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**Enbridge Gas Inc.**  
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Canada

January 19, 2021

BY RESS AND EMAIL

Ms. Christine Long  
Registrar  
Ontario Energy Board  
2300 Yonge Street, 27<sup>th</sup> Floor  
Toronto, ON M4P 1E4

Dear Ms. Long:

**Re: Enbridge Gas Inc. (Enbridge Gas)  
Ontario Energy Board (OEB) File No.: EB-2020-0176  
Regional Planning Process Review Consultation  
Potential Member of the Regional Planning Process Advisory Group  
(RPPAG)**

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Pursuant the Ontario Energy Board's ("OEB") letter of December 10, 2020 announcing the initiation of a review of the regional planning process that applies to Ontario's electricity sector, Enbridge Gas hereby nominates Fiona Oliver-Glasford to participate on the newly constituted Regional Planning Process Advisory Group ("RPPAG"). Enbridge Gas apologizes for the late filing of this letter, which was the result of the holiday period and an administrative oversight.

Enbridge Gas's interests in this process are in providing perspective on natural gas distribution, storage and transmission systems and planning processes in Ontario, including a view towards natural gas integrated resource planning ("IRP") for which the OEB is currently in the process of developing an IRP Policy Framework for Enbridge Gas (EB-2020-0091).

Enbridge Gas is also actively working with municipalities across the province to assist with the development and implementation of municipal energy plans and community energy plans, including: (i) helping municipalities to understand the nature of their historical consumption of natural gas; and (ii) offering tangible conservation and low carbon opportunities and business development collaboration.

Enbridge Gas has previously participated in the IESO's Regional Planning Review Advisory Group and in IESO's Integrated Regional Resource Planning stakeholder activities. As Manager of Energy Transition Planning at Enbridge Gas with extensive previous experience in natural gas demand side management and with Ontario's Cap-and-Trade and Federal Carbon Pricing regimes, Ms. Oliver-Glasford brings a unique natural gas industry perspective.

Ms. Oliver-Glasford can be contacted at:

Fiona Oliver-Glasford  
Manager, Energy Transition Planning  
500 Consumers Road, North York  
ON, M2J 1P8

Email: [fiona.oliverglasford@enbridge.com](mailto:fiona.oliverglasford@enbridge.com)  
Phone: 416-318-7734

Ms. Oliver-Glasford's detailed resume is attached.

If you have any questions, please contact the undersigned.

Sincerely,

Adam Stiers  
Technical Manager, Regulatory Applications

c.c.: B. Hewson (OEB Staff)  
C. Cincar (OEB Staff)  
Interested Parties

# FIONA OLIVER-GLASFORD, MBA

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fiona.oliverglasford@enbridge.com

## PROFILE SUMMARY

**Articulate Passionate Energy & Environment Leader** with 20 years' experience primarily in the energy and low-carbon space. A strategic thinker with a track record of achieving success through creative problem solving, action, collaboration and tenacity.

## PROFESSIONAL EXPERIENCE

### **Enbridge Gas Inc.**

April 2013 - present

#### **Manager, Energy Transition Planning**

- Reporting to the VP, responsible to create a vision and plan for a lower carbon "Energy Transition" at Enbridge Gas through collaboration with all levels of the organization as well as with external stakeholders and customers
- Lead team that ensures compliance with and optimization of the \$1B+ climate and carbon policy obligations
- Lead development of the policy and related processes for Integrated Resource Planning (also known as Non-Pipe Alternative Planning) at the Utility
- Responsible for non-financial ESG related reporting and materials for Enbridge Gas business unit

#### **Manager, Business Development and Carbon Strategy**

- Inspire a high performing team of fourteen staff to meet a \$75MM new business goal, and other supporting goals
- Responsible to develop the Utility portion of the Enbridge Corporate Social Responsibility annual report, Task Force on Climate-Related Financial Disclosures ("TCFD") reporting, as well as lead on the Investor Day materials working with IR.
- Manage business development and related commercialization process for renewable natural gas, hydrogen, and other low carbon project financing and company acquisition targets.
- Create, secure and fulfill speaking obligations within the carbon and energy efficiency marketplace to drive company profile.

