Quinte Manufacturers Association

May 12, 2026

Mr. Ritchie Murray
Registrar
Ontario Energy Board
2300 Yonge Street, Suite 2700
Toronto, Ontario M4P 1E4

Via Email: registrar@oeb.ca

Dear Mr. Murray:

Re: EB-2025-0064 – 2024 EGI Rebasing Application – Phase 3 – QMA Cost Claim Application

Please find attached the cost claim of the Quinte Manufacturers Association ("QMA" or "Association") for the Phase 3 portion of the above-noted proceeding.

The QMA appreciates the opportunity to participate as a responsible intervenor in this complex and very important rebasing proceeding. The Association's involvement underscores the importance of fair and reasonable pricing for the supply, distribution, and delivery of affordable natural gas, which is crucial for our member manufacturers and processors in the Bay of Quinte region.

The Association has been prudent in coordinating its efforts with those contributions made by other intervenors to the evidentiary record. The complete settlement of all the Phase 3 Issues (except for Issue 13 (a) -(d)) reflects the positive efforts of the parties to work to address various concerns.

The QMA recognizes that this proceeding is part of a larger and continuing dialogue on energy policy and rate harmonization in Ontario and is working to ensure that the interests of the Quinte region's manufacturers and the broader community are represented in critical regulatory decisions.

Respectfully,

Chandy Davis
Co-Chair, QMA Steering Committee
chandyd@electrocables.com

Kelly Bolduc
Co-Chair, QMA Steering Committee
kellyb@nodglobal.com

Cc: Vanessa Innis, Program Director: EGIRegulatoryproceedings@enbridge.com
Khalil Viraney, Case Manager: Khahlil.Viraney@oeb.ca
Ian Richler, Counsel: Ian.Richler@oeb.ca
M. McLeod, QMA: mdmquinte@outlook.com

EB-2025-0064 : 1 : Michael McLeod

COST CLAIM NUMBER	SUBMISSION DEADLINE DATE	CLAIM STATUS
3175	May 12, 2026	Approved by Finance
EB#	**OTHER EB#S**	**PHASE #***
EB-2025-0064 - Phase 1: Rates: Distribution: Enbridge Gas Inc.		1
INTERVENOR	**INTERVENOR COMPANY***	**INTERVENOR TYPE**
McLeod, Michael ; +1 (613) 847-5563 mdmquinte@outlook.com	Quinte Manufacturers Association, Belleville: Corporation	Full Registrant
HST RATE ONTARIO	**EXCHANGE RATE**	**COUNTRY**
13.00		
HST NUMBER	**LATE SUBMISSION ALLOWED**	**EXTENSION DEADLINE DATE**
893039321 RT0001	No	

PARTICIPANTS

New	Non-Filing Participant First, Last Name	Filing Participant	Total ($)	Total Hours	Participant Claim Status
No	Michael ,	McLeod, Michael ; +1 (613) 847-5563 mdmquinte@outlook.com	22,317.50	98.75	Submitted

ATTACHMENTS

Attachment	Document Type	Import Message
EB-2025-0064 QMA Cost Claim Ltr 100426.pdf	Cover Letter	
QMA EB-2025-0064 Cost Claim 051220261140.pdf		

TOTAL LEGAL/CONSULTANT/OTHER FEES	TOTAL DISBURSEMENTS	TOTAL HST
19,750.00	0.00	2,567.50
TOTAL CLAIM	**TOTAL AMOUNT AWARDED**	
22,317.50		
TOTAL HOURS CLAIMED	**TOTAL HOURS DISALLOWED**	
98.75		
REASON FOR DISALLOWANCE	**REASON FOR DISALLOWANCE - 2**	**REASON FOR DISALLOWANCE - 3**

MAKE CHEQUE PAYABLE TO
GH Gunther Huettlin Manufacturing Inc.

SEND PAYMENT TO ADDRESS
101 Petrie Place
Belleville, ON
K8N 4Z6

ATTENTION
Ms. K. Egan, EVP & CFO

SUBMIT SECTION

I am a representative of the Party. I have examined all of the documentation in support of this cost claim. The costs incurred and time spent are directly related to the Party's participation in the OEB Process referred to above.

This cost claim does not include any costs for work done, or time spent, by a person that is an employee or officer of the Party as described in section 6.05 and 6.09 of the OEB's Practice Direction on Cost Awards.

The information (fees and disbursements) filed in this cost claim is complete and accurate and in accordance with the OEB's Practice Direction for Cost Awards and Appendix A, the Cost Awards Tariff.

SUBMITTED BY	DATE SUBMITTED
Michael McLeod	May 12, 2026

Michael McLeod

June 16, 2026

CASE
EB-2025-0064 - Phase 1: Rates: Distribution: Enbridge Gas Inc.

