Request for Proposals:

Development of a Distinctions-based Indigenous Engagement and Collaboration Strategy



Proposals Due By: Friday, December 11, 2026, at 12:00 pm EST

Project Overview

The future Western Lake Erie Regional Conservation Authority (WLERCA), consisting of the Upper Thames River Conservation Authority (UTRCA), Essex Region Conservation Authority (ERCA), Lower Thames Valley Conservation Authority (LTVCA), and St. Clair Region Conservation Authority (SCRCA), is requesting proposals from qualified consultants to develop a Distinctions-based Indigenous Engagement and Collaboration Strategy.

Proposal Timing

- Date of posting Request for Proposal: **Friday, November 6, 2026**
- Last day for questions: **Friday, December 4, 2026**
- Deadline for proposal submission: **Friday, December 11, 2026**
- Contract awarded: within 15 business days of the closing of the request for proposals (excluding 2 weeks over Christmas / New Year's), i.e., by **Friday, January 15, 2027**

Purpose of the Strategy

The intent of the Distinctions-based Indigenous Engagement and Collaboration Strategy is to develop a long-term cooperative and collaborative engagement framework through which Indigenous Nations, Communities, and Peoples become active partners in planning and implementing watershed initiatives and resource activities.

The distinctions-based approach recognizes that the relations and dealings of the WLERCA Conservation Authorities (CAs) with First Nations, Métis, and Inuit will be conducted in a manner that is appropriate to the specific context, recognizing and respecting the distinct and different rights, laws, legal systems, and systems of governance of each Indigenous Nation with treaties in the WLERCA watershed. Furthermore, the distinctions-based approach recognizes that there are eight First Nation communities located within the future boundary of WLERCA, each with their own language, culture, leadership, legal status, and treaty status that all need to be considered.

The overall outcome of the Strategy is to build a foundation for the WLERCA CAs and the Indigenous Nations, Communities, and Peoples with treaties in the WLERCA watershed to communicate effectively, build relationships to share each other's knowledge and practices, and incorporate this knowledge into planning for the benefit of all who live within the watershed.

The Strategy will be a framework for engaging and working with Indigenous Peoples and communities within and connected to the watershed, to assist the WLERCA CAs with:

- Improving communications, relationship-based engagement, consultation processes, and collaboration with Indigenous Nations, Communities, and Peoples through an appreciation of the unique challenges faced by these groups, an understanding of Indigenous perspectives, and an increased awareness of personal, institutional, and systemic biases.

- Building personal connections with individuals who may be future partners, guest speakers, or Knowledge Holders related to the programs and services of each unit of the WLERCA CAs.
- Sustaining relationships in the face of significant and ongoing changes, limited resources, and competing interests.

Appendix A provides a brief overview of the WLERCA. Appendix B lists Indigenous engagement initiatives that the WLERCA CAs have undertaken, and Appendix C lists some potential opportunities for future initiatives.

Duty to Consult

The Distinctions-based Indigenous Engagement Strategy is not intended to replace the legal duty of federal and provincial governments to consult with and accommodate Indigenous Nations based on the honour of the Crown.

The WLERCA CAs recognize that Indigenous Nations also have Aboriginal Title, Treaty, and Aboriginal Rights within the watershed. The WLERCA CAs are responsible for meeting Crown-delegated procedural elements of their duty to consult and accommodating them through acts of legislation affecting WLERCA CA projects. The WLERCA CAs, as non-Crown entities, will carry out their obligations for consultation and accommodation when delegated to do so for specific projects as part of the permitting process under federal or provincial legislation and may voluntarily choose to go beyond basic legal requirements.

Deliverables

A comprehensive engagement strategy that achieves the following:

- Recommends an approach to engaging with the sovereign councils of the eight First Nations in the boundary of WLERCA.
- Recommends and prioritizes best practices that:
    - Foster engagement with Indigenous Nations, Communities, and Peoples to understand their priorities in relation to WLERCA programs and services,
    - Ensure WLERCA activities and programs are undertaken collaboratively and appropriately with interested Indigenous Nations, Communities, and Peoples with traditional territory in the watershed,
    - Increase opportunities for Indigenous participation in and access to the WLERCA's programs and services, and
    - Build relationships, implement duty to consult where required, and ensure Indigenous communities are engaged and informed early in the planning and design phases of projects or activities.
    - Prevent and resolve conflicts and miscommunication.
- Identifies topics that staff should understand when building relationships with Indigenous Nations, Communities, and Peoples and, if possible, recommends training options.