#### **Manager, Cap and Trade**

- Structured and implemented comprehensive governance processes for regulatory and financial decisions.
- Oversaw team responsible for planning and implementation of all aspects of EGD's cap and trade carbon procurement (valued at ~\$500M + in 2017 intended to increase annually) regulatory compliance reporting.
- Worked across numerous departments including Risk, Treasury, IT, and Legal to achieve success on all metrics.
- Built out a utility strategic plan to support low carbon sustainability programs (renewable natural gas, hydrogen).

#### **Senior Manager, Market Policy, Research and Energy Efficiency**

- Led 100+ person department around the development and filing of six year ~\$500M energy efficiency plan, including acting as the lead expert witness in the Ontario Energy Board written and oral regulatory proceeding.
- Worked with executives and numerous stakeholders towards understanding, documenting and aligning on positions.
- Oversaw all tracking and audit activity to defend energy program profits of up to \$10.5M per year.

### **Union Gas Ltd. (A Spectra Energy Company)**

October 2005 – March 2013

#### **Manager, Conservation Policy and Partnerships**

- Write and pitch business development strategy to sell conservation delivery services to electric utilities.
- Develop and negotiate delivery agreements – successful in executing delivery contracts worth \$1M in profit

#### **Manager, Energy Efficiency Strategy, Evaluation and Research**

- Engage Union Gas executives and external stakeholders (i.e. ratepayer groups and environmental advocates) in the development and negotiation of multi-year Energy Efficiency ("EE") plan
- Oversaw research, verification, evaluation and audit of the EE portfolio with a \$2M budget

- Managed a team of technical – engineers and statisticians – as well as non-technical staff

#### **Manager, Energy Efficiency Program Design**

- Managed a multi-million dollar commercial and residential EE program portfolio budget leading to \$220M in energy and water cost benefits to ratepayers and company profits of \$4M
- Led a team of six program marketing/program managers who designed and oversaw the delivery of energy efficiency programs for our low income, residential, commercial and industrial customers through numerous channels
- Developed a successful multi-year market transformation program that netted \$1.5M in profit over 3 years

#### **Manager, Market Analysis**

- Accountable for the key analytical inputs (e.g. annual market scan) towards senior management’s business planning
- Researched, analyzed and presented natural gas market and trend information to senior decision makers

#### **Summerhill Group**

May 2002 – October 2005

#### **Marketing and Communications Manager/Client Manager**

- Developed and implemented in-field marketing and communication strategies for companies in the retail environment around sustainability and energy efficiency differentiators. For example, designed and delivered an air conditioning recycling program to help Home Depot’s CSR and Sales endeavors, while increasing product sales by 42%.

#### **Director of Operations – Canadian Energy Efficiency Alliance**

- Developed, sold and ran an award winning (North American PR Awards 2005) social responsibility campaign around cold-water clothes washing called Switch-to-Cold for P&G’s Tide Coldwater detergent reaching over 6 million Canadians through 25 partnership organizations (e.g. P&G, Gov’t of Canada, Canadian utilities)
- Wrote press releases and interviewed with numerous media outlets around Ontario’s 2004 massive blackout
- Researched, drafted and presented submissions to the government and other key decision makers

#### **Tower Watson (formerly Towers Perrin)**

##### **Associate Consultant – Strategy and Organizational Line of Business**

- Work included: retail sales/marketing strategy, compensation planning, sales system and training material development, sales force design and strategic market planning session facilitation and analysis.

#### **OTHER NOTABLE EXPERIENCE**

1. Treasurer, Energy Storage Canada (2019 – present) – A non-profit advancing energy storage solutions for sustainability.
2. Co-Founder of Clean Economy Fund (2015 – 2019) – A charity focused on environmental grant making.
3. Board Member, Summerhill Impact (2008 - 2014) – A non-profit organization focused on sustainability initiatives
4. Winner 2005 North American PR News Award – Non-Profit/Corporate Partnership – Tide’s Switch-to-Cold Social Responsibility/Energy Conservation Campaign designed for and developed in collaboration with **Procter & Gamble**

#### **EDUCATION**

**MBA** Schulich School of Business at York University, Toronto, Canada **Major:** Finance and Marketing

- Participated in the Advanced Program in International Management at the Copenhagen Business School in Denmark

**BA** Huron College at the University of Western Ontario, London, Canada **Major:** Organizational Behaviour

**Language:** French – Level I and II of the Diplôme d’Etudes en Langue Française (DELF) certification