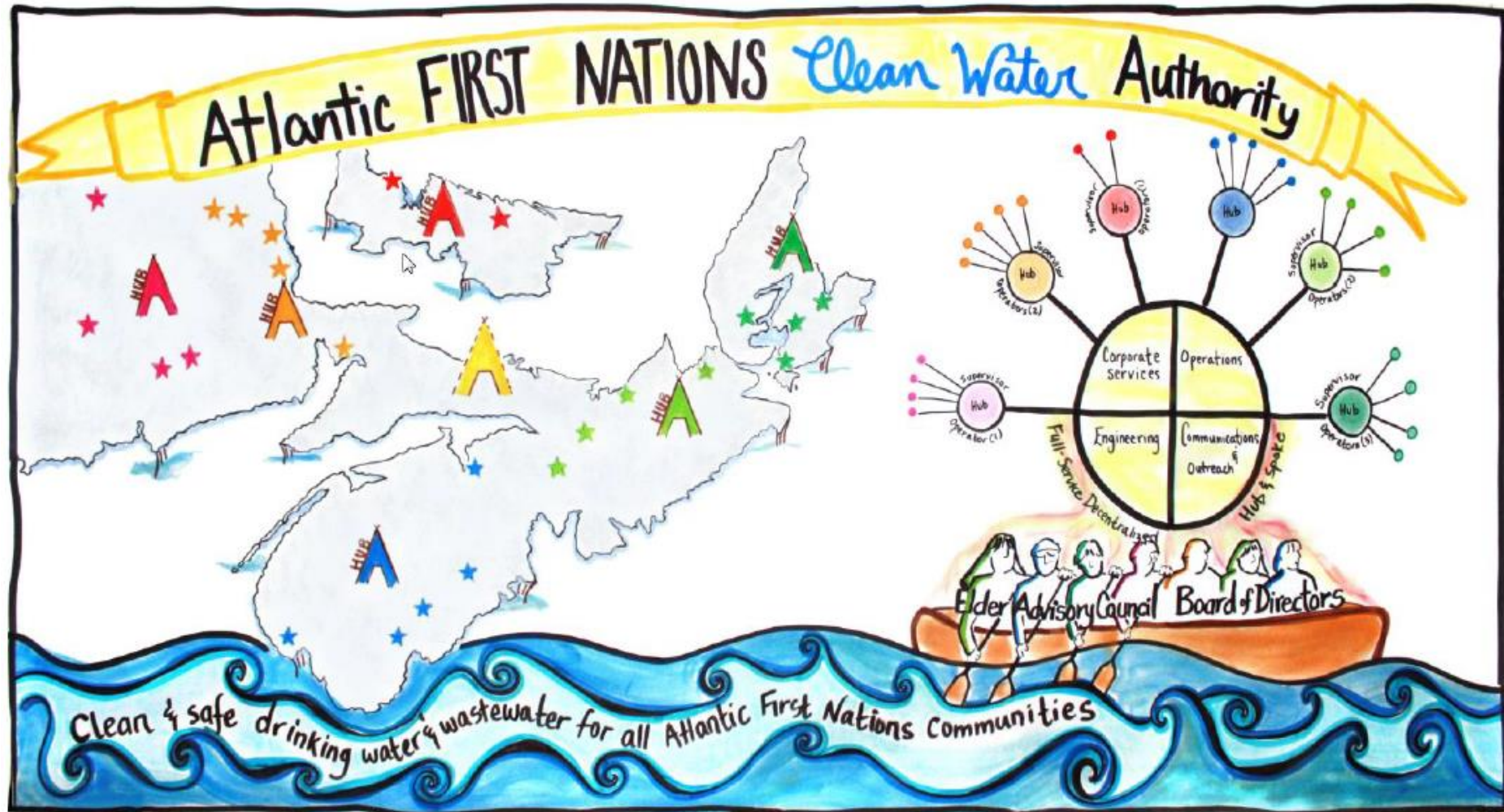
# The Recent Roadmap

- AFNWA and ISC signed Framework Agreement on June 23, 2020
- AFNWA Board approved the Transition Implementation Plan [TIP] on June 24, 2020 to serve as a road map to track activities and milestones to make ready for autonomous operation in Spring 2022.
- The Asset Management Plan, SCADA Master Plan, Ten Year Business Plan, Service Delivery Transfer Agreement, Federal Funding Agreement and Community Agreement are key milestones of the TIP
- The objectives are centred on increased level of service, sustainable funding, public health outcomes and environmental stewardship in the context of self determination and capacity building for First Nations

