



Lisa (Elisabeth) DeMarco
Senior Partner
5 Hazelton Avenue, Suite 200
Toronto, ON M5R 2E1
TEL +1.647.991.1190
FAX +1.888.734.9459
lisa@demarcoallan.com

19 October 2016

Kirsten Walli
Board Secretary
Ontario Energy Board
P.O. Box 2319, 27th Floor
2300 Yonge Street
Toronto ON M4P 1E4

Dear Ms. Walli:

Re: Proposed Intervenor Evidence in EB-2016-0160

We are counsel to Anwaatin Inc. (**Anwaatin**) in the above-mentioned proceeding (the **Proceeding**) and we provide this letter advising of Anwaatin's intent to file evidence in accordance with Procedural Order No. 3.

Anwaatin has intervened in the Proceeding on the instruction of its First Nations and Indigenous members. Anwaatin's members are customers of Hydro One Networks Inc. Transmission (**Hydro One**) and have many concerns and challenges associated with the reliability and service of Hydro One in the North and in Aboriginal territories. Anwaatin's Notice of Intervention, which is attached as Appendix A and was accepted by the Ontario Energy Board (the **Board**) and Hydro One, specifically sets out the concerns of Anwaatin's First Nations energy consumers in Ontario and their intent to ensure that Anwaatin's First Nations energy customers are better served through access to affordable, reliable, sustainable energy.

Purpose, Intent and Impact of the Anwaatin Evidence

Anwaatin intends to sponsor the evidence of Dr. Don Richardson (PhD) of Shared Value Solutions Ltd. in order to primarily address:

- (i) the significant transmission reliability issues that Indigenous and Northern customers are currently facing;
- (ii) the impact of Hydro One's current reliability performance on Indigenous and Northern customers; and
- (iii) the processes and measures that Hydro One historically has used, currently uses, and potentially should use, in order to ascertain and address the needs of its Indigenous and Northern customers on matters including, but not limited to, regional

planning, system performance, outages, investment planning and transmission rates and charges.

Anwaatin submits that Hydro One's Indigenous and Northern customers, as well as the Board, will benefit greatly from this direct evidence, which will give a voice to Indigenous customers in the North, allow their transmission concerns to be heard in accordance with their democratic, constitutional, and statutory rights, and hopefully facilitate cooperative solutions between Hydro One and its Indigenous and Northern customers.

Form of Anwaatin Evidence

Dr. Richardson intends to provide written and direct video evidence. If the Board provides for oral testimony, the witness panel will consist of Dr. Don Richardson and former Grand Chief Larry Sault of the Association of Iroquois and Allied Indians. Anwaatin may also wish to video or Skype link one to three of the Chiefs, Band Council members, and administrators to speak to the reliability impact evidence. If circumstances permit, Anwaatin may wish to have one or more of these individuals attend and speak if the hearing process includes oral evidence.

Expertise

Dr. Richardson's and former Grand Chief Sault's *curricula vitae* are attached at Appendix B. They each have direct knowledge of the energy conditions of Indigenous communities in the North and are therefore qualified to provide direct evidence. Dr. Richardson has over 25 years of experience as a skilled facilitator capable of building agreements between energy and resource development project proponents, community/non-governmental organizations, government agencies and Indigenous communities. Former Grand Chief Sault has over 25 years of dynamic leadership experience working with First Nations in Canada, Native American Tribes in the United States, Arctic Inuit, Maori of New Zealand and Aborigine of Australia, and has held key positions in political leadership, private sector corporations, and non-profit organizations. Dr. Richardson and former Grand Chief Sault have each provided direct written and oral evidence in the Ontario Energy Board EB-2016-0004 natural gas expansion proceeding.

Anwaatin has canvassed other intervenors on the potential for common issues and joint evidence, but at this time Anwaatin appears to represent a unique interest, which is not otherwise represented in the Proceeding.

Anticipated Filing Date

Anwaatin anticipates that it will be in a position to file its evidence within 7-10 days after receipt of the Board's confirmation and direction that it will be admitted and cost eligible.

