



Liberty Utilities

Corporate Services Cost Allocation Review

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48 1.0 Introduction and Background

49 MNP was engaged by Liberty Utilities (Gas New Brunswick) LP ("Liberty GNB") to provide an
50 independent assessment of cost allocations contained within the 2023 Budgeted Allocated Costs and to
51 provide a financial model to compare the 2023 Budgeted Allocated Costs and shared services to other
52 utilities. This assessment and model focused solely on Liberty GNB 2023 cost allocations from its
53 affiliates and did not include Liberty Power or other regulated entities.

54 Liberty GNB is a regulated natural gas utility and is the only natural gas distributor in the province of
55 New Brunswick. Liberty GNB serves over 12,400 commercial, industrial, and residential customers and is
56 responsible for distributing natural gas services across fourteen communities throughout New
57 Brunswick. Liberty GNB currently employs 95 full-time employees and operates in the cities of
58 Fredericton, Moncton, and Saint John.

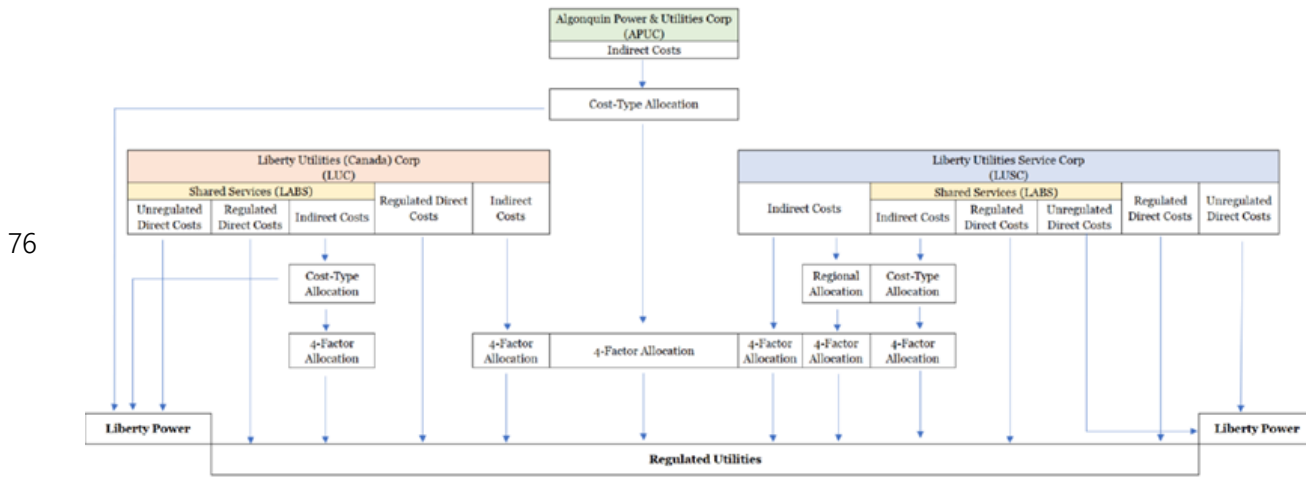
59 Algonquin Power & Utilities Corp. ("APUC") is a publicly traded holding company and is the ultimate
60 corporate parent of a widely diversified portfolio of independent power/electricity production facilities
61 and regulated utilities consisting of electric, natural gas, water distribution and wastewater treatment
62 facilities. APUC has two major operating groups: the Renewable Energy Group and the Regulated
63 Services Group. The Renewable Energy Group, through Algonquin Power Co. doing business as Liberty
64 Power, is an unregulated entity that provides renewable power generation from facilities owned
65 throughout the United States and Canada.

66 The Regulated Services Group provides regulated water, wastewater, electric, and natural gas utility
67 services to over one million customer connections through operations in thirteen states, one Canadian
68 province (New Brunswick), Bermuda, and Chile. This group includes Liberty GNB.

69 APUC uses a decentralized approach to operating its regulated utility businesses which focuses on the
70 importance of local management and local control of day-to-day business operations. However, certain
71 corporate shared services are provided on a centralized basis by APUC, Liberty Utilities (Canada) Corp.
72 ("LUCC") and Liberty Utilities Service Corp. ("LUSC") to promote consistency, share expertise, leverage
73 economies of scale, and minimize redundancies.

74 The relationship between these entities is shown below.

75 Figure 1: Simplified Corporate Structure and Visual Allocation Map of APUC's Cost Allocation Methodology¹



77

78 Under this organizational structure, Liberty GNB receives cost allocations for corporate shared services
 79 from three affiliates (APUC, LUCC, and LUSC), through six cost pools (APUC, LUCC, LABS Canada
 80 (LUCC), LABS US (LUSC), LibCorp (LUSC) and East Region (LUSC)). The entities provide an array of
 81 corporate services to Liberty GNB, such as Information Technology (IT), Human Resources, Financial,
 82 and Treasury Services Support. See Appendix C: Service Categories for an in-depth description of the
 83 services provided. The primary distinction between LUCC and LUSC is the geographical location of the
 84 related shared services employees, as employees located in Canada are employed by LUCC, and
 85 employees based in the United States of America ("U.S.") are generally employed by LUSC. The
 86 employee's location does not have any bearing on their job function, and these indirect costs are
 87 pooled for allocation to relevant entities. The costs to provide these services are allocated to Liberty
 88 GNB using APUC's Cost Allocation Methodology.

89 The table below outlines the total budgeted allocated costs to Liberty GNB in 2023.

¹ Assessment of cost allocation manual, APUC - PwC, (Dated July 16, 2021)

90

Figure 2: Table of Corporate Services Cost Allocation to Liberty GNB

Cost Pools (Affiliate Company)	Total 2023 Budgeted Allocated Costs (\$)	Total 2023 Budgeted Allocated Costs (%)
APUC	\$349,419	10.7%
Regulated Utility Services [LUCC/LibCorp (LUSC)] ²	\$378,095	11.6%
LABS [LUCC (LABS Canada) and LUSC (LABS US)] ³	\$1,871,299	57.2%
Regional Services [LUSC (East Region)] ⁴	\$670,872	20.5%
Total	\$3,269,684	100.0%

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92

1.1 Purpose of This Report

93

The purpose of MNP's corporate services cost allocation methodology review for Liberty GNB is to:

94

1. Assess the prudence, reasonableness, and benefit to customers of 2023 Budgeted Allocated Costs allocated to Liberty GNB

95

96

2. Compare the 2023 Budgeted Allocated Costs to the estimated internal provision of costs should Liberty GNB be required to provide the services themselves

97

² Liberty GNB receives regulated utility services provided by employees based in Canada and the U.S. Services provided by Canadian employees are billed through the LUCC cost pool and services provided by U.S. based employees are billed through the LUSC LibCorp cost pool.

³ This cost pool reflects services provided by LABS employees residing in Canada and the U.S and billed through the LUCC LABS Canada and the LUSC LABS US cost pools respectively.

⁴ The LUSC East Region cost pool reflects shared services provided by U.S. employees that are part of Liberty's East operating region.

- 98 3. Compare shared services costs to other utilities through the use of averages and ranges of
99 similar utilities through the use of public information, including but not limited to regulatory
100 filings, in Canada and the U.S.
101

102 1.2 Cost Allocation Methodology

103 As the ultimate corporate parent, APUC provides financial and strategic management, corporate
104 governance, and oversight of administrative and support services to its subsidiaries, including both the
105 Regulated Services Group and the Renewable Energy Group. Through the shared services model,
106 certain LUCC and LUSC employees also provide a range of services across the organization to promote
107 consistency, share expertise, leverage economies of scale, and minimize redundancies.

108 As a result, APUC developed and utilizes a Cost Allocation Manual ("CAM") with the following principles.

109 *"This Cost Allocation Manual ("CAM") has been completed in accordance and conformance with the*
110 *NARUC Guidelines for Cost Allocations and Affiliate Transactions ("NARUC Guidelines"). More*
111 *specifically, the founding principles of this Cost Allocation Manual are to a) directly charge as much as*
112 *possible to the entity that procures any specific service, and b) to ensure that unauthorized*
113 *subsidization of unregulated activities by regulated activities, and vice versa, does not occur"*⁵.

114 Two types of cost allocations exist within APUC's CAM:

- 115 1. Direct Costs – Those costs incurred by one entity for the exclusive benefit of one or more
116 specific entity(ies) should be directly charged.
- 117 2. Indirect Costs – Those costs incurred by one entity for the benefit of two or more APUC
118 companies or the regulated companies.

119 To ensure that unauthorized subsidization of costs do not occur, indirect costs are organized into cost
120 pools based on the affiliate providing the shared service and the benefiting entities of the services
121 provided. A primary allocation is performed to divide shared services costs incurred in the APUC and
122 LABS cost pools for the benefit of both regulated and unregulated entities based on the nature of the
123 cost and allocated by cost-causative drivers⁶. A second allocation is performed to further allocate the
124 costs incurred for regulated utilities, as well as the indirect costs incurred in the LUCC, LibCorp, and
125 regional cost pools for the benefit of regulated utilities. Costs incurred for the regulated utilities are
126 allocated based on a modified Massachusetts Method general allocator⁷.

⁵ "Algonquin Power & Utilities Corp. Cost Allocation Manual" (CAM), V2017, section 1 (Dated January 1, 2017)

⁶ APUC costs are pooled and allocated based on the methods (factors and weightings) identified in Table 1 of the APUC CAM (dated January 1, 2017). LABS Canada and LABS US costs are pooled and allocated based on the methods (factors and weightings) identified in Tables 4a and 4b of the CAM.

⁷ Costs incurred for all the regulated utilities are allocated based on the Utility Four-Factor methodology defined in Table 2 of the CAM. Regional costs incurred for the regulated utilities managed under the East Region are allocated based on the Regional Four-Factor described in section 6 of the CAM.

127 APUC's CAM further identifies that costs charged can take the form of:

- 128 • Direct labour
- 129 • Direct material
- 130 • Direct purchased services
- 131 • Indirect charges

132 This model allows APUC's affiliates and entities to benefit from shared expertise, economies of scale,
133 and services at a lower cost that would not be possible without the use of shared resources.

134

135 1.3 Regulatory Context and Documents Reviewed

136 During this project, MNP reviewed the documents listed below, ensuring that all relevant information
137 was considered:

- 138 • Algonquin Power & Utilities Corp. Cost Allocation Manual (dated January 01, 2017)
- 139 • PWC Assessment of Cost Allocation Manual (dated July 16, 2021)
- 140 • Matter 494 (2022 GRA): LULP02.01 Section 1.0 – Application (dated November 22, 2021)
- 141 • Matter 494 (2022 GRA): LULP02.02 Section 2.0 - Summary of Evidence (dated November 22,
142 2021)
- 143 • Matter 494 (2022 GRA): LULP02.03 Section 3.0 - 2020 Budget (dated November 22, 2021);
- 144 • Draft Copies for Matter 533 (2023 GRA): Schedule 8.4 - Corporate Allocations (dated October
145 12, 2022)
- 146 • Draft Copies for Matter 533 (2023 GRA): Schedule 3.7B - Corporate Allocations Report (dated
147 October 12, 2022)

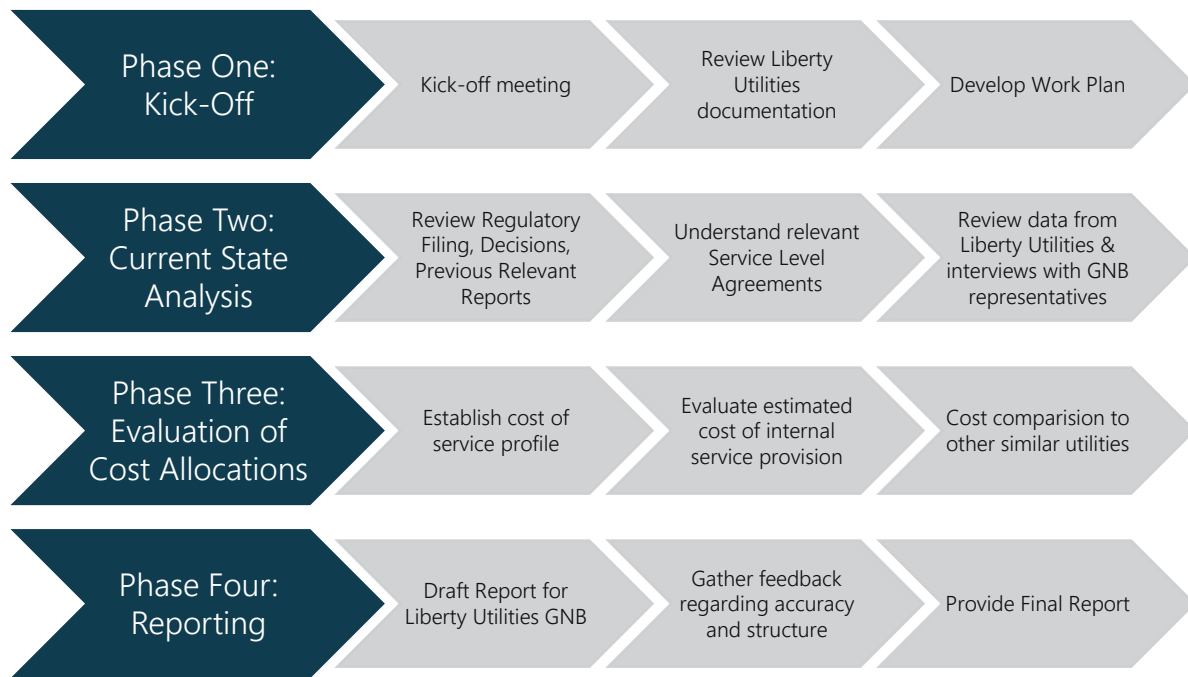
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2.0 MNP Scope of Work

2.1 MNP Approach

MNP's approach to this engagement includes four phases, as outlined in the diagram below.

Figure 3: Outline of MNP Approach



A more detailed description of MNP's review approach and methodology to complete this engagement is provided in Appendix A: Review Methodology.

