



**Indigenous  
Water  
Partnership**

**Partenaires  
autochtones  
de l'eau**

# About the Indigenous Water Partnership



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## Why do we exist?

The inadequate state of water treatment facilities in First Nations and Inuit communities in Canada is a longstanding national shame, and their infrastructure improvement is not receiving the priority treatment commensurate with the urgent situations they face as a result. The Indigenous Water Partnership (IWP) was founded to address this gap.

## Our Mission

To support Indigenous Nations' sovereignty in Canada by providing culturally relevant technical support, ensuring access to safe drinking water and effective sanitation systems, and fostering community ownership of water treatment infrastructure, delivered by a water team led and operated by Indigenous people.



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## What makes us different?

Our organization is mindful of the fact that women's wisdom and leadership are vital regarding water stewardship, and must be included in its management, treatment, and especially, protection.

Non-Indigenous stakeholders collaborate with Indigenous leadership to ensure that all decisions are community-driven and aligned with the specific needs, values, and governance structures of each community. The role of non-Indigenous team members is to support, not direct, decision-making.



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## How do We Work?

The Partnership will act as "Owner's Engineer" to Chief/Council/Public Works in managing water treatment projects in First Nations/Inuit communities. An Owner's Engineer defends and asserts a Client's particular needs vis-à-vis an Infrastructure project. For example, does the community prefer individual wells? Or a centralized plant? Are they open to dosing chemicals? IWP gets to know each community, their needs and limitations, and makes the right Infrastructure happen. Partnership with other orgs means not reinventing the wheel. Years of experience in the industry means that we are useful allies.

The Partnership is registered as a non-profit and has no interest in selling equipment. We work at the behest of each Nation, advising and/or designing adapted water treatment solutions, and helping communities find the right approach to operation and maintenance of the water - drinking and sanitation - systems.

# Our priorities

## ***Short Term (0-12mo)***

- Secure funding both for the partnership and the pilot project
- Secure key staff and board members
- Begin work on the pilot project

## ***Mid-Term (1-3 years)***

- Treatment online in the pilot project
- Second project underway
- Solid reputation and relationship with provincial and federal governments