Cost Estimate

Anwaatin very roughly estimates that the cost of the preparation of its written evidence will be in the range of \$17,000 to \$25,000 divided approximately 2/3 to 1/3 between Dr. Richardson and counsel. We would be happy to update this estimate should the Board provide for further processes or procedures related to intervenor evidence.

We note that counsel for Anwaatin has a client conflict on November 7 and 8 and may be unable to attend on those proposed hearing dates.

We trust that this satisfies the Board's requests set out in Procedural Order No. 3. Please do not hesitate to contact us should you have any questions.

Yours very truly,

A handwritten signature in black ink, consisting of a stylized 'L' followed by a long, sweeping horizontal stroke that ends in a small arrowhead.

Lisa (Elisabeth) DeMarco

APPENDIX A



DEMARCO
ALLAN
LLP

Lisa (Elisabeth) DeMarco
Senior Partner

5 Hazelton Avenue, Suite 200
Toronto, ON M5R 2E1

TEL +1.647.991.1190

FAX +1.888.734.9459

lisa@demarcoallan.com

July 25, 2016

Filed on RESS and Sent via Courier

Kirsten Walli
Board Secretary
Ontario Energy Board
P.O. Box 2319, 27th Floor
2300 Yonge Street
Toronto ON M4P 1E4

Dear Ms. Walli:

Re: Hydro One Networks Inc. – Application for approval to increase transmission rates (2017 and 2018)
Board File No. EB-2016-0160

We are counsel to Anwaatin Inc. (**Anwaatin**). Please find enclosed Anwaatin's Notice of Intervention requesting late intervenor status and cost eligibility in the above-noted proceeding, one business day following the Board's prescribed deadline in the above mentioned matter. Anwaatin represents unique First Nations interests that are not otherwise represented in this matter. We therefore ask the Board's indulgence in accepting this late Notice of Intervention without the formality of a motion.

Yours very truly,

Lisa (Elisabeth) DeMarco

Encl.

ONTARIO ENERGY BOARD

IN THE MATTER OF the *Ontario Energy Board Act, 1998*,
S.O. 1998, c.15 (Schedule B) s. 78;

AND IN THE MATTER OF an application by Hydro One
Networks Inc. for the relief necessary to increase transmission
rates in 2017 and 2018.

EB-2016-0160

NOTICE OF INTERVENTION

ANWAATIN INC.

July 25, 2016

A. Application for Intervenor Status After the Time Limit Directed by the Board

1. Anwaatin Inc. (**Anwaatin**) hereby requests late intervenor status in the matter of Hydro One Network Inc.'s (**HONI**) application to increase transmission rates in 2017 and 2018, pursuant to Rule 22 of the Rules of Practice and Procedure of the Ontario Energy Board (the **Board**). Pursuant to Rule 22.05, this Notice of Intervention is filed one business day following the Board's prescribed deadline in the above-mentioned matter. Anwaatin represents unique First Nations interests that are not otherwise represented in this matter and therefore requests the Board's indulgence in accepting this late Notice of Intervention without the formality of a motion.

B. Anwaatin and its Interest in the Proceeding

2. Anwaatin is an indigenous business corporation that works with indigenous communities in linked energy markets that include Ontario, Quebec, California and Manitoba. Anwaatin's mission is to ensure that indigenous communities are front and centre in fighting climate change and leading emerging markets associated with climate change action. Its business focusses on (i) territorial climate change, (ii) readiness for emerging cap-and-trade markets, (iii) strengthening biodiversity and resilience in the face of climate change and (iv) creating partnerships to sell indigenous carbon offsets.
3. The member First Nations participating in Anwaatin in connection with this proceeding will be confirmed in short order.
4. HONI has applied to the Board to increase the cost of using its transmission system. If its application is approved, HONI has calculated that this will increase a typical residential customer's monthly bill by \$0.41 in 2017 and \$0.48 in 2018.
5. Anwaatin will provide the Board with the perspective of the disproportionate number of First Nations currently living in energy poverty in Ontario. It will also provide an understanding of the differential impact of electricity rates on remote and near-remote communities. To assist the Board in responding to these issues, Anwaatin will address the possibility of rate relief in the context of this proceeding and provide submissions on the potential implementation of the Government of Ontario's proposal to transfer equity ownership in Hydro One Limited to Ontario First Nations.