2.2 MNP Experience and Opinion

MNP is Canada's leading mid-market professional services firm, with over 7,000 employees. MNP maintains a team dedicated to the Energy and Utilities sector and has significant experience in operations and consulting for regulated and unregulated utility companies. The MNP team for this engagement includes MNP's National Practice Leader for Energy and Utilities Consulting, experienced in utility operations, inter-affiliate codes/transactions and affiliate cost allocation methodologies. MNP has performed cost allocation and transfer pricing work for electric and natural gas utilities and their affiliates and have a thorough understanding of approved methodologies from several Canadian jurisdictions. Our team also has considerable direct regulatory support experience, having worked with, and providing evidence to the Alberta Utilities Commission, the Manitoba Public Utilities Board, Ontario Energy Board and the Nova Scotia Utility and Review Board. Team members have testified before the AUC, the BCUC, the Régie de l'énergie, and the Nova Scotia Utility and Review Board. Directly relevant

169 to this engagement, MNP was retained by Enbridge to conduct independent evaluations of the
170 Regulatory Cost Allocation Model (RCAM) results, for EGD's 2007 and 2013 filings, MNP was retained by
171 Gazifère to conduct independent evaluations of its RCAM to support its 2016 filing with the Régie de
172 l'énergie.

173 MNP has applied its expertise throughout this report. Opinions have been developed based on the
174 engagement team's experience and are supported by primary and secondary independent research.
175 This report was developed by Gord Chalk, Partner, Energy and Utilities, with all research and analysis
176 being performed under his direction and review. Two core team members supported Mr. Chalk in
177 developing the report and findings:

- 178 1. Matt Hamilton, Senior Manager, Energy and Utilities, MNP LLP
- 179 2. Jason Hails, Director, Quantiv Advisory, LLC

180 The full resumes of each team member are included in Appendix D: Experience.

181

182 2.3 Limitations of the MNP Review

183 MNP's review consisted of enquiry, analytical procedures, and discussions related to information
184 provided by Liberty GNB. Given these circumstances, MNP notes the following limitations:

- 185 1. Information Reliance on Liberty GNB

186 MNP relied primarily on information provided by Liberty GNB in assessing the financial results
187 and cost data. MNP also relied on the representation of staff, management, and executives of
188 Liberty GNB. Therefore, Liberty GNB retains responsibility for the accuracy and completeness of
189 the data provided to MNP.

190 MNP did not:

- 191 • Audit any of the data received; or
- 192 • Perform a detailed examination of underlying transactions or validate source records.

- 193 2. Salary Data Reliance on Third-Party Surveys

194 MNP relied on the salary information available on [payscale.com](https://www.payscale.com) for the internal service provision
195 component of Test 2.

196 MNP did not:

- 197 • Audit any of the data received; or
- 198 • Validate source records.

- 199 3. Not a Benchmarking Study

200 MNP did not conduct a benchmark study for the cost/benefit component of the 3 tests. By
201 definition, a benchmark study compares very specifically defined and acquired data from a
202 similar sample of willing participants. For this review, the cost/benefit analysis was based on
203 comparative market data and MNP's expert opinion about the costs of internal and external
204 providers of services.

205 4. Reliance on publicly available shared services information from regulated entities
 206 MNP obtained information from other natural gas utilities through publicly available regulatory
 207 filings pertaining to shared services and cost allocations from affiliate entities. MNP did not verify
 208 the accuracy of the filings of the other utilities.
 209

210 3.0 Findings and Results

211 3.1 Regulatory Assessment Principles

212 MNP performed 3 tests to assess the shared services and the cost allocations at Liberty GNB. The goal
 213 of these tests was to understand the prudence of the costs and compare Liberty GNB to accepted
 214 practices of other natural gas utilities across Canada and the U.S.

215 The 3 tests performed by MNP are outlined in the table below.
 216

217 Figure 4: Three Test Overview

Tests	Description
Test 1: Cost Prudence	Are the proposed charges prudently incurred by Liberty GNB for the provision of a service required by its customers?
Test 2: Internal Service Provision	Would Liberty GNB be able to obtain the shared services at a lower cost in the local market than it currently does from its affiliates?
Test 3: Cost Comparison	How does Liberty GNB compare to similar natural gas distributors in Canada and the U.S. for shared services spend and allocated costs from its affiliates?

218

219 3.2 Results of Test 1: Cost Prudence

220 MNP received the budgeted costs allocated to Liberty GNB from its affiliates by Cost Category to
 221 conduct a thorough review of cost prudence for each service. In total, 59 cost pool items were charged
 222 by affiliates to Liberty GNB for services to the organization, a listing of these cost pool items can be
 223 found in Appendix B: Cost Pool Items.

224 MNP sought to answer the question of Test 1: Cost Prudence as described in Figure 4 to analyze
 225 whether allocated charges should be incurred by, or on behalf of, Liberty GNB's customers. Through
 226 this analysis, MNP found that the costs from all 59 cost pools were prudent.

MNP Cost Prudence Finding:

- MNP found that all the 2023 Budgeted Allocated Costs were considered prudent for the provision of services required by Liberty GNB’s customers.

Following Test 1, MNP consolidated all cost pool line items into Service Categories for use throughout the remaining tests of the cost allocation model. This consolidation is for practical modelling purposes as similar cost items are organized into manageable Service Categories for analysis and comparison.

231

3.2.1 Service Categories

A total of 18 Service Categories (as per Figure 5 below) from Liberty GNB’s schedules (Schedule 8.4 and Schedule 3.7B -as listed in Section 1.3) were used to group the 59 cost pool items (a detailed description of cost pool items can be found in Appendix B: Cost Pool Items). The purpose of the Service Categories is to group the 59 cost pool items into similar categories for analysis. A full description of each Category in this list is available in Appendix C: Service Categories.

The following is a list of the Service Categories:

239

Figure 5: List of Service Categories

Service Categories	
Information Technology (IT)	APUC & Executives
Human Resources	Legal
Commodity Supply & Control	Regulatory
Financial Planning & Analysis	Environmental, Health & Safety
Finance & Tax	Business Development
Customer Insight & Solutions	Strategy & Sustainability
Customer Care	Operations
Compliance & Risk Management	Treasury
Procurement, Warehousing, Fleet & Facilities	Investor Relations

240

241

242 3.3 Results of Test 2: Internal Service Provision

243 Following the completion of Test 1, the 2023 Budgeted Allocated Costs that were considered prudent
244 were carried forward into Test 2: Internal Service Provision. A total of \$3,269,684 was passed from Test 1
245 to Test 2, representing all of the 2023 Budgeted Costs Allocated by affiliates.

246 The objective of Test 2 was to evaluate the 2023 Budgeted Allocated Costs from affiliates to Liberty
247 GNB compared to an internal provision model in which Liberty GNB operates independently and
248 without services provided by affiliates.

249 To perform this test, for analysis purposes, MNP created teams of Full Time Equivalent (FTE) staff for
250 each Service Category that Liberty GNB would require to replace the services and allocated labour costs
251 provided by the affiliate groups. The forecasted costs for the projected teams for each Service Category
252 were created, using publicly available salary data, and then compared against the 2023 Budgeted
253 Allocated Costs to test for reasonableness.

254 MNP utilized Canadian salary data as a proxy for roles that did not have New Brunswick specific salary
255 data points. MNP then applied a 16.7% downward salary adjustment to account for the difference
256 between New Brunswick median salaries and the national average. The 16.7% downward salary
257 adjustment was provided through research from Statistics Canada⁸, which indicated that the average
258 salary in New Brunswick is 16.7% lower than the national average. The cost ranges for each Service
259 Category are shown below in Figure 6.

260 As the focus of Test 2 was labour costs, MNP found it prudent to isolate both the labour and non-
261 labour portions of the total 2023 Budgeted Allocated Costs from affiliates. Liberty GNB provided MNP
262 with the percentage split of labour and non-labour for each of the Service Categories so they could be
263 individually assessed without non-labour costs such as licenses, software, fees, etc. affecting the test
264 results. The non-labour components are assessed by Service Category in Section 3.4 of the report. In
265 total \$2,345,966 of the allocated costs were considered labour costs, representing 72% of the total costs
266 (\$3,269,684) that passed through Test 1. The remaining \$923,719 were considered non-labour costs and
267 are discussed in detail in Section 3.5 and 3.6.

268 Each Service Category was mapped to an individual department on Liberty GNB's organizational chart.
269 A projected team of employees representing Liberty GNB staff and allocated resources was then
270 created for each department to compare against the actual team of Liberty GNB employees. The
271 allocated cost was then compared to the cost difference between the actual and the projected team.

272 MNP used payscale.com for its research into salary data. Salaries were represented by a low, medium,
273 and high range. Same positions can have a range of salaries based on the experience of individuals,
274 where jobs are located, the industries the positions are in, and many other factors. The range was
275 broken into low, medium, and high categorizations based on the bottom 10%, the median, and the top
276 90% of earners in each position respectively. Where fewer data points were available, the ranges were

⁸ Household income statistics by household type: Canada, provinces and territories, census divisions and census subdivisions. Retrieved from: <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=9810005701&pickMembers%5B0%5D=1.602&pickMembers%5B1%5D=2.1>

277 based on the bottom 25%, the median, and the top 75% of earners at those positions to account for
278 decreased certainty from a smaller sample size. The salary information was multiplied based on a 34%
279 burden percentage provided to MNP by Liberty GNB. The 34% burden represents expenses such as
280 overtime, vacation, benefits, pension, and other additional costs for an employee.

MNP Internal Service Provision Finding:

- 17 Service Categories assessed were within or below the range. 5 Service Categories were below the low end of the range, 9 were between the low and mid-range, and 3 were between the mid and high range.
- MNP found that 1 Service Category (Commodity Supply & Control) of the 18 Service Categories was allocated above the projected labour amount that would be incurred operating independently. The upper range for this Service Category was \$133,946. The allocated labour amount was \$174,661 resulting in a variance of 30.4%.
- Total labour allocation across all service categories was \$2,345,966. The expected range for the total labour amount was \$1,826,971 (sum of Low Range) to \$3,702,799 (Sum of High Range).
- The aggregated total labour cost allocation falls between the aggregated low and mid range used for this test.

281

Figure 6: Summary of Test 2: Internal Service Provision Results: Labour Cost Only

Service Category	2023 Test 1 Allocation	Labour Portion (%)	2023 Labour (\$)	2023 Non Labour (\$)	Low Range	Mid Range	High Range	Range Result	Range Penetration
Information Technology	\$1,013,452	59%	\$597,937	\$415,515	\$355,875	\$477,324	\$636,286	Between Mid and High Range	86.3%
APUC & Executives	\$444,951	65%	\$289,218	\$155,733	\$273,048	\$437,359	\$710,169	Between Low and Mid Range	3.7%
Human Resources	\$192,372	86%	\$165,440	\$26,932	\$100,708	\$135,097	\$171,496	Between Mid and High Range	91.4%
Commodity Supply & Control	\$183,853	95%	\$174,661	\$9,193	\$50,230	\$84,833	\$133,946	Above Range	130.4%
Financial Planning & Analysis	\$152,011	44%	\$66,885	\$85,126	\$97,818	\$139,532	\$188,248	Below Range	-31.6%
Finance & Tax	\$150,758	87%	\$131,159	\$19,599	\$97,011	\$138,382	\$186,696	Between Low and Mid Range	38.1%
Customer Insight & Solutions	\$143,099	74%	\$105,893	\$37,206	\$68,089	\$111,622	\$165,201	Between Low and Mid Range	38.9%
Customer Care	\$137,214	99%	\$135,842	\$1,372	\$124,588	\$173,704	\$221,928	Between Low and Mid Range	11.6%
Compliance & Risk Management	\$133,021	85%	\$113,067	\$19,953	\$92,646	\$133,946	\$181,944	Between Low and Mid Range	22.9%
Procurement, Warehousing, Fleet and Facilities	\$119,940	66%	\$79,160	\$40,780	\$47,997	\$62,508	\$80,368	Between Mid and High Range	96.3%
Legal	\$119,761	68%	\$81,438	\$38,324	\$64,741	\$104,925	\$165,201	Between Low and Mid Range	16.6%
Regulatory	\$112,262	99%	\$111,140	\$1,123	\$92,646	\$141,760	\$183,618	Between Low and Mid Range	20.3%
Environmental, Health & Safety	\$101,257	87%	\$88,093	\$13,163	\$88,181	\$114,971	\$147,341	Below Range	-0.1%
Business Development	\$86,369	100%	\$86,369	\$0	\$65,857	\$100,460	\$141,760	Between Low and Mid Range	27.0%
Strategy & Sustainability	\$68,951	68%	\$46,886	\$22,064	\$74,787	\$91,530	\$125,017	Below Range	-37.3%
Operations	\$49,026	63%	\$30,886	\$18,139	\$58,960	\$77,720	\$134,000	Below Range	-47.6%
Treasury	\$48,754	81%	\$39,491	\$9,263	\$31,373	\$44,752	\$60,376	Between Low and Mid Range	28.0%
Investor Relations	\$12,635	19%	\$2,401	\$10,234	\$42,416	\$53,579	\$69,206	Below Range	-94.3%
Totals	\$3,269,684	72%	\$2,345,966	\$923,719	\$1,826,971	\$2,624,003	\$3,702,799	Between Low and Mid Range	27.7%

284 3.4 Analysis of Test 2: Non-Labour Components

285 This section provides additional analysis regarding the non-labour component of the 2023 Budgeted
 286 Allocated Costs of \$923,719 or 28% of the total 2023 Budgeted Allocated Costs.

287 To identify which of the 18 Service Categories would be further analyzed, MNP selected the 3 largest
 288 Service Categories that represented 71% (\$656,375/\$923,719) of the total amount of non-labour
 289 component for all Service Categories. The other 29% of the total non-labour component (\$267,344)
 290 was added back to the labour component to represent the entire 2023 Test 1 Allocation. This was done
 291 to test whether the total allocation (labour and non-labour components) falls outside of the ranges
 292 established by the salary data in Test 2 to determine reasonableness of the total amount.

