

Patrick E. McMahon

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EXPERIENCE / WORK HISTORY

Union Gas Limited, Chatham, Ontario

September 2004 - Present **Manager, Regulatory Research and Records**

Summary of Function: Reporting to the Director, Regulatory Affairs, I manage the efforts of the Regulatory Research and Records group to monitor regulatory proceedings at the Ontario Energy Board and other jurisdictions, evaluate the issues raised during the proceedings, and communicate relevant issues to client departments throughout Union Gas. I am responsible for creating evidence and filing franchise renewal applications with the OEB. I also conduct specific research into regulatory issues and precedents and present findings to client departments.

- Intervene on behalf of Union Gas in proceedings before the Ontario Energy Board and other jurisdictions and coordinate submissions as required.
- Provide an ongoing review of current regulatory issues throughout North America relating to natural gas and electricity regulation and provide assessment of the impacts to Union Gas.
- Work directly with District Managers, Municipal Relations and OEB staff to resolve any issues related to franchise renewal proceedings.
- Coordinate with OEB staff, IT and client departments on the implementation of the OEB's electronic filing and document standardization initiative within Union Gas.

June 2002 - September 2004 **Manager, Product and Services Costing**

Summary of Function: Reporting to the Director, Regulatory Affairs, I was accountable for managing the preparation of financial and related material to fulfill the requirements and support the initiatives of various internal and external client groups, primarily as they relate to cost of service information. Internally, this included providing support for pricing of new and existing services, providing inputs into the determination of performance metrics for asset yield and supporting asset planning as it relates to the justification of new facilities. I was also responsible for any reporting, both to the Ontario Energy Board and stakeholders, arising out of the company's rate plans as it relates to cost of service.

- Managed the provision of necessary and sufficient data for sound planning by organizing accurate and timely cost analysis studies and reports tuned to the needs of Union Gas.
- Improved accuracy, completeness and operational usefulness of studies and reports by appropriate integrated computerized information systems.
- Accountable for working closely through a cross-functional team consisting of representatives from Asset Yield, Asset Planning, and Product and Pricing to develop a consistent understanding of costing data and its use to support Union Gas' strategic objectives.

EXPERIENCE / WORK HISTORY (cont'd)

November 2001 **Team Lead, Regulatory Research and Records**
- June 2002

Summary of Function: Reporting to the Manager, Regulatory Applications, I monitored regulatory proceedings at the Ontario Energy Board and other jurisdictions either in person or through review of transcripts and decisions. I evaluated the issues raised during the proceedings and communicated relevant issues to client departments. I was responsible for creating evidence and filing franchise renewal applications to the OEB. I also conducted specific research into regulatory issues and precedents and presented findings to client departments.

- Intervene on behalf of Union Gas in proceedings before the OEB and other jurisdictions and coordinate submissions if required.
- Provide an ongoing review of current regulatory issues throughout North America relating to natural gas and electricity regulation and assess the impacts to Union gas.
- Work directly with OEB staff to resolve any issues related to franchise proceedings.
- Coordinate with OEB staff, IT and client departments and Regulatory Affairs on the implementation of the OEB's electronic filing initiative within Union Gas.

Government of Yukon, Whitehorse, Yukon
Department of Economic Development

May 1997 **Utilities Analyst, Energy Unit, Corporate Policy Branch**
- November 2001

Summary of Function: This position serves as the Yukon Government's chief advisor on energy interests related to electricity system development, management and regulation. This includes analysis and advice to government on the development and management of Yukon's electricity system and to the roles of the energy industry stakeholders. This position recommends strategies, policies and positions and provides technical analysis of options.

- Provided timely and accurate responses for the Minister, Deputy Minister, Government Leader and Energy Commissioner on issues that arose.
- Assisted other staff within Government, in providing comments and input on their projects - including power supply to mining customers, draft rural electricity service policies, draft Energy Chapter of Agreement on Internal Trade, relicensing of Aishihik Lake generation facilities, electrical rate design in other jurisdictions, review of Yukon conservation strategy, electricity supply development potential, and northern economy development projects.
- Lead role in providing input to the Energy Commission on issues related to various comprehensive policy issues. Included writing papers, ministerial statements and letters, providing comments on other documents and developing support material for public consultations.
- Established as resource / information base for utility-related issues and regulations - keeping YEC abreast of current issues related to surplus hydro in BC, economic development initiatives, interconnection alternatives, and rate design in other jurisdictions.
- Responsibility for the financial management role in the Energy Unit - managing administrative functions by chairing team meetings on the allocation of Energy Unit budget resources and the establishment of budget requirements; monitoring budget expenditures and prepares periodic variance reports.

EXPERIENCE / WORK HISTORY (cont'd)

March 2000
- June 2001

Senior Oil and Gas Analyst, Oil and Gas Resources Branch (15-month secondment)

Summary of Function: Reporting to the Manager, Oil and Gas Resources Branch, this position plans, formulates, develops, and implements legislation, regulations and guidelines required for the management of Yukon's oil and gas resources; collaborates with First Nations on the joint development and ongoing support of Yukon's common oil and gas regime; monitors oil and gas sector developments; assesses a wide array of oil and gas issues, formulates government positions, and advises on appropriate courses of action; manages the establishment of economic and financial computer modeling capabilities; and participates in other government initiatives requiring oil and gas input and performs other related duties.