## ***Long Term (3-5 years)***

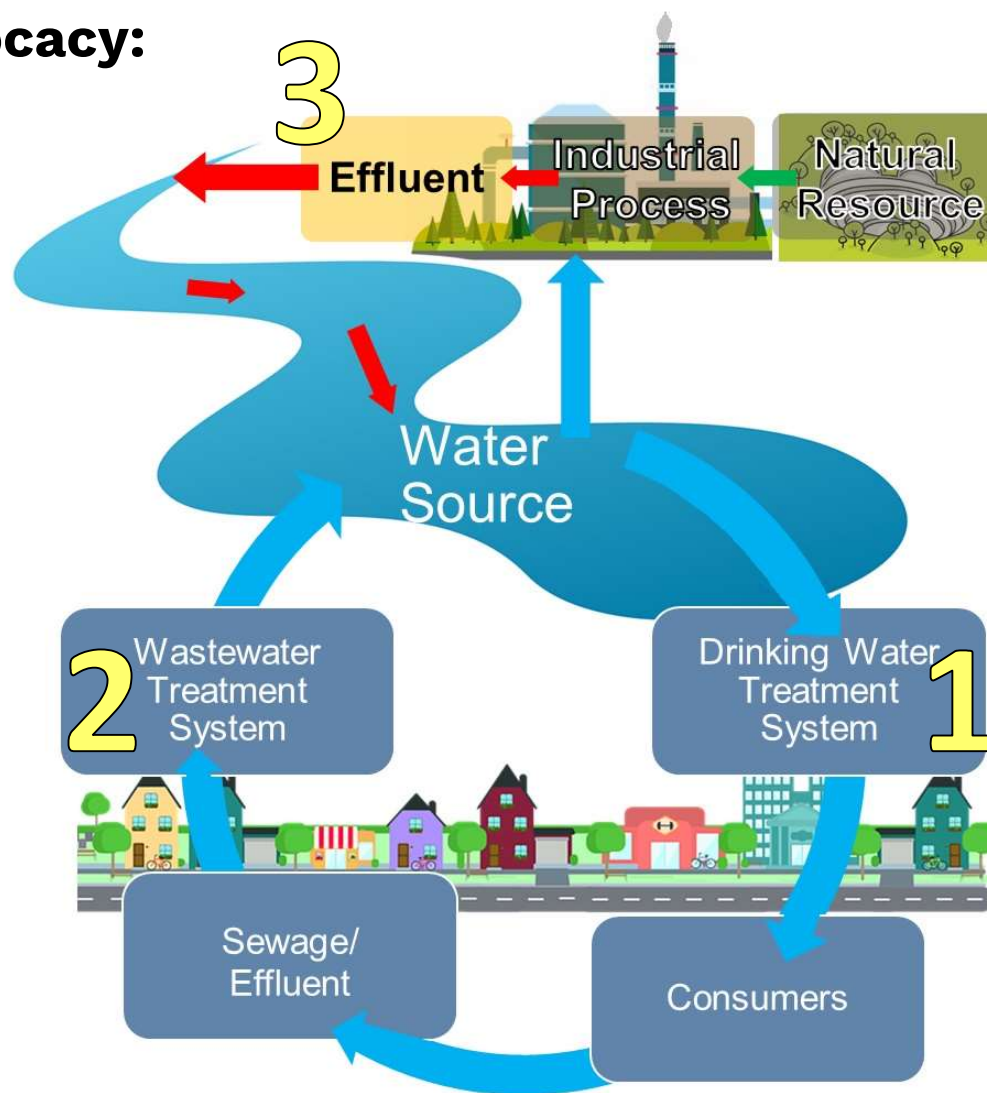
- Become an employer of choice
- Sustainable funnel of treatment opportunities
- Recognized by both Indigenous Leadership and provincial/federal governments as best in class

# Initiation Timeline

		2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish the IWP													
	IWP Incorporated	✓											
	Initial funding in place	✓											
	Full board of directors established		✓										
	Executive directors secured	✓											
Pilot Project													
	Project Agreement	✓											
	Pilot Funded		✓										
	Team Fully Staffed			✓									
	Execution		→										
Reputation Building													
	Community relations lead (hired)	✓											
	Initiate community outreach		✓										
	Government relations established					✓							
	Publish position paper		◆		◆		◆		◆		◆		◆
Expansion													
	Establish list of potential projects		→										
	Initiate community training program							→					
	Second project secured									✓			
	Consult for policy development											→	

## Focusing our advocacy:

We intend to use a phased approach to advocacy, building over time.



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# Meet the Organization



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## About the organization

The IWP is indigenous-led: both the board and the executive are majority people of indigenous heritage. We are independent, apolitical and culturally adapted to the needs of the communities that we serve. Additionally, we are mindful of the fact that women's wisdom and leadership are vital regarding water stewardship.

The partnership has adopted a shared leadership approach in which our two executive directors work together to move the organization into the future. This approach relies on:

- High levels of trust and transparency
- Investment in learning
- Clearly understood and closely held value system
- Patience and time
- Clear lines of accountability



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# Our guiding principles (in building the team)

## Untouchable

- We will ***always*** be indigenous-led.

## Approach to talent

- Core capabilities of project management and community relations will be maintained in-house while other functions may be outsourced depending on the situation.
- We will endeavor to hire ahead of the curve to deliver at a high level for the communities we serve

## Geographic organization

- As we grow, we will develop location-based organization structures (tied to projects and community)

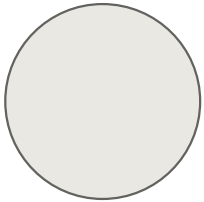
## Decision making

- Projects will be autonomous and allowed to drive for results in the best interest of the communities served.