293 Figure 7 summarizes the costs that passed Test 1 and their non-labour portions from Test 2. The service
 294 categories reviewed included:

- 295 1. Information Technology consisting of 41% of non-labour related costs at \$415,515
- 296 2. APUC & Executives consisting of 35% of non-labour related costs at \$155,733
- 297 3. Financial Planning & Analysis consisting of 56% of non-labour related costs at \$85,126

298

299 Figure 7: Summary of Test 2: Internal Service Provision - Non-Labour: Top 3 Service Categories

Service Category	2023 Test 1 Allocation	Non-Labour (%)	2023 Non-Labour (\$)
Information Technology	\$1,013,452	41%	\$415,515
APUC & Executives	\$444,951	35%	\$155,733
Financial Planning & Analysis	\$152,011	56%	\$85,126
Total			\$656,375

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Figure 8: Summary of Test 2: Internal Service Provision - Non-Labour: Remaining Service Categories

Service Category	2023 Test 1 Allocation	Non-Labour (%)	2023 Non-Labour (\$)
Procurement, Warehousing, Fleet and Facilities	\$119,940	34%	\$40,780
Legal	\$119,761	32%	\$38,324
Customer Insight & Solutions	\$143,099	26%	\$37,206
Human Resources	\$192,372	14%	\$26,932
Strategy & Sustainability	\$68,951	32%	\$22,064
Compliance & Risk Management	\$133,021	15%	\$19,953
Finance & Tax	\$150,758	13%	\$19,599
Operations	\$49,026	37%	\$18,139
Environmental, Health & Safety	\$101,257	13%	\$13,163
Investor Relations	\$12,635	81%	\$10,234
Treasury	\$48,754	19%	\$9,263
Commodity Supply & Control	\$183,853	5%	\$9,193
Customer Care	\$137,214	1%	\$1,372
Regulatory	\$112,262	1%	\$1,123
Business Development	\$86,369	0%	\$0
Totals			\$267,344

302

303 Below is a summary table of the service categories reviewed and their primary non-labour cost drivers.
 304 These were derived from the descriptions provided by and interviews with Liberty GNB staff.

305 Figure 9: Summary of Non-Labour Cost Drivers: Top 3 Service Categories

Service Category	Non-Labour Cost Drivers Description	2023 Non-Labour (\$)
Information Technology	Non-labour costs include Business IT services that represent IT transformation projects, application support, telecommunications as well as costs related to system architecture, network, security, professional services, server, help desk and end-user services. An example of an IT transformation project is the Liberty GNB Customer First Program which includes the deployment of a new SAP enterprise resource planning and customer information systems.	\$415,515
APUC & Executives	The APUC & Executives non-labour costs encompass: dues/membership, IT, travel, office administrative costs, director fees/insurance, costs related to licenses, permits and escrow fees in connection with participation in the New York Stock Exchange and the Toronto Stock Exchange (e.g., SEDAR fees, annual filing fees, licensing fees, etc.), and outside legal and professional services to ensure APUC and its subsidiaries are operating in a manner that meets financial/tax standards, regulatory and corporate filing requirements and market compliance in order to have access to the capital markets.	\$155,733
Financial Planning & Analysis	Non-labour services are related to external financial professional services.	\$85,126
Total		\$656,375

306

307

Figure 10: Summary of Non-Labour Cost Drivers: Remaining Service Categories

Service Category	Non-Labour Component Cost Drivers	2023 Non-Labour Component
Procurement, Warehousing, Fleet and Facilities	These categories include non-labour costs consisting largely of outside professional services for the respective departments to carry-out the performance of services throughout the organization and include services for the production and distribution of stakeholder communication expenses, travel, and other miscellaneous costs.	\$40,780
Legal		\$38,324
Customer Insight & Solutions		\$37,206
Human Resources		\$26,932
Strategy & Sustainability		\$22,064
Compliance & Risk Management		\$19,953
Operations		\$19,599
Finance & Tax		\$18,139
Environmental, Health & Safety		\$13,163
Investor Relations		\$10,234
Treasury		\$9,263
Commodity Supply & Control		\$9,193
Customer Care		\$1,372
Regulatory		\$1,123
Total		\$267,344

309

310 3.5 Results of Major Non-Labour Components

311 Overall, the non-labour components of the 2023 Budgeted Allocated Costs represents 28% or \$923,719
 312 of allocated costs. MNP compared the materially significant non-labour components to a recent filing
 313 from a similar utility company, Eastward Energy.

314 Eastward Energy (formally Heritage Gas) and a subsidiary business of TriSummit Utilities is a Nova
 315 Scotia-based company that operates a natural gas distribution network throughout Nova Scotia
 316 including the Halifax Regional Municipality. Eastward Energy serves approximately 10,000 customers

317 with a Rate Base of \$337.1MM forecasted in 2023⁹. In comparison, Liberty GNB has 12,400 customers
 318 with a Rate Base of \$284.5MM forecasted for 2023.

319 MNP was able to retrieve Eastward Energy’s rate application for 2023 and compare similar Cost
 320 Categories for their labour and non-labour component costs to serve as a datapoint in our analysis of
 321 Liberty GNB’s Cost Categories. Approximately 40% of Eastward Energy’s gross Operating Maintenance
 322 and Administrative (OMA) costs is represented by non-labour costs which is larger in proportion to the
 323 non-labour costs of Liberty GNB (28% non-labour costs). MNP was able to retrieve IT costs but could
 324 not find similar components for APUC & Executives and Financial Planning & Analysis from Eastward
 325 Energy’s rate application.

326

327 Information Technology (IT)

328 Liberty GNB’s Information Technology non-labour component represented \$415,515 (41%) of the 2023
 329 Budgeted Allocated Costs (\$1,013,452). In comparison, Eastward Energy’s total 2023 non-labour IT
 330 forecast was \$800K representing 40% of the total IT cost, without including extra inter-affiliate and
 331 external IT consulting costs. Extrapolating Eastward Energy’s \$800K to include labour and non-labour
 332 components, Eastward Energy’s total forecasted IT costs would appear to be \$2.0MM (\$800K/0.4).
 333 Liberty GNB’s non-labour IT costs is similar in comparison to Eastward Energy’s non-labour IT costs,
 334 which is a utility of similar size. This explanation is represented in the figure below.

335

336 Figure 11 Information Technology Non-Labour Component Summary

Description	Liberty GNB	Eastward Energy
Non-Labour Component	\$415,515 (41%)	\$800,000 (40%)
Total 2023 Budgeted Allocated Costs	\$1,013,452 (budgeted)	\$2,000,000 (Extrapolated)

337

338 Liberty GNB’s non-labour costs include its Business IT services, application support, telecommunications,
 339 system architecture, network, security, professional services, help desk and end-user services. Liberty
 340 GNB does not have internal IT staff and instead relies on its affiliates to provide IT services. Liberty GNB
 341 benefits from economies of scale associated with its IT non-labour forecasted costs. Examples of these
 342 benefits include IT Transformation projects such as the Customer First Program, which consisted of the
 343 deployment of an SAP enterprise resource planning and customer information systems, updating
 344 Liberty GNB’s business processes leading to improved customer and employee satisfaction, the costs of
 345 which can be spread out across APUC’s subsidiaries while the benefits are experienced by Liberty GNB’s
 346 customers. A system of this magnitude would be prohibitively expensive for an independent provider to

⁹ RE: Eastward Energy Incorporated – Application for Approval of a Schedule of Rates, Tolls, and Charges pursuant to Section 21 of the Gas Distribution Act. (Dated January 16, 2023).

347 implement for its customers.

348

349 APUC & Executives

350 Liberty GNB's APUC & Executive non-labour component represented \$155,733 (35%) of the \$444,951

351 budgeted amount. APUC is the ultimate corporate parent for the subsidiaries including Liberty GNB.

352 The services of APUC executives are critical in leading its subsidiaries in providing financial and strategic

353 management, with Liberty GNB enjoying the benefits of its ultimate parent's size and investment-grade

354 credit rating allowing access to capital markets and enabling competitive commodity and transportation

355 procurements.

356 MNP notes that if the non-labour portion of APUC & Executives was added back to the labour

357 component, used in Test 2, the total would still be within the mid-to-high range or approximately 60%

358 (salary data did not have the mid-range at 50% for APUC & Executives) below the high end of the

359 range.

360 See Figure 12 below for a summary of the labour and non-labour cost components.

361

362 Financial Planning & Analysis

363 Financial Planning & Analysis non-labour component represented \$85,126 (56%) of the \$152,011

364 budgeted amount. The non-labour costs are associated with retaining external financial professional

365 services. MNP notes that if the non-labour portion of Financial Planning & Analysis was added back to

366 the labour component, used in Test 2, the total would still be within the mid-to-high range or

367 approximately 10% below the high end of the range.

368 See Figure 13 below for a summary of the labour and non-labour cost components.

369

MNP Non-Labour Component Cost Driver Finding:

- MNP is of the opinion that the non-labour cost drivers associated with the materially significant categories of Information Technology, APUC & Executives, and Financial Planning & Analysis are reasonable.
- Direct comparison for IT Non-Labour costs with a similar local utility appear reasonable in comparison.
- Direct comparison, similar to IT, could not be completed for APUC & Executives and Financial Planning & Analysis. To test for reasonableness for these categories, MNP added the non-labour costs of these categories back to the labour costs examined in Test 2 and both categories remained within Test 2 Range.

370

371

372 3.6 Results of Minor Non-Labour Categories

373 The remaining categories that represented 29% of the total amount of non-labour costs were analyzed.
374 To test the appropriateness of the spend, MNP compared the full allocated (labour + non-labour) cost
375 to the ranges developed in Section 3.3. The reason for this test is to compare the full amount of the
376 Service Category to the cost of internal provision under the condition that the entire amount is labour
377 to demonstrate that the allocated costs are still within the range on aggregate.

378 MNP found that the explanation provided by Liberty GNB for the non-labour cost drivers of these
379 Service Categories still contained a labour component and efforts to specify the individual items proved
380 unsuccessful. MNP attempted to find comparable Service Categories with other utilities but was
381 unsuccessful. For this reason, MNP added the non-labour amount to the labour amount to test for
382 appropriateness as the non-labour portion was not significant in aggregate.

383 See Figure 14 below for a summary of the labour and non-labour cost components.

384

MNP Internal Provision Finding:

- MNP found that three Categories (Procurement, Warehousing, Fleet and Facilities, Human Resources, and Commodity Supply & Control) of the 18 Service Categories were above Test 2 range when non labour costs were added back to labour costs in this test.
- The other 15 Service Categories assessed were within or below the range.
- Total labour and non-labour across all service categories was \$3,269,684. The expected range for the total labour amount was \$1,826,971 to \$3,702,799.
 - In aggregate, the total labour and non-labour cost allocation falls between the aggregated mid and high range used for this test.

385

Figure 12 APUC & Executive: Labour + Non-Labour Component Summary

Service Category	2023 Test 1 Allocation	Labour (%)	2023 Labour (\$)	2023 Non Labour Component	Low Range	Mid Range	High Range	Range Result	Range Penetration
APUC & Executives	\$444,951	65%	\$289,218	\$155,733	\$273,048	\$437,359	\$710,169	Between Mid and High Range	39.3%

Figure 13 Financial Planning & Analysis: Labour + Non-Labour Component Summary

Service Category	2023 Test 1 Allocation	Labour (%)	2023 Labour (\$)	2023 Non Labour Component	Low Range	Mid Range	High Range	Range Result	Range Penetration
Financial Planning & Analysis	\$152,011	44%	\$66,885	\$85,126	\$97,818	\$139,532	\$188,248	Between Mid and High Range	59.9%

Figure 14 Minor Categories: Labour + Non-Labour Component Summary

Service Category	2023 Test 1 Allocation	Labour (%)	2023 Labour (\$)	2023 Non Labour (\$)	Low Range	Mid Range	High Range	Range Result	Range Penetration
Human Resources	\$192,372	86%	\$165,440	\$26,932	\$100,708	\$135,097	\$171,496	Above Range	112.2%
Commodity Supply & Control	\$183,853	95%	\$174,661	\$9,193	\$50,230	\$84,833	\$133,946	Above Range	137.3%
Finance & Tax	\$150,758	87%	\$131,159	\$19,599	\$97,011	\$138,382	\$186,696	Between Mid and High Range	59.9%
Customer Insight & Solutions	\$143,099	74%	\$105,893	\$37,206	\$68,089	\$111,622	\$165,201	Between Mid and High Range	77.2%
Customer Care	\$137,214	99%	\$135,842	\$1,372	\$124,588	\$173,704	\$221,928	Between Low and Mid Range	13.0%
Compliance & Risk Management	\$133,021	85%	\$113,067	\$19,953	\$92,646	\$133,946	\$181,944	Between Low and Mid Range	45.2%
Procurement, Warehousing, Fleet and Facilities	\$119,940	66%	\$79,160	\$40,780	\$47,997	\$62,508	\$80,368	Above Range	149.2%
Legal	\$119,761	68%	\$81,438	\$38,324	\$64,741	\$104,925	\$165,201	Between Mid and High Range	54.8%
Regulatory	\$112,262	99%	\$111,140	\$1,123	\$92,646	\$141,760	\$183,618	Between Low and Mid Range	21.6%
Environmental, Health & Safety	\$101,257	87%	\$88,093	\$13,163	\$88,181	\$114,971	\$147,341	Between Low and Mid Range	22.1%
Business Development	\$86,369	100%	\$86,369	\$0	\$65,857	\$100,460	\$141,760	Between Low and Mid Range	27.0%
Strategy & Sustainability	\$68,951	68%	\$46,886	\$22,064	\$74,787	\$91,530	\$125,017	Below Range	-7.8%
Operations	\$49,026	63%	\$30,886	\$18,139	\$58,960	\$77,720	\$134,000	Below Range	-16.8%
Treasury	\$48,754	81%	\$39,491	\$9,263	\$31,373	\$44,752	\$60,376	Between Mid and High Range	59.9%
Investor Relations	\$12,635	19%	\$2,401	\$10,234	\$42,416	\$53,579	\$69,206	Below Range	-70.2%
Totals	\$1,659,270	84%	\$1,391,926	\$267,344	\$1,100,231	\$1,569,788	\$2,168,096	Between Mid and High Range	52.4%

392 3.7 Results of Test 3: Cost Comparison

393 The final test of the cost allocation review of Liberty GNB is the Cost Comparator test. The purpose of
394 this test is to assess shared services costs with other similar utilities using averages and ranges from
395 publicly available information, including but not limited to regulatory filings in Canada and the U.S.

396 Due to the unique factors of Liberty GNB, such as its relatively new and unamortized capital base, its
397 geographic dispersion of operating locations, and its newly established and growing customer base,
398 there was a lack of data points that MNP was able to rely upon regarding comparators for Test 3.

399 Liberty GNB does not have a significant number of direct peers and those which could be argued to
400 exist, do not share affiliate provided services information consistently from jurisdiction to jurisdiction.

401 Some individual data points were able to be retrieved and MNP was able to retrieve some recent data
402 from Eastward Energy's most recent application for point comparisons. However, there was insufficient
403 data to be able to build a working model and therefore a conclusion from a comparison of peers to
404 Liberty GNB.

405

406 4.0 MNP Conclusion and Opinion

407 Based on our study, MNP concludes that the 2023 Budgeted Allocated Costs resulting from Liberty
408 GNB's affiliate charges of \$3,269,684 pass the tests performed. MNP is of the opinion that the Service
409 Categories costs are considered prudent and within a reasonable range of costs.