COST CLAIM
EB-2025-0064 : 1 : Michael McLeod

INTERVENOR NAME
McLeod, Michael ; +1 (613) 847-5563
mdmquinte@outlook.com

PARTICIPANT CLAIM STATUS
Submitted

FILING PARTICIPANT
McLeod, Michael ; +1 (613) 847-5563
mdmquinte@outlook.com

NEW PARTICIPANT
No

NON-FILING PARTICIPANT F. NAME
Michael

NON-FILING PARTICIPANT L. NAME

SERVICE PROVIDER TYPE*
Consultant

YEAR CALLED TO BAR*

COMPLETED YEARS PRACTICING/YEARS OF RELEVANT EXPERIENCE*
42

HOURLY RATE
200

HST RATE CHARGED*
13.00

CV STATUS (FOR CONSULTANT/ANALYST)
CV Attached

LAST CV DATE
May 12, 2026

OVERRIDE HOURLY RATE
Yes

HST NUMBER
893039321 RT0001

HEARINGS
Yes

CONSULTATIONS
No

DISBURSEMENTS
No

HEARINGS

Hearings Hours	Hearings Subtotal ($)	Hearings Total Tax ($)	Hearings Total ($)
98.75	19,750.00	2,567.50	22,317.50

Name	Hours	Hourly Rate	Sub Total	HST Rate	HST	Total
DISCOVERY						
Read and Research Application and Evidence	16.75	200	3,350.00	13.00	435.50	3,785.50
Preparation of Interrogatories		200		13.00		
Review Interrogatory Responses	4.75	200	950.00	13.00	123.50	1,073.50
Technical Conference Preparation	1.50	200	300.00	13.00	39.00	339.00
Technical Conference Attendance	10.50	200	2,100.00	13.00	273.00	2,373.00
Technical Conference Follow-up	1.75	200	350.00	13.00	45.50	395.50
Subtotal of DISCOVERY	**35.25**	**200**	**7,050.00**		**916.50**	**7,966.50**
PROCEDURAL						
Preparation of Issues List Submission		200		13.00		
Attendance at Issues List Conference		200		13.00		
Preparation for a Confidentiality Request		200		13.00		
Prepare Submissions on Confidentiality		200		13.00		
Preparation of Motion(s) Materials		200		13.00		
Prepare Submissions on the Motion(s)		200		13.00		
Attendance at Hearing on Motion(s)		200		13.00		
Review Procedural Documents	1.00	200	200.00	13.00	26.00	226.00

Name	Hours	Hourly Rate	Sub Total	HST Rate	HST	Total
Subtotal of PROCEDURAL	**1.00**	**200**	**200.00**		**26.00**	**226.00**
INTERVENOR EVIDENCE						
Preparation of Intervenor Evidence		200		13.00		
Interrogatory Responses		200		13.00		
Preparation of Witness(es) for Attendance at Hearing		200		13.00		
Subtotal of INTERVENOR EVIDENCE	**0.00**	**200**	**0.00**		**0.00**	**0.00**
SETTLEMENT CONFERENCE						
Preparation for Settlement Conference	1.50	200	300.00	13.00	39.00	339.00
Attendance at Settlement Conference	55.25	200	11,050.00	13.00	1,436.50	12,486.50
Preparation of Settlement Proposal	2.25	200	450.00	13.00	58.50	508.50
Attendance at Presentation to Panel	2.00	200	400.00	13.00	52.00	452.00
Subtotal of SETTLEMENT CONFERENCE	**61.00**	**200**	**12,200.00**		**1,586.00**	**13,786.00**
WRITTEN ARGUMENT						
Written Submissions		200		13.00		
Subtotal of WRITTEN ARGUMENT	**0.00**	**200**	**0.00**		**0.00**	**0.00**
ORAL ARGUMENT						
Preparation for Oral Hearing		200		13.00		
Attendance at Oral Hearing		200		13.00		
Oral Submissions		200		13.00		
Attendance at Oral Submissions		200		13.00		
Subtotal of ORAL ARGUMENT	**0.00**	**200**	**0.00**		**0.00**	**0.00**
DECISION						
Review Decision		200		13.00		
Review Rate/Accounting Order		200		13.00		
Prepare Submission on Rate Order		200		13.00		
Subtotal of DECISION	**0.00**	**200**	**0.00**		**0.00**	**0.00**
OTHER						
Other Attendance (e.g., Intervenor Conferences)	1.50	200	300.00	13.00	39.00	339.00
Subtotal of OTHER	**1.50**	**200**	**300.00**		**39.00**	**339.00**
TOTAL SERVICE PROVIDER FEES						
Total Service Provider Fees	**98.75**		**19,750.00**		**2,567.50**	**22,317.50**