## Areas for future growth investment

- Future growth will be through growing the project slate across the country.
- Longer term, we intend to tackle the role of “polluter pays”

# Meet the Board



**Chair of the Board**

**Name**

Insert bio describing individual



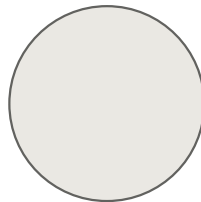
**Gary  
Pritchard**

Conservation  
Ecologist &  
Indigenous  
Engagement/  
Placemaking  
Specialist  
from Curve  
Lake First  
Nation,  
Ontario



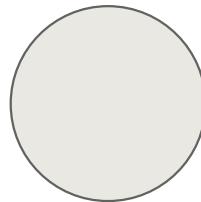
**Laurence  
Truong**

Water Quality  
Coordinator,  
Grand Council  
of the Crees  
(Eeyou  
Istchee)/Cree  
Nation  
Government



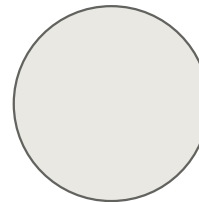
**Director #3**

Insert bio  
describing  
individual



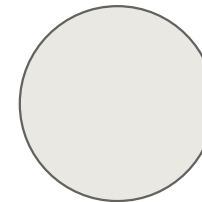
**Director #4**

Insert bio  
describing  
individual



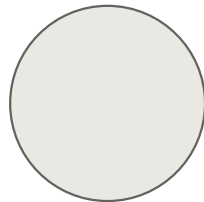
**Director #5**

Insert bio  
describing  
individual



**Director #6**

Insert bio  
describing  
individual



**Director #7**

Insert bio  
describing  
individual

## Executive Leadership



### Board of Directors



#### Executive Director

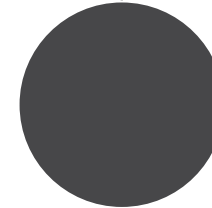
Tyler Ball, PEng,  
MScA

**Bio:**

Senior Water Treatment Engineer/Specialist

**Focus:**

Technical and project delivery leadership and associated functions.



#### Executive Director

TBD: First Nations  
or Inuit woman

**Bio:**

Insert abbreviated ED Bio

**Focus:**

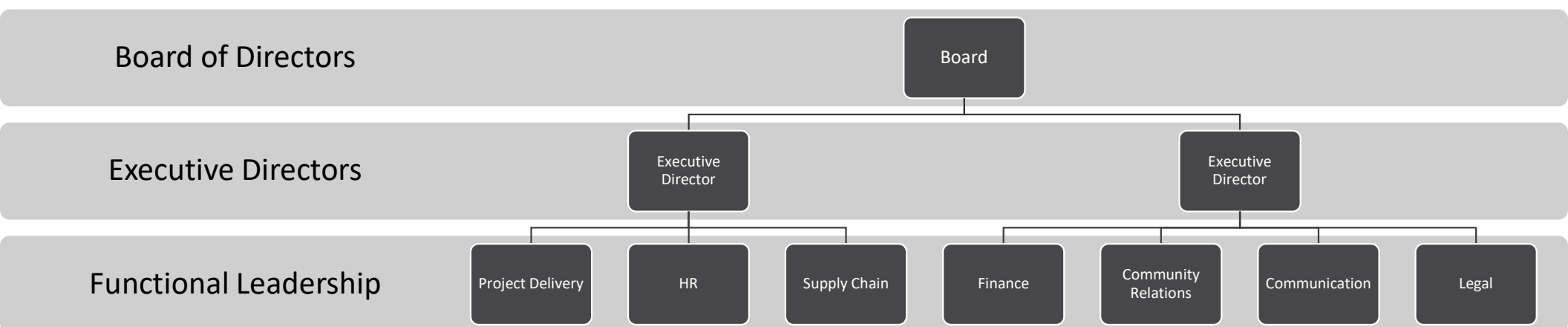
Financial oversight, external relationships (government, communities, etc.)