410 MNP found the following in the tests performed:

- 411 • In Test 1, MNP found all of the allocated costs are prudent
- 412 • In Test 2: Internal Service Provision, MNP found that the aggregated total labour cost allocation
413 falls between the aggregated expected low to mid range for the total labour amount used for
414 this test
- 415 • In Test 2: Results of Major Non-Labour Components, MNP is of the opinion that the non-labour
416 cost drivers associated with the materially significant categories of Information Technology,
417 APUC & Executives, and Financial Planning & Analysis are reasonable given the benefits
418 provided to Liberty GNB's customers, economies of scale captured from distributing costs
419 across affiliates, and compared to a similarly sized utility such as Eastward Energy
- 420 • In Test 2: Results of Minor Non-Labour Components, MNP found that in aggregate, the total
421 labour and non-labour cost allocation falls between the expected mid and high range for the
422 total labour amount
- 423 • In Test 3, the data available from comparable utilities to Liberty GNB is inconsistent due to the
424 size and profile of Liberty GNB and MNP was unable to complete this test

425 MNP concludes that all the 2023 Budgeted Allocated Costs charged by Liberty GNB's affiliates are
426 reasonable to be incurred by a utility the size and complexity of Liberty GNB.

427

MNP Conclusion:

428

- Overall, the 2023 Budgeted Allocated Costs of \$3,269,684 pass the tests which were able to be performed by MNP
- This represents all the 2023 Budgeted Allocated Costs from Liberty GNB's affiliates

429

430 5.0 Appendix A: Review Methodology

431 Phase 1: Kick-Off

- 432 1. MNP reviewed all relevant documentation provided by Liberty GNB.
- 433 2. MNP hosted a kick-off meeting to confirm the scope, deliverables, and
434 responsibilities associated with the project.
- 435 3. MNP confirmed with Liberty GNB the key project resources and interview roster of Liberty GNB
436 representatives.
- 437 4. MNP met with Liberty GNB to understand specific New Brunswick regulatory processes and
438 timelines for this application.
- 439 5. MNP and Liberty GNB discussed and agreed to engagement timelines.

440 Phase 2: Current State Analysis

- 441 1. MNP reviewed previous regulatory filings, decisions, and relevant reports. An understanding of
442 the regulatory requirements for corporate cost allocations was obtained to set the
443 fundamentals of our review.
- 444 2. MNP reviewed a previous cost allocation assessment by PricewaterhouseCoopers (PwC).
- 445 3. MNP reviewed APUC's Cost Allocation Manual.
- 446 4. MNP reviewed additional data from Liberty GNB including current cost allocations for the 2022
447 budget year, shared service descriptions and related benefits.
- 448 5. MNP completed interviews with Liberty GNB representatives.

449 Phase 3: Evaluation of Cost Allocations and Shared Services

- 450 1. MNP evaluated the prudence of cost pool items allocated by Liberty GNB's affiliates.
- 451 2. MNP estimated the costs of Liberty GNB to replicate the service categories internally in the local
452 market using a low, mid-range, and high estimate for each position. The labour components of
453 the allocated costs from Liberty GNB's affiliates were then compared to these ranges.
- 454 3. MNP attempted to compile the total shared services costs and the total allocated costs from
455 other gas utilities in Canada and the US that were comparable in size and service geography to
456 Liberty GNB. The costs would have been then normalized by Full-Time Employees (FTEs) to
457 compare to the total shared services costs and total allocated costs of Liberty GNB. This was not
458 able to be completed due to the size and profile of Liberty GNB and publicly available
459 information from other utilities.

460 Phase 4: Reporting

- 461 1. MNP developed a draft report summarizing the results of the model and related tests to the
462 Liberty GNB project team.

- 463 2. Liberty GNB reviewed report draft for information and data accuracy and structure.
- 464 3. MNP finalized the report.

465

6.0 Appendix B: Cost Pool Items

Account Name	Mapped Service Category	2023 Budgeted Allocated Cost
APUC-Executive	APUC & Executives	\$224,446
APUC-Board of Directors	APUC & Executives	\$71,370
APUC-Misc.	APUC & Executives	\$53,603
East Region-Executive	APUC & Executives	\$95,532
LABS CAD-Business IT	Information Technology	\$13,119
LABS CAD-Corporate IT	Information Technology	\$786,262
LABS CAD-Transformation	Information Technology	\$34,924
LABS US-Business IT	Information Technology	\$54,962
LABS US-Corporate IT	Information Technology	\$112,027
LABS US-Transformation	Information Technology	\$12,158
LABS CAD-Legal	Legal	\$78,864
LABS US-Legal	Legal	\$40,898
LABS CAD-Internal Audit	Compliance & Risk Management	\$21,994
LABS CAD-Compliance	Compliance & Risk Management	\$8,252
LABS CAD-Business Risk & Resilience	Compliance & Risk Management	\$16,275
LABS CAD-Environmental Compliance	Compliance & Risk Management	\$8,761
LABS CAD-Regulatory Compliance	Compliance & Risk Management	\$4,130
LABS CAD-Insurance	Compliance & Risk Management	\$1,080
LABS US-Internal Audit	Compliance & Risk Management	\$21,610
LABS US-Bus Risk & Resilience	Compliance & Risk Management	\$10,688
LABS US-Environ Compliance	Compliance & Risk Management	\$3,598
LABS US-Reg Compliance	Compliance & Risk Management	\$21,805
LABS US-Insurance	Compliance & Risk Management	\$14,828
LABS CAD-HR	Human Resources	\$27,256
LABS CAD-Total Rewards	Human Resources	\$95,537

LABS CAD-L&D	Human Resources	\$28,849
LABS CAD-Communications	Human Resources	\$15,448
LABS CAD-Talent Acquisition	Human Resources	-\$2,280
LABS US-Total Rewards	Human Resources	\$2,091
LABS US-L&D	Human Resources	\$3,583
East Region-HR	Human Resources	\$21,888
LABS CAD-EHS	Environmental, Health & Safety	\$10,401
LABS US-EHS	Environmental, Health & Safety	\$14,824
East Region-EHS	Environmental, Health & Safety	\$76,032
LUCC/LIBCORN-Energy Procure	Commodity Supply & Control	\$121,444
LUCC/LIBCORN-Gas Control	Commodity Supply & Control	\$62,409
LUCC/LIBCORN-Customer Care	Customer Care	\$17,442
East Region-Customer Care	Customer Care	\$119,772
LUCC/LIBCORN-Customer Insights	Customer Insights & Solutions	\$81,595
East Region-Sales	Customer Insights & Solutions	\$61,504
LABS CAD-Finance	Finance & Tax	\$59,694
LABS US-Finance	Finance & Tax	\$20,005
East Region-Finance	Finance & Tax	\$71,059
LABS CAD-FP&A	Financial Planning & Analysis	\$152,011
LABS CAD-Investor Relations	Investor Relations	\$12,635
LUCC/LIBCORN-Ops General	Operations	\$49,026
LABS CAD-Procurement	Procurement, Warehousing, Fleet & Facilities	\$12,489
LABS CAD-Facilities Management	Procurement, Warehousing, Fleet & Facilities	\$8,773
LABS US-Procurement	Procurement, Warehousing, Fleet & Facilities	\$26,045
LUCC/LIBCORN-Facilities Management	Procurement, Warehousing, Fleet & Facilities	\$18,274
East Region-Procurement	Procurement, Warehousing, Fleet &	\$54,360

	Facilities	
LUCC/LIBCORN-Regulatory	Regulatory	\$27,906
East Region-Regulatory	Regulatory	\$84,356
LABS CAD-Strategy	Strategy & Sustainability	\$38,239
LABS CAD-Sustainability	Strategy & Sustainability	\$12,510
LABS US-Strategy	Strategy & Sustainability	\$16,538
LABS US-Sustainability	Strategy & Sustainability	\$1,663
LABS CAD-Treasury	Treasury	\$48,754
East Region-Business Development	Business Development	\$86,369
Total		\$3,269,684

467

7.0 Appendix C: Service Categories

Service Category	Service Description
<p>APUC & Executives</p>	<p>Algonquin Power & Utilities Corp. ("APUC") is the ultimate corporate parent for the subsidiaries under its Regulated Services Group and Renewable Energy Group. The APUC executives include the: (1) President and CEO, (2) Chief Development Officer, (3) Chief Financial Officer, (4) Executive V.P., I.T. and Digital Transformation, (5) Executive V.P., Strategy and Corporate Planning, (6) Chief Legal Officer, (7) Chief Compliance and Risk Officer, (8) Chief Operating Officer, (9) Chief Human Resources Officer, (10) Executive Assistants. The services of the APUC executives are critical in leading the functional areas (as described herein) and in providing financial management, strategic management, corporate governance, and administrative and support services to all the subsidiaries within the APUC organization. The costs include executive compensation, APUC office administration, I.T. & Communication costs, dues/membership, travel/meals, and professional outside services.</p> <p>The costs within the Board of Directors group are director fees, insurance, dues/membership, travel expenses, I.T., as well as legal service for annual information filings, SEDAR and SEC filings, contracts with credit facilities, tax matters, and market compliance matters. The Board of Directors provide strategic oversight over all of APUC's affairs.</p> <p>APUC incurs costs related to licenses, permits and escrow fees in connection with participation in the New York Stock Exchange ("NYSE") and the Toronto Stock Exchange ("TSX") (e.g., SEDAR fees, annual filing fees, licensing fees, etc.) and outside professional services to ensure APUC and its subsidiaries are operating in a manner that meets audit standards and regulatory requirements in order to have access to the capital markets (e.g., tax, auditing).</p>
<p>Information Technology</p>	<p>The Department supports APUC's Regulated Services Group and Renewable Energy Group and consists of the following groups: (1) Business services represent expenses that are specific to the business/utility. Areas covered are transition, project management, application support, and telecommunications; (2) The Corporate IT services relate to companywide standards and are essentially mandatory IT services for the business units. Areas covered are enterprise IT transformation projects, system architecture, network, server, security, end-user services and helpdesk; and (3) The Transformation IT services relate to the deployment of projects that transform and upgrade many of the organization's</p>

Service Category	Service Description
	<p>business processes, systems and tools. This department is responsible for the strategic planning, development, deployment, budgeting, change management and technical support for these types of projects. These projects are intended to improve the company's business processes, leading to increased customer and employee satisfaction. An example of a project is the company's Customer First Program that includes, among other projects, the deployment of a new SAP enterprise resource planning and customer information systems.</p>
<p>Legal</p>	<p>APUC has an internal legal team providing legal services to both its Regulated Services Group and Renewable Energy Group as well as common functions such as IT, tax, HR, and other shared services. Gas NB receives a variety of legal services, including but not limited to the following: (1) executive level expertise, guidance and overall direction for significant compliance and governance matters; (2) corporate secretarial functions that ensure compliance with statutory and regulatory requirements related to filings and securities and exchange commissions compliance filings; (3) the coordination and corporate-wide legal counsel and consultation that are not specific to a business unit, including financings; (4) drafting and negotiating corporate wide contracts; and (5) legal services relating to all aspects of utility operations, including financing, regulatory matters, procurement, rate cases, contracts, litigation, and other similar matters.</p>
<p>Compliance & Risk Management</p>	<p>The Chief Compliance and Risk Officer is responsible for the following areas within APUC's Regulated Services Group and Renewable Energy Group: Internal Audit, Compliance Strategy and Performance, Enterprise Risk and Resilience, Environmental, Regulatory, and Insurance. Compliance functions include developing corporate compliance policies, providing ongoing advice relating to compliance with those policies, developing business continuity plans to address risks such as the covid-19 pandemic, mitigating risks associated with compliance with various regulatory requirements, managing insurance, conducting internal audits to evaluate and improve organization effectiveness and internal controls, and providing physical security for APUC's facilities.</p>
<p>Human Resources</p>	<p>The Human Resources ("HR") functions are led by the Chief Human Resources Officer providing services to APUC's Regulated Services Group and Renewable Energy Group. HR provides a range of services including general HR functions, Corporate Communications, Total Rewards/Payroll, Culture, Organizational Development, and Talent Management (e.g., Learning & Development and Talent/Acquisition). The HR functions ensure employees are provided with a healthy and safe work environment and receive competitive salaries and benefits. The HR services are critical to ensuring that APUC's most valuable assets, our</p>

Service Category	Service Description
	employees, are satisfied and engaged, which minimizes employee turnover and associated costs. The nature of the corporate services is to support all APUC and provide economies of scale in services (e.g., total rewards packages, travel plans and policies, training programs).
Environmental, Health & Safety	The Environmental, Health, Safety and Security ("EHS&S") Department consists of a group of professionals with a mandate to support the operations of APUC's Regulated Services Group and Renewable Energy Group in (1) recognizing and controlling workplace hazards for the prevention of environmental, safety or security non-conformances, (2) regulatory requirements, and (3) providing the safety management system framework. This includes the on-going resource to develop policy, programs, processes (e.g., Employee Safety Handbooks) and procedures to assist operations in reducing workplace risk for employees and contractors through the administration of EHS monitoring and performance programs. The services are organized as corporate and regional. The nature of the corporate services provides standards and guidelines for compliance, program implementation and auditing services for the verification of safety management system effectiveness.
Commodity Supply & Control	The Commodity Supply & Control Department is a corporate shared resource group that provides short-term and long-term energy supply planning, gas and electric procurement services, gas scheduling/control, and demand forecasting services to Liberty's electric and natural gas utilities. The services provided to Gas NB relate only to natural gas services.
Customer Care	The Customer Care Department is led by the V.P., Customer Care. These services are provided only to APUC's Regulated Services Group. This department has five (5) general areas of focus: (1) customer care, supporting customer inquiries from all channels; (2) meter data services / billing set-up and billing of customers; (3) credit and collections, securing timely bill payments; (4) customer marketing & communications; and (5) commitment to communities.
Customer Insight & Solutions	The Customer Insight and Solutions Department ("CI&S") provides services only to APUC's Regulated Services Group. The role of this Department to identify, quantify and address customers' needs, identify opportunities of growth, and actively participate in the communities it serves. The CI&S Department works in partnership with APUC's local utilities to strengthen the communities served and enhance the customers' experience through best-in-class solutions driven by deep customer insight. This is done by working with: the traditional customer channels to listen to our customers and implement programs that will improve the ease with which customers deal with Liberty; our large C&I customers and