Attachments

Attachment	Document Type	Import Message
EB-2025-0064 QMA Cost Claim Ltr 100426.pdf	Cover Letter	
EB-2025-0064 EGI Phase 3 Invoice.pdf	Invoice	
EB-2025-0064 EGI Phase 3 Timesheet.pdf	Time Docket	
MDMcL Résumé 0817.pdf	CV	

Hearings, Consultations, Disbursements Attachments

Attachment	Document Type	Claim Type	Import Message
EB-2025-0064 QMA Cost Claim Ltr 100426.pdf	Cover Letter	Hearings	
EB-2025-0064 EGI Phase 3 Invoice.pdf	Invoice	Hearings	
EB-2025-0064 EGI Phase 3 Timesheet.pdf	Time Docket	Hearings	
MDMcL Résumé 0817.pdf	CV	Hearings	

Michael D. McLeod
Energy Consulting and Advisory Services
1838 County Road 3
Carrying Place, Ontario K0K 1L0

PROJECT TIME SHEET #1

Project Title	Enbridge Gas Inc. Rates and Other Charges Application for 2024-2028 Including IRM and Rate Harmonization - Phase 3
Docket File No.	EB-2025-0064
Authority	Ontario Energy Board
For/Behalf of	Quinte Manufacturers Association Belleville, Ontario, K8N 5B3

DATE/PERIOD	WORK DESCRIPTION and ACTIVITY	HOURS
2025	DISCOVERY	
Mar 4-7,10	Read and Research EGI Application and Evidence + Determine Need for IR's	16.75
Jun 14, 17	Preparation of Interrogatories	
Jun 10-11, 15	Review Interrogatory Responses	4.75
Jul 15	Technical Conference (TC) Preparation	1.5
Jul 16-17	Technical Conference Attendance – Attend TC and Review Transcripts + Undertaking Responses	10.50
Aug 18	Technical Conference Follow-up (Review Undertaking Responses)	1.75
	Subtotal	***35.25***
	PROCEDURAL	
	Preparation of Issues List Submission	
	Attendance at Issues List Conference	
	Preparation for a Confidentiality Request	
	Prepare Submissions on Confidentiality	
	Preparation of Motion(s) Materials	
	Prepare Submissions on the Motion(s)	
	Attendance at the Hearing on Motion(s)	
Throughout Hearing	Review Procedural Documents	1.00
	Subtotal	***1.00***
	INTERVENOR EVIDENCE	
	Preparation of Intervenor Evidence	
	Interrogatory Responses	
	Preparation of Witness(es) for Attendance at hearing	
	Subtotal	***0.00***
	SETTLEMENT CONFERENCE	
Sep 6	Preparation for Settlement Conference	1.50
Sep 8-9, 30 Oct 7-8, 10, 17, 24, 31 Nov 14, 17-18	Attendance at Settlement Conference	55.25
Dec 8, 15	Preparation of Settlement Proposal (Review)	2.25
Feb 17	Attendance at Presentation to Panel	2.0
	Subtotal	***61.00***
	WRITTEN ARGUMENT	
	Written Submissions	
	Subtotal	***0.00***

Michael D. McLeod
Energy Consulting and Advisory Services
1838 County Road 3
Carrying Place, Ontario K0K 1L0

	ORAL ARGUMENT	
	Preparation for Oral Hearing	
	Attendance at Oral Hearing	
	Oral Submissions	
	Attendance at Oral Submissions	
	Subtotal	***0.00***
	DECISION	
	Review Decision	
	Review Rate Order/Accounting Order (Draft Rate Order)	
	Prepare Submission on Rate Order	
	Subtotal	***0.00***
	OTHER	
	Other Attendance (e.g. Intervenor Conferences)	1.50
	Subtotal	***1.50***
As Necessary	Conf-calls and meetings with QMA Steering Team - Case Update/Discussion	N/C
Total Hours		***98.75***

Explanatory Notes:

Quinte Manufacturers Association

May 12, 2026

Mr. Ritchie Murray
Registrar
Ontario Energy Board
2300 Yonge Street, Suite 2700
Toronto, Ontario M4P 1E4

Via Email: registrar@oeb.ca

Dear Mr. Murray:

Re: EB-2025-0064 – 2024 EGI Rebasing Application – Phase 3 – QMA Cost Claim Application

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The QMA appreciates the opportunity to participate as a responsible intervenor in this complex and very important rebasing proceeding. The Association's involvement underscores the importance of fair and reasonable pricing for the supply, distribution, and delivery of affordable natural gas, which is crucial for our member manufacturers and processors in the Bay of Quinte region.