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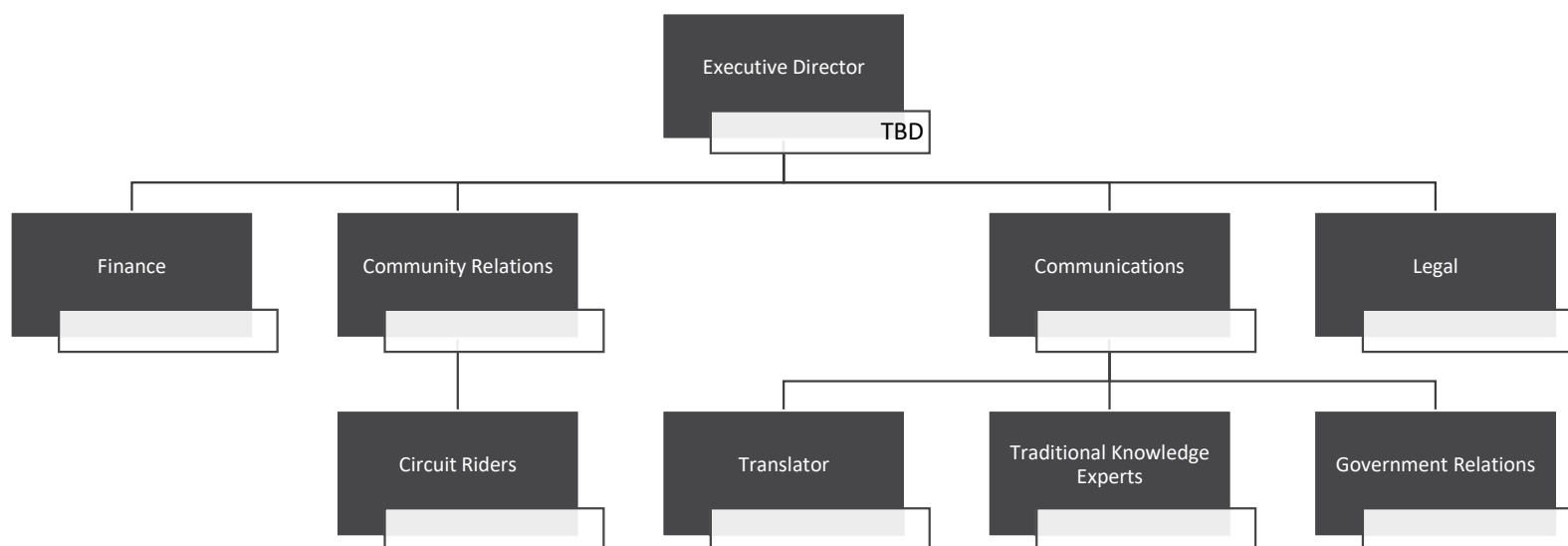
## Leadership Structure



### Notes

- Staff from any function may be assigned to a project regardless of vertical reporting lines
- Roles to be filled progressively according to staffing plan

## Relationship & Reputation team



### Notes

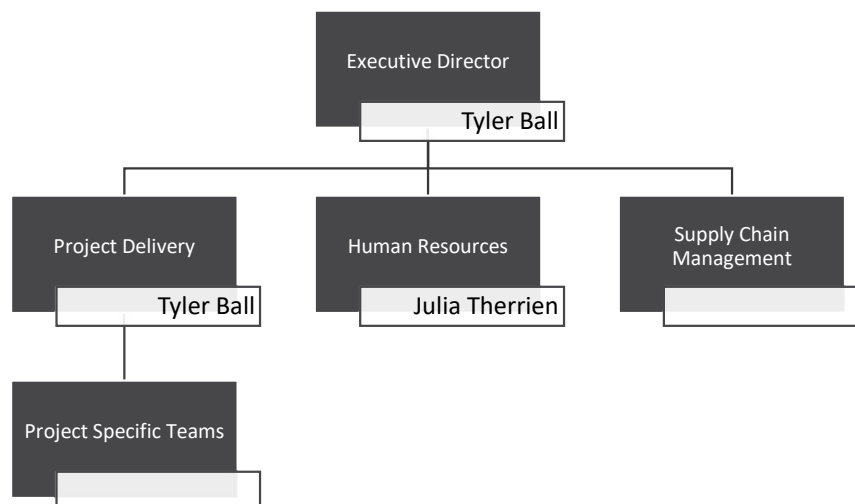
- Double hat roles will be leveraged in early development of the organization, minimized in the future