Service Category	Service Description
	<p>communities to ensure they receive the energy that they need both for the success of their businesses and new economic development; our engineering partners to share what customers want (reliability, new products such electric vehicles, green products) and assist in delivering these wants now and in the future; aggregating and combining disparate data sources to draw out insights that will improve customer experience and / or reduce costs for our customers.</p>
Finance & Tax	<p>The corporate Finance & Tax Departments provide services to APUC's Regulated Services Group and Renewable Energy Group in the areas of accounting, external audit, tax, financial reporting, establishment of accounting policies and practices, implementation of new accounting standards, and oversight over internal controls. The corporate finance services address the needs of APUC at a consolidated and enterprise level (e.g., accounting policies and procedures, corporate services, and intercompany billing, consolidated financial statements, and internal controls), and ensure that the regulated utilities meet audit standards and regulatory requirements, have strong financial and operational controls, and are recording financial transactions accurately and prudently. The tax services provided to APUC's Regulated Services Group are in the areas of tax provisions on financial statements, tax compliance filings, and support in regulatory filings.</p>
Financial Planning & Analysis	<p>The corporate Financial Planning & Analysis Department ("FP&A") is responsible for managing both the short-term and the long-term planning, budgeting, forecasting, variance analysis and reporting activities and processes for APUC's Regulated Services Group and Renewable Energy Group.</p>
Investor Relations	<p>The Investor Relations Department provides services to APUC's Regulated Services Group and Renewable Energy Group. As APUC is listed on the NYSE and TSX, leading financial markets, it incurs investor relations costs to comply with filing and regulatory requirements of the NYSE and the TSX, and to meet the expectations of its shareholders. This department is responsible for all interactions, corporate messaging, and disclosures to APUC's investors. Some of these activities of this Department include issuing/preparing press releases, completing regulatory filings (as required by Canadian and U.S. securities laws), managing investor relationships and investor programs (e.g., conferences, analyst meetings, conference calls, etc.), managing relationships with external service providers such as Transfer Agent, newswire dissemination services, Bloomberg, etc., managing relationships with the TSX and NYSE, preparing investor presentation decks (equity, debt, earnings calls, acquisitions, AGM, etc.), and managing internal and external media news. Non-labour costs related to the</p>

Service Category	Service Description
	production and distribution of stakeholder communication are budgeted in the LABS Canada Legal Department.
Operations	The Operations Department provides services to APUC's Regulated Services Group in the areas of operational performance and the oversight and strategic management in the following utility centralized services: regulatory, commodity supply and control, transition and integration, and transmission planning and operations. Some of the functions carried out by this department include establishing annual and long-term operational targets and ensuring that these plans are built for operational and financial success; standardizing functional processes to ensure a common approach throughout the organization; and supporting the development of a health and safety culture that improves the quality of the workplace environment, provides an injury-free workplace, and protects public security and safety.
Procurement, Warehousing, Fleet and Facilities	The Procurement, Warehousing, Fleet and Facilities Department oversees and carries out the following functions for the entire APUC organization, including Gas NB: (1) the development of practices and procedures, strategic planning and overall management of these functions; (2) Procurement: negotiation of company-wide and utility-specific contracts; (2) Warehousing: management of all supply chain functions related to inventory risk mitigation, management and control; (4) Fleet: vehicle maintenance and procurement as well as strategy development; and (4) Facilities: costs related to the APUC head office located in Oakville, Ontario, Canada: non-labor and labor costs in operating the office, receptionist and building superintendent services.
Regulatory	The corporate Regulatory Department works with all of the utilities within APUC's Regulated Services Group to develop regulatory strategy on various regulatory proceeding/topics and provide a range of regulatory support (e.g., rate case management, drafting/reviewing of testimony, compliance filings, research, revenue requirement and rate design expertise). This department is responsible for APUC's Cost Allocation Manual (CAM) and indirect overhead policies.
Strategy & Sustainability	The corporate Strategy & Sustainability Department provides services to APUC's Regulated Services Group and Renewable Energy Group that involve the functions of: corporate planning and strategy, sustainability, and government affairs. The corporate planning and strategy group involves developing and updating APUC's long-term strategy and translating that strategy into a long-term model, budget, and corporate scorecard. This involves bringing together long-term industry trends and outlook, risks and opportunities, de-carbonization transformation, and partnering closely with the business and functional teams to

Service Category	Service Description
	<p>mobilize the organization to meet and respond to the challenges and opportunities. The Sustainability group manages the effectiveness with which APUC meets its obligations and achieves its objectives with respect to being a responsible and good corporate citizen. More specifically, the Sustainability group is responsible for public reporting and disclosure on APUC's non-financial performance according to generally accepted guidelines for corporate reporting on social, environmental and governance issues. The Government Affairs Group provides services to support the required representation with community stakeholders and interest groups. The costs for the LABS U.S. Government Affairs services are not allocated to APUC's regulated business (including Gas NB).</p>
Treasury	<p>The Treasury Department is responsible for corporate, subsidiary/utility and project financing, enterprise-wide cash management, enterprise financial risk management (FX and interest rate) and capital planning. Gas NB benefits from these services as it relates to the financing of its capital projects.</p>
Business Development	<p>The East Region has two employees within this department: Senior Director, Business Development and Director, Business Development, which oversee Gas NB's business development team. The following are some of the services provided by these roles to Gas NB: development of NB Gas strategies and objectives to further grow and strengthen client relationships; ongoing Gas NB employee training, coaching, and guidance in the areas of business development; project management and administrative support on proposal development and other project tasks; measurement of business performance metrics; facilitates the coordination/partnerships with other Liberty teams to leverage knowledge sharing, best practices and the execution of tasks and projects; and conducts market research and analysis on industry business development sources and technologies to identify new opportunities and create business plans on commercial opportunities (expansion, business development etc.).</p>

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471 **8.0 Appendix D: Experience**

472 **Gordon Chalk**

473 MBA, CMC

474 National Consulting Leader, Energy, Utilities and Infrastructure

475 **Profile**

476 Gord Chalk is a Partner based in Calgary, Canada and is the
 477 national lead of the firm’s Energy, Utilities, and Infrastructure
 478 Consulting Practice. He is a trusted Strategic Advisor to
 479 executives of some of the largest energy, pipeline, power
 480 and utilities companies in North America. Gord also works
 481 extensively in Infrastructure and Major Capital projects. For
 482 over 25 years, he has also led dozens of strategy, process
 483 and technology projects/teams to successful execution. He
 484 quickly and capably moves strategy to action; delivering
 485 direct and measurable results. He thrives by building and
 486 maintaining high-touch relationships with his executive-level
 487 clients, delivering sustainable results through their staff, to
 488 support their metrics and goals.

489 **Service Line**

490 Gord’s background includes:

- 491 • Senior level management consulting expertise
- 492 • Senior management experience with a global
 493 consulting firm in the design, build, operations,
 494 maintenance and supply chain domains
- 495 • Several interim capital project execution, operations
 496 and procurement roles
- 497 • Planning, capital build, production, maintenance
 498 and operations background
- 499 • Negotiations, contracting and claims management
 500 experience
- 501 • Deep experience utilizing SAP and similar ERP
 502 software/modules for business process
 503 improvement
- 504 • Business Development and Sales Experience
- 505 • Regulatory/Permitting experience in Capital Projects

Liberty Utilities
Corporate Services Cost Allocation Review



Contact

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Suite 1500, 640 – 5th Avenue SW
 Calgary, Alberta T2P 3G4

Education

MBA – Finance & Accounting, McGill
 University

BA Honours, Wilfrid Laurier University

Associations/Certifications

Certified Management Consultant –
 CMC Canada

Electricity Fundamentals in Canada
 Certification – Electricity Canada

Languages

English

506 **Industry Experience**

507 Prior to starting his career with MNP, Gord owned and operated Accelerator Consulting acting as a
 508 Strategic Advisor in the capital, maintenance and operations within the Energy and Utilities sector. Gord
 509 was also the Director of Energy and Utilities with InCode Wireless; President/Co-founder of LogicCurve
 510 Corp, a company focused on enabling process and technologies for Energy and Utility companies.

511 **Project Experience**

Industry	Service Line	Project Description
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on
Energy & Utilities	Regulatory/Internal	
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on large Halifax infrastructure project application.
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on
Energy & Utilities	Regulatory/Internal Audit	
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on large Halifax infrastructure project application.
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on
Energy & Utilities	Regulatory/Internal	ENMAX - Inter-affiliate transactions review and report related to ENMAX Power Corporation for 2016 to 2021 transactions. Review was based on compliance with the Inter-affiliate Code of Conduct, AUC guidance and leading procurement practices
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on large Halifax infrastructure project application.
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on
Energy & Utilities	Regulatory/Internal Audit	
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on large Halifax infrastructure project application.
Energy & Utilities	Regulatory/Internal	NSUARB- Board Counsel consultant on

Industry	Service Line	Project Description
	Audit	
Energy \$ Utilities	Regulatory/Internal	ENMAX - Inter-affiliate transactions review and report related to ENMAX Power Corporation for 2019-2021 transactions. Review was based on compliance with the Inter-affiliate Code of Conduct, AUC guidance and leading procurement practices.
Energy & Utilities	Regulatory/Internal Audit	NSUARB - Board Counsel consultant on large Halifax infrastructure project application.
Energy & Utilities	Regulatory/Internal Audit	NSUARB- Board Counsel consultant on
Energy \$ Utilities	Regulatory/Internal Audit	
Energy & Utilities	Regulatory/Internal Audit	NSUARB - Board Counsel consultant on large Halifax infrastructure project application.
Energy & Utilities	Regulatory/Internal	ENMAX - Inter-affiliate transactions review and filed regulatory report related to ENMAX Power Corporation for 2019-2021 transactions. Review was based on compliance with the Inter-affiliate Code of Conduct, AUC guidance and leading procurement practices.
Energy & Utilities	Regulatory/Internal Audit	NSUARB - Board Counsel consultant on large Halifax infrastructure project application.
Infrastructure	Supply Chain / Internal Audit	CDPQ - Provided Subject Matter Expertise on Procurement and Contract Management to CDPQ Internal Audit group.
Infrastructure	Fairness Advisory	Alberta Transportation – Providing Project and Procurement Process expertise on several MNP Fairness Advisory Engagements.
Energy & Utilities	Regulatory / Internal Audit	Ontario IESO – Conducted audits for Minimum Required Domestic Content Level associated with the IESO’s Feed In Tariff Program.
Energy & Utilities	Regulatory / Internal Audit	Ontario IESO – Conducted Feed In Tariff Solar Generation Data Review and Audit.
Indigenous	Asset Management	Kehewin Cree Nation – Provided Asset Management Services to nation including training, identification, condition assessment and capital/operating decision making.
Energy & Utilities	Regulatory / Internal Audit	Alberta AESO – Internal Audit of AESO recalculated loss factors as directed by the Alberta Utilities Commission.
Municipal	Asset Management	Lac la Ronge Water Corp. – Completed analysis to determine necessary funding needs and water rates to meet the operating and

Industry	Service Line	Project Description
		capital spending requirements of the Corporation.
Energy & Utilities	Renewable	Geothermal Startup – Prepared Feasibility Study and Preliminary Business Case
Energy & Utilities	Analytics	Alberta Electricity Retailer – Reviewed current reporting, requirements, and regulatory environment to analyze, prioritize and create a new BI Framework for customer growth. Phase 2 has including building platform and implementation.
Municipal	Program Management	City of Medicine Hat – Supported City on selection, negotiations and implementation of new vendors and relationships to deliver several municipal services.
Infrastructure	Construction	Alberta Municipality – Technical and Financial Adviser on Early-Stage Development of Water Utility. Support included Delivery Model, Financing Alternatives and Operating Models. Support included Delivery Model, Financing Alternatives and Operating Models.
Infrastructure	Construction	Alberta Municipality – Technical and Financial Advisory services on Early-Stage Development of a Broad Band Internet Utility.
Energy & Utilities	Analytics	Mid-Stream Company – Strategy Development and Requirements gathering for Trading and Risk Management System.
Energy & Utilities	Human Capital	Mid-Stream Company – Provided expertise on industry and maintenance/operations on Liquids division re-organization.
Energy & Utilities	Capital Projects	Hydro Ottawa – Distribution Projects division review and implementation support including Delivery Model, Stage Gate and Project Management Processes and Tools.
Infrastructure	Construction - Internal Audit	University – Provided subject matter expertise on construction, project controls, project reporting and governance on numerous internal audits.
Energy & Utilities	ERP	Control Tech – Facilitated requirements sessions for Service Delivery, Inventory and Material Management processes for an IFS implementation. Work include quick wins on process improvements and ABCD inventory analysis to optimize working capital tied up in inventory while improving customer service levels.
Energy & Utilities	Cyber Security	Iconic Power – Reviewed the AltaLink assessment results, perform a risk assessment, identify compliance requirements, perform a gap assessment, discuss our observations and recommendations with management, and assist with developing a formal compliance

Industry	Service Line	Project Description
		management program. MNP was also tasked with identifying opportunities for improvement and to provide prioritized recommendations that incorporate compliance requirements as well as industry accepted practices and standards.
Energy & Utilities	Supply Chain	ENMAX – Inventory and Material Management review Partner Lead. Project included requirements analysis, documenting current gaps in service level performance and efficiency and an implementation plan. ABCD inventory analysis was introduced, undertaken and installed at organization to continuously manage inventory levels, customer service levels and associated costs.
Energy & Utilities	Internal Audit	TMX – Subject Matter expertise on numerous internal audit engagements.
Indigenous	Valuations	First Nation – Led evaluation team of a Transmission Asset Purchase opportunity for a FN. Project included valuation of the asset, financing options and financial modelling for decision support.
Indigenous	Construction	First Nation – Negotiation support for a FN on a very large civil works construction contract with a large multi-national LNG provider. Work included consideration of the Benefits Agreement between the nation and the owner with respect to all opportunities surrounding the LNG development.
Energy & Utilities	Technology	EPCOR – Partner Lead on Capital Project Application inventory, Review and Roadmap to support a single Capital Delivery Model. Roadmap included a crawl, walk, run implementation plan to ensure ongoing projects were supported while quick wins were implemented, and longer-term changes were integrated with broader IT roadmap.
Energy & Utilities	Capital Projects	EPCOR – Facilitated the creation of a single Capital Delivery Model (CDM) across 9 business units. Project included building Mission and Vision and design as well as Stage Gating, Execution Templates and the Organizational Change Management to implement Changes.
Energy & Utilities	Capital Projects	ENMAX – Led Project Management Office Design and Implementation Support for Capital Delivery Functions including Planning, Estimating, Scheduling, Cost Control, Change Management and Reporting.
Energy & Utilities	Capital Projects	ENMAX – Led Governance and Measurement Review and Implementation for the Capital Projects Delivery Group. Project included organization design, process transformation and supporting management reporting.