# AFNWA & ISC – Intentional Collaboration

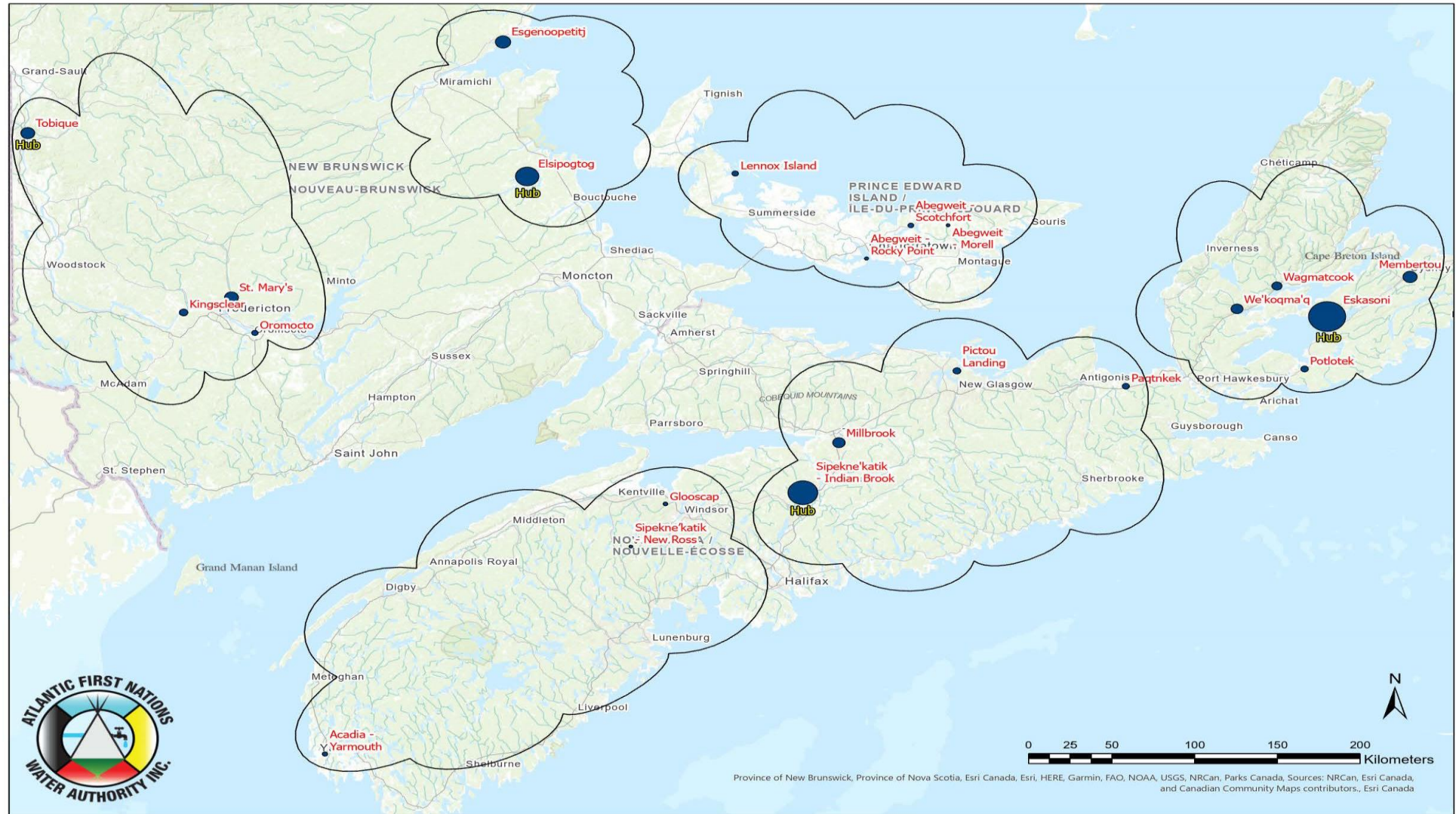
- After Framework Agreement Executed, Working Groups formed:
  - Agreements Drafting
  - Asset Management
  - Regulatory [Drinking Water & Economic]
  - Lands
- Main Table to provide oversight to Working Groups and resolve high level issues.
- Progress closely monitored by AFNWA Board, ISC Regional Operations and Ministers of ISC

