

# ALMAQUIN NEWSLETTER

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Volume 4



EOCP 2025 Conference  
in Richmond, British Columbia

## Operators as Change Agents



From Field Insight to System Results: Read about the presentation delivered at the EOCP 2025 Conference

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# Almaquin Projects

Since 2016, Almaquin Enterprises has delivered water and wastewater management support across 29 project locations, spanning military installations, remote communities, industrial operations, and resort facilities. Each engagement reflects a consistent focus on operational reliability, regulatory compliance, and practical field execution.

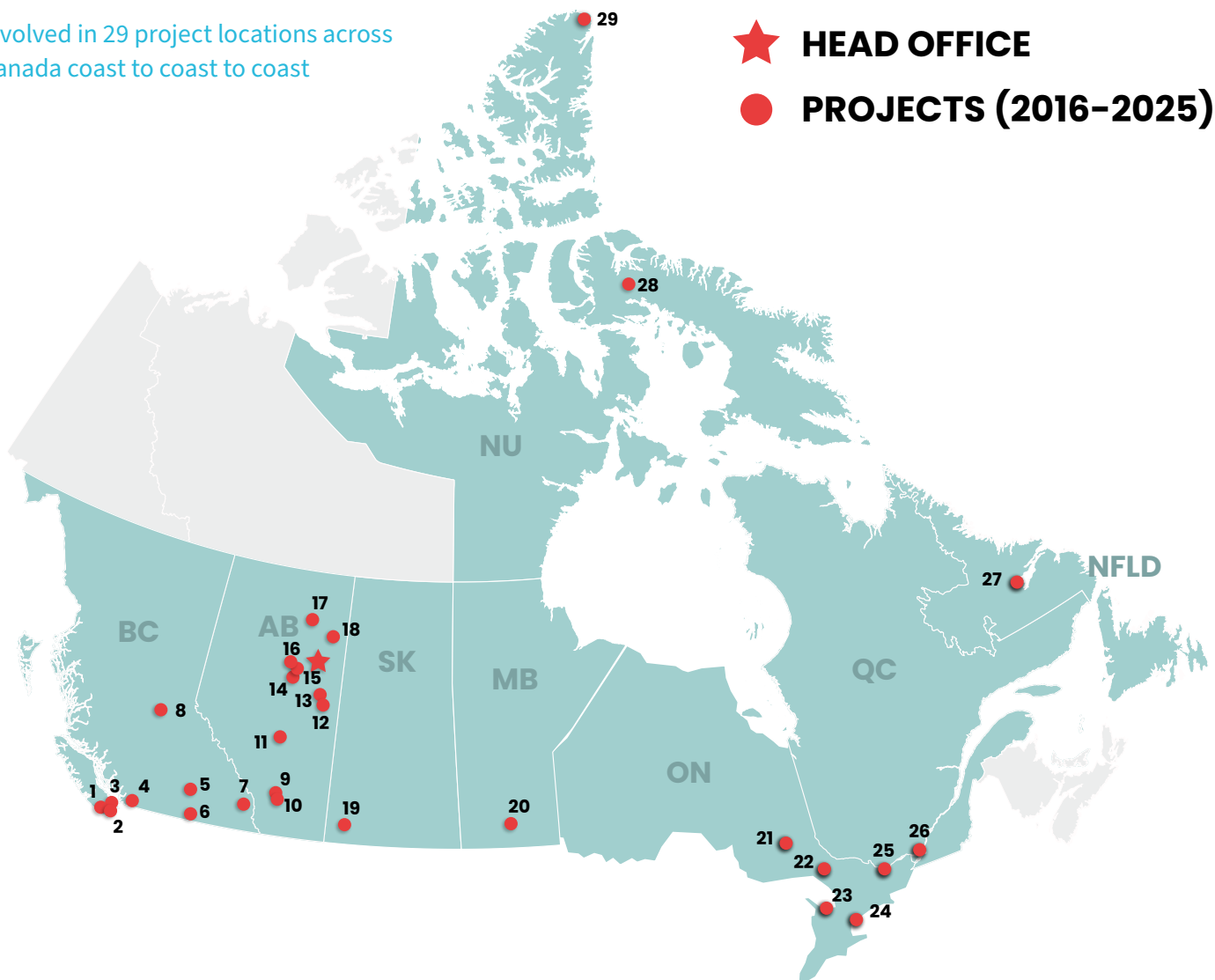
Almaquin supplied certified water and wastewater operators to active mine sites in British Columbia, Ontario, and Nunavut in 2025. These assignments support production continuity in challenging environments where system downtime carries operational and financial risk. Almaquin operators integrate quickly into site teams, maintain compliance, and sustain treatment performance under variable loads and conditions.

