



Jamie Leblanc/GAS/Enbridge  
05/31/2005 03:19 PM

To james.easson@videotron.ca  
cc Shelley Black/GAS/Enbridge@Enbridge  
bcc  
Subject EGNB - Corporate Services Memo

Jim,

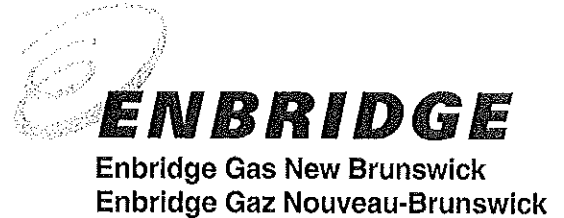
Please find attached a memo describing the corporate services amounts that we lacked detail on in our meeting of May 20th. If you have any questions please call or email.

Discussion of various corp services.doc

Best regards,

Jamie LeBlanc CA  
Supervisor, Financial Reporting  
Enbridge Gas New Brunswick  
1 (506) 457-7736 Phone  
1 (506) 457-7753 Fax  
jamie.leblanc@enbridge.com  
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# memo

File Number:

Date: 06/13/2006

To: Jim Easson, Shelley  
Black

From: Jamie LeBlanc

Re: **Additional Information on Corporate Services**

As requested in our meeting on May 20, 2005, below you will find further detail on certain corporate services. The detail attempts to provide further insight into how the services benefit our utility. I have also included my recommendation on inclusion.

## **Director Fees and Expenses (\$34,017)**

Comprises all fees paid to directors of EI's Board, including conducting Board activities and liaisons with members of EI senior executive.

EGNB does derive occasional benefit from the EI board of directors however they are largely uninvolved in the business of our company directly. I recommend this be excluded cost of service.

## **Group VP Corp. Resources (\$8,057)**

This group provides a variety of services supporting the Enbridge organization and its business units. These services include board of directors' support, corporate compliance, industry relations, employee development, enterprise IT strategy planning and maintenance, government relations, internal employee communications, pension asset management and administration, total compensation and benefits management and labour relations.

I would submit that some of the services provided by this group benefit EGNB (employee development, pension asset management, total compensation and benefits management and labour relations in particular). I think it would be impossible to subdivide this amount in any meaningful way. I feel some portion should be included and recommend we split the balance 50/50 as a reasonable approximation of EGNB's actual benefit.

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### **HRIS Services (\$12,577)**

This portfolio of responsibility includes the oversight of all human resources initiatives in all companies that form part of the Enbridge group of companies. It is also responsible for the operation and maintenance of the enterprise-wide Human Resources Information System.

I recommend full inclusion in cost of service.

### **Learning and Leadership (\$3,040)**

Learning & Leadership develops and provides a learning framework that supports the organization's business strategy and ensures appropriate leadership skills and succession development in Enbridge. Learning and Leadership is responsible for optimizing the investment Enbridge makes in its intellectual capital through the establishment, implementation, monitoring and evaluation of developmental processes including succession planning, career and performance management, and leadership and knowledge requirements.

Good leadership is a necessity of any company and I believe there is benefit to EGNB. I recommend full inclusion of this amount.

### **Planning and Business Development (\$7,612)**

The department seeks out and develops investment opportunities in emerging and alternative energy technologies. They develop and coordinate corporate-wide long-range plans and critically examine existing strategies and proactively identify potential new strategic directions. In addition, they set the corporate standards for and coordinate the evaluation and review of investment or contractual commitments requiring Corporate Leadership Team or Board of Director approval.

Lately, we have been working with this group. As part of this work they reviewed our long range plan and made recommendations for improvement. I feel there is benefit to EGNB from this group that we would likely have to source from external consultants or we would miss opportunities. I would recommend a 50% inclusion in cost of service as an approximation of the benefit to EGNB.