# Service approach that is accountable, equitable and based on *Two-Eyed Seeing*





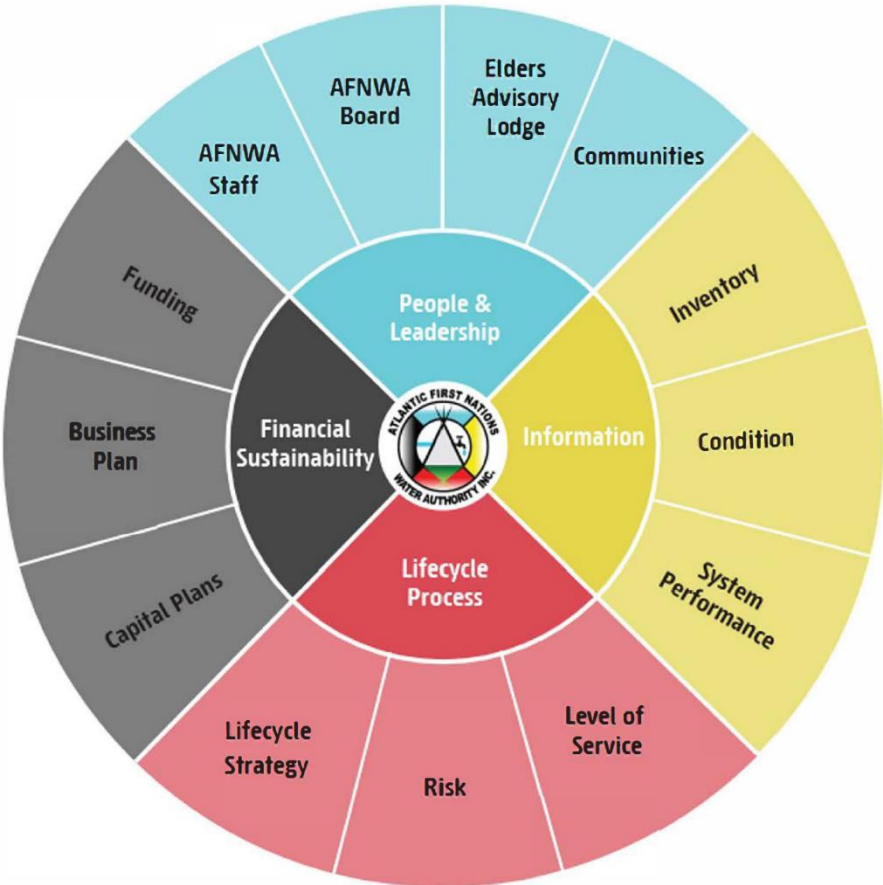
# Operations Hub and Spoke Model



# Asset Management Plan

- Asset Management Plan [AMP] and SCADA Master Plan completed by Dillon Consulting and Eramosa Engineering, respectively, in 2021
- AMP includes a Framework for continuous improvement and Prioritization Matrix to select projects based on risk management principles
- Ten Year Capital Budgets completed for seventeen participating communities
- Coordination through AFNWA Engineering Department
- Wagmatcook and We'koqma'q First Nations passed Band Council Resolution in Spring 2022 to explore membership in AFNWA, participate in the AMP and SCADA assessment and the development of 10 Year Capital and Operating Budgets