Almaquin has provided operational coverage at CFS Alert, the northernmost permanently inhabited settlement in the world. Support at this location requires experience in Arctic operations, redundancy planning, and disciplined adherence to procedures in extreme conditions. Almaquin's continued presence reflects trust built through consistent performance and an understanding of mission-critical infrastructure.

Across all sectors, Almaquin's work follows a common approach: certified operators, clear accountability, and systems that perform where failure is not an option. From southern industrial sites to High Arctic installations, Almaquin supports clients who rely on dependable water and wastewater operations to keep people safe and facilities running.

Involved in 29 project locations across Canada coast to coast to coast

★ **HEAD OFFICE**  
● **PROJECTS (2016–2025)**



- |                        |                         |                              |                      |                           |
|------------------------|-------------------------|------------------------------|----------------------|---------------------------|
| 1. Lake Cowichan, 2025 | 7. Elkford, 2021        | 13. Kirby Lodges, 2019       | 19. Gull Lake, 2023  | 25. Ottawa, 2023          |
| 2. William Head, 2025  | 8. Caribou Gold, 2025   | 14. Brintnell Camps, 2018    | 20. South Port, 2023 | 26. Montreal, 2023        |
| 3. Mill Bay, 2024      | 9. Calgary, 2025        | 15. Pelican Lake Lodge, 2019 | 21. Côte Gold, 2025  | 27. Goose Bay, 2020       |
| 4. Vancouver, 2023     | 10. High River, 2024    | 16. Woodenhouse Camp, 2019   | 22. North Bay, 2016  | 28. Mary River Mine, 2025 |
| 5. Kelowna, 2025       | 11. Edmonton, 2025      | 17. Horizon Lodge, 2017      | 23. Meaford, 2024    | 29. CFS Alert, 2025       |
| 6. Oliver, 2025        | 12. Primrose Camp, 2019 | 18. Sunrise Camp, 2019       | 24. Toronto, 2022    |                           |



## Grateful for the Work and the People Behind It

I was honoured to receive one of the Operators Without Borders Volunteer of the Year Awards (2024–25) this September, presented by Madeleine Butschler. I am grateful to OWB, and to Valerie Jenkinson and the Board, for the recognition.

What matters most to me is the opportunity to work alongside OWB's volunteers. I have been fortunate to represent OWB at conferences, during international site visits, and through technical presentations and reports. Each assignment reinforces the value of operator-to-operator support and practical collaboration.

Thank you to the OWB community for the trust, the teamwork, and the shared commitment to stronger water systems.



## Almaquin Completes Second Contract Extension at William Head Institution

Reliable operations. Real outcomes. Skills that last.

Almaquin Enterprises completed its second contract extension supporting operations at the Class 3 wastewater treatment plant at Correctional Service Canada's William Head Institution in Metchosin, British Columbia.

Beginning in April 2024, Almaquin provided Chief Operator coverage and stabilized day-to-day operations. Work focused on restoring full functionality to automated systems, improving process control, and strengthening compliance. Those actions improved reliability and reduced operational risk across the facility.

Leadership on site came from Robin McLean, Almaquin's Chief Operator, who brings more than 25 years of wastewater operations experience and Level IV certifications. Under his direction, the plant delivered consistent performance while supporting the institution's broader rehabilitative mandate.

A defining outcome of this engagement was workforce development inside the facility. Six inmates completed small wastewater treatment certification. One achieved multi-utility wastewater treatment Level 1, and another passed the wastewater treatment Level 1 exam. These credentials provide a practical pathway into a regulated trade, opening access to stable employment and long-term careers when individuals transition back into their communities.