- Lead role in developing utility franchising process for Yukon and initiating process to establish a gas distribution utility in Whitehorse.
- Lead role in negotiating benefits agreements with Yukon First Nations and oil and gas companies as required for all oil and gas activity licenced under the Yukon's *Oil and Gas Act*. Lead role in negotiating contribution agreements and terms of reference for training and youth initiatives funds associated with benefits agreements.
- Branch representative on intergovernmental (Federal, Territorial, First Nations) oil and gas training working group tasked with developing a training strategy for the Yukon as well as the department working group dealing with development assessment legislation and developing Yukon government policy regarding public/private partnerships.
- Provide timely and accurate responses for the Minister, Deputy Minister and Premier on issues related to gas distribution utilities, benefits agreements, oil & gas training strategies, and oil & gas activities.

Trans Mountain Pipe Line Company Ltd. Vancouver, British Columbia

1994 – 1997

Manager, Regulatory Affairs, Regulatory Affairs Department

Summary of Function: Maximize the Company's earnings potential within the regulatory framework determined by the National Energy Board, BC Utilities Commission and the Federal Energy Regulatory Commission; perform financial analysis of planning and forecasting for jurisdictional and non-jurisdictional activities; coordinate preparation of TMPL's annual operating / capital budgets and quarterly updates; responsible for the overall preparation of toll / facilities applications to the Company's regulators and responses to related information requests.

- Supervised preparation of toll applications to NEB, BCUC, and FERC; conducted review meetings to gain management approval and ensure timely submissions; liaised with consultants; prepared rebuttals to filed objections.
- Coordinated and directed the physical compilation of regulatory submissions (toll applications, facilities applications) including the logistics and scheduling of same. Presented evidence and testimony on behalf of the Company at public hearings as required.
- Coordinated and monitored annual operating and capital budgets for the Company's Divisions; directed review process with Management Committee.
- Assumed prime contact role for shippers with respect to cost of service, toll design and regulatory issues; presented cost of service and regulatory updates at all shippers meetings.
- Company representative on rate regulation / accounting committees of industry task forces.

P.E. McMahon

EXPERIENCE / WORK HISTORY (cont'd)

1992 - 1994 **Supervisor, Budgets & Rates**, Regulatory Affairs Department

Summary of Function: Responsible for the detailed preparation of toll and facilities applications to the National Energy Board and responses to related information requests. In addition, this position is responsible for coordinating the preparation of annual operating budgets totalling \$50 - \$60 million. This position also supervises financial analysis relating to Trans Mountain's Canadian pipeline operation.

Northwest Territories Power Corporation, Hay River, NWT

1989 – 1992 **Manager, Rates & Regulatory Affairs**, Finance and Administration Division

Summary of Function: To coordinate the development and implementation of cost of service studies, utility rate studies and impact analysis, to coordinate and direct the compilation of utility rate submissions to the Corporation's regulatory authorities as required from time to time, to present evidence and testimony on behalf of the Corporation related to the submissions at public hearings scheduled by the regulatory authorities, and to interpret the Corporation's Terms and Conditions of Service as required for application of policies.

Ontario Hydro, Toronto, Ontario

1989 – 1989 **Power Costing Analyst**, Finance Branch, Comptroller's Division
Financial Accounting Policy and External Reporting Department

Summary of Function: To research and conceptualize Corporate financial policy dealing with the preparation of power costing policies, the allocation of costs, and the setting of electricity rates.

1986 - 1989 **Analyst – Rate Economics**, Energy Management Branch
Market Services & Development Division, Rates Department

Summary of Function: To assess alternate rate practices and cost of service methodologies for electrical and thermal energy rates and to assist in the preparation of cost/benefit and other economic studies of rate-related issues.

North York Hydro, North York, Ontario

1981 – 1986 **Rates & Utilization Analyst**
Consumer Service Department

Summary of Function: Annually established retail rates and charges schedule to meet revenue requirement and rate setting guidelines; created submission documents for Ontario Hydro after discussions with Central Region office. Performed in-depth analysis of cost of service-based rates and costing structures as applied to North York Hydro by using various statistical modelling methods. Kept abreast of North York Hydro policies/regulations and Ontario Energy Board hearings; attended all relevant rate meetings with Ontario Hydro, AMEU/MEA, and Large Users.