- Works with the WLERCA CAs to develop an approach to implement the Truth and Reconciliation Commission's Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples, that considers the scope and jurisdiction of the WLERCA programs and services.

These deliverables should all consider information provided in the appendices.

Project Timelines and Budget

The execution of the contract with the successful Consultant is anticipated to be completed within 15 business days of the closing of the request for proposals (excluding 2 weeks over Christmas / New Year's).

The expected project completion date is **Friday, December 17, 2027.** If the expected project completion date is not achievable based on the proposed workplan, please provide the proposed project completion date with rationale. All proposed project completion date changes will be considered.

The budget established through the request for proposal (RFP) process will guide the payment schedule. The budget range for this project is $40,000-$45,000.

Submission Requirements

Each submission shall be comprised of two components, submitted electronically in PDF format, as two individual and separate file documents:

1) Technical Proposal, and
2) Financial Proposal.

Proposals are due and will be accepted no later than **Friday, December 11, 2026, at 12:00 p.m. EST** at purchasing@thamesriver.on.ca. Late submissions will not be opened.

Submissions are to be addressed to Tara Tchir, Coordinator, Watershed Science, Upper Thames River Conservation Authority.

Any questions must be provided in writing and directed to Tara Tchir at tchirt@thamesriver.ca. Questions and answers will be provided to all the Consultants who have been circulated with this RFP. No questions will be accepted after **Friday, December 4, 2026.**

Technical Proposal Requirements

The Technical Proposal shall be no longer than 15 pages (Arial 12 point font or equivalent), excluding appendices or attachments, such as Curricula Vitae.

The Consultant shall provide the following information within the Technical Proposal:

- A profile of the firm and key personnel, including subconsultants, to be assigned to the project, including specific qualifications and relevant experience;
- An overview of the proposed methodology and a preliminary workplan;
- Names and contact information for a minimum of three (3) references who can attest to the Consultant's performance on similar assignments or projects; and,
- Proposed project schedule, including identification of project component milestones, deliverables, and target completion date.

The Consultant shall indicate within the Technical Proposal or within a covering letter that they have read and understood the RFP. This acknowledgement shall be duly signed and dated by an authorized signing office of the firm, including the name of the signing officer and position held.

No costing or other financial information shall be included within the Technical Proposal.

Financial Proposal Requirements

The Financial Proposal should correspond with the proposed schedule and each component of the project. The Financial Proposal shall provide:

- Project costing by project component with an established project upset limit (including all fees and expected disbursements); and,
- Expected time commitments by project components for key personnel assigned to the project.

All prices quoted shall itemize provincial and federal sales taxes. Although every effort will be made to outline all required work in this RFP, the Consultant may identify additional work and/or work alternatives that are outside of the scope of the RFP. The additional work shall be clearly identified and indicated as a separate item in the cost estimates provided.

The WLERCA CAs will not be liable for any costs incurred in preparing the proposal.

The WLERCA CAs reserve the right to accept or decline any proposals, and neither the lowest priced nor any proposal shall necessarily be accepted.

The acceptance of any Submission is subject to appropriate funding acceptable to the WLERCA CAs.

Evaluation

An Evaluation Committee that includes staff from all the WLERCA CAs will review and evaluate all submissions. Consultants may be requested to provide additional information and/or clarify their submission.

Technical Proposal Evaluation Criteria

Component	Rated Criteria	Points
Consultant Overview, Project Team, and Overall Experience	• Relevant and specific experience and skills of staff assigned, including sub-consultants (if any) with demonstrated experience in developing Indigenous engagement strategies. • Demonstration of strong relationships with staff and / or community members of local Indigenous communities and organizations. • Demonstrated understanding of conservation authorities and their operating environment, including governing legislation. • Track record of similar projects, including references.	/50
Project Management	• Demonstrated comprehension of the project goals, scope, and deliverables. • Proposed methodology, approach, and plans in achieving project deliverables. • Detailed work plan, including milestones, deliverables, and completion date. • Clear organization of project team including definition of roles. • Appropriate allocation of staff time and resources corresponding to the project tasks, deliverables, and budget. • Insight into the challenges, risks, and opportunities they are likely to encounter and techniques to be used to address these.	/50
	Technical Proposal Total	**/100**

A minimum score of 75 points is required on the Technical Proposal evaluation.