This work reflects Almaquin's approach to operations. Technical excellence matters. So do people, mentorship, and outcomes that extend beyond the fence line.





## Operators as Change Agents: From Field Insight to System Results

This presentation, delivered in Richmond, British Columbia, on September 23, showed how operator-led practice drives practical system improvement. Drawing on work in Caribbean and East African contexts, the session emphasized change grounded in field conditions rather than abstract plans.

The first case study examined a rapid technical assessment in Tortola, British Virgin Islands. OWB led the work, with assistance from Almaquin Enterprises and Operational Technical Services, at invitation of Government of the British Virgin Islands. The distribution system faced more than 80 percent non-revenue water, frequent outages, and hurricane damage. Over five days, volunteer operators conducted site inspections, reviewed operating practices, and worked alongside local staff. Results included a focused road map prioritizing immediate operational fixes, followed by longer-term actions such as pressure zoning, targeted SCADA integration, and capacity building (read more on [page 10](#)).

The second case study described Needs4Water's WASH survey across 25 schools in Ethiopia, supported by Almaquin. Using WHO and UNICEF JMP indicators and the INWISE methodology developed by Northwestern University, operators assessed infrastructure, water quality, and user experience across four regions. Findings supported low-cost, achievable improvements that strengthened student health and dignity (read more on [page 12](#)).

Across both contexts, the message remained consistent. Skilled operators, equipped with practical tools and peer support, translate limited resources into measurable

gains. Systems improve fastest when decisions reflect site knowledge, local constraints, and operator leadership.







# Supporting Water System Strengthening in Ghana

## OWB's Field Assessment

Strengthening urban water systems requires practical assessment, local collaboration, and shared learning. In late 2025, Almaquin Enterprises supported OWB in conducting a comprehensive Water Treatment and Distribution Infrastructure Assessment for Ghana Water Limited (GWL).

OWB volunteers carried out site visits and operational reviews across facilities in the Greater Accra and Ashanti Regions, examining treatment processes, distribution systems, safety, laboratory practices, asset condition, and workforce capacity. The goal was to inform targeted training and long-term operational improvement.

The team included Asmahan Rabo of Needs4Water, whose expertise in water quality assurance and operator-focused capacity building strengthened the assessment. Working closely with GWL staff, the team emphasized peer exchange, practical observation, and respect for local knowledge.

The assessment recognized GWL's strong commitment and technical capability, while identifying opportunities to improve data use, documentation, safety systems, and Non-Revenue Water reduction. Recommendations focus on achievable steps that build on existing strengths and support future investment.

For Almaquin, this engagement reflects a continued commitment to operator-to-operator collaboration and practical solutions that strengthen utility resilience and reliable water service delivery.





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## Bridging Operational Delivery and Public Procurement