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## Technical & project delivery team

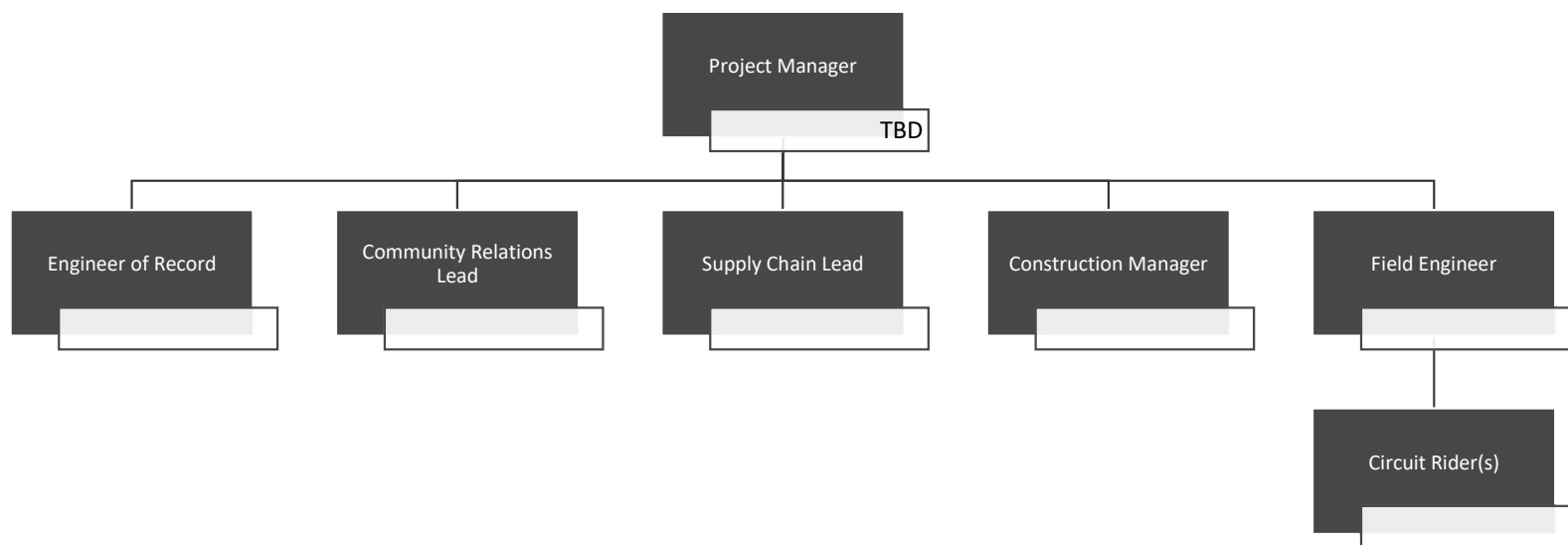


### Notes

- Double hat roles will be leveraged in early development of the organization, minimized in the future
- Community relations lead is assigned from the community relations team
- Community relations, construction management and field engineering roles will be targeted to be filled from the community itself.



## Typical Project Organization



### Notes

- Community member involvement will be maximised in Community Relations, Construction, Field Engineering team members / teams

# Key Roles & Responsibilities



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## Executive Directors: Interaction & shared ownership



### Shared Responsibilities:

- Strategy development
- Funding plans
- Investment prioritization
- Senior staffing decisions

### Executive Director – Technical & Delivery

- Capital project delivery
  - Procurement & Contracting
  - Construction Management
  - Field Engineering
- Operations service delivery
  - Commissioning & Startup
- Human resources & planning (people)

### Executive Director – Relationship and Reputation

- Financial oversight & reporting
- Legal
- Community relations
- Communications (internal & external)
  - Including government relations



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# Project Delivery Leader

**Internal Facing, Reports to: ED, Utilization Target: 100%**

## **Key Accountabilities:**

Ensure projects are technically sound, that they meet health and safety standards while considering the community's specific cultural and health needs related to water quality.

