



38 Micmac Road
Natoaganeg (Eel Ground)
New Brunswick, E1V 4B1
T: 506.627.4611
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7 August 2024

Re: NB Power's REOI #220951-24-I30, Renewable Integration and Grid Security

Summary

North Shore Mi'kmaq Tribal Council (NSMTC) is pleased to provide this Letter of Support for the Expression of Interest (EOI) regarding this opportunity by the affiliated firms ProEnergy and Wattbridge (referred to collectively as "PES").

NSMTC has entered into an exclusive partnership with PES with respect to the subject opportunity, in recognition of the unique qualifications PES brings.

As partner to PES in this project, NSMTC commits to providing full support in Indigenous Relations, access to low-cost financing, and technical support.

Selection for Exclusive Project Partnership

In recent years, and in vetting proponents for this specific opportunity, NSMTC has assessed numerous technologies, builders, and owner-operators of facilities similar to the 400-800 MW simple cycle turbine and synchronous condenser packages specified in this REOI. The exclusive agreement NSMTC has made with PES highlights the fact that PES has demonstrated exemplary related capabilities and expertise.

Among the key considerations that led NSMTC to select PES as an exclusive partner are schedule and cost control, achieved through vertical integration from manufacturing to operation. The project must be online by 1 Nov. 2027, and recent events have brought focus to global supply chain vulnerabilities. PES has in-house capabilities and inventory to ensure component assembly and delivery adhere to the tight timeline. This approach also cuts middleman costs and provides cost certainty. In addition, experience PES has gained in production and operation of essentially identical energy assets to those requested by NB Power, focused on generation, capacity, spinning reserve, and synchronous condensing functionality, has led to best-in-class assets that are highly efficient, reliable, and fully serviceable in-house by PES, ensuring least lifetime cost and least interruption to service.

The PES technology package meets and exceeds NB Power's requested specifications, with multi-fuel flexibility to run on natural gas, light fuel oil, diesel, up to 100% biodiesel, syngas from bio sources, and up to 44% or more hydrogen. PES can both deliver the assets with cost certainty on a predictable schedule and can do the same as needed in the future for plant expansion up to 800 MW or more. These attributes align with NSMTC's goals of environmental stewardship and supporting a range of scenarios with respect to renewable penetration in the energy mix.

In component assembly and project delivery, PES offers second-to-none technology, pricing, and timeline credibility. In operations, PES brings exactly comparable experience in load following and grid stabilization in settings with high renewable penetration, for instance the ERCOT market, which today has more wind and solar generation than the state of California. With their ERCOT peaking plants, PES has achieved double-digit capacity factors that were net carbon-reducing, by providing energy security to decrease curtailment of renewable generation and displace the need for spinning reserves from more carbon-intensive sources.

Finally, it is worth noting that PES was not the only proponent to reach out to NSMTC for collaboration on this specific opportunity. However, PES demonstrated superior focus, capabilities, experience, and responsiveness; provided all requested information in an organized and timely fashion; took extra time to understand Indigenous interests; and offered a role for Indigenous equity participation in the project that is compelling, and respectful toward New Brunswick's First Nations.

NSMTC Commitment and Contributions

In light of the above, NSMTC is committed to proactively bringing full support to the project team to successfully deliver the project. While community buy-in cannot be guaranteed, NSMTC has a strong track record of success in educating and bringing along community support for sensitive [REDACTED]

[REDACTED] . As a lead Indigenous advocate on the [REDACTED] file, NSMTC has helped create alignment not only with its seven member communities, but across all fifteen First Nations in New Brunswick, including close collaboration with the Wolastoqey Nation in NB (WNNB).



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NSMTC's endorsement and exclusive partnership with PES on this opportunity may be viewed as a "soft" consideration. Selection of the winning proponent will weigh heavily on "hard" factors, primarily cost, technical specifications, balance sheet, and the like. However, NSMTC's assessment is that PES has unmatched focus on and control of delivery and operation of the subject assets, making PES's cost estimates and expected performance the most credible, while others may bid low to win the project, but later underperform on cost, schedule, uptime, or operational factors. Moreover, NSMTC hopes and trusts that the proposed equity participation with First Nations will be recognized as reducing risk and increasing rights-holder acceptance.

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In technical services, NSMTC is parent organization to Anqotum, a 100% Indigenous technical services team with focus on watershed and natural water system impacts and environmental studies. Anqotum's team, which is well-known among the First Nations in New Brunswick for being sensitive to both Indigenous and industry priorities, will be available to the project for environmental impact assessment and other site work, as needed and as competitively selected by PES to fill such roles. Anqotum's background, experience, capabilities and key staff are listed below.

NSMTC will also assist with access to vetted and qualified Indigenous suppliers of both services and materials for site work, to support efficient and effective engagement of the Indigenous supply chain, where qualified and available.

We look forward to working with PES and NB Power to deliver this exciting project.

Jim Ward
General Manager, NSMTC
jimward@nsmtc.ca

A handwritten signature in black ink, appearing to read "Jim Ward". To the right of the signature is a large, stylized, abstract graphic element consisting of several thick, jagged lines in black and red, similar to the one on the right side of the page.



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The logo for Anqotum Resource Management. It features a stylized red hand or paw print graphic on the left. To the right of the graphic, the word "Anqotum" is written in a large, bold, blue serif font. Below "Anqotum" is the text "Resource Management" in a smaller, red serif font.

Background

The North Shore Mi'kmaq Tribal Council Inc. (NSMTC) was formed with the Natoaganeg (Eel Ground), Ugpi'ganjig (Eel River Bar), Metepenagiag Mi'kmaq Nation (Red Bank), Oinpegitjoig (Pabineau), Amlamgog (Fort Folly), L'nui Menikuk (Indian Island) and Tjipōgtōtjg (Buctouche) First Nations in 1987. Since that time, NSMTC has been providing technical advice and services to both the private sector and First Nation communities across Atlantic Canada.