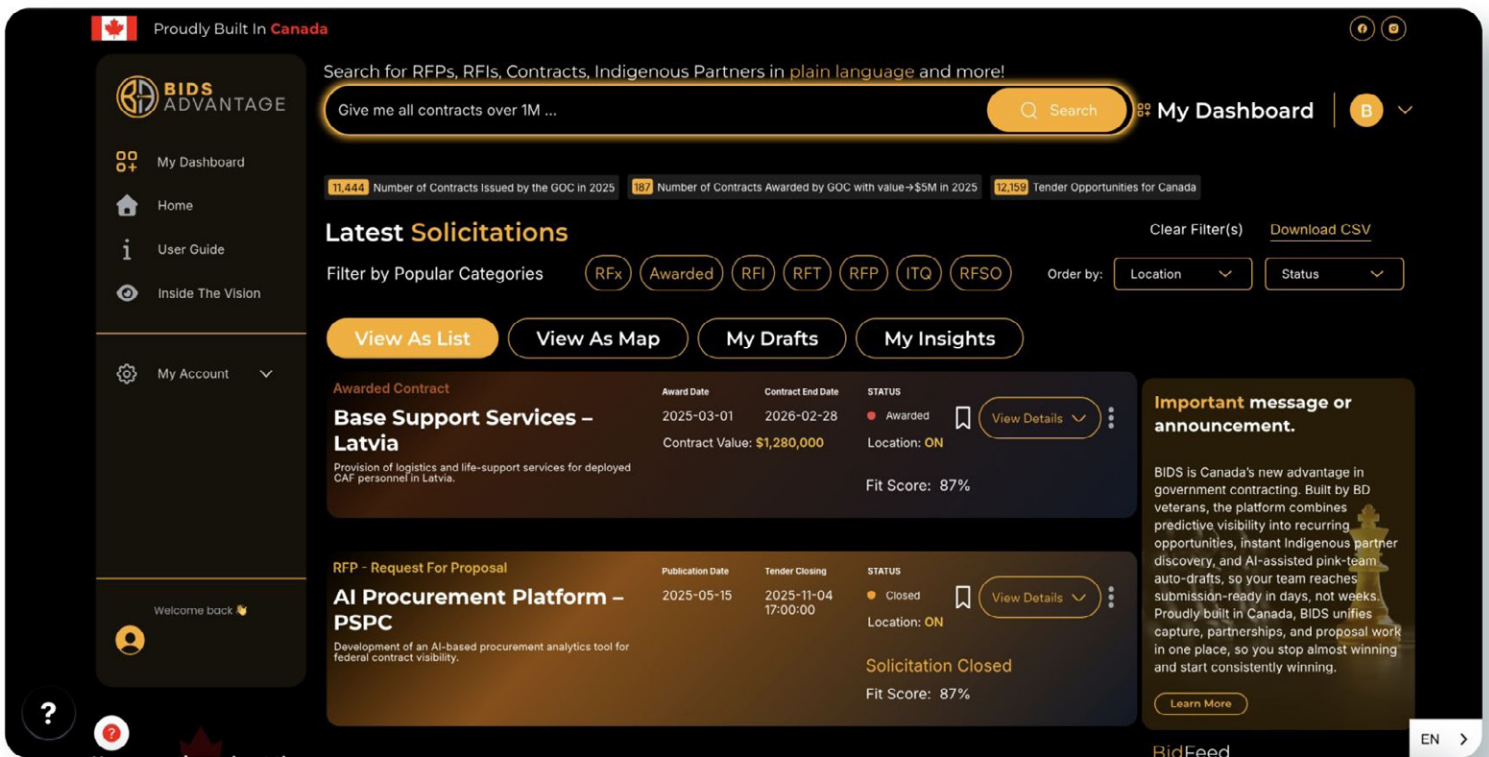
Almaquin Enterprises has joined forces again with IGY6 Consulting to launch **BIDS**. The venture responds to a recurring challenge facing Canadian small and mid-sized firms: strong operational capability that does not translate into contract awards under public procurement rules.

BIDS (Bid Identification & Development Services) extends work with clients across proposal development and pursuit support. That work includes translating operational reality into responses aligned with evaluation logic, structuring bids around how they are scored, testing scope against delivery constraints, and addressing pricing risk before it hardens into uncompetitive or unworkable submissions. Many of the issues BIDS addresses surfaced repeatedly during live pursuits: teams writing before deciding,

pricing without a clear view of buyer behaviour, compliance tracked too late, and operational risks left implicit until post-award execution.

BIDS formalizes these lessons into a repeatable workflow that starts before writing begins. Signal review, bid decision discipline, early compliance mapping, and delivery validation occur upstream, where changes remain low cost and outcomes remain flexible. Early clarity on access, sustainment, staffing, logistics, and renewal





timing reduces late-stage rewrites, scope gaps, and pricing choices that transfer risk onto delivery teams.

BIDS is built for Canadian procurement realities. The platform aligns with federal buying patterns such as standing offers, supply arrangements, defence programs, and Indigenous participation frameworks. It reflects the constraints small teams face when balancing delivery and growth, and replaces fragmented tools and informal tracking with a single, practical workflow that supports consistent decision-making.