C. Nature and Scope of Anwaatin's Intended Participation

6. Anwaatin intends to be an active participant in this proceeding, and will act responsibly to coordinate with other intervenors where common issues may arise and be otherwise addressed. Anwaatin intends to participate to request information, participate in any requisite motions, test evidence through the stipulated processes, submit written interrogatories and provide argument. Subject to the development of the record in this matter, Anwaatin may also submit evidence.

D. Costs

7. In accordance with s. 3.03(b) of the Board's Practice Direction on Cost Awards, Anwaatin is eligible to seek an award of costs as Anwaatin is a party that primarily represents an interest or policy perspective relevant to the Board's mandate and to the proceeding.
8. Anwaatin represents the interests of First Nations energy consumers in Ontario and is committed to ensuring that they served through access to affordable, reliable, sustainable and modern energy. Anwaatin should be awarded costs in this proceeding because its comments will serve an interest and policy perspective relevant to the Board's mandate.
9. Anwaatin submits that it is appropriate for the Board to award Anwaatin costs in the context of this proceeding, and hereby requests cost eligibility.

E. Anwaatin's Representatives

10. If Anwaatin is granted intervenor status by the Board, Anwaatin requests that further communications with respect to this proceeding be sent to the following:

Anwaatin Inc.

c/o Mississaugas of the New Credit First Nation
3034 Mississauga Road, RR#6
Hagersville, Ontario N0A 1H0

Attention: Larry Sault, CEO
Telephone: 416-675-3226 x 311
Facsimile: 226-314-2100
Email: larry@anwaatin.com

AND TO ITS CONSULTANT

Shared Value Solutions Ltd.

Attention: Don Richardson, Managing Partner
Telephone: 226-706-8888 x 101
Facsimile: 226-314-1200
Email: don.richardson@sharedvaluesolutions.com

AND TO ITS COUNSEL

DeMarco Allan LLP

5 Hazelton Avenue
Suite 200
Toronto, ON M5R 2E1

Attention: Lisa (Elisabeth) DeMarco
Telephone: 647-991-1190
Facsimile: 1-888-734-9459
Email: lisa@demarcoallan.com

Attention: Cary Ferguson
Tel: 1-888-389-5798
Facsimile: 1-888-734-9459
Email: cary@demarcoallan.com

ALL OF WHICH IS RESPECTFULLY
SUBMITTED THIS
25th day of July, 2016

A handwritten signature in black ink, consisting of a large, stylized 'L' followed by a long, sweeping horizontal stroke that ends in a small arrowhead.

Lisa (Elisabeth) DeMarco
DeMarco Allan LLP
Counsel for Anwaatin

APPENDIX B

Donald R. Richardson, PhD
Managing Partner, Shared Value Solutions Ltd.

Professional History

06/2012 – present, Shared Value Solutions, Managing Partner
09/2004 – 06/2012, AECOM, Global Practice Leader – Socio-economics & Communications, National Leader – Indigenous Business Development
2001 - 2004, Stantec Consulting Ltd., Senior Community Infrastructure and Project Development Specialist
1998 - 2001, TeleCommons Development Group, Director
1994 - 2000, University of Guelph, Associate Graduate Professor (part-time), Faculty of Environmental Design and Rural Development
1987 - 1994, University of Guelph, McMaster University and Wilfred Laurier University, Sessional Lecturer

Education

PhD, Industrial Sociology, McMaster University
MA, Communications and Sociology, University of Guelph
BA, Sociology, University of Guelph
Diploma, Business and Marketing, Lambton College

Awards

Award of Merit – Consulting Engineers of Ontario: Aboriginal Traditional Ecological Knowledge Study
Brownie Award – Canadian Urban Institute: Stelco Swansea Works Remediation & Residential Rebuild

Years of Experience

25



Overview

Don Richardson has over 25 years of experience as a skilled facilitator supporting project implementation, impact assessments and building agreements between energy, infrastructure and resource management project proponents, community/non-governmental organizations, government agencies and rural/Indigenous communities. He fosters constructive engagement to create “shared value”

between communities and infrastructure proponents.