### **Public Affairs & Corporate Communication (\$30,855)**

The department provides leadership to support the achievement of key corporate and business unit objectives. This involves developing and articulating plans, messages and relationships to maintain the reputation of Enbridge among external and internal stakeholders, and providing strategic counsel to senior management and other key clients and audiences. It involves proactively preparing and managing communications plans that are integrated with and support corporate and business unit strategic plans

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and initiatives; monitoring current and emerging issues that affect Enbridge; and maintaining communications preparedness so there are no surprises.

We are associated with the Enbridge name and that lends strength to our company when we deal with all sorts of industry stakeholders and the public. I believe this group provides considerable less tangible (but no less valuable) benefit to EGNB and recommend full inclusion.

**Summary:**

Corporate service	Inclusion recommendation	Amount
Director Fees and Expenses	0%	\$ 0
Group VP Corp. Resources	50%	4,029
HRIS Services	100%	12,577
Learning and Leadership	100%	3,040
Planning and Business Development	50%	3,806
Public Affairs & Corporate Communication	100% 50%	<del>30,855</del> 15,428
Total		\$54,307 \$38,880

Please call if you would like to discuss the above descriptions and/or assessments further. My direct line is (506)457-7736.

per JEasson



James Easson  
<james.easson@videotron.ca  
>  
06/07/2005 07:53 AM

To : Jamie Leblanc <Jamie.Leblanc@egnb.enbridge.com>  
cc  
bcc  
Subject Re: EGNB - Corporate Services Memo

Jamie:

I reviewed your explanations and recommendations and have the following comments/questions:

Planning and Business Development:

To what extent does EGNB "seek out and develop investment opportunities in emerging and alternative energy technologies"?

I note that **lately** you have been working with the group. What specific services did you receive in 2004 that benefited EGNB?

Public Affairs and Corporate Communication:

These services are fairly nebulous. I have difficulty with inclusion of 100% as there are no clear local benefits and as you say are "less tangible". I would suggest that 50% would be more appropriate.

I have no disagreement with your other recommendations.

Best regards,

Jim

On 31-May-05, at 2:19 PM, Jamie Leblanc wrote:

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Best regards,

Jamie LeBlanc CA  
Supervisor, Financial Reporting  
Enbridge Gas New Brunswick  
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[jamie.leblanc@enbridge.com](mailto:jamie.leblanc@enbridge.com)  
[www.amazingenergy.ca](http://www.amazingenergy.ca)

<Discussion of various corp services.doc>



Jamie Leblanc/GAS/Enbridge  
06/07/2005 03:25 PM

To James Easson <james.easson@videotron.ca>  
cc Shelley Black/GAS/Enbridge@Enbridge  
bcc  
Subject Re: EGNB - Corporate Services Memo

Jim,

The piece the "Planning and Business Development" group does for us is more related to "develop and coordinate corporate-wide long-range plans and critically examine existing strategies". Periodically they review our Long Range Plan model. They recently reviewed the 2005 LRP and found a few things that needed more work and focus. The models are an important planning tool for us so having them look at them critically and provide us with feedback on how to improve them is valuable to us. You will note that I only recommended a 50% inclusion. I did this on the basis that at least some of their work does not benefit us directly.

As for the "Public Affairs & Corporate Communication" amount. It is obviously difficult to put a value on, to use my words, "less tangible" benefits to the Partnership. I understand your discomfort here. I do however, feel there is significant benefit to being associated with the Enbridge name. Perhaps the inclusion should be reduced somewhat. Since I have no better basis on which to divide the balance I guess 50%, consistent with others, is a reasonable approximation of the value to the utility.

Best regards,

Jamie

James Easson <james.easson@videotron.ca>



James Easson  
<james.easson@videotr  
on.ca>  
06/07/2005 07:53 AM

To: Jamie Leblanc <Jamie.Lebblanc@egnb.enbridge.com>  
cc:  
Subject: Re: EGNB - Corporate Services Memo

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