Industry	Service Line	Project Description
Energy & Utilities	Capital Projects	Hydro One – Executive Advisor to the design and rollout of a PMO (Project Management Office) function associated with a multi-billion dollar network infrastructure build-out at a large electric transmission provider including: Governance and Stage Gates; Estimating; Cost Control; Scheduling; Risk; Change order management; Procurement and Contract management; and Project Performance Measurement and Reporting.
Energy & Utilities	Capital Projects	Hydro One – Executive Advisor for the execution of a multi-billion-dollar transmission infrastructure portfolio. This includes portfolio and project planning and reviews and supporting all levels of the organization in the integration of scope, execution planning, scheduling, estimating, forecasting and actual performance.
Energy & Utilities	Contract Management	Berkshire Hathaway Energy – AltaLink – Developed and supported a new Commercial Management function including Procurement and Contract Management in the Project Delivery group at a large Canadian electric transmission company.
Energy & Utilities	Procurement	Berkshire Hathaway Energy – AltaLink – Managed a Strategic Procurement initiative to source and implement a new business model including policies and procedures for greater than \$2 billion of EPC (Engineer Procure Construct) services for a multi-billion network infrastructure build out.
Energy & Utilities	Maintenance Optimization	Berkshire Hathaway Energy – AltaLink – Designed and implemented Performance Management Program for the Asset Management (Maintenance) division of a large transmission company.
Energy & Utilities	Contract Management	Berkshire Hathaway Energy – AltaLink – Negotiated numerous warranty and construction claims and supported counsel on arbitration and/or litigation as required.
Energy & Utilities	Business Development	Berkshire Hathaway Energy Canada – Commercial Leadership on a business development proposal for an ISO (Independent System Operator) competitive 3P (Public Private Partnership) process for 500 KM of 500kv transmission line and two associated substations.
Energy & Utilities	Supply Chain	Berkshire Hathaway Energy – AltaLink – Senior Advisor to the Strategic Procurement Project at a large Canadian transmission facility operator.
Energy & Utilities	Regulatory	Berkshire Hathaway Energy – AltaLink – Participated as a sworn witness at an Alberta Utility Commission (AUC) proceeding to support Procurement, Contracting and other Capital Project delivery activities of

Industry	Service Line	Project Description
		a large Canadian electrical transmission company.
Energy & Utilities	Regulatory	Berkshire Hathaway Energy – AltaLink – Authored numerous portions of regulatory applications including information responses, rebuttals and argument support for an Alberta electric transmission company.
Energy & Utilities	Capital Projects	Berkshire Hathaway Energy – AltaLink – Reviewed and approved the Procurement Process, Criteria, and Recommendations for large critical projects within a multi-billion-dollar transmission network infrastructure build.
Energy & Utilities	Capital Projects	BC Hydro – Commercial Management on a \$ 1 billion, multi-year dam and powerhouse rehabilitation project including Alliances, Early Contractor Involvement and Risk Sharing contracting methods.
Energy & Utilities	Procurement	BC Hydro – Designed and implemented a CPO (Chief Procurement Officer) function, including required policy and procedures, focused on the increasing capability to deliver future accelerated capital plans at a Crown Corporation Integrated Utility.
Energy & Utilities	Procurement	BC Hydro – Created and interim managed the Capital Sourcing Group for the generation division of an integrated Electric Utility with division spend greater than \$1 billion CDN per year and participated in the recruiting and training of replacement.
Energy & Utilities	Supply Chain	TransAlta – Strategic Sourcing of Gas Turbines and associated maintenance and refurbishment services at a generation company resulting in booked savings of \$40 Million.
Energy & Utilities	Contract Management	TransAlta – Completed Sourcing and Negotiations for a plant boiler retrofit and coal conversion including water treatment OEM facilities.
Energy & Utilities	Supply Chain	TransAlta – Supplier Alliances with (Original Equipment Manufacturers) and Non-OEM providers of major generation equipment and services to provide access to supply at acceptable cost and risk for a mid-size generation company.
Energy & Utilities	Supply Chain	TransAlta – Designed and mentored sourcing staff on a capital spending program across all plants for a next 5-year planning cycle at a large Canadian generation company. This included training on process, project management, negotiations, implementation and measurement.
Energy & Utilities	Supply Chain	Duke Energy – Facilitated Supply Chain Management Strategic Planning sessions and designed a Measurement Program to communicate and track value and savings opportunities for this

Industry	Service Line	Project Description
		function within a power company.
Energy & Utilities	Supply Chain	ENMAX, Duke Energy, Xcel Energy – Redesigned and supported the Supply Chain function at numerous energy and utility companies.
Energy & Utilities	Supply Chain	Duke Energy – Managed an Inventory project designed to reduce inventory while balancing the risk to the organization through proper classification, control and replenishment of materials, and optimized disposition of all equipment from fuel to generation to water treatment.
Energy & Utilities	ERP	SaskPower – SAP implementation team lead on PM, PS and MM modules and worked with the utility company to better integrate maintenance and supply chain processes and technology.

512 Work Experience

Organization	Title	Timeframe (MM/YY – MM/YY)	Role Description
MNP	Partner	03/18-Current	National Consulting Leader, Energy, Utilities & Infrastructure
Accelerator Consulting	President	10/05-03/18	Senior Level Operations, Maintenance, Capital, Reporting Advisory for Energy Clients
InCode Wireless	Director, Energy Industry	02/04-10/05	Wireless and Middleware solution design and implementation for Energy Clients
LogicCurve Consulting	President/Co-Founder	07/01-02/04	Process and Technology Improvement Consulting for Energy and Utilities Industry (Purchased by InCode)
I2 Technologies	Senior Sales Consultant	01/01-07/01	Led Technology Sales for Energy Industry
Deloitte Consulting	Senior Manager	06/96-01/01	Led Energy Consulting Practice in Western Canada
Chrysler JIT Operations	JIT Manager	11/92-09/94	Managed the JIT operations for the Brampton Ontario Chrysler plant
Molson Breweries	Operations and Maintenance Supervisor	09/90-11/92	Managed the daily line operations and maintenance



Jason Hails

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Education & Certifications

Bachelor of Arts (Hons), Economics and
Political Science, York University (1991)

Master of Business Administration, Sauder
School of Business, University of British
Columbia (1993)

Electric System Operation for the Non-
Engineer - Northwest Public Power
Association (2003)

Jason Hails, MBA

Quantiv Advisory, LLC

Established in 2021, Quantiv Advisory, LLC is a boutique Business Advisory firm providing professional services to support our clients’ growth, efficiency and compliance mandates.

With offices in, Charleston, SC and Nashville, TN, Quantiv and the Greater Toronto Area, Quantiv serves clients across North America. Quantiv utilizes a network of close-knit subcontract professionals to ensure we bring the right people with the right skills to provide quality client service and value-add.

Quantiv is focused primarily on strategy, financial and operational advisory services and business quantification to energy companies, the public sector and all sizes of enterprise. Quantiv’s delivery model is based on collaboration, discipline and objectivity. Quantiv works with its clients to bring business and technical insight to mission-critical initiatives and decision-making.

Jason Hails, MBA

Jason Hails is a founding member of Quantiv Advisory, LLC., and was until recently a 13-year Partner of MNP LLP, a 7,500 person Canadian Accounting, Consulting, Tax firm, a member of the global Praxity Alliance of Firms. At MNP, Jason led the Firm’s national Energy & Utilities Advisory practice. Jason brings 30 years of business experience, including 21 years consulting primarily to the public sector and the energy, utilities and natural resource industries in Canada and the United States.

Jason’s client work in the energy sector has focused in financial and operations advisory services, including Management Consulting, Technology Consulting, Enterprise Risk, Internal Audit, Corporate Finance, Valuations and Technology Consulting.

Jason’s primary expertise lies within the Electricity, Natural Gas and Pipeline sectors; however, Jason has also worked extensively within Mining, Upstream Oil and Gas, Telecom and Water/Wastewater industries. In addition, over the years Jason has supported numerous clients in the Manufacturing, Transportation, Real Estate, Construction, Retail and Not-for-Profit sectors.

Jason has an extensive background in the energy regulatory field and has been qualified as an expert witness in 4 different jurisdictions in Canada. Jason has worked with over 40 utilities, regulators and market operators in North America and is active in the Energy community, having served with numerous Boards and Committees.

Industry	Service Line	Project Description
Energy	Regulatory, Operational Advisory	<p>ENMAX Corporation – Inter-Affiliate Transaction Review – 2017 to 2022</p> <p>Conducted detailed reviews over multiple engagements of inter-affiliate transactions related to ENMAX Power Corporation for 2016 to 2021 transactions. Review was based on compliance with the Inter-affiliate Code of Conduct, AUC guidance and leading procurement practices to assess the efficacy of contracts with vendor affiliates. Included in several cases responses to Information Requests from Intervenors and the AUC, and expert witness testimony.</p>
Civil, Transportation	Regulatory	<p>Nova Scotia Utility and Review Board – Review of Bridge Commission Application – 2021</p> <p>Conducted review and analysis of infrastructure costs and proposed rates of the Halifax-Dartmouth Bridge Commission’s 2021 Application. Included assessment of costs, economic and financial inputs, review of Information Requests and expert witness testimony.</p>
Energy	Regulatory	<p>Enbridge Gas Inc. – Corporate Shared Service (CSS) Cost Allocation Review – 2019 – 2020</p> <p>Conducted a detailed assessment of the prudence of corporate cost allocations from EGI’s parent company Enbridge Inc. Included an assessment of the appropriateness of functional allocations, methodology used to allocate, and the benefits of the services received vis-à-vis costs incurred. Developed a report for submission as evidence to the Ontario Energy Board and a financial model and working papers to support MNP’s expert witness testimony.</p>
Energy	Economic Development	<p>Natural Resources Canada (NRCan) – Economic and Statistical Study of the Nuclear Industry in Canada – 2020</p> <p>Conducting an analysis of the economic impact of the nuclear value chain in Canada, including Uranium Mining, Power Production and Medical Isotopes. Study includes the impact of the sector in the workforce, categorized by job type.</p>
Energy	Economic Development	<p>Hydro Ottawa – Business Development Support – 2019 - 2020</p> <p>In a phased approach, conducted an evaluation of a potential acquisition, including strategic, commercial and financial diligence. Subsequent to this assessment, identified, assessed and refined opportunities in the market for other acquisitions. Approach included acquisition criteria, market research, data gathering and an evaluation of specific options against approved criteria.</p>
Indigenous Energy	Financial and Operations Advisory	<p>Algonquins of Barriere Lake (ABL) – Electricity Generation Project Evaluation – 2019 - 2021</p> <p>The ABL First Nation’s diesel generator sets are coming to the end of their commercial lives. MNP is evaluating options to replace diesel with cleaner and</p>

Industry	Service Line	Project Description
		<p>costly forms of generation, including renewable technologies (solar, wind), a biomass plant and a connection to electrical grid in Quebec. The review included criteria for the Community's consideration and an evaluation of options against criteria.</p>
Energy	Operations Advisory	<p>Hydro Ottawa – Procurement Review – 2020</p> <p>Conducting a review of the procurement function, including spend analysis, organizational capacity and capabilities, policies, process and procedures. Recommendation included over 30 prioritized recommendations, grouped into executable remediation projects.</p>
Energy	Financial Advisory	<p>Independent Electricity System Operator (IESO) – Cost Reimbursement Review – 2019</p> <p>The IESO is responsible to reimburse renewable generation project applicants for pre-construction development costs where the contracts are cancelled by the IESO. Pursuant to the cancellation of about 800 contracts, MNP reviewed the reimbursement process and conducted audits of a number of reimbursements to gauge the efficacy of the process.</p>
Energy	Regulatory, Financial Advisory	<p>Gazifère – Financial Analysis for Development Projects – 2019 - 2020</p> <p>Gazifère is a gas distribution company serving Gatineau, Quebec and surrounding areas, and a subsidiary of Enbridge Inc. Conducted a rate comparison review with other gas distribution utilities and a capital project cost benchmarking exercise to support a request for a rate increase for distribution expansion projects. The report had been submitted as evidence to the Quebec Régie de l'énergie.</p>
Energy	Financial and Operations Advisory	<p>Ontario Energy Board – Audit of Hydro One Regulated Price Plan Settlement – 2018 - 2019</p> <p>MNP conducted an audit of Hydro One's Regulated Price Plan Variance Settlement process, methodology and amounts. Included forensic-style investigation of inputs, calculations and outputs, accounting for cycle-time, units of measure and complexities presented with acquisitions of other utilities during the time period in question.</p>
Public Sector, Provincial, Energy	Internal Audit	<p>Alberta Treasury Board – Review of Rural Utilities (RUS) Section – 2019</p> <p>The RUS of the Rural Development Branch ("RDB") at Alberta Agriculture and Forestry ("AAF") is responsible for implementation of the: Rural Utilities Act; Rural Utilities Regulation; Gas Distribution Act; Heating Oil and Propane Rebate Act; Rural Electrification Loan Act; and Rural Electrification Long Term Financing Act. MNP conducted a review of the RUS and its legislative responsibilities, focusing on the group's efficiency, effectiveness and collaboration with other Ministries and Agencies.</p>

Industry	Service Line	Project Description
Energy	Economic Development	<p>Resource Municipalities Coalition – Energy Sector Subsidy Review – April to June 2019</p> <p>Conducted a review of all federal and provincial subsidies provided for the Energy industry in Canada, including industry supports such as tax relief, incentives, grants, subsidies etc.</p>
Energy	Financial Advisory	<p>IESO – Performance Management Framework and Performance Measures – 2018</p> <p>Led an MNP team with the development of a renewed performance management framework for the IESO, aligned with corporate strategy, risk management and priority initiatives. MNP also supported the development of performance measures for 2018 and 2019 and beyond.</p>
Energy	Financial and Operational Advisory	<p>Enbridge Inc. – Review of Merger Synergy Capture – 2018</p> <p>Co-led the development of a review of synergy capture one year after the merger of Spectra Energy with Enbridge Inc. Review focused on the synergy capture process, reporting, progress against plan and outstanding synergies identified for subsequent realization.</p>
Energy	Internal Audit	<p>Alberta Utilities Commission – Pipeline Inspection Review – 2017 - 2018</p> <p>Provided quality assurance for an MNP project to review the high-pressure gas utility pipeline inspection process that the AUC had contracted to the Alberta Energy Regulator. MNP reviewed the process for compliance with legislated and regulatory requirements, and issues recommendations for improvement.</p>
Energy	Economic Development	<p>IESO – Data Monetization Strategy – 2018</p> <p>Led a team in the development of a strategy, approach and pricing model for the provision of third-party access to provincial electricity consumption data. Project included engagement with the IESO Board, Executive and Data Stakeholder Advisory Committee.</p>
Energy	Internal Audit	<p>Ontario Energy Board (OEB) – Regulated Price Plan (RPP) Audit –2018</p> <p>Conducted an audit of the RPP settlement process for a large distribution company, including methodology, controls and results for consolidated operations and incoming mergers.</p>
Energy	Economics, Regulatory	<p>Gazifère – Regulatory Effectiveness –2015 - 2017</p> <p>Evaluated the effectiveness of the regulatory Incentive Rate Mechanism for a Gas Distribution company in Quebec. Also provided an independent assessment of the appropriateness of shared services cost allocation from the company’s parent; and will provided expert witness support before Quebec’s Régie de l’énergie.</p>