Financial Proposal Evaluation Criteria

As per the Upper Thames River Conservation Authority's (UTRCA) Purchasing Regulations, authorized buyers shall purchase the required quality and quantity of goods and services at best value to the WLERCA CAs. Best value means selecting the consultant whose offer delivers the greatest overall benefit to meet the needs of the WLERCA CAs, balancing cost with quality, performance, and qualitative factors rather than automatically choosing the lowest bidder.

General Terms and Conditions

Contract

The Upper Thames River Conservation Authority (UTRCA) will be the project lead on behalf of the WLERCA CAs. The successful Consultant will be required to enter into a contract with the UTRCA meeting the expenditure limits and required terms and conditions as well as being in form and content satisfactory to the UTRCA's legal counsel. The successful Consultant will not have the right to assign the contract nor any interest therein, nor subcontract the performance of any service or the supply of any project, without the prior written consent of the UTRCA.

The contract will be governed by the laws of the Province of Ontario.

Confidentiality and Proprietary Information/Rights

Confidentiality of records and information concerning this project must be maintained at all times. All correspondence, documentation, and information provided by the WLERCA CAs to any proponent in connection with this proposal process and/or the acceptance of any proposal remains the property of the WLERCA CAs, must be treated as confidential, and must not be used for any purpose other than for submitting a proposal and fulfilling any resultant contract.

All correspondence, documentation, and information provided to the WLERCA CAs by every proponent in connection with, or arising out of, this proposal and the submission of any proposals become the property of the WLERCA CAs and, as such, subject to the Municipal Freedom of Information and Protection of Privacy Act, as amended, and may be subject to release, pursuant to the Act. Consultants are reminded to identify in their proposal material any specific proprietary or similar confidential information, the disclosure of which could cause them injury.

Conflict of Interest

Consultants shall disclose to the WLERCA CAs, in their proposal, any potential conflict of interest. If such a conflict of interest does exist, the WLERCA CAs may, at their discretion, refuse to consider the proposal from the Consultant until the conflict matter is suitably resolved.

If, during the proposal evaluation process or the negotiation of the contract or execution of the work, the Consultant is retained by or provides services for another client giving rise to a potential conflict of interest, then the Consultant shall so inform the WLERCA CAs and, if the WLERCA CAs request, refuse the new assignment or take such steps as are necessary to remove the conflict of interest concerns.

Appendix A: Overview of the Western Lake Erie Regional Conservation Authority

In accordance with recent changes to the Conservation Authorities Act, Ontario's 36 conservation authorities (CAs) will amalgamate into nine Regional CAs on February 1, 2027 (or another date as prescribed by regulation). Locally, the Essex Region Conservation Authority, St. Clair Region Conservation Authority, Lower Thames Valley Conservation Authority, and Upper Thames River Conservation Authority are preparing to merge into the Western Lake Erie Regional Conservation Authority (WLERCA).

Regional CAs will continue to be municipally governed, with participating municipalities appointing Board members and paying CA levies. The definition of participating municipalities has changed, however, to include upper-tier and single-tier municipalities only. Lower-tier municipalities within a county will no longer be participating.

The Province has emphasized that local programs and services will continue. The WLERCA CAs watershed protection and environmental services include:

- Flood forecasting, warning, and protection,
- Natural hazard planning and regulations,
- Conservation areas and trails,
- Drinking water source protection,
- Watershed health, science, and monitoring,
- Stewardship programs and agricultural extension services, and
- Environmental education and community engagement.

Conservation areas and assets will continue to be owned and managed by conservation authorities.

More information on the WLERCA CAs is available on their respective websites:

- https://www.essexregionconservation.ca/
- https://lowerthames-conservation.on.ca/
- https://www.scrca.on.ca/
- https://thamesriver.on.ca/

Appendix B: Examples of Indigenous Engagement Projects and Activities undertaken by the CAs within the WLERCA

Table B1. Examples of past and present Indigenous Engagement Projects/Initiatives

