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# Marion Fraser

## OVERVIEW

With 30 years of experience in the Ontario energy sector, Marion has worked for and consulted with a wide range of energy companies, associations and energy consumers. She understands the Ontario energy sector, its recent evolution and future challenges. She has earned a reputation as a leader in the sector with a strong record of participation on boards and committees at the national, provincial and municipal level.

Marion is considered one of the foremost practitioners of sustainable energy policy and programs in Ontario. With 30 years of experience in the energy sector, she pioneered conservation programs at Ontario Hydro contributing to saving over 1200 MW of electricity from 1989 to 1993. She applied this experience to an active consulting practice until she was recruited to head Enbridge Gas Distribution's conservation efforts where she spearheaded programs saving customers \$700 million over three years and delivering a shareholder incentive of \$13 million under an innovative regulatory framework which she helped establish.

When the McGuinty government was elected in 2003, although she had not been active politically, it hired Marion to ensure that sustainability was a key element in energy policy. Most recently, I was the content coordinator for the Green Energy Act Alliance and was named one of the Top 20 Movers and Shakers in Ontario's Green Power Sector.

Marion is a visionary leader who has had great success in building results oriented teams as well as innovative partnerships across multiple organizations engaging people in private and public sector organizations as well as non governmental agencies. She has published papers and articles in numerous energy journals and magazines, delivered speeches, presentations and workshops in Canada, United States, Korea, Sweden, Germany and Italy

## EDUCATION

1975            Master of Public Administration, Queen's University at Kingston  
1974            Bachelor of Arts (Hon), Canadian Studies, Glendon College, York University

## PROFESSIONAL EXPERIENCE

From 2008	Fraser & Company	President
2003 – 2008	Office Of The Minister Of Energy	Senior Policy Advisor
2002 – 2003	Fraser & Company	President
1998 – 2002	Enbridge Gas Distribution	Marketing Director
1993 – 1998	Fraser & Company (SRC Canada)	President
1993 – 1993	Ontario Hydro International	Marketing Associate
1992 – 1993	Ontario Hydro	Manager, Energy Management
1987 – 1992	Ontario Hydro	Manager, Commercial Sector
1984 – 1987	Ontario Hydro	Manager, Marketing Services
1981 – 1983	Ontario Hydro	Senior Analyst
1979 – 1981	Generation & Transmission	Business Analyst
1975 – 1979	Ministry Of Treasury And Economics	Economist

## MEMBERSHIPS<sup>1</sup>

From 2009	Member, Cogen Canada
From 2008	Member Ontario Environmental Industry Association
From 2008	Advisory Board to publication Sustainable Buildings Canada
From 2008	Member, Grants Committee, Toronto Atmospheric Fund
From 2008	Member, Ontario Sustainable Energy Association
From 2008	Member, World Alliance for Decentralized Energy
From 2008	Member, Sustainable Buildings Canada
2008 - 2010	Board of Directors, GTA Chapter, Green Building Council
2007 - 2010	Member, Canada Green Building Council
2007 – 2008	Chair, Steering Committee for Canada Green Building Council’s Summit
2003–2004	Founding Chair, Sustainable Buildings Canada
2001–2004	Board of Directors, York Condominium Corporation #288
1999–2004	Board of Directors, Toronto Atmospheric Fund; Treasurer
2002–2004	Past Chair, Canadian Energy Efficiency Alliance
1999–2002	Chair, Canadian Energy Efficiency Alliance
1998–2001	Board of Directors, Association of Energy Services Professionals (USA)
1998–2000	Vice-Chair, Association of Energy Engineers, Southern Ontario,
1994–1998	Board of Directors, Independent Power Producers Society of Ontario
1988–1994	Board of Directors, Canadian Association of Energy Service Companies
1993–1995	Board of Directors, ENCON Inc., Hopkinton, MA, USA
1990–1992	Board of Directors, Demand Side Management Training Institute (USA)
1990–1991	Royal Society of Canada, Committee on Greenhouse Gas Emission Reductions
1988–1990	Special Advisory Committee on the Environment, City of Toronto

## PROFESSIONAL EXPERIENCE

**FROM 2008 FRASER & COMPANY**

**PRESIDENT**

Re-established private consulting practice in January 2008:

- Content consultant to the Green Energy Act Alliance
- Government relations for First Nations community on renewable energy
- Trade development support for the Italian Trade Consul
- Strategic consulting services to a number of firms engaged in conservation and renewable energy
- Strategic advice to Environmental Commissioner of Ontario with respect to conservation reporting responsibilities under the Green Energy and Green Economy Act.
- Business planning for Sheridan College’s Centre for Sustainable Manufacturing
- Assisted newly created Board of Directors to develop its vision for an energy management business.
- Provided Market Development Services to the Canada Green Building Council to recruit

<sup>1</sup> Upon accepting the Senior Policy Advisor position in the Office of the Minister of Energy, it was necessary to resign from energy related volunteer positions.