Industry	Service Line	Project Description
Energy	Economic Development	<p>Waste Heat Technology Company (confidential) – Technology Commercialization – 2017</p> <p>Development of a market assessment, business model and financial forecasts for an early stage clean technology company that provides innovative waste heat to energy technology for industrial applications. Project includes ongoing support.</p>
Public Sector – Provincial	Technology Services, Internal Audit	<p>Technical Safety and Standards Organization (TSSA) – Quality Assurance Review of an ERP Implementation – 2016 - 2018</p> <p>Conducting two detailed reviews of governance, risk management, program and project management functions of an ERP implementation for this Ontario Provincial regulator.</p>
Energy	Transaction Support	<p>First Nations Energy Company (Confidential) – Feasibility Review –2018</p> <p>MNP conducted a feasibility study for the potential acquisition of a Transmission line in northern Ontario. Project included an assessment of benefits (current and future), risks, an implementation roadmap and investor’s deck to influence support for the acquisition.</p>
Public Sector, Transportation	Financial and Operational Advisory	<p>Ministry of Finance, Government of British Columbia – Coastal Ferry Review – 2018</p> <p>Co-led an MNP team to provide analytical support and report development for a Special Advisor to the Ministry who was mandated to conduct an intensive and broad review of BC Ferries strategy, operations, regulatory and financial performance. MNP focused its review on IT, Regulatory, Business Development and Financial Operations.</p>
Energy, Public Sector – Provincial	Financial Advisory, Transaction Support	<p>Alberta Energy – Electric Utilities Act (Section 95 – Independent Assessment) – Multiple Years from 2006 - 2017</p> <p>MNP is appointed by the Alberta Department of Energy as an Independent Assessor to assess the relative benefits derived by a municipality (or its subsidiary) through ownership of an interest in a generating unit. Jason and his MNP colleagues have conducted about a dozen assessments for the last 12 years.</p>
Energy	Economic Development	<p>Wireless Power Transfer Technology Company (confidential) – Commercialization Support – 2016 - 2017</p> <p>MNP provided extensive market research and analysis, and developed a financial model (including pricing) to prioritize markets and applications for the proliferation</p>
Energy	Regulatory, Financial	<p>ENMAX Corporation – Billing Cost Allocation – 2014 - 2018</p> <p>Provided ongoing support with the development of a renewed cost allocation</p>

Industry	Service Line	Project Description
	Advisory	model for billing costs across ENMAX regulated and unregulated businesses. Project has included assessment of prior models, refreshed allocation drivers, development and testing of a new allocation model and regulatory application preparation and support throughout.
Energy	Transaction Services	Local Distribution Company (LDC) – Review of Merger Agreement – 2017 Conducted a diligence review for a potential merger between two northern Ontario LDCs, including an assessment of value, risks and potential adjustments based on operational and financial performance within a regulated context.
Energy	Regulatory, Financial and Operational Advisory	ENMAX Corporation – Billing Cost and Performance Benchmarking – 2017 Conducted cost and performance benchmarking for the ENMAX billing function. Project included identification of representative measures of billing, market research, normalization of data and reporting for comparison purposes.
Public Sector – Municipal, Utilities	Internal Audit	City of Markham – Water Commodity and Billing – 2017 Led a team to conduct an audit of metered and unmetered water consumption and the billing practices for this large GTA municipality. The review includes investigation of the processes and controls of their outsourced billing and customer service vendor, a local distribution company also in the GTA.
Energy	Economic Development	BC Marine Energy Centre of Excellence – Economic Development – 2016 Jason was a member of the secretariat governing the development of the BC Marine Energy Centre of Excellence. The Centre’s mandate is to establish a globally recognized hub for the development, commercialization and application of wave and tidal energy technology.
Energy	Transaction Services	Eastern Canada Wind Farm – Wind Farm Valuation – 2016 To support our client’s acquisition of a significant interest in a large wind farm in Eastern Canada, worked with a team to provide an asset valuation, including review of commercial arrangements, the power purchase agreement and detailed financial modeling.
Indigenous, Energy	Economic Development	First Nation, Eastern Canada (confidential) – Transmission Right-of-Way – 2016 Led a team in the development and evaluation of an economic model to structure and negotiate right-of-way access fees with a large provincial utility for a First Nation in Eastern Canada.
Energy	Economic Development	Building Energy Conservation Technology Company – Technology Commercialization – 2015 Led a team to support the development of a commercial business model for an early stage clean technology company that optimizes energy needs for commercial and residential buildings.

Industry	Service Line	Project Description
Energy	Financial Advisory, Regulatory	Ontario Energy Board (“OEB”) – Cost Assessment Model – 2015 - 2016 Undertook a review of the Ontario Energy Board’s cost assessment model to allocate the costs of regulation across customer and other energy stakeholder groups.
Energy	Economic Development, Major Projects	Combined Cycle Generation Plant – Power Plant Procurement –2016 - 2017 Jason was an Evaluation Committee member for the procurement of a 300MW \$600M+ combined cycle generation plant in Western Canada. Procurement process was robust and complex, with considerations for ‘dispatchability’ in the merit order, risk adjustments, competitive neutrality adjustments and value or money.
Energy, Public Sector – Provincial	Regulatory	Ministry of Government and Consumer Services & Technical Standards and Safety Authority – LNG Regulation – 2016 - 2017 Provided quality assurance for the review of the regulatory systems and public safety needs for the safe utilization, storage and handling on LNG in Ontario.
Energy, Technology and Wireless	Economic Development	Grid Technology Company (Confidential) – Technology Commercialization – 2015 - 2016 Supported a client with the commercialization of a grid device interoperability platform and related software to improve the efficiency and data collection, analysis and decision-making in the field for enhanced asset management and integration of renewables.
Public Sector – Provincial, Transportation	Economic Development	Ministry of Natural Resources and Forestry – Aggregates Hauling Impact Study –2016 Led a team to assess the civil and financial impacts to road infrastructure from mining and hauling aggregates throughout the province of Ontario.
Transportation	Economic Development	Regional Transportation Planning Company – Land Value Capture –2016 Recently worked with a large integrated regional rail transportation planning company to investigate incentive mechanisms with developers to accelerate the development of a subway extension.
Transportation	Financial Advisory	Regional Transportation Planning Company – Overhead Capitalization –2016 With a large integrated regional rail transportation company, conducted a detailed assessment of overhead capitalization rates. MNP reviewed the client’s complex allocation methodology, conducted benchmarking of similar public-sector agencies and capital-intensive companies in the energy sector, assessed related accounting policies, and issued recommendations to strengthen the capitalization policy.
Energy	Economic	Oakville Hydro Energy Services Inc. – Merger & Acquisition Support – 2013 -

Industry	Service Line	Project Description
	Development	<p>2014</p> <p>MNP was engaged by Oakville Hydro Energy Services Inc. (OHESI) to assist in the acquisition of a variety of renewable energy projects, including hydro, geothermal, combined heat and power, waste to energy and wind. MNP prepared financial models, assisted with transaction negotiations, prepared agreements and conducted financial and commercial due diligence through the acquisition process.</p>
Energy	Financial Advisory	<p>Law Firm vs. Independent Power Producer (IPP) – Economic and Market Impact Assessment - 2014</p> <p>For a law firm representing plaintiffs in a class action case vs. a large independent US-based power producer, Jason’s team led an engagement to assess the economic and market-based impacts on the financial position of the IPP generation company. Included evaluation of the Florida and Ontario electricity markets and the impacts of PPA negotiations on Atlantic’s share value and ability to service dividends.</p>
Energy	Regulatory	<p>Manitoba Public Utilities Board – Environmental Impact Assessment – 2014</p> <p>Provided guidance and oversight for MNP team assessing and commenting on the Environmental Impact of the proposed development plan (Keeyask and Conawapa projects) of Manitoba Hydro. Work was undertaken for the Need for and Alternatives To (NFAT) proceedings, with MNP providing Expert Witness testimony.</p>
Energy	Regulatory, Technology Services	<p>British Columbia Utilities Commission – Cybersecurity - 2016</p> <p>Led detailed risk assessment of a large Utility’s data-related application on behalf of the British Columbia Utilities Commission. The review included mitigation recommendations to enhance/ensure privacy, other cybersecurity requirements and expert testimony as Commission staff.</p>
Energy	Financial Advisory, Regulatory	<p>British Columbia Utilities Commission – Regulatory Accounts – 2015</p> <p>Supported the British Columbia Utilities Commission with its evaluation of a large Utility’s application to establish a deferral account for the purposes of hedging against interest rate fluctuations for long term debt</p>
Energy	Financial Advisory, Major Projects	<p>IESO (formerly “OPA”) – Capital Project Audit – 2014 - 2015</p> <p>On behalf of the IESO, Jason led a detailed audit of the Bruce A Nuclear Refurbishment Project (\$3B+), including overall Project costs, Fuel costs, Operating costs and allocations between Bruce A and other projects.</p>
Transportation	Financial Advisory	<p>Canadian Port Authority – Cost Allocation and Labour Dispatch – 2015 - 2016</p> <p>Worked with a large Canadian Port Authority to a) evaluate and recommend process and systems improvements to better allocate labour costs among</p>

Industry	Service Line	Project Description
		shipping companies and terminal operators; and b) recommend process and business rules to equitably and efficiently dispatch labour to load and unload ships.
Energy	Risk Management	<p>Diversified Energy Company (Confidential) – Enterprise Risk Management Program – 2015</p> <p>Jason recently worked with a publicly traded diversified business with operations in the energy sector, chemicals and construction industries. MNP is supporting the implementation of a company-wide enterprise risk program by facilitating executive workshops to identify risks to the companies that may prevent them from meeting strategic objectives, assessing and prioritizing these risks, and developing mitigation activities for incorporation into strategic planning process and plans.</p>
Energy	Operations Advisory	<p>IESO – Strategy Development Process Review – 2015</p> <p>Jason led a project with the IESO, its Senior Leadership Team and Board to review its strategic planning process, conduct a jurisdictional leading practice review and recommend improvements to the process. This project will enable the IESO to evolve with the changing structure and priorities of the Ontario electric system.</p>

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517 Matt Hamilton

518 B.Comm. B.A
 519 Senior Manager, Consulting

520 Profile

521 Matt Hamilton is a Senior Manager with MNP's Consulting
 522 group in Calgary working in the Energy, Utilities, and
 523 Infrastructure Niche. Drawing on more than 15 years of
 524 consulting experience in numerous industries, Matt has
 525 worked with organizations in Canada and the US including
 526 clients in electricity generation, transmission, distribution, oil
 527 and gas, telecom, and others. His project experience includes
 528 Regulatory Support, Reporting and Metrics Development,
 529 Relationship Management, Procurement, Dispute Resolution,
 530 Excel Modelling, and Research.

531 Service Line

532 Matt has extensive knowledge and experience in the areas of
 533 Energy and Utility companies, regulated utilities, and
 534 infrastructure. He also helps organizations clients develop
 535 organizational strategies to manage regulatory processes
 536 and risks, improve project delivery, manage asset life cycles,
 537 optimize inventory management, build business cases,
 538 develop strategic supplier relationships, and create market
 539 surveys.

540 Industry Experience

541 With deep knowledge and experience in capital projects,
 542 regulatory requirements, relationship management,
 543 inventory management, business case development, and
 544 procurement, Matt develops practical solutions and delivers
 545 results for his clients. His cross-industry expertise includes
 546 regulated utilities including water utilities, oil and gas,
 547 transmission and distribution clients, generation, cellular
 548 telecommunications, wireless technologies, e-commerce,
 549 public sector and legal.