Project (product)	Activity (process)	First Nations
The Thames River (Deshkan Ziibi) Shared Waters Approach to Water Quantity and Quality (https://www.thamesrevival.ca/home/shared-waters-approach/)	Watershed management plan that includes partnering with First Nations within and proximate to the Thames River watershed on youth engagement, conservation projects, and shared goals. The Shared Waters Approach was developed by the Thames River Clear Water Revival (TRCWR), a long-term partnership initiative that is committed to a healthy and vital Thames River, which will ultimately benefit Lake St. Clair and Lake Erie. The TRCWR brings together all levels of government, Conservation Authorities, First Nations, and the local community to achieve this common goal.	Chippewa of the Thames First Nation, Oneida Nation of the Thames, Aamjiwnaang First Nation, Walpole Island First Nation (WIFN), Caldwell First Nation, Chippewas of Kettle and Stoney Point all participate in committees. Munsee Delaware Nation and Delaware Nation at Moraviantown have been invited.
Ska-Nah-Doht	Establishment and continued operation of Ska-Nah-Doht, a recreated Haudenosaunee Village at Longwood Road Conservation Area.	Chippewa of the Thames First Nation, Munsee Delaware Nation, Oneida Nation of the Thames (CMO)
Ska-Nah-Doht Museum	Establishment and continued operation of a museum at Longwoods Road Conservation Area that maintains and curates a collection of Indigenous artifacts, mostly collected from the property itself.	
Historic Cabins Project at Longwoods Road CA	Maintenance of 3 historic cabins at Longwoods Road C.A., each one donated by a family from one of each of the three CMO communities.	CMO
Indigenous Education Program	Continued operations of an Indigenous Education Program based out of Longwoods Road CA and CM Wilson CA. Primarily delivered by two Indigenous Community Educators. Programming includes: Village tours, tool making, clay pots, corn husk dolls, storytelling, 7 Grandfather Teachings, Treaties and Indigenous history introduction for Kenesserie camp	

Project (product)	Activity (process)	First Nations
	counsellors, plant walks (TEK focused), First Nations Perspectives on Water, etc.	
Key Word Translation Project	Ska-Nah-Doht Village and Museum has recently undertaken a key word initiative that includes translation of words into the languages of the three local communities.	CMO
Construction of the Indigenous Community Learning Centre	At Longwoods Road CA, an extension was added to Ska-Nah-Doht Museum at the request of local Indigenous communities and residents. This will be a meeting space and facility for programs.	CMO
Partnership with Nindawaabjig ("Those who seek to find"/Walpole Island Heritage Centre) on Education Programming	Partnership to deliver programming for one another. The Bkejwanong Eco-Keepers (Nindawaabjig summer students) come out for a full day of programming (Village Tour + an activity of their choosing) at Ska-Nah-Doht. Nindawaabjig sets up a booth for the Chatham-Kent & Lambton Children's Water Festival.	Bkejwanong (Walpole Island First Nation)
Free Conservation Area parking passes	Conservation Area parking pass program where the LTVCA provided a number of free passes to each of the local First Nation Administration offices. The Nations could then provide to members as they saw fit, typically a loaner program.	CMO and Delaware Nation at Moraviantown
Freshwater mussel identification	Sharing knowledge around importance of mussel identification, mussel sampling procedures, and data collection along the Thames River to establish baseline community data.	Chippewa of the Thames First Nation
Fish identification	Sharing knowledge around fish sampling procedures and data collection along the Thames River to establish baseline community data.	Chippewa of the Thames First Nation
Turtle and snake hatchlings release (with Thames Talbot Land Trust)	Sharing knowledge around turtle and snake sampling procedures and data collection along the Thames River to establish baseline community data.	Chippewa of the Thames First Nation and Oneida Nation of the Thames
Beaver baffle information	Sharing knowledge around beaver management.	Chippewa of the Thames First Nation
Community Tree Planting	Applying for funds, distribution, and planting of trees.	Oneida Nation of the Thames, Chippewa of the Thames First Nation, and Metis Nation of Ontario
Partnership with Indigenous	Facilitating lands at Pittock CA for Indigenous Ceremony. Accessing funding for Indigenous	