# Asset Management Framework



# Participating Communities

## Asset Management Plan

- **New Brunswick**

- Elsipogtog
- Esgenoôpetitj
- Kingsclear
- Oromocto [MTSA]
- St. Marys [MTSA]
- Tobique

- **Prince Edward Island**

- Abegweit
- Lennox Island

- **Nova Scotia**

- Acadia [MTSA]
- Eskasoni
- Glooscap [MTSA]
- Membertou [MTSA]
- Millbrook [MTSA]
- Paqtnkek
- Pictou Landing
- Potlotek
- Sipekne'katik
- Wagmatcook in 2022
- We'koqma'q in 2022

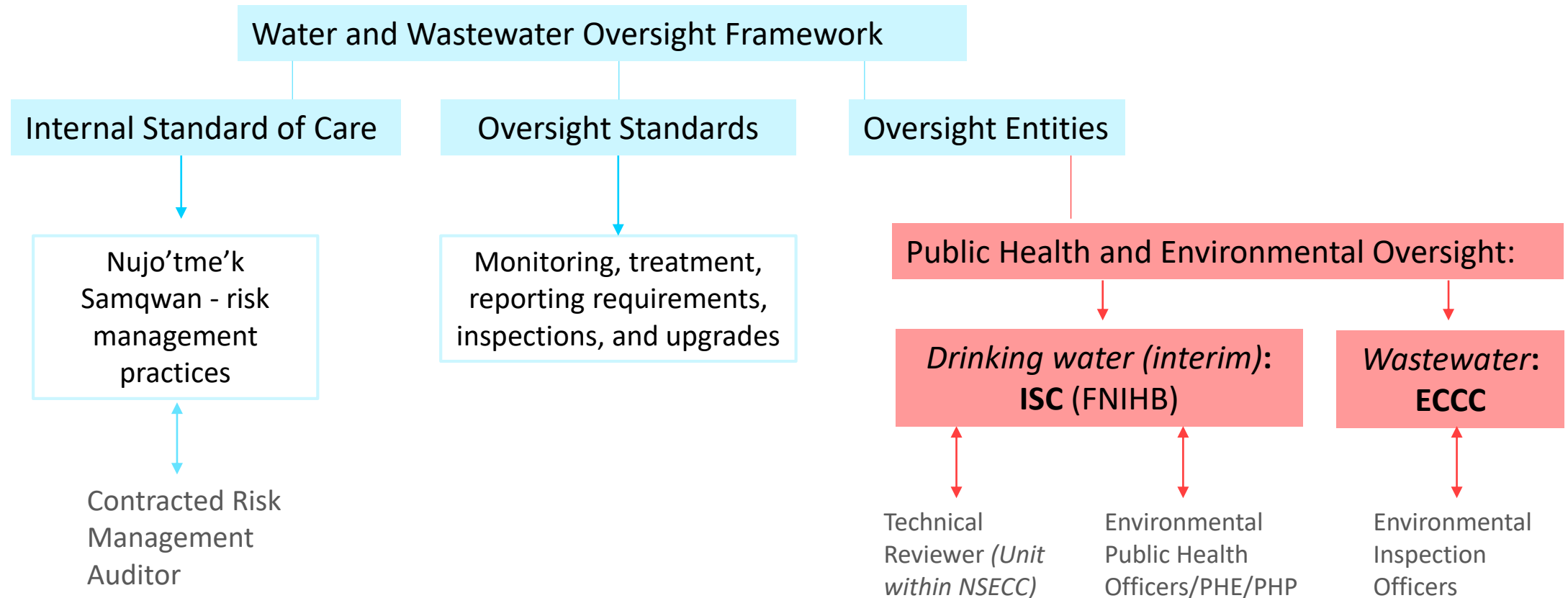
# 10 Year Business Plan

- The 10-Year Business Plan is a foundational document for AFNWA that details the key programs, objectives and funding for capital and operating budgets
- On February 10, 2022 the AFNWA Board approved the Ten Year Business Plan
- On April 7, 2022 the federal budget included an additional \$173.2 million for the AFNWA consistent with the Business Plan
- The Capital Budget contained in the Business Plan was heavily influenced by the Asset Management Plan and SCADA Master Plan completed in 2021