REGULATORY APPEARANCES – As Witness

2003	Ontario Energy Board RP-2003-0063 – Union Gas Limited 2004 Rates Application On Behalf of Union Gas Limited
1998	Yukon Utilities Board Order 98-05 – Yukon Energy Corporation Rate Application On Behalf of Government of Yukon
1993	National Energy Board RH-3-93 – Trans Mountain Pipe Line Tolls for 1993 and 1994 On Behalf of Trans Mountain Pipe Line
1991	Northwest Territories Public Utilities Board 1991 Cost of Service Methodology review On Behalf of Northwest Territories Power Corporation
1990	Northwest Territories Public Utilities Board 1990 Northwest Territories Power Corporation General Rate Application On Behalf of Northwest Territories Power Corporation
1990	Northwest Territories Public Utilities Board 1990 Electrical Rate Structure Review On Behalf of Northwest Territories Power Corporation

REGULATORY CONSULTATIONS

2014	Yukon Utilities Board Yukon Energy Corporation – LNG Part 3 Review Client: Utilities Consumers' Group
2013	Yukon Utilities Board Yukon Electrical Company Limited – 2013-2015 General Rates Application Client: Utilities Consumers' Group
2012	Yukon Utilities Board Yukon Energy Corporation – 2012/2-13 General Rates Application Client: Utilities Consumers' Group
2011-2012	Yukon Utilities Board Consultation on Scale of Costs and Rules of Practice Client: Utilities Consumers' Group
2011-2012	Yukon Utilities Board Rider F Policy Review Client: Utilities Consumers' Group
2011-2012	Yukon Utilities Board Rider F Rate Changes Client: Utilities Consumers' Group
2010	Yukon Utilities Board Mayo Hydro Enhancement Project Client: Utilities Consumers' Group
2009-2010	Yukon Utilities Board Yukon Energy Corporation - 2008-2009 General Rates Application – Phase 1 Client: Utilities Consumers' Group

- 2008-2009 Yukon Utilities Board
YEC/YECL - 2008-2009 General Rates Application – Phase 2
Client: Utilities Consumers' Group
- 2007-2008 Government of Yukon
Energy Strategy Development
Client: Utilities Consumers' Group
- 2007 Yukon Utilities Board
Yukon Energy Corporation – Carmacks Transmission Line – Part 3 Review
Client: Utilities Consumers' Group
- 2007 Yukon Utilities Board
Yukon Energy Corporation – Carmacks Transmission Line - PPA Review
Client: Utilities Consumers' Group
- 2006-2007 Yukon Utilities Board
Yukon Energy Corporation - 20-Year Resource Plan 2006-2025
Client: Utilities Consumers' Group

EDUCATION

- 1988 **Canadian Institute of Management**, York University, North York, Ontario
➤ Graduate of four-year certificate / CIM designation program.
- 1985 **Seneca College**, North York, Ontario
➤ Graduate with certificate in *Applied Management Techniques*.
- 1981 **Lakehead University**, Thunder Bay, Ontario
➤ Graduate with Bachelor of Arts degree in *Economics and Mathematics*.

ENERGY INDUSTRY AND COMMUNITY SERVICE

- 2009 – Present Entegrus Powerlines (formerly Chatham-Kent Hydro)
Member – Board of Directors
Member – Entegrus Inc. Audit Committee
- 2011 – Present Ontario Energy Association
Co-Chair – Utility Sector Committee
- 2007-2013 Ontario Business Women's Network
Event Coordinator and Lead Presenter
2007: Communication Exposed – Women Versus Men Styles
2008: Developing Your Emotional Energy
2010: The Outer Realm – Don't Judge a Book by its Cover
2011: Discovering Your Equilibrium: Resolve to Evolve
2013: How Men and Women Communicate and Network
- 2006, 2007 Chatham-Kent United Way
Amazing Race Biography and Site Clue Writer
- 2006 Candidate – Chatham-Kent Municipal Election
- 2004, 2005, 2006 Organizer, Annual Terry Fox Run for Cancer Research
Chatham, Ontario
- 1990-1992 Member of the Board of Management, H.H. Williams Memorial Hospital
Hay River, Northwest Territories

PROFESSIONAL DEVELOPMENT

2007	Memory for Management – Seminar Canada
2006	Inclusion – A Business Imperative – Duke Energy Gas Transmission
2005, 2006, 2007	Leading a High Performance Organization – DEGT / Spectra Energy
2004	Team Member – Rewards / Recognition Workshop / Toolkit Project – Union Gas Limited
2004	Writing Dynamics Workshop - McLuhan & Davies
2004	Developing and Leading Dynamic Teams - Canadian Management Centre, Toronto
2003	Managerial Leadership Development Program – Duke Energy Gas Transmission
2003	Improving Manager Team-to-Team Links – Duke Energy Gas Transmission
2002	Competent Supervisor Training – Union Gas Limited
2002	Diversity Awareness Training – Union Gas Limited
1999	Land Claims Training - Public Service Commission, Government of Yukon
1993, 2002, 2003	Witness Preparation Training - M J Solutions, Inc.
1991	Utility Financial Statements: Concepts and Analysis Financial Accounting Institute, New Jersey
1983-86	Customer Relations for Electric Utilities / 'Achieve Supervision', North York Hydro
1982-86	Management Seminars on Labour Relations, Association of Municipal Electric Utilities (AMEU)

ONGOING: Assorted seminars, trade shows and conferences including events hosted by the Canadian Association of Members of Public Utility Tribunals (CAMPUT), the Ontario Energy Association, North American natural gas and electricity industries (GasFair) and the Mearie Group (ENERCOM).