Don currently manages stakeholder and government relations on several large scale environmental and infrastructure development projects. He is a recipient of the Canadian Urban Institute's Brownie Award recognizing outstanding achievement in building and maintaining effective working partnerships with professionals, the local community and others involved in Brownfields redevelopment, and a Consulting Engineers of Ontario, Canada Award for Indigenous Traditional Knowledge achievements.

Specialties

Collaborative energy and infrastructure project management, environmental assessment, major project impact assessment, cumulative impact assessment, consultation, communication, facilitation, mediation, negotiation, environmental enhancement programs, natural resource management, and participatory communications.

Selected Global and Canadian Experience

Northand Power – Northern Ontario Power Generation Business Coordinator. Assistance in establishing joint-venture partnership among several entities including municipalities and several Anishnabwe First Nations for a proposed gas-fired power generating station in northern Ontario. [2014 – Present]

Anwaatin Inc. – Technical advisor for Indigenous low-carbon energy business development and Indigenous carbon offset projects. [Present]

Walker Industries and Anwaatin. Siting process for establishing a proposed commercial-scale biosolids-to-fertilizer and biomethane-to-pipeline-grid facility on First Nation owned lands in Ontario. [Present]

Multiple Northern Ontario First Nations – Feasibility study for extending natural gas infrastructure to communities adjacent to the TransCanada Mainline natural gas pipeline. [Present]

Matawa First Nations – Ring of Fire Mining Initiatives. Strategic regional and community infrastructure advisor for focused on rail, road, transmission telecommunication and water management infrastructure. [2011 – Present]

Aroland First Nation – Project coordinator for regional transmission line project development initiatives, including regional transmission and transmission line planning for the Ring of Fire mining development and connections to remote first Nations [2013 – Present]

Saugeen Ojibway Nation – Environmental Communications Capacity Building Advisor. Assistance in establishing a communications unit to enhance community engagement and informed community decision-making with respect to the proposed Deep Geological Repository for Low and Intermediate Level Nuclear Waste at the Bruce Nuclear Site. [2014 – Present]

Aroland First Nation. Strategic Advisor. Assistance to develop approaches to major infrastructure, mining, power, rail, road and land use projects that integrate indigenous First Nation values, environmental considerations and cultural heritage contributions. Includes liaison with major mining companies, CN Rail, TransCanada Pipelines, Cliffs Natural Resources, the IESO and several other entities with projects, operations and interests in the traditional territory of the First Nation. Work also includes coordinating First Nation led environmental assessments and risk assessments of contaminated sites to be incorporated within reserve lands. [2011 – Present]

Aroland First Nation. Project Director. IESO-funded Community Energy Plan project to provide the First Nation with a strategic sustainable energy plan [2015-2016]

Mississaugas of the New Credit First Nation. Strategic Advisor. Assistance to develop approaches to major Greater Toronto Area, Canada infrastructure projects that integrate indigenous values, environmental considerations and cultural heritage contributions. Work has included review and impact benefit agreement coordination with the proposed 1,000 kV ITC Lake Erie transmission line from Nanticoke to Pennsylvania, successfully positioning the First Nation as *the* Host First Nation for the 2015 Pan Am Games, and economic development relationship building with OPG and regional pipeline operators [2012 – 2016].

