

## Michael D. McLeod

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### Quick Profile

- A recognized leader in the energy and environment business sectors.
- Broad experience in community advocacy, partnerships and business development.
- Expert strategic planning, policy development and project management experience.
- Extensive senior management experience with excellent leadership, relationship and team building skills.
- Actively involved community development initiatives demonstrating strong business and financial acumen necessary to execute projects, strategies and meet objectives.
- Exercises sound judgement, tact and diplomacy in all aspects of work and in dealing with sensitive and confidential matters including public and media relations.
- Actively involved and committed to bettering the lives of those in need in Prince Edward and Hastings counties through volunteer work with the Highland Shores Children's Aid Society, The County Community Foundation and The Children's Foundation.

### Experience

**Energy Consultant**  
**Carrying Place, Ontario**

**Principal**  
**2016 - Present**

*Assists private clients with specialized advisory and support services concerning a wide range of energy matters with a special emphasis on electricity and natural gas; and, related issues impacting manufacturers and communities in Ontario.*

- Energy consultant and advisor to the Quinte Manufacturers Association on regulatory matters before the Ontario Energy Board and special projects.

**Prince Edward County Chamber of Tourism and Commerce**  
**Picton, Ontario**

**General Manager**  
**2011- 2015**

*Responsible for leading and directing this provincially chartered not-for-profit business corporation and community advocacy organization.*

- Led, directed and managed the day-to-day operations and activities of the Chamber.
- Provided leadership, recommendations and advisory services to the Board of Directors.
- Provided support services to committees of the Board.
- Developed the Chamber's first formal strategic business plan with action items and deliverables.
- Secured formal Chamber "Accreditation With Distinction" certification from the Chamber Accreditation Council of Canada.
- Represented the Chamber at official functions, presentations and media events.
- Worked with local community social service agencies, businesses and entrepreneurs to improve and expand business and employment opportunities.
- Established four-chamber caucus of general managers to promote business in the Quinte region.

- Initiated the development of *Quinte Business Quarterly*, a trade and business newspaper to highlight and promote local businesses, entrepreneurs and job creation.
- Former Director and Vice-President of the Bay of Quinte Tourist Council to advocate for greater identification of the Quinte region to the broader tourism market.

**RCS – Energy & Environmental Consulting Services**  
Toronto, Belleville, Ontario

President & CEO  
2000-2011

*Responsible for leading and directing this federally chartered boutique consultancy that specialized in energy development and environmental consulting services for select public and private clients.*

- Directed the operations and activities of the Company, and managed and coached a multi-disciplinary consulting team.
- Extensive knowledge and understanding of the electric power generation, transmission and distribution system in Ontario and interconnections with neighbouring jurisdictions and power regions.
- Applied experience in energy matters impacting industrial, commercial and residential customers and end-users in Ontario and neighbouring jurisdictions.
- Interacted and consulted with project teams and clients for business development and execution of projects, including conducting interviews and investigating issues.
- Prepared project proposals (EOIs, SOQs, RFPs, etc.) including scoping, determining resource requirements, schedules, cost analysis and interviews for municipal, provincial and private sector clients.
- Developed work plans, deliverables, communications plans and project management schedules.
- Provided on-going leadership, management and evaluation of each phase of project work (study, design, bid proposals, construction, commissioning, O&M) and makes necessary adjustments as required.
- Managed and directed preparation and delivery of project status reports, presentations and final reports.
- Synthesized complex information, to evaluate trends and resolve issues.
- Identified and assessed potential risks (negative + positive) and appropriate mitigation measures.
- Highly skilled in relationship building and problem solving to develop critical business synergies, expand opportunities and encourage repeat business.
- Prepared and managed EOIs, SOQs, and RFP's processes and procedures.
- Provided technical and regulatory advice on a wide range of energy and related policy matters affecting municipal official plans and community master plans.
- Expert technical advisor to client municipalities and utilities in regulatory proceedings and represent their interests before the Ontario Energy Board.
- Designed and developed community-based district energy plans for communities including preliminary engineering, heat loads and balance, flow measurement, controls, metering, billing, cost recovery, capital financing, etc.
- Prepared strategic plans to address critical long-range energy, economic and sustainability issues affecting local municipalities, electricity distribution companies, their affiliates and various community interests.
- Undertook amalgamation studies and applications leading to successful utility restructuring and mergers.
- Developed green energy community plans incorporating advanced power and conservation technologies for major residential and commercial property developers.
- Prepared detailed cost allocation, cost of service, rate design and cost recovery studies for municipal and private electric and water utilities.
- Led and directed specialists developing packaged co-generation plants/combined cycle plants using alternate green fuels for small markets.

- Designed, developed and implemented operational and regulatory policy manuals for municipal electric utilities and their affiliates.
- Worked closely with ESA, CSA, TSSA, Measurement Canada, for certification/approval of plans and equipment.
- Worked with major energy utilities, municipalities and government agencies to secure acceptable power contracts and related issues.
- Maintained effective working relationships in order to enhance the flow of information between stakeholders.
- Delivered assignments, on time and on budget.