# Water and Wastewater Regulatory Oversight Framework

- Framework developed for drinking water quality.
  - Compliance with Guidelines for Canadian Drinking Water Quality
  - Proactive measures developed with the adoption of water and wastewater safety plans [Nujo'tme'k Samqwan]
- Wastewater to conform to Wastewater System Effluent Regulations [WSER] with oversight from Environment and Climate Change Canada
- AFNWA to go beyond WSER with inclusion of Effluent Discharge Objectives based on Environmental Risk Assessments consistent with CCME Municipal Wastewater Effluent Strategy

# Proposed Drinking Water and Wastewater Oversight Framework



# Economic Oversight Framework

- Relationship with First Nations Financial Management Board to develop framework for economic oversight
  - Economic oversight to demonstrate financial stewardship for Canada and Communities served by AFNWA
  - Goal to achieve certification from FNFMB for not-for-profit organizations to leverage debt servicing through First Nations Finance Authority



# Key Programs – Operations

- **Emergency Response Plans**
  - Conformance to Incident Command System
  - Unified and consistent approach
  - Partnership with First Nations communities and neighbour municipalities
- **SCADA Master Plan Implementation**
  - Upgrades over a 5 Year period
  - Total costs of \$13.3 million [2021 dollars]
  - Eramosa completed Standards this year
  - Two Pilots underway to test drive Standards
  - Training for Operators
- **Water Loss Control/ Inflow & Infiltration Reduction**
  - Saves money
  - Reduces damage to property
  - Supports public health outcomes
  - Protects the environment
  - Increases supply capacity for growth



# Key Programs - Safety

- Conformance to Federal Occupational Health and Safety Regulations and Provincial Regulations, where infrastructure is situated within provincial or municipal rights of way
- Working Safe is a condition of employment with AFNWA
- Working Safe is a requirement for contractors working for AFNWA
- Focus on High Hazard Activities
- AFNWA has a dedicated Safety and Security Coordinator, and OH&S Committee [Operator participation]
- Supported by CC Safety Compliance

# The Agreements

- Service Delivery Transfer Agreement (SDTA)
  - AFNWA and Canada [Complete]
- Funding Agreement
  - AFNWA and Canada [Complete]
- Community Agreement
  - AFNWA and Member Communities [Closings in March]
- Access Permits (Indian Act)
  - AFNWA, Canada and Member Communities [Execution in March]
- Access Permits (Custom Land Code)
  - AFNWA and Member Communities [Execution in March]

# AFNWA Member Communities as of March 1, 2023

- Neqotkuk [Tobique]
- Elsipogtog
- Lennox Island
- Membertou
- Eskasoni
- Potlotek
- Paqtnkek
- Pictou Landing
- Glooscap
- Wagmatcook
- Biliik [Kingsclear]

# Community Onboarding a Phased Approach

- There are four phases:
  - Early Adopters (December, 2022)
  - Patient Adopters (April 1, 2023)
  - Late Adopters (2023/2024 Fiscal Year)
  - Future Adopters [with the standard membership protocol]
- In order to complete the transaction, AFNWA will require:
  - BCRs
    - Inclusive of Land Access Permits and O&M funding redirection
    - Community Agreement Approval

# Business Readiness

- Governance in Place [Board of Directors and Elders Advisory Lodge active] with Governance Manual, By-Laws and Enterprise Risk Management Framework established
- Ten Year Business Plan approved by AFNWA Board
- Treasury Board approval of \$257 million in funding over ten years, consistent with Business Plan
- Water and Wastewater Quality Oversight Framework in Place
- Economic Oversight Framework being developed with First Nations Financial Management Board
- Management and office staff in place [25 employees]
- Employment offers made to Community Operators and Supervisors; 100% acceptance of offers to date [Quarterly Operator Workshops held since fall 2020]

**Do not go where  
the path may  
lead; blaze a  
trail instead for  
others to follow**

**Wela'liog!  
Woliwon!**