Bamkushwada-Great Lakes Power Transmission. Environmental Assessment Advisor. Working directly with joint venture partners, Brookfield Power, HydroOne Networks and six indigenous rural First Nation business partners involved in the proposed East-West Tie Transmission project along the north of Lake Superior, provided detailed work plan and budgeting support to the joint venture. [2011 – 2014]

Indigenous Aboriginal Community Energy Planning Program Development; Ontario Power Authority. Strategic Advisor. Assistance to develop a new funding program to provide indigenous rural

First Nation and Métis communities across Ontario with resources to undertake Community Energy Planning. [2010 – 2012]

Canadian Environmental Assessment Agency. Co-author. Guidance report on ways and means to improve the integration of indigenous Aboriginal Traditional Knowledge as part of federal Environmental Assessments. [2014]

Brookfield Power – First Nation Business Coordinator. Assistance in establishing joint-venture partnerships among several Anishnabwe First Nations for transmission line projects in northern Ontario. [2014]

Cumulative Effects Management Association (CEMA). Strategic Advisor. Project to identify practical paths forward for the integration of Indigenous traditional knowledge within oil sands mine closure and rehabilitation. (CEMA) is the leading multi-stakeholder group operating in the heart of Canada's Boreal Forest – the Regional Municipality of Wood Buffalo, Alberta. CEMA is comprised of more than 50 members who sit on one of four caucuses: Indigenous, Government, Non-Government Organizations and Industry. CEMA is a key advisor to the provincial and federal governments committed to respectful, inclusive dialogue to make recommendations to manage the cumulative environmental effects of regional development on air, land, water and biodiversity. [2014 – 2015]

Technical Review of Environmental Assessments Detour Lake Gold Mine Project Coral Rapids Power L.L.P, (representing Taykwa Tagamou First Nation). Strategic advisor for reviews of technical aspects and Aboriginal consultation for two provincial EAs and a federal Comprehensive Study EA for the proposed Detour Lake gold mine project. [2010 – 2011]

Ontario Power Generation, Deep Geological Repository for Low/Intermediate Level Nuclear Waste, Public Consultation Program, Canada. Project manager for public consultation and Indigenous community impact assessment components for the environmental assessment for Canada's first deep geological repository for nuclear waste. [2007 – 2013]

Walpole Island First Nation Community, Peer Review - Proposed Shell Canada Refinery Expansion, Sarnia, Ontario. Project manager working closely with First Nation technical staff, community elders, clan mothers and band councillors, facilitated the technical review and socio-economic impact assessment review of a proposed \$10 billion, 200,000 barrel per day heavy oil refinery on the St. Clair River. [2007 - 2008]

Windsor Essex Parkway – Province of Ontario. Strategic advisor for community communications and Indigenous consultation for the Windsor Essex Parkway engineering, design and construction, reporting to Province of Ontario. [2011 – 2013]

Flin Flon & Creighton Education Outreach Campaign for HudBay Minerals - Strategic Advisor overseeing the design and implementation of a community outreach campaign to educate residents of the Flin Flon area about ways to reduce exposure to lead in relation to human health risks. [2010-2013]

Nuclear Waste Management Organization, Community Well-being Support. Stakeholder engagement specialist providing expert guidance to the Nuclear Waste Management Organization on community well-being and stakeholder and indigenous Aboriginal engagement aspects of site selection for a deep geological repository for used nuclear fuel in Canada. [2008 to 2013]

GE Canada, Environmental Programs - Community Relations Programs for Legacy Industrial Sites, Ontario. Implementing four stakeholder relations and communication management programs to manage issues associated with remedial activities for contaminated industrial sites, including First Nation engagement. [2005 - Present]

Walker Industries Southwestern Landfill Environmental Assessment, Oxford County, Ontario.

Public consultation and communication coordinator responsible for planning and implementation of an extensive public consultation program to enable stakeholders and First Nation partners to actively participate in the planning and execution of an Individual environmental assessment for an industrial, commercial and institutional Ontario, Canada landfill. [2012 – Present]

Gabriel Resources and Rosia Montana Gold Corporation, Environmental Assessment, Romania.

