

Marion Fraser

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OVERVIEW

With over 30 years of experience in Ontario's energy sector, Marion has worked for and consulted with a wide range of utilities, energy companies, associations and energy consumers. She understands the sector, its recent evolution and future challenges. She has earned a reputation as a leader in the industry 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. 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. There she championed both smart meters and smart grids as well as conservation and renewable energy. After resuming her consulting practice, she 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

MEMBERSHIPS¹

From 2014	Member, QUEST Ontario Chapter
From 2014	Member, Health Care Green Revolving Fund Advisory Committee
From 2014	City of Toronto's Environment and Energy Advisory Committee,
From 2008	Member, Distributed Energy Canada
From 1998	Member, Association of Energy Services Professionals
2008 – 2014	Member, Ontario Sustainable Energy Association (Board Member 2010 – 2012)
2009 – 2012	Member, Cogen Canada
2008 – 2012	Member Ontario Environmental Industry Association
2008 – 2012	Member Advisory Board - Sustainable Buildings Canada
2008 – 2012	Member, Grants Committee, Toronto Atmospheric Fund
2008 – 2012	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
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

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 communities 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

¹ 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.

business.

- Provided Market Development Services to the Canada Green Building Council to recruit participants in its pilot programs in three major building sectors.
- Provided assistance to Green Energy Coalition during its development of evidence in for the Ontario Energy Board's review of the Ontario Power Authority's Integrated Power System Plan.
- Provided assistance to the BOMA Toronto, First Nations Energy Alliance, Low Income Energy Network and Ontario Sustainable Energy Association with respect to various Ontario Energy Board review processes.

2003 - 2008 OFFICE OF THE MINISTER OF ENERGY

SENIOR POLICY ADVISOR

Invited by the then newly elected provincial government to advise the Minister of Energy on how to rebuild Ontario's energy sector using principles of sustainability:

- Championed the development of a standard offer for renewable energy which was lauded by Dr. David Suzuki as a program that will "revolutionize the market for clean renewable energy in North America and lay the groundwork for a healthier and brighter future".
- Established the Conservation Action Team, a committee of twelve parliamentary assistants to raise the profile of conservation within the government and plan the conservation framework for Ontario.
- Drove the creation of Ontario's Conservation Bureau and the establishment of the Office of the Chief Energy Conservation Officer.
- Assisted in helping Toronto become the location for the World Green Building Council Secretariat.
- Crafted the overall plan for smart metering in Ontario's energy sector.

2002 - 2003 FRASER & COMPANY

PRESIDENT

Re-established private consulting practice in September 2002:

- Conducted a scan of the potential for demand response and demand management among the City of Toronto's major commercial properties.
- Developed policy papers for the Canadian Energy Efficiency Alliance to support submissions to the Ministry of Energy on the review of the Ontario Energy Board.
- Reported on best practices in DSM for a major gas utility.
- Developed an integrated energy efficiency strategy for the Ontario government.
- Organized and facilitated two summits on DSM in Ontario.
- Completed a benchmarking study on DSM for Hydro Quebec.

1998 - 2002 ENBRIDGE GAS DISTRIBUTION

MARKETING DIRECTOR

- Responsible for energy efficiency programs, which contributed to the company winning the Financial Times Global Energy Award in 2001 and resulted in shareholder incentives of over \$13 million for three years.
- Redeveloped the utility's web site, led the Customer Relationship Management System project, and a customer data warehouse project. Managed market research and customer satisfaction research functions.

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*".