**FIRST Hydrogen  
Toronto, Ontario**

**President & Managing Director  
2008- 2011**

*Business developer in the green energy sector.*

- President and Managing Director of a new start-up clean technology company focussed on research, development, commercialization, and future deployment of advanced hydrogen-based power technologies developed at the University of Toronto for use in mini and micro power grid applications.
- Worked with local economic development commissions to determine critical manufacturing and labour market capabilities.
- Directly involved in the planning and development of an innovative off-grid clean energy community using proprietary low pressure hydrogen fuel cell technology.

**Bancroft Light and Power Company  
Bancroft, Ontario**

**President  
2001-2011**

*Responsible for the operation and administration of a hydro-electric generating station and related facilities.*

- Represented the 100 year old municipally-owned company and advocate the value and energy contribution of small hydro plants to diverse audiences including private developers, municipalities and government agencies.
- Consulted with key community stakeholders (government and private) on business development and green energy matters.
- Actively involved in conflict resolution and management with upstream and downstream water users within the Company's authorized operating zone.
- Managed assets, contracts and connection agreements with contractors, Hydro One Networks Inc., and others.
- Guided and assisted the Board of Directors and CFO in the operation of the company.
- Negotiated, arranged and secured a critical financing package for a major plant upgrade and other improvements.
- Authorized generating station upgrade and related capital improvements.
- Scrutinized all estimates and costs and exercised cost containment strategies as necessary.
- Developed and implement on-site safety policies and procedures.
- Developed and implemented the first formal small hydro water management plans approved by the province of Ontario.
- Worked closely and reported regularly to the Board of Directors.
- Conducted performance evaluations on plant, equipment and personnel.
- Prepares annual reports and financial statements for the shareholder and government agencies as required.

- Ensured all regulatory requirements for operating and maintaining a small hydro facility were met.

**CAEM Canada**  
Toronto, Ontario, Washington D.C., USA

President & Managing Director  
2001-2005

*Organized and launched with our United States partner the Canadian Centre for the Advancement of Energy Markets (CAEM) a not-for-profit special purpose energy think tank to advance the acceptance of competitive electricity markets.*

- Prepared public reports and co-authored several key papers and evaluation tools (including the *RED Index*) on the successes and failures of electricity restructuring efforts in Canada and the United States across all provinces, territories and states.
- Prepared and issued a special public paper on the August 2003 Canada-U.S. power blackout.
- Developed and delivered presentations on power market design and restructuring in Canada and the U.S to diverse audiences on topics such as wholesale and retail energy marketing, competition and participant conduct, market successes and failures.

## Additional Work History

1993-2000	Senior Board Advisor and Head of Strategic Services <i>Ontario Energy Board</i> Government of Ontario, Toronto
1991-1993	Division Coordinator Policy Development and Intergovernmental Relations Division <i>Ontario Ministry of Environment and Energy</i> Government of Ontario, Toronto
1979-1991	Assistant Director and A/Director Environmental Assessment Branch <i>Ministry of the Environment</i> Government of Ontario, Toronto
1979-1979	District Lands Planner <i>Ministry of Natural Resources</i> Niagara District Office Fonthill, Ontario
1976-1979	Researcher and Paralegal <i>Outerbridge, Manning &amp; Mueller</i> Barristers & Solicitors Toronto, Ontario

## Education

- Bachelor of Arts (Hons.), Geography and Urban Studies, York University, Toronto, Ontario.
- Certificate, Regulatory Studies Program, Michigan State University, East Lansing, Michigan, USA.
- Certificate, Preparing and Presenting Evidence, Banff School of Management, Banff, Alberta.

- Certificate, Alternative Dispute Resolution, Banff School of Management, Banff, Alberta.
- Certificate, CANWARN System - Severe Weather Training, Environment Canada, Toronto, Ontario.

## Community & Civic Activities

### Current Activities

- Past President and Chair of the Board of Directors, *Highland Shores Children's Aid Society*, Belleville, Ontario.

### Past Activities

- Former Vice-Chair, *Prince Edward County Community Development Commission*.
- Former Vice-President, Board of Directors, and Chair, Governance Committee, *Highland Shores Children's Aid Society*,
- Former Director, *The Quinte Children's Foundation*.
- Former Director, *The County Community Foundation*, Picton, Ontario
- Former Director, *The Community Enterprise Network*, Toronto, Ontario
- Former Director, *Bay of Quinte Tourist Council*.
- Past Committee Member - *Quinte Manufacturers Association*
- Past Chair, *2012 Quinte Business Achievement Awards Gala*.
- Former Administrator of the *Canadian Association of Members of Public Utility Tribunals*.
- Committee Member (Operations & Services) *Hastings Children's Aid Society*.
- Participant - 2010 winter symposium on Haudenosaunee (Mohawk) Indigenous Health and Traditions, Loyalist College.
- Past Chair of the United Way campaign for the Ontario Ministry of the Environment.
- Speaker at various conferences and symposia on energy issues, including project development and management, new technology applications, regulatory and restructuring issues. Appeared on *Report on Business TV (BNN)*, *CBC Newsworld*, *Ontario Today* and has been frequently interviewed by print and radio media.

*References on Request*