Our Tribal Council offers a variety of services that include infrastructure engineering, housing, planning, program management, project management, water and wastewater operation training, Indigenous knowledge, environmental monitoring and various other environmental services.

Using industry best practices and experience as our foundation, our delivery of services comes from a solid understanding of our clients' needs and requirements. We are proud to offer our specialized services to our perspective clients in Atlantic Canada.

Experience Working with First Nations

NSMTC has extensive experience and corporate knowledge working with First Nation communities on a regional and national basis regarding training, mentoring, consultation and engineering. These existing relationships and contacts will be significant to private sector companies trying to reach out to First Nation communities.

In addition to relationships, there are many First Nation customs and traditions that differ from community to community and region to region. Private sector companies will need to become familiar with these customs and traditions to effectively do business with First Nations. NSMTC can assist companies in building strong relationships with First Nations.

Environmental Services

Our Environmental Services Program, Anqotum Resource Management, has been providing technical services to our member communities since 2007. We are guided by the two-eyed seeing concept, which encompasses the traditional values of the Mi'kmaq balanced with Western science. This allows us to take on an inclusive ecosystem approach to our work. We have extensive experience in the collection of Indigenous knowledge and are aware of the values, customs and sensitive nature of the information collected. We also work with our communities to conduct research on terrestrial and aquatic species at risk (SARA).

The services that we offer include, but are not limited to:

- Biophysical surveys and species inventory (both plant and animal)
- Gathering Indigenous knowledge and values mapping
- Environmental monitoring (construction and post-construction)
- Pre-construction surveys for culturally significant plants and animals
- Identification of traditional medicines and rare plants
- Geographic Information System (LiDar based flood modeling, map generation, aerial imagery)
- Environmental Impact Studies and Assessments
- Project management
- Cold water refugia and climate change resiliency
- Outreach and education (community based and First Nation schools)
- Coastal conservation planning
- Stable isotope research
- e-DNA processing and analysis
- Community engagement, training and marine safety for Canadian Coast Guard
- Ghost gear retrieval
- Installation of artificial reefs



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- Invasive species monitoring
- Indigenous Knowledge Studies (IKS)

Certifications and Capacity Development:

- Advanced Open Water Diving – PADI Certification
- Boat Safety/Trailer Operation
- CABIN Certification
- Climate Change Leadership Training
- Coast Guard Oil Spills Training
- CPR/AED First Aid Certification
- Drone/GIS Mapping
- Electrofishing Certification
- Emerald Ash Borer Training
- Fish Tagging
- Flat Water Canoe Fundamentals
- Freshwater Mussels Identification
- GIS Fundamentals
- GPS Training
- Ice Safety/Rescue Training
- Key Biodiversity Areas Training
- Leadership Training
- Media Training
- PCR Fundamentals
- Pesticide Application Certification
- Pleasure Boat Operator's License
- ROV Operation
- Stable Isotope Training
- Water Monitoring Fundamentals – WETPro Certification
- Zooplankton Identification



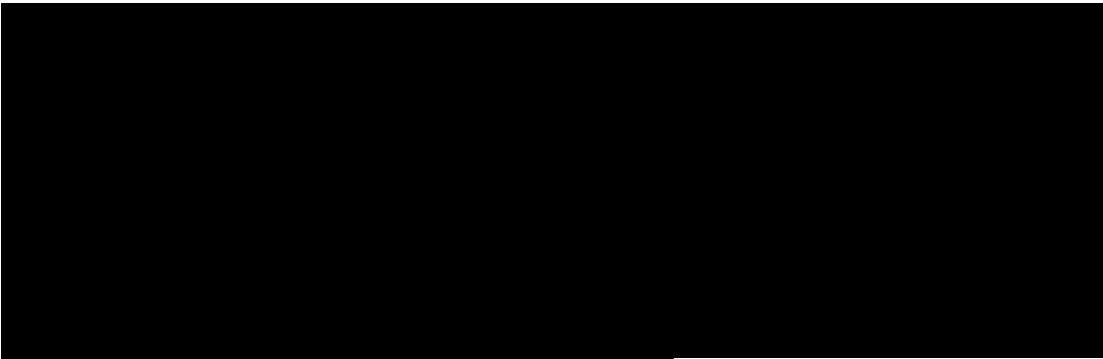
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Anqotum Team

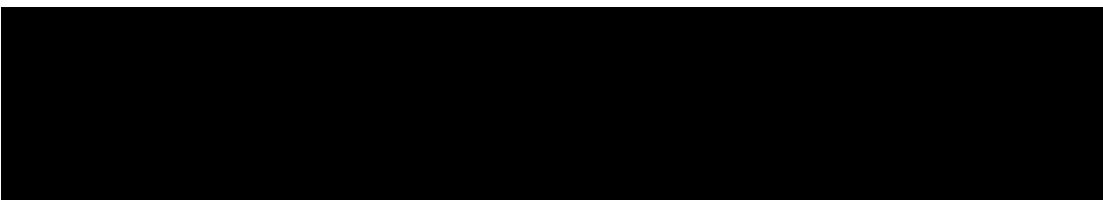
— General Manager [REDACTED]



[REDACTED] — Anqotum Manager [REDACTED]



[REDACTED] — Environmental Services Manager [REDACTED]





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– Senior Resource Management Advisor

– Senior Biologist



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— Senior Field Technician —

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[REDACTED] – Field Technician [REDACTED]

[REDACTED]

[REDACTED] – Finance Officer/Administrative Assistant [REDACTED]

[REDACTED]