Provided planning and strategic support for an extensive public and Indigenous Roma consultation program for the strategic environmental assessment for what may become one of the world's largest gold and silver mining operations. [2002 - 2004]

Global Environment Facility, Meso-American Barrier Reef System - Environmental Monitoring and Information System.

Facilitated a multi-stakeholder program for the design and implementation of a distributed electronic information system for government and local/Indigenous partners from Belize, Guatemala, Honduras, and Mexico who are collaborating in the protection of the ecologically unique and vulnerable marine ecosystems of the western Caribbean. [2003 - 2004]

Environmental Monitoring Information Network (EMIN), Governance Component, Bangladesh.

Provided advice and assistance on mechanisms and processes for achieving multi-stakeholder governance of the Network, including representation from indigenous peoples' organizations. The purpose of EMIN is to implement an information network to facilitate the planning and management of water and land resources as it relates to flood and erosion monitoring among national stakeholders and relevant agencies in the Brahmaputra-Jumuna Rivers region of Bangladesh. [2001 - 2003]

Keewaytinook Okimakanak First Nations, Aboriginal Smart Community Project Planning and Evaluation Component, Northwestern Ontario.

Worked with First Nation community leaders in six Keewaytinook Okimakanak First Nations communities for this \$10 million Smart Community Project. Activities incorporated participatory exercises that enable local residents to envision the integration of telecommunication systems, applications and related energy infrastructure within their communities, together with assistance in developing and implementing the monitoring and evaluation program for the community initiatives. [1999 - 2004]

Industry Canada, Smart Communities Engagement Best Practices, Nationwide. Project team leader for a cross-Canada fact-finding and analysis of community experiences, particularly among rural and Indigenous communities, to yield five community engagement best practices with concrete examples. [2002 - 2003]

Industry Canada, Smart Communities Performance Measurement and Sustainability, Nationwide.

Researcher and co-author for a cross-Canada fact-finding and analysis of community networking experiences, particularly among rural and indigenous communities, to yield a series of sustainability and performance measurement best practices with concrete examples. [2002 - 2003]

Caribbean Telecommunication Union, International Telecommunication Union, United Nations Educational, Scientific and Cultural Organization, Caribbean Development Bank, Canadian International Development Agency, Multi-stakeholder Collaboration to Enhance Rural and Remote Telecommunications, Caribbean. Planned and facilitated multi-stakeholder workshops for cross-Caribbean stakeholders: government, regulators, telecommunication operators, Indigenous communities, and rural community leaders. [2003]

Social Action Program Communication, Pakistan. Planned and facilitated multi-stakeholder planning for public-private district and provincial infrastructure and service delivery in Punjab, Sindh and Balochistan provinces. Focused on enabling partner organizations and indigenous peoples' organizations to develop a comprehensive results-based management plan and evaluation framework for this project. [1998 - 2002]

Government of Egypt and Food and Agriculture Organization of the United Nations, Rural Development and Agricultural Communication System, Egypt. Worked with Egyptian counterparts to develop and implement a program framework for the establishment and evaluation of a stakeholder driven Internet-based communication network that improves linkages between agricultural extension and research systems and rural community members. The project evolved from a four site pilot project to a fifty site program funded entirely by the government of Egypt and continues to generate significant improvements to the lives of rural community members across the country. [1998 - 2002]

Canadian International Development Agency, Institutional Support to the Development Support Communication Centre, Dikirnis, Nile Delta, Egypt. Responsible for enabling a government facility to transform itself for public-private service provision. Work included developing business planning, marketing and sales processes, facilitating and coordinating joint work plans to strengthen rural community development and agricultural communication, designing monitoring and evaluation frameworks, training program development, gender mainstreaming for agricultural services, introduction of improved electricity, water/irrigation and telecommunication and Internet services for the agricultural extension system, and the establishment of new decentralized, fee-for-service Rural Extension Units to provide more responsive extension services to small farmers across Egypt. The project enabled the Ministry of Agriculture to establish a physical hub in the Nile Delta to support the transition of Egypt's agricultural system from a state-controlled system to a market-based system. [1995 - 2001]

Grameen Bank / Grameen Phone, Bangladesh: Multi-Media Research and Evaluation - Project Director (1999). In partnership with Grameen Telecom, conducted a multi-media evaluation and case study of telephone demand in rural villages of Bangladesh, focusing on the impact of phone use on agricultural marketing, agricultural extension, poverty reduction and analysis of phone usage patterns.