This approach reflects Almaquin's experience supporting projects where lowest price often shifted cost into amendments, downtime, or recovery work, and where outcomes depended on aligning bid logic with how work would actually be performed. BIDS applies that same operational discipline to capture and proposal activity, connecting delivery reality, evaluation criteria, and pricing strategy well before submission deadlines.

BIDS supports clients by:

- Identifying recurring and pre-RFP opportunities before they surface publicly
- Reducing bid noise to focus on opportunities with a realistic probability of win
- Supporting Indigenous participation and teaming requirements with verified matches
- Accelerating readiness through structured drafting and compliance workflows
- The result is a shift from reactive bidding to deliberate, planned pursuit.

The result is a move from reactive bidding to planned pursuit. BIDS gives teams a clearer basis for bid or no-bid calls, stronger positioning when they pursue, and submissions that reflect post-award execution, leading to fewer surprises and more predictable outcomes. This collaboration marks the next phase of work between Almaquin and IGY6: applying operational credibility and capture discipline to help small- and medium-sized Canadian firms compete, comply, and win.



# Bravo Zulu Update: Operations in Eastern Europe

Launched in mid-March, Bravo Zulu is now operating in both Latvia and Ukraine, supporting defence aligned activity, logistics, and advisory services in complex environments.

## Latvia: NATO Commitments and Local Procurement

In Latvia, Bravo Zulu engaged with the Canadian Chamber of Commerce (CANCHAM) at a Latvia Procurement Seminar presented by the Officer Commanding of the Canadian Contracts Management Cell within the National Support Element. The session provided practical insight into how Canada executes local procurement in support of deployed forces.

Canada has renewed the mandate of Operation REASSURANCE through 2029. This remains the Canadian Armed Forces largest overseas deployment, with Canada serving as the Framework Nation for the NATO multinational brigade in Latvia. Task Force Latvia acts as the National Command Element, coordinating infrastructure investment and sustainment through local procurement. Bravo Zulu's work in Latvia centres on understanding these procurement pathways and supplier integration requirements.





## Ukraine: Reconstruction, Governance, and Defence Alignment

In Ukraine, Bravo Zulu participated in several forums shaping the reconstruction and defence landscape. Engagements included the European Business Association Annual General Membership Meeting, the BRIDGE 2025 Forum, the Ukrainian Building Congress, DEF.Talks, Security 2.0 Expo, XV International Trade Fair RoadTechExpo, and DEFSEC Atlantic (Halifax).

Across these events, discussions focused on EU integration, regulatory harmonization, governance reform, energy efficiency, humanitarian coordination, and defence innovation. Participation provided Bravo Zulu with a clearer view of how policy, funding, and operational delivery are converging. A consistent theme emerged: strategic direction is well defined, while execution depends on firms that understand supply chains, compliance requirements, donor frameworks, and real-life constraints.

## From Strategy to Delivery

This distinction informs how Bravo Zulu positions its mission support and advisory services. In both Latvia and Ukraine, the focus remains on helping clients navigate procurement systems, subcontracting structures, and regulatory expectations where long-term defence commitments and reconstruction priorities meet practical delivery.

Bravo Zulu's Ukraine engagement extends beyond dialogue. With an operational presence in Kyiv since 2014, the team supports humanitarian, diplomatic, defence, and reconstruction through mission support, logistics, and risk management suited to active conflict environments. Ukraine-specific hostile environment training (HEAT), secure travel coordination, and local liaison functions translate plans into action. This field presence supports continuity, duty of care, and operational realism, reinforcing Bravo Zulu's role as a force multiplier at the point where governance frameworks meet on-the-ground delivery.





# OWB and Almaquin Collaborate with the British Virgin Islands

In June 2025, Almaquin Enterprises partnered with OWB to support the British Virgin Islands Government in addressing system challenges on Tortola.

Over five days, OWB volunteers worked alongside the Ministry of Communications and Works and the Water and Sewerage Department to complete a focused technical assessment of distribution assets.

Local operators provided access to sites, records, and historical context. That collaboration anchored findings in day-to-day realities and supported recommendations aligned with reliability, safety, and equity in service delivery.