The Association has been prudent in coordinating its efforts with those contributions made by other intervenors to the evidentiary record. The complete settlement of all the Phase 3 Issues (except for Issue 13 (a) -(d)) reflects the positive efforts of the parties to work to address various concerns.

The QMA recognizes that this proceeding is part of a larger and continuing dialogue on energy policy and rate harmonization in Ontario and is working to ensure that the interests of the Quinte region's manufacturers and the broader community are represented in critical regulatory decisions.

Respectfully,

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Co-Chair, QMA Steering Committee
chandyd@electrocables.com

Kelly Bolduc
Co-Chair, QMA Steering Committee
kellyb@nodglobal.com

Cc: Vanessa Innis, Program Director: EGIRegulatoryproceedings@enbridge.com
Khalil Viraney, Case Manager: Khahlil.Viraney@oeb.ca
Ian Richler, Counsel: Ian.Richler@oeb.ca
M. McLeod, QMA: mdmquinte@outlook.com

Michael D. McLeod

Energy Consulting and Advisory Services

INVOICE

Date: April 30, 2026
Invoice #: EB-2025-0064 - Phase 3

Michael D. McLeod
1838 County Road 3
Carrying Place, Ontario
K0K 1L0

e-mail: mdmquinte@outlook.com
(c) 613-847-5563

TO

GH Gunther Huettlin Manufacturing Inc.
Attn: Ms. K. Egan, EVP & CFO
101 Petrie Place
Belleville, Ontario K8N 4Z6

Via e-mail only

VENDOR	JOB	PAYMENT TERMS	DUE DATE
M. McLeod	Energy Consulting Services - EB-2025-0064 Enbridge Gas Inc. Rebasing Proceeding - Phase 3	Due on receipt	Due on receipt

HOURS	DESCRIPTION	STANDARD RATE PER HOUR	AMOUNT
98.76	Consulting services on behalf of the Quinte Manufacturers Association ("QMA") concerning an Application by Enbridge Gas Inc. ("EGI") to change its natural gas rates and other charges for the period beginning 2024 to 2028. The consulting services focused on matters of concern to the QMA. The Application is split into three (3) Phases. This invoice reflects work undertaken for Phase 3 only for the period of March 4, 2025 to February 17, 2026 inclusive. The Phase 3 part of the Application has focused on the approval of an updated Cost Allocation Study and harmonized rates and services for EGI as the new amalgamated utility.	$200.00	$19,750
98.75	*Total consulting services hours.*		

SUBTOTAL	$19,750.00
(HST) SALES TAX	$2,567.50
TOTAL	**$22,317.50**

Please make all checks payable to: Michael McLeod

Thank you for your business!

RÉSUMÉ 2017

Michael D. McLeod

1838 County Road 3
Carrying Place, Ontario
K0K 1L0
(Cell) 613-847-5563

Objective: *To bring my enthusiasm for people and innovative thinking combined with my expertise and credentials to the tasks I undertake for the benefit of my community.*

Quick Profile

- 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.
- A recognized leader in the energy and environment business sectors.
- Actively involved and committed to bettering the lives of those in need in Prince Edward and Hastings counties through my volunteer work with the Highland Shores Children's Aid Society, The County Community Foundation and The Children's Foundation.

Experience

Energy Consultant	Principal
Carrying Place, Ontario	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 related issues in Ontario.

Prince Edward County Chamber of Tourism and Commerce	General Manager
Picton, Ontario	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 President & CEO
Toronto, Belleville, Ontario 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 — President & Managing Director
Toronto, Ontario — 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 technology.

Bancroft Light and Power Company — President
Bancroft, Ontario — 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.

CAEM Canada — President & Managing Director
Toronto, Ontario, Washington D.C., USA — 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
Ontario Energy Board
Government of Ontario, Toronto

1991-1993 — Division Coordinator
Policy Development and Intergovernmental Relations Division
Ontario Ministry of Environment and Energy
Government of Ontario, Toronto

1979-1991 — Assistant Director and A/Director
Environmental Assessment Branch
Ministry of the Environment
Government of Ontario, Toronto

1979-1979 — District Lands Planner
Ministry of Natural Resources
Niagara District Office
Fonthill, Ontario

1976-1979 — Researcher and Paralegal
Outerbridge, Manning & Mueller
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

- President and Chair of the Board of Directors, *Highland Shores Children's Aid Society,* Belleville, Ontario.
- Director, *The County Community Foundation*, Picton, Ontario
- Director, *The Community Enterprise Network*, Toronto, Ontario

Past Activities

- Former Vice-Chair, *Prince Edward County Community Development Commission*.
- Former Vice-President, Board of Directors, *Highland Shores Children's Aid Society*,
  - Chair, *Governance Committee.*
- Former Director, *The Quinte Children's Foundation.*
- 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