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**Contact**

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Education

Bachelor of Arts, Economics,
 University of Calgary, 2000

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 Calgary, 2000

551 **Project Experience**

Industry	Service Line	Project Description
Electricity Transmission	Consulting - Energy and Utilities	<p>AltaLink – Regulatory Support – November 2012 to September 2016</p> <p>Supported client through multiple General Tariff Applications and DACDA proceedings</p> <ul style="list-style-type: none"> • Supported and developed applications and supporting information • Answered intervener Information Requests • Created Excel models to support submissions • Supported witnesses during their panel testimony
Energy and Utilities	Consulting	<p>AESO – Transmission Line Loss Recalculation Audit – August 2020 – January 2021</p> <p>The MNP team performed an audit of the AESO’s recalculation of the line loss settlements for data from 2006 to 2017 following the AUC’s decision to change the calculation methodology.</p>
Regulatory	Consulting	<p>Lac La Ronge Regional Water Corporation – Water Rate Determination – September 2021 – January 2022</p> <p>The MNP team determined the needs of the Regional Water Corporation’s Water Treatment Facility and modeled the rate required from the three groups that use the water, the Town of La Ronge, Lac La Ronge Indian Band, and the Village of Air Ronge. The model informed a report that outlined the options for the LLRRWC to set rates given population growth, optional investments, and various rates of inflation.</p>

Industry	Service Line	Project Description
Oil & Gas Services, Regulatory	Consulting	<p>Pacific Northern Gas Ltd – Facility Relocation Option Assessment – November 2018 to December 2018</p> <p>Prior to submitting an application to the BC Utilities Commission and to address its current capacity constraints, position itself for future growth and continue to deliver on its commitment to customers, PNG identified the need for the review of their existing facility within Fort St. John. More specifically, the mandate of the project was to review the existing facility to confirm or disprove its suitability relative to future growth expectations and to conduct a comparative assessment of four (4) potential options available to relocate the PNG offices elsewhere in the Fort St. John area:</p> <ul style="list-style-type: none"> • Purchase of an existing facility; • Lease of an existing facility; • Build-to-suite lease; or • Purchase land and new construction. <p>The option assessment considered the spatial, functional and operational gaps between PNG’s current facility and desired future facility configuration and functionality, driven largely by expected organizational growth and service delivery demand. An objective review of the potential relocation options was completed, a comparative assessment of potential options was prepared and recommendations in relation to the options listed above were made.</p>
Energy and Utilities	Consulting	<p>Iconic Power Systems – CIP Compliance Review – January 2020 – April 2020</p> <p>Worked with a constructor to align to the regulated requirements of Critical Infrastructure Protection. Reviewed the AltaLink assessment results, perform a risk assessment, identify compliance requirements, performed a gap assessment, discussed observations and recommendations with management, and assist with developing a formal compliance management program. MNP was also tasked with identifying opportunities for improvement and to provide prioritized recommendations that incorporate compliance requirements as well as industry-accepted practices and standards.</p>
Electricity Transmission	Consulting - Energy and Utilities	<p>AltaLink – EPC Competitive Procurement Process– April 2011 to November 2012</p> <p>Administered a competitive procurement for EPC services for a regulated transmission utility. Estimated value of procurement of \$2 billion. Incumbent EPC was an inter-affiliate and proponent in the process.</p> <ul style="list-style-type: none"> • Developed RFQ and RFP documents and supporting documentation for regulatory defence • Created vendor evaluation documentation • Acted as main point of contact for vendors • Conducted vendor selection workshops • On negotiation team for agreements • Developed construction risk/reward models to align incentives

Industry	Service Line	Project Description
Electricity Transmission	Consulting - Energy and Utilities	<p>AltaLink – Relationship Agreement Management – May 2012 to September 2016</p> <p>Worked with client and EPC contractors to roll out and administer new Relationship Agreements.</p> <ul style="list-style-type: none"> Managed and participated in development of procedures manuals incorporating best practices of industry and both successful EPCs Created and delivered training presentations to Project Delivery Teams on how changes would affect their work Facilitated minor disputes and administered the dispute resolution mechanism in the Relationship Agreements.
Electricity Transmission	Consulting - Energy and Utilities	<p>AltaLink – Modular Substation Competitive Procurement – May 2015 to September 2016</p> <p>Managed process to find a qualified manufacturer for a specialized Substation</p> <ul style="list-style-type: none"> Developed RFP Hosted vendor meetings Managed evaluation team through vendor site visits Developed evaluation materials Negotiated exceptions with vendor
Construction, Electricity	Consulting	<p>ENMAX – Change Management and Training – September 2021 – December 2021</p> <p>The MNP team worked closely with safety personnel and construction execution teams to clarify and roll out updated safety definitions to field crews. The approach involved train the trainer and check ins to ensure consistent understanding.</p>
Procurement	Consulting	<p>Canadian Energy Centre – Procurement Support – July 2021 – November 2021</p> <p>MNP worked with the client to develop and refine the scope of services required for Marketing Services, developed the procurement documents including the RFP, the Response Guidelines, and the Conflict of Interest Process, built the evaluation documents, hosted the evaluators debrief meeting and the shortlist meeting. MNP also guided the negotiations between CEC and the successful proponent, leading to a signed contract and a successful relationship.</p>
Procurement	Consulting	<p>Saskatchewan WCB – Procurement Assessment and Support – September 2021 – June 2022</p> <p>The MNP team conducted a review of procurement practice at Saskatchewan WCB to develop a set of recommendations for the structure of the group and the requirements of a procurement policy. In parallel, MNP supported ongoing procurements to ensure alignments to trade agreements and procurement law. MNP assisted in the development of templates and policies that were then implemented at the organization.</p>

Industry	Service Line	Project Description
Procurement	Consulting	<p>City of Medicine Hat – Negotiation Support – October 2020 – February 2021</p> <p>The MNP team worked with the City’s Director of Community Development to determine the needs and develop a negotiation framework to develop a contract with a new provider of Senior’s Services for the City. The team developed performance metrics, identified risks to be managed, appropriately allocated responsibilities between the parties through several negotiation sessions. The result was a partnership framework that led to a smooth transfer of responsibilities and a relationship built on trust.</p>
Data Analytics	Consulting	<p>Utility Network Partners – Industrial Data Analytics Development – February 2021 – June 2021</p> <p>The MNP team worked with the client to analyze the data available within their systems and determine the best opportunities for a data analytics dashboard for their industrial electricity clients.</p>
Asset Management	Consulting	<p>Kehewin Cree Nation – Asset Management Capacity Building and Roadmap – January 2021 – June 2021</p> <p>The MNP team hosted an Asset Management Workshop to introduce the concepts of Asset Management. Then MNP assessed the current state of asset management at the nation and developed several recommendations to implement and Asset Management Program. Future phases will assist the Nation with the roll out.</p>
Asset Management	Consulting	<p>City of Medicine Hat – Service Level Definition Review and Development – October 2020 – February 2021</p> <p>The MNP team performed a review of the tasks and cost structure of the Parks and Recreation and Municipal Works Divisions at the City of Medicine Hat. The team developed current state service levels, cost models, identified opportunities for changes to service levels, and future state cost analyses of these service levels. MNP developed a process to repeat the service level development process across departments internally at the City.</p>
Public Sector	Consulting	<p>Ministry of Community and Social Services – Homeless Shelter COVID Response Review – June 2020 – August 2020</p> <p>Developed a report to review the provincial response for homeless sheltering to COVID-19 and provide recommendations for the upcoming winter through conducting stakeholder workshops, analyzing financial reports, building a forecast for occupancy and modelling the costs of shelter models.</p>
Public Sector	Consulting	<p>SaskBuilds – BuySask Program Review – May 2020 – June 2020</p> <p>Assessed the current policies and procedures, gathered and analyzed data on purchasing, and provided recommendations to improve the evaluation criteria and processes.</p>

Industry	Service Line	Project Description
Public Sector	Consulting	<p>Alberta Building Owners and Managers Association – COVID-19 Response Engagement – April 2020 – May 2020</p> <p>Created a discussion guide and facilitated a working group discussion with a goal to prepare a letter to the Government of Alberta to ask for financial assistance to provide rent relief for tenants.</p>
Energy and Utilities	Audit	<p>TransMountain – Construction Subcontractor Audit – November 2018 – April 2019</p> <p>MNP conducted a review of Transmountain Subcontractor Expenses. Matt was a Subject Matter Expert and reviewed contracts to gain an understanding of the terms around allowable expenses and billing rates.</p>
Energy and Utilities	Consulting	<p>Hydro Ottawa – Procurement Assessment– November 2018 – August 2019</p> <p>MNP interviewed stakeholders of the Procurement Department at Hydro Ottawa to understand the difficulties facing the organization. MNP also reviewed policies and procedures, historical data, and discussed day to day responsibilities with procurement staff.</p> <p>MNP delivered a PowerPoint report that outlined the findings and provided recommendations for the client to address the findings.</p>
Energy and Utilities	Consulting	<p>ENMAX Power Corporation – Inventory Management and Project Delivery Assessment – October 2019 – January 2020</p> <p>MNP conducted interviews with project delivery teams regarding end to end project planning, design, materials ordering, materials issuing, material returns, disposal, and inventory management. Deliverables included end to end process diagrams, improvement opportunities, material criticality analysis, and assessment presentations to executive leadership.</p>
Energy and Utilities	Consulting	<p>First Nation – APL Valuation and Risk Assessment – June 2020</p> <p>MNP conducted an opportunity valuation, contract risk assessment, and an opportunity recommendation on an investment opportunity for an Alberta First Nation on an operating P3 Transmission Line.</p>
Oil & Gas Services	Consulting	<p>Control Tech Purchasing Process Review and Assessment– November 2018 – August 2019</p> <p>MNP conducted interviews, examined policies and procedures, and observed to determine how the client planned and executed its materials purchasing. Deliverables included process diagrams, improvement opportunities, and a criticality analysis of current inventory levels.</p>

Industry	Service Line	Project Description
Energy and Utilities	Consulting	<p>FNPA – 2019 Business Plan Update and Political Outlook – November 2018 – August 2019</p> <p>MNP was engaged by the First Nations Power Authority to update their Business Plan, which was necessary for their grants. The Business Plan included a political outlook for Alberta in the run up to the 2019 Election, a survey of the First Nations in Alberta regarding the opportunities for Electricity projects, and a refresh of their forward looking financial outlook.</p>
Electricity Distribution	Consulting - Energy and Utilities	<p>ENMAX – Construction Services Relationship RFP – May 2017 to August 2018</p> <p>Developed a competitive procurement for distribution construction services for a regulated distribution utility. Estimated value of procurement over \$60 million per year. Incumbent construction provider was an interaffiliate and proponent in the process. Procurement process was publicly posted and governed by trade agreements due to the utility being owned by a municipality.</p> <ul style="list-style-type: none"> • Developed RFQ and RFP documents • Worked with client to develop Construction Services and Relationship Agreement • Developed governance model and reporting requirements for RFP • Developed work assignment model for multiple constructors that rewarded low pricing and effective project delivery • Created vendor evaluation documentation • Conducted vendor selection workshops
Electricity Generation	Consulting - Energy and Utilities	<p>TransAlta – Gas Turbine Parts Strategy – March 2004 to August 2006</p> <p>Assisted a large Alberta power generation company to select multiple companies for long term gas turbine high value parts maintenance alliances and negotiate contracts for these alliances.</p> <ul style="list-style-type: none"> • Created vendor evaluation and cost forecast models • Conducted vendor selection workshops and negotiations • Developed performance management models to track metrics and drive performance improvement • Negotiated risk/reward agreements • Developed risk/reward models to drive performance improvement • Worked with client to build and manage relationships with suppliers

Industry	Service Line	Project Description
Electricity Generation	Consulting - Energy and Utilities	<p>TransAlta – Steam Turbine Sourcing Strategy – December 2004 to August 2006</p> <p>Assisted a large Alberta power generation company to select multiple companies for long term steam turbine maintenance alliances and negotiate contracts for these alliances. Created vendor evaluation and cost forecast models</p> <ul style="list-style-type: none"> • Created vendor evaluation and cost forecast models • Researched turbine cost histories • Interviewed plant staff to determine requirements for a long-term agreement • Created Request for Information to send to vendors • Conducted vendor selection workshops and negotiations
Electricity Generation	Consulting - Energy and Utilities	<p>TransAlta – Parts Tracking Sourcing and Implementation – December 2004 to May 2005</p> <p>Assisted a large Alberta power generation company to select and implement parts tracking systems for long life noble parts.</p> <ul style="list-style-type: none"> • Gathered and defined requirements • Compared features of off the shelf software packages • Facilitated application selection • Application testing and training • Tested applications • Trained clients on the use of applications
Electricity Transmission and Distribution	Consulting – Energy and Utilities, Telecom	<p>Hydro One – Mobile Strategy Assessment – December 2007 to March 2008</p> <p>Worked with staff at Hydro One to assess their use of mobile devices and create a roadmap for adoption of new technology and better wireless access to be more efficient and increase safety through connectivity in remote areas.</p> <ul style="list-style-type: none"> • Conducted interviews and ride-alongs with field staff to observe their day to day tasks and how technology works for them • Researched latest mobile devices and network access points for ruggedness and applicability • Created gap analysis and roadmap for the client
Oil and Gas	Consulting - Energy and Utilities	<p>EnCana – Tibco Systems Integration – February 2003 to March 2004</p> <p>Assisted with the development of a pilot integration project for a large Canadian oil and gas company. Was a key member of the team as a business analyst.</p> <ul style="list-style-type: none"> • Gathered and defined requirements • Managed project scope • Acted as System Admin during development • Managed client relations

Industry	Service Line	Project Description
eCommerce	Consulting – Internet Services	<p>VeriSign – Marketing Strategy – September 2009 to November 2009</p> <p>Researched potential partner and acquisition targets to create one slide profiles of their business models. Also analyzed Internet traffic data to understand online market dynamics.</p> <ul style="list-style-type: none"> • Researched acquisition target • Manipulated Excel data • Analyzed very large amounts of data
Wireless Telecom	Consulting - Telecom	<p>Sprint – Advanced Wireless Solution Sales Team – October 2006 to August 2007</p> <p>Developed Solution Model Pricing for a Mobility Solutions Sales Team and performed pricing duties.</p> <ul style="list-style-type: none"> • Acted as intermediary between multiple functional groups including the solution architects, operations, finance, and partnership managers • Created strategic pricing for all solutions • Created Statement of Work responses
Wireless Telecom	Consulting - Telecom	<p>NorthWestTel – People, Process, and Network Assessment – March 2010 to April 2010</p> <p>Evaluated the current state of the client’s people, processes and network as they compare to the current best practices and required skill sets in the telecom industry.</p> <ul style="list-style-type: none"> • Conducted over 15 interviews in three-week period with employees, managers, and executives to understand their roles • Researched current best practices of the telecom industry • Performed gap analysis between current state and best practices • Developed actionable recommendations
Wireless Telecom	Consulting - Telecom	<p>USIC – Wireless Industry Overview – October 2010 to December 2010</p> <p>Developed an end to end overview of the wireless network ecosystem for an organization looking for opportunities to enter the wireless market as a services provider to network operators.</p> <ul style="list-style-type: none"> • Researched and created competitive company profiles • Conducted interviews with subject matter experts about their knowledge of the wireless ecosystem • Evaluated opportunities for market entry for the client • Assisted on capex and opex spend forecasting model for telecom industry

552 **Work Experience**

Organization	Title	Timeframe (MM/YY – MM/YY)	Role Description
Self Employed	President/ Consultant	April/11-Aug/18	Consulting at transmission and distribution companies
Ericsson inCode	Sr. Consultant	Jan/03-Feb/11	Consulting on numerous projects focusing on energy and utilities, telecom, and other industries.
eBiz-Intellect	Owner/Consultant	July/00-Jan/03	<ul style="list-style-type: none"> • Worked with teams on various IT research projects including expert witness reports (copyright, requirements fulfillment) and code reviews involving large, international companies • Developed web systems using Macromedia's ColdFusion Markup Language, HTML, SQL, and JavaScript. Designed relational and object-oriented databases
University of Calgary	Instructor	Sept/01-April/02	<ul style="list-style-type: none"> • Managed curriculum, assignments, and exams for a 500 level course in the Faculty of Management entitled Introduction to e-Commerce • Marked complicated web application assignments, essays, and exams • Material included languages such as HTML, ColdFusion, Javascript, Graphics in Macromedia's Fireworks, Database Design, and how to strategically employ these tools in an e-Commerce environment

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