## Understanding Non-Revenue Water

Non-Revenue Water (NRW) describes water produced but not billed. It typically arises from three sources:

- Physical losses such as pipeline leaks, storage overflows, hydrant flushing, and unauthorized connections
- Apparent losses linked to meter inaccuracies and data handling gaps
- Unbilled or unpaid consumption tied to billing gaps and limited enforcement

On Tortola, NRW has been estimated at more than 80%. That level constrains financial sustainability and service continuity. Terrain, hurricane exposure, and aging assets amplify the challenge across the island's utilities.

### Non-Revenue Water

Water that is produced but not billed to customers.

Three main categories:



#### Physical losses

Leaks, flushing, illegal connections.



#### Apparent losses

Meter inaccuracies and data handling errors



#### Unbilled/unpaid

Billing gaps and weak enforcement.



## Collaborative Solutions with Practical Outcomes

The assessment delivered a phased roadmap that prioritizes stabilization and resilience. With Almaquin support, the OWB team completed:

- Inspections and condition reviews of reservoirs, pump stations, and trunk mains
- On-site training covering District Metered Areas and pressure management
- A public briefing to share findings and engage residents
- Recommendations addressing hydraulic modelling, standard operating procedures, and organizational practices
- A formal report outlining short, medium, and long-term system goals

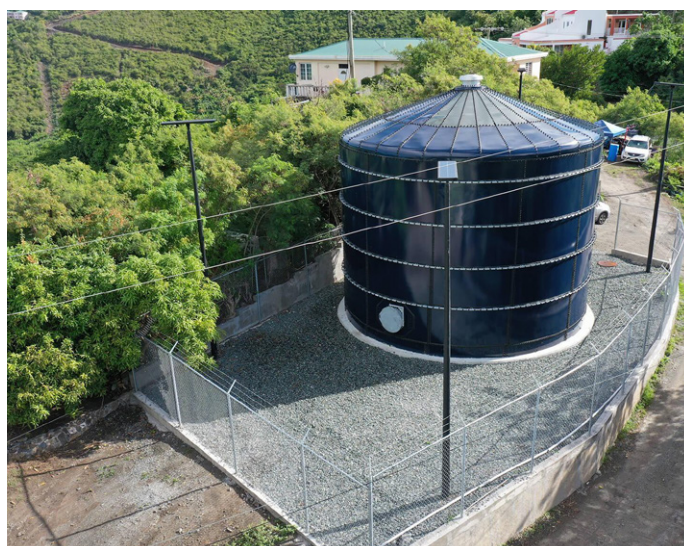
Following the assessment, OWB volunteers returned to Tortola to install new pipelines, replacing aging sections of the network and translating planning into immediate, tangible improvements.

## Building Forward

The roadmap places equal weight on infrastructure and institutions. Priority actions include:

- Retaining an engineering firm to develop
- A network-wide hydraulic model
- Establishing a formal Asset Management Plan to guide renewal and capital planning
- Completing an organizational review to assess staffing needs and in-house engineering capacity

For Almaquin, this work reflects a commitment to peer collaboration and practical mentorship. Progress follows from listening first, sharing experience, and supporting local capability. That approach advances a clear objective: safe, reliable water for every community, one utility at a time.





A photograph of three people standing in an office. On the left is a man in a purple striped shirt and blue jeans. In the center is a man in a dark blazer over a white shirt, holding a blue report titled 'Ethiopia's 2025 WASH Survey Final Report'. On the right is a woman wearing a blue hijab and a patterned dress. They are standing in front of a large wooden conference table and a window with white curtains.

## Turning School WASH Insights into Regional Leadership

Asmahan Rabo, Founder of Needs4Water, and Mike Hewitt of Almaquin Enterprises formally presented the Ethiopia 2025 WASH Survey final report to Yohanese Wogasso, CEO for Educational Program and Quality Improvement at the Ministry of Education, Federal Democratic Republic of Ethiopia.

The report is based on fieldwork conducted in 25 schools across four regions and delivers evidence-based insight into water, sanitation, and hygiene (WASH) conditions in Ethiopian schools. Findings reflect on-site testing, infrastructure assessments, and interviews with staff and students. The results support informed policy development, guide future investment, and strengthen school environments so students can learn in healthier and safer conditions.