SR Telecom, Ghana: Environmental Assessment and Rapid Market Appraisal /Demand Analysis for rural telephone system in Northern Ghana - Project Team Leader (1998-99). Coordinated a detailed environmental assessment, infrastructure assessment and socio-economic business planning study for a private sector telecom provider for demand-based telecommunication service among rural and agricultural stakeholders in Northern Ghana. The study included power infrastructure inventory and assessment, plus focus groups and survey interviews in 64 villages, together with meetings with village chiefs and key rural and agricultural leaders.

SR Telecom, Multiple Projects, Chile, Haiti, Ghana, and the Philippines. Co-ordinated a corporate strategic program to assist in the implementation and management of telecommunication infrastructure development projects in rural areas. Work included producing detailed socio-economic business plans, coordinating village-based market research programs, producing environmental impact assessments, conducting power infrastructure assessments, and developing strategic approaches to dovetailing telecommunication infrastructure with in-country programs for environment, health, agriculture, Indigenous community wellbeing, and socio-economic development. [1997 - 2000]

International Development Research Centre and International Fund for Agricultural Development, Rural Electronic Networking, Asia-Pacific. Managed multi-stakeholder communication and rural community development needs assessment, planning and development of evaluation frameworks for an eight country Asia-Pacific electronic networking project to enable rural and agricultural development projects to combine Internet connectivity with traditional communication media and outreach activities. Specific support for enabling rural development stakeholders to develop and evaluate practical telecommunications infrastructure and applications in the Philippines, Sri Lanka and Nepal, India. [1998 - 2001]

Community Basic Infrastructure Development, Various Locations. Provided multi-stakeholder communication and rural community development needs assessments, program planning and project

implementation for a variety of clients. Work included projects for clients such as the World Bank, Industry Canada, Rotary International, UK Department for International Development and UN agencies in Bangladesh, Belize, Bolivia, Cameroon, Canada, Colombia, Guatemala, Honduras, India, Italy, Nepal, Pakistan, South Africa, Sri Lanka, Tanzania, Thailand, Uganda, and the United States. [1993 - 2002]

Confidential Client, Waste Management Facility Site Selection, Ontario. Strategic advisor for a comprehensive analysis of stakeholder and political contexts for the siting of two major waste management “campus” facilities in Ontario, Canada. [2008 to 2011]

Environmental Assessment Guide - Métis Nation of Ontario. Co-author and Reviewer. Developed a guide on the environmental assessment processes for use by Métis Nation of Ontario (MNO) staff and Community Council leaders. [2009 – 2010]

Walker Industries Atlas Landfill Remediation Project, Welland, Ontario. Strategic advisor responsible for overseeing engagement of area residents, indigenous Aboriginal communities and government agency technical staff in shaping plans for the remediation and reopening of an abandoned industrial landfill on the banks of the Welland River. [2009 - 2010]

Walker Industries Niagara Falls Landfill Expansion Environmental Assessment, Niagara Region, Ontario. Public consultation and communication coordinator responsible for planning and implementation of an extensive public consultation program to enable stakeholders and Indigenous communities to actively participate in the planning and execution of a comprehensive environmental assessment for one of the largest private sector landfill expansions in Ontario. The project received provincial, regional and municipal approval with no objections from area stakeholders. [2002 – 2009]

Walpole Island First Nation Community, Peer Review - Proposed Shell Canada Refinery Expansion, Sarnia, Ontario. Project manager working closely with First Nation technical staff, indigenous community elders, clan mothers and band councillors, facilitated the technical review and socio-economic impact assessment review of a proposed \$10 billion, 200,000 barrel per day heavy oil refinery on the St. Clair River. [2007 - 2008]