Project (product)	Activity (process)	First Nations
Solidarity and Awareness Network (ISAN)	Reconciliation Speakers Series. Accessing funding for ISAN's partnership in Celebrating the Thames community event (included an Indigenous led Water Ceremony, Indigenous Perspectives on Water booth).	
Partnership with Western University for naturalization project on Medway Creek	Live staking project along Medway Creek on Western University campus that included Indigenous led Water Ceremony. Creation of a documentary film with local Indigenous filmmaker.	Oneida Nation of the Thames and Chippewa of the Thames First Nation
Indigenous cultural learning and activities for CA staff	Activities for National Day for Truth and Reconciliation (sunrise ceremony, water ceremony, Orange Shirt Day, orange lighting for park facilities, staff newsletter).	
Partnership with 13 Moons Land-Based Learning	Providing logs from forestry thinning projects on CA lands for the construction of a longhouse at Oneida Nation of the Thames.	Oneida Nation of the Thames
Partnership on Indigenous Food Sovereignty Project	Proving Southwestern Ontario Aboriginal Health Access Centre (SOAHAC) partners with access to CA lands for the purpose of identifying native plants and traditional food and medicines.	Southwestern Ontario Aboriginal Health Access Centre
Ingersoll Park Naturalization and Riparian Enhancement Project	Partnership with Two Row CreeAtions on community planting projects as part of the Ingersoll Park Naturalization and Riparian Enhancement Project. Two Row participants assist with planting and Indigenous Knowledge Sharing. Elders offer Indigenous ceremony as part of public planting.	Two Row CreeAtions
Hillman Marsh Dyke Fortification Project	Caldwell First Nation are active environmental partners in Essex County, collaborating on significant climate resilience and habitat restoration initiatives. A major cornerstone of their partnership is the $15 million Hillman Marsh dyke fortification project—funded alongside the Municipality of Leamington through the federal Disaster Mitigation and Adaptation Fund—which protects over 3,440 hectares of land from flooding.	Caldwell First Nation
Lebo Creek restoration	Partnerships on ecological restoration projects, including wetland creation along Lebo Creek and converting former agricultural land into thriving native habitats.	Caldwell First Nation
Windsor Proposed Urban Park Project	Walpole Island First Nation sits on the Partner Committee alongside Parks Canada, the City of Windsor, the Province of Ontario, and other First Nations to help establish a proposed national	Walpole Island First Nation

Project (product)	Activity (process)	First Nations
	urban park in the Windsor area, which includes acquiring former industrial/raceway lands to connect the Ojibway Prairie Complex	
Bkejwanong Eco-Keepers	The SCRCA has coordinated with the Walpole Island Heritage Centre (including programs like the Bkejwanong Eco-Keepers) on species-at-risk inventories, youth stewardship employment, wetland/marsh restoration, and invasive species management (such as phragmites removal using specialized equipment like a Truxor).	Walpole Island First Nation
St. Clair River Remedial Action Plan (RAP)	Walpole Island has a long-standing partnership with the SCRCA to address environmental degradation in the St. Clair River Area of Concern. Supported by federal funding, this project integrates Traditional Ecological Knowledge (TEK) from the Walpole Island community into the assessment and restoration of water quality, beneficial use management, and wetland habitats along the Snye and St. Clair Rivers.	Walpole Island First Nation
Delaware Nation Drinking Water System Infiltration Gallery	Restoration project at the Delaware Nation (at Moraviantown) Drinking Water System. Naturalization project was implemented over and around the well system and infiltration gallery. Primarily tall grass prairie, but also tree plantings and wetland work. Associated trail system was also implemented.	Delaware Nation at Moraviantown
Access to C.A. lands for traditional activities and reduced rental rates	LTVCA allows First Nations to harvest and conduct ceremonies in Conservation Area. Such activities may require special permission depending on the nature of the activity. Example: COTTFN Sun Ceremony where particular trees are harvested. The LTVCA also provides discounted rental pricing for facilities at Longwoods Road CA for community-based events.	CMO
COTTFN Floodplain Mapping Project	The LTVCA undertook a floodplain mapping project for the COTTFN. Cambium Indigenous Professional Services assisted with project management. Since by default information for flooding of the nearby lands for the other CMO communities was also generated, all three communities were invited to participate. A series of educational videos on the process, including indigenous community perspectives, was generated as part of the process.	COTTFN, but also Oneida Nation of the Thames and Munsee-Delaware Nation
COTTFN Water Quality	LTVCA staff assisted COTTFN with establishing their surface water quality monitoring program,	COTTFN