The final report will contribute to Ethiopia's One WASH National Program, an inter-ministerial effort spanning water, health, education, women and social affairs, and finance.



Survey outcomes were shared publicly on November 8 at the Saro Maria Hotel in Addis Ababa. WASH advocates, educators, and community members gathered to review results and discuss implications for schools and communities.

### Volunteer Opportunity: Needs4Water Country Ambassadors

Building on this work, Needs4Water, in partnership with Almaquin Enterprises, is expanding its volunteer Country Ambassador network across East Africa. These roles are designed for water and wastewater professionals who want to apply their skills in water treatment, wastewater treatment, water distribution, and water collection to support sustainable, education-focused WASH action.

Active Country Ambassadors are already working in Uganda and Kenya. Needs4Water is currently seeking volunteer Ambassadors in Ethiopia, Tanzania, Rwanda, Burundi, and Djibouti.

Country Ambassadors serve as trusted local voices. They help connect schools, communities, and partners while reinforcing the link between water quality, education, and long-term resilience. Technical experience matters, though leadership, empathy, reliability, and collaboration matter more.

Ambassadors contribute directly to student health and education outcomes, build relationships across East Africa's water sector, and strengthen leadership and advocacy skills. This role centres on service and meaningful impact, supporting the principle that safe water underpins everything that follows.



# Celebrating Our Collaborators and Associates



## Valerie Jenkinson

Founder of Operators Without Borders

Founder of Operators Without Borders, Valerie Jenkinson has opened international pathways that allow Almaquin Enterprises to contribute where operator capacity matters most. Her four decades of leadership across disaster response, operator training, and institutional development continue to shape how peer-to-peer support strengthens water and wastewater systems globally. Through OWB deployments and partnerships, Almaquin has supported field-based assessments and knowledge transfer in high-need contexts, benefiting directly from Valerie's vision and commitment to operators supporting operators.

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## Randal Cacayuran

Graphic Designer

Randal Cacayuran provides graphic design support that underpins Almaquin's public-facing communications. His work across brochures, flyers, digital posts, and banners has sharpened visual clarity and strengthened message consistency. This contribution has elevated Almaquin's online presence and improved how project outcomes, partnerships, and field activities reach stakeholders. Randal's design discipline translates complex work into accessible formats that support outreach and engagement.

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## Peter Oyoo

Ethiopia 2025 WASH Survey Volunteer

Peter Oyoo supported the Ethiopia 2025 WASH Survey as a volunteer with Needs4Water, providing coordination and documentation that kept field and planning work aligned. He organized meetings, prepared clear minutes, and supported field data collection, allowing the team to move from discussion to action. As founder of Swift Academic Services, Peter applies an educator's approach to project delivery, bringing structure, clarity, and accountability. He co-authored the Project 12 proposal, helped establish effective weekly team processes, and contributes to the School Selection Committee under mentorship from Asmahan Rabo.



# Supporting Operational Readiness under 3R-CReWS

Barbados continues to advance wastewater infrastructure that supports public health, environmental protection, and climate resilience. In 2025, Almaquin Enterprises assisted Operators Without Borders (OWB) volunteers conducted an Operational and Maintenance Gap Assessment for the Barbados Water Authority Wastewater Division under the 3R-CReWS (Reduce, Reuse, Recycle for Climate Resilience Wastewater Systems) Project.

The assessment reviewed treatment plants, pumping stations, and support functions to align daily operations with planned upgrades such as tertiary treatment, SCADA, and renewable energy integration.

## Practical Insights, Clear Direction

The work highlighted strong local capability while identifying opportunities to strengthen procedures, preventive maintenance, staff training, and commissioning readiness. Recommendations follow a phased approach that builds on existing practices and supports long-term system performance.

## Almaquin's Role

Almaquin supported OWB through operational input and experienced perspective, helping translate field assessment findings into practical actions suited to local conditions. Collaboration with BWA staff reinforced shared ownership and a focus on sustainable operations.

This engagement supports Barbados' forward-looking wastewater strategy and helps position its utilities to deliver lasting value from current investments.



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