District of Greater Sudbury, Soils Study, Sudbury, Ontario. Planned and implemented a public consultation program for the largest human health and ecological risk assessment in Canada related to historic smelting operations. Work included multi-stakeholder planning to design the engagement of First Nations communities in the scientific fieldwork and results analysis. [2003 - 2009]

Government of Hong Kong, Kowloon Bay Waste Transfer Facility Environmental Assessment, Hong Kong. Project director for strategic planning and community stakeholder relations advice for the environmental assessment of a major waste transfer and waste diversion facility. [2008]

Shell Canada, Sarnia Refinery, Effluent Management Plan Review, Multiple Locations. Project manager for an internal multi-stakeholder review of the oil refinery's effluent management system and proposals for system upgrades. Work included significant attention to the stated requirements of external stakeholders: indigenous First Nations, communities in Michigan, and regulatory authorities. [2007]

Nuclear Waste Management Organization, Assessment of Benefits, Risks and Costs for Long Term Management Approaches for Used Nuclear Fuel: Community Well-being and Stakeholder Engagement Issues, Canada. Compared several Canadian economic regions with respect to community capacity to engage in complex social, economic and environmental planning processes. Report included recommendations for capacity building for equitable, transparent and meaningful stakeholder engagement, particularly with respect to poorer economic regions and economic regions with significant First Nations populations. [2004 - 2005]

Larry Sault

Larry Sault brings over 25 years of dynamic leadership of working with First Nations in Canada, Native American Tribes in the United States, Arctic Inuit, Maori of New Zealand and Aborigine of Australia. He has held key positions in political leadership, private sector corporations and non-profit organizations.

In 1985 Larry was appointed to a committee whose mandate was to negotiate and establish a drug and alcohol treatment center within his community of the Mississaugas of New Credit. Successful negotiations saw him elected to his First Nation Council in 1987.

In 1993, Larry was elected Chief. Throughout his four year tenure, together with his council colleagues, he accomplished numerous community development projects, including negotiating and settling a \$13 million land claim, construction of a new Elementary school, water and sewer, industrial building and commercial plaza, negotiated and situated the first fully automated CIBC branch bank and ATM on reserve. He worked closely with his administration to enhance programs and services conducive to their community needs. Simultaneously, he was appointed by the Federal Government and the Assembly of First Nations to Chairman of National Task Force on Access to Capital for First Nations.

In 1998 Larry received an appointment to Vice President, CESO Aboriginal Services with oversight of seven regional offices, budgets, staff and a mandate of assisting First Nations across Canada in developmental stages of economic growth and governance within their community.

In June of 1999 at the request of First Nation leaders in Southwestern Ontario, he put his name forward and was elected Grand Chief of the Association of Iroquois and Allied Indians. This position would find him intimately involved Chiefs of Ontario, Grand Council Treaty 3, Union of Ontario Indians, NAN, the Independent First Nations and the National Assembly of First Nations.

By 2002 he was recruited and appointed as Senior Vice President, Native American Division of First American Capital Management in Southern California

where his role included Investment Advisory Services to Native American Gaming Industry.

After moving back to his home on the Mississaugas of New Credit First Nation in 2013 he was elected back onto Council until December of 2015 during which time he consumed much of his time on wealth creation and economic and business development.

Today, Larry Sault is President and CEO of Anwaatin Inc., an Indigenous business focused on territorial climate action, Indigenous community and business readiness for emerging Cap and Trade markets, strengthening biodiversity and resilience in the face of climate change, partnerships to create Indigenous carbon offsets to sell competitively on Cap and Trade markets, and low-carbon Indigenous energy generation and energy efficiency projects.

He is co-author of the book, “The Lie that Bind’s” and co-founder of a non-profit organization dedicated to healing the wounds of sexual abuse and domestic violence.