Ensure each project honours the respective Nation's culture, customs, and governance.

Incorporate Indigenous ecological knowledge into project designs.

Work closely with Indigenous leadership, respecting their governance structures and decision-making processes.

Ensure projects are led with an eye to capacity building, providing training and mentorship to community members.

Address concerns or conflicts with cultural sensitivity, promoting transparency and respect throughout the project.

Ensure that projects comply with Indigenous rights frameworks, including land and water rights, and obtain all necessary legal permissions.

Oversee the monitoring and evaluation of project outcomes, providing regular updates to stakeholders, ensuring accountability and transparency.



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# Human Resources Leader

**Internal Facing**

**Reports to: ED**

**Utilization Target: 15% pilot project, 80% thereafter**

**Key Accountabilities:**

Recruitment and onboarding;

Performance management processes, feedback, and goal setting;

Coordinate and ensure compliance with labor laws and regulations;

Accurate and timely processing of payroll, tax compliance, and benefits deductions;

Leads initiatives aimed at creating diverse, inclusive, and equitable workplace.



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# Finance Leader

## External Facing

### Reports to: ED

**Utilization Target: 75% pilot project, 100% thereafter**

### Key Accountabilities:

Grant and funding applications;

Provide senior leadership with financial insights and recommendations for strategic decision-making;

Monitor cash flow, business expenses;

Preparation of financial statements;

Ensure compliance with tax regulations and manage tax filings;

Supervise/coordinate other finance team members, incl. accountants.



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# Legal Counsel

**Reports to: ED**

**Utilization Target: 20% pilot project, 80% thereafter**

**Key Accountabilities:**

Legal operations, ensure org complies with all laws and regulations;

Adherence to corporate non-profit governance requirements;

Required business licenses, permits, and certifications to operate;

Advise on federal, provincial, (and local?) tax laws affecting the business;

Contract Drafting, Review, Negotiation;

Standard terms and conditions for contracts incl procurement.



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# Operations Support

**Internal Facing, Reports to: ED, Utilization Target: 100%, Key Accountabilities:**

Standardize operating procedures;

Monitor and track key performance indicators (KPIs);

Act as a liaison between various departments to ensure effective communication and coordination;

Provide support for internal project management and execution;

Support new employees or teams in onboarding to operational systems and procedures;

Monitor the availability and capacity of resources ;

Assist in tracking operational expenses for projects only;

Provide accounting services for projects only;

Help manage contracts, including proposal and tender process;

Support procurement processes;

Maintain project documentation;

Assist in planning, organizing, and executing operational projects.





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# Communications Leader

**External Facing, Reports to: ED, Utilization Target: 100%**

## **Key Accountabilities:**

Handles communication with the media, partners, and the public;

Manage the organization's social media

Build relationships with government and other external parties;

Ensure brand guidelines and consistency across all visual assets;

Oversees the overall marketing strategy and ensures alignment with business goals;

Work with language specialists and translators to ensure that written and spoken materials are available in Indigenous languages when possible.

Promote cultural understanding within the organization and among external stakeholders;

Develop and execute both internal and external communication strategies to promote the organization's mission, vision, and objectives;

Tailor content for specific indigenous audiences.



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# Community Relations Leader

**Internal AND External Facing. Reports to: ED AND Project Directors. Utilization Target: 100%**

## **Key Accountabilities:**

Act as a spokesperson or liaison for the community or organization, representing Indigenous interests in public forums;

Collaborate with Indigenous communities to ensure their voices and perspectives are heard and reflected in communication strategies;

Facilitate dialogue between community members and organizations, ensuring clear, transparent communication;

Coordinate consultations and outreach efforts to gather input from community members on key issues or initiatives;

Build trust with Indigenous communities by fostering open, respectful, and consistent communication channels;

Act as a bridge between the technical and the cultural knowledge.