Project (product)	Activity (process)	First Nations
Monitoring Program	including setting up level loggers and ISCO water samplers.	
COTTFN Agricultural Management Plan (AgMP)	LTVCA agricultural stewardship staff assisted COTTFN with the development of their Agricultural Management Plan, a plan to improve agricultural stewardship, implement additional agricultural BMPs, and reduce phosphorus runoff	COTTFN
Oneida Works Program	For several years, the LTVCA worked with the Oneida Works program to provide employment opportunities for community members. LTVCA Program not currently active.	Oneida Nation of the Thames
World Water Day	LTVCA and UTRCA attended a community event at Onedia Nation of the Thames to celebrate World Water Day. The event showcased various education materials and talks by community members on water concerns.	Oneida Nation of the Thames
Restoring and Enhancing Wetlands in the Thames River Delta and Lake St. Clair Floodplains	Members from Bkejwanong sit on a Steering Committee for this project. This project aims to expand the existing LTVCA wetland program by guiding restoration and enhancement of wetlands in formerly inundated areas throughout the eastern shoreline of Lake St. Clair, including the former delta and floodplain of the lower Thames River and tributaries. These wetlands will be designed in concert with willing landowners to ensure socio-economical support while maximizing ecological functionality and climate-resiliency.	Bkejwanong (Walpole Island First Nation)
Phragmites Management Working Group	Delaware Nation (at Moraviantown) has representatives that sit on a working group for invasive species management within Chatham-Kent.	Delaware Nation at Moraviantown
Tree give-aways	In the past, there have been multiple tree give-aways to citizens in Indigenous communities.	COTTFN, Oneida Nation of the Thames

Appendix C: Examples of the Types of Projects / Activities in which WLERCA CAs would like to improve engagement with Indigenous Communities

It is recognized that the four Conservation Authorities have different relationships and engagement with the Indigenous communities in the watershed. As such, some of the projects and activities listed in Tables C1 through C4 may be well underway with some of the WLERCA CAs, while other Conservation Authorities have not built those relationships.

Table C1. Honouring Treaty Rights

Project (product) / Activity (process)	Description
Park use/entry protocol for Indigenous visitors to WLERCA-owned lands	How to ensure Indigenous access to WLERCA lands (and come to agreements about exerting Treaty Rights).
Duty to consult for Source Water Protection	How to ensure Indigenous communities are appropriately consulted.
Duty to consult for Water and Erosion Control Infrastructure Environmental Assessments	How to ensure Indigenous communities are appropriately consulted.
Asset management	How to incorporate Indigenous Engagement/ Duty to Consult in asset management (e.g., flood control structures, lands, etc.).

Table C2. Developing Partnerships

Project (product) / Activity (process)	Description
Ally - Indigenous relationship building	Facilitating Indigenous/non-Indigenous relationship building around shared goals and projects (naturalization projects, municipal goal/objectives).
Policy review	A review of honorarium policies and procedures.
Municipal planning files	How to inform Indigenous communities on the planning process and/or share our comments.
Vegetation planting	What Indigenous community or group is interested and how best to coordinate.
Strategic plan	Ensure strategic plan includes Indigenous perspectives in priority development and operations / workplans.
Strategy implementation	How to ensure Watershed Strategies, Conservation Area and Lands Strategies, and subwatershed plans include Indigenous knowledge and perspectives.

Table C3. Incorporating Indigenous Knowledge

Project (product) / Activity (process)	Description
Healing garden	Design, install, and ensure access to healing garden(s).
Prairie burning	Gather traditional knowledge on how and why to burn.
Decolonizing and indigenizing WLERCA educational programming for school boards (TVDSB, LDCSB, etc.)	Engaging consultant to help appropriately include Two-Eyed Seeing approach, Traditional Knowledge, and land-based learning into educational programing.
Indigenous perspectives on water included in Children's Water Festival	Inviting Indigenous partners to participate in Children's Water Festival planning and programming to ensure activities include Indigenous knowledge of water.
Engagement prior to Environmental Assessment Duty to Consult	Gather feedback and information on dam and erosion structures that may undergo an EA in the future.
Restoration projects, invasive species control, wildlife	Gather and implement traditional knowledge at restoration sites, in controlling invasive species and on wildlife observations (health, populations, etc.).
Agricultural stewardship	Gather and implement traditional knowledge about stewardship and best management practices on agricultural lands.
Research, monitoring, and science	Gather and implement traditional knowledge to strengthen environmental monitoring, data collection, and other ways of knowing to inform decision-making and action

Table C4. Incorporating Indigenous Artwork

Project (product) / Activity (process)	Description
Indigenous art/ mural/ landscape design (e.g., amphitheatre) installations at conservation areas (e.g., Fanshawe CA day use improvements/facility upgrades).	Engaging local First Nations to ascertain how Indigenous art/design can be included in improvements/facilities upgrades and development projects.
Art installations and/or inclusion in partnership and educational materials (e.g., Stream of Dreams program)	Who to ask and how to compensate for artwork.
Logo development for Shared Waters Approach	Who to ask and how to compensate for artwork.