**1993 – 1998 FRASER & COMPANY (SRC CANADA)****PRESIDENT**

Responsible for setting up the Canadian subsidiary of a U.S. consulting firm, purchased the subsidiary in 1996, and changed its operating name to Fraser & Company. Projects completed:

- **Ontario Ministry of Energy:** international electricity restructuring processes
- **Metropolitan Toronto Housing Authority:** Optimum utility management plan including pre-qualifying energy management firms for projects
- **Natural Resources Canada:** Requirements for new construction efficiency program
- **Japan Research Institute:** Overview of North American performance contracting industry and a detailed project case study
- **Nova Scotia Power Inc.:** First post privatization marketing plan and competitor analysis for energy services business plan
- **CIPEC:** Track record of energy performance contracting in the industrial market in North America
- **Technical University of Nova Scotia:** Training program on energy performance contracting
- **Canadian Industrial Innovation Centre:** Market assessment of energy services
- **Public Works/Government Services Canada:** Service delivery effectiveness study
- **Union/Centra Gas:** 1997 DSM Plan, new construction program, ESCO brokering
- **Consumers Gas:** ESCO brokering process for large industrial customers
- **Ontario Hydro:** Environmental mechanisms in restructured electricity markets
- **Ontario Hydro Technologies:** Market research to identify current issues and future trends; executive round table on new technologies; new product/service initiatives
- **Provident Energy Management:** Model energy performance contracts
- **CAESCO:** Executive Director, Canadian Association of Energy Service Companies
- **BC Hydro:** Alternatives for Power Smart, with special attention to ESCOs
- **BOMA Toronto:** Managing the Downtown Energy Forum without government financing
- **Ontario Energy Corporation:** Profitability study of the ESCO industry
- **Toronto Hydro:** Commercial cooling opportunities
- **Confidential Client:** Research on market potential for fuel cells

**1993 – 1993 ONTARIO HYDRO INTERNATIONAL****MARKETING ASSOCIATE**

Developed an international marketing plan for Ontario Hydro's energy management expertise, and coordinated overall marketing plan for OHI's other lines of business.

At the invitation of the US Department of Energy, delivered a workshop on the *Successful Marketing of DSM Programs* sponsored by Asian Pacific Economic Co-operative (APEC) in Seoul, Korea, and attended by utility executives from Pacific Rim countries.

**1992 – 1993    ONTARIO HYDRO****MANAGER, ENERGY MANAGEMENT**

Increased understanding of Ontario Hydro's energy management plans and programs among four critical audiences: senior business community, environmental groups, the international utility community, and Ontario Hydro's own management and staff. Led senior management workshops. Held senior executive meetings with associations and executives representing Ontario Hydro's 20 largest customers.

Managed the *First Annual International Conference on Energy Efficiency and DSM*. Delivered over 50 speeches and presentations to diverse audiences including the World Bank.

Initiated internal symposium, "Sharing Experiences" and series of staff workshops, "Food for Thought" to encourage cross-fertilization of ideas and approaches within Ontario Hydro, and to expose staff to alternative approaches on related topics.

Participated with a team of managers who developed Ontario Hydro's strategy - *Energy Management for the 1990's*

**1987 – 1992    ONTARIO HYDRO****MANAGER, COMMERCIAL SECTOR**

Managed the growth of a department from 15 to 75 with budgetary responsibility for \$6 million in operations and \$20 million in capital. Achieved high ratings in staff review of managerial capabilities. Exceeded targets for energy conservation.

Broke corporate ground developing Ontario Hydro's first demand side management programs: *Energy Efficient Lighting, Savings by Design, Thermal Cool Storage and the Street Smart Lighting*.

Achieved high penetration rates, and in the words of a leading engineering design specialist, "transformed" the market in Ontario including helping the government introduce energy efficiency in the commercial building code.

Created the *Guaranteed Energy Performance Program*, which targeted energy service companies resulting in increased penetration of energy performance contracting in Ontario.

**1984 – 1987    ONTARIO HYDRO****MANAGER, MARKETING SERVICES**

Established corporate process for the design and delivery of marketing programs. Managed market research function and established marketing library to assist in the transformation of technical specialists to marketing generalists.

Developed marketing oriented planning and budgeting for Marketing Operations Division. Completed commercial, residential, and industrial marketing plans. Managed trade show support unit including distribution of customer information, brochures, point of sale materials, and trade show equipment.

**1981 – 1983    ONTARIO HYDRO****SENIOR ANALYST**

Reporting to Executive Vice-President, Planning and Administration, part of a small team of professionals who developed and implemented the corporate management system, "*The Organization and Operation of Ontario Hydro*".

**1979 – 1981    GENERATION & TRANSMISSION****BUSINESS ANALYST**

Introduced staff planning for Hydraulic Generation and Transmission Division.

Served as Secretary to the Regional Operations Managers Committee, and provided assistance in development of management strategies for electrical product quality, corporate citizenship, product cost, staffing, and safety.

**1975 – 1979 MINISTRY OF TREASURY AND ECONOMICS**

**ECONOMIST**

Responsible for policy analysis in areas such as labour force growth, industrial development, the automotive sector, and inter-provincial trade barriers.

Authored ministerial correspondence, policy papers, and briefing notes for Treasurer of Ontario; assisted in organizing Premier's forum, "*Partnership for Prosperity*".

**REGULATORY EXPERIENCE**

- Participated in Ontario Energy Processes on behalf of organizations representing First Nations, environmental groups and conservation related associations.
- Testified for 20 days over six week period at Environmental Assessment Board Hearings on *Hydro's Demand and Supply Plan*; Integrated Ontario Hydro's responses to over 2,000 interrogatories for EAB Hearing.
- Expert Witness for Union/Centra Gas on DSM (EBRO 493/494): Participated in Alternative Dispute Resolution Process, 1996.
- Expert witness on behalf of the Canadian Association of Energy Services Companies at Ontario Hydro Rate Hearing (HR 22), 1994.
- Case Manager for Canadian Association of Energy Services Companies for Ontario Energy Board review of Ontario Hydro, 1994.
- Witness for Ontario Hydro - Demand Side Management Panel, Environmental Assessment Board Hearings on Ontario Hydro's Demand/Supply Plan.
- Witness for Ontario Hydro, Ontario Energy Board (HR 20, HR 19, HR18).
- Witness for Enbridge Consumers Gas EBRO 497, EBO 179-14, EBO 179-15.