

### ASSOCIATE

Bruce is an energy and marketing professional with thirty-five years of energy business, regulatory and marketing experience. With a proven record of success in marketing, business planning financial analysis, regulatory, risk assessment and management, Bruce has strong organization, communications and human resources management skills. In addition he has an outstanding track record of promoting customer satisfaction and employee training.

Bruce is President of Fraser Energy Consulting Inc. Bruce is also an Associate with Elenchus Research Associates. He is a former member of the OEA Green Energy and Conservation Committee, a former director and Treasurer of the Ontario Energy Marketers Association and a former member of the ONGA Power Generation Committee. Bruce was also a Director on the Board of CECO Real Time Operations Inc. an Alberta company providing commodity management services in the Alberta electricity market.

Bruce has a Bachelor of Commerce and is a Certified Management Accountant (CMA/CPA).

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### PROFESSIONAL OVERVIEW

<b>Elenchus Research Associates</b> Associate	<b>2012 - Present</b>
<b>Fraser Energy Consulting Inc.</b> President	<b>2001 - Present</b>
<b>Total Energy Advice &amp; Management Ltd. (TEAM)</b> Partner	<b>2003 - 2012</b>
<b>Eastern Marketing TransCanada Energy/PipeLines</b> Director	<b>1987 - 2001</b>
<b>Gas Supply ICG Utilities (Ontario), (now union Gas Limited)</b> Manager	<b>1980 - 1987</b>

## ACCOMPLISHMENTS

- Prepared market analysis of customer potential for municipalities looking to expand natural gas distribution service.
- Analysed utility contract on behalf of an end-user and negotiated enhanced terms and conditions.
- Analysed opportunity and managed the related issues for client to be supplied using trucked CNG into a new distribution system.
- Monitored regulatory and industry developments, prepared monthly reports and provided advice on relevant issues for clients including rate applications and rate design
- Developed strategy position and wrote argument for client in support of renewable natural gas proposal by utilities in Ontario
- Provided consulting services evaluating the Conservation & Demand Management programs for several electric LDCs and prepared cost benefit analyses
- Hired by the Independent Electricity System Operator (IESO) as their agent for the Verification and Audit of the Transitional Demand Response Program.
- Member of OPA working group on the development of the proposed Clean Energy Standard Offer Program
- Member of the working group at OEB to develop industry consensus on consumer electricity pricing methodology (Regulated Price Plan).
- Set and implemented regulatory strategy, monitored and testified in regulatory proceedings for a gas utility.
- Developed business plans and managed projects to bring retailers into the natural gas and electricity markets including the determination of the organizational, operational and regulatory requirements.
- Preparation and presentation of in-house training sessions on retailing energy to numerous clients including OPG, Hydro One, Enersource, Sears and Ag Energy Co-operative.
- Managed a marketing team selling gas and related services to utilities, industrial clients and retail marketers with sales of \$1 billion annually in Canada and managed the related \$1 million marketing expense budget.
- Responsible for the purchase of supply totalling \$300 million annually for a natural gas utility.
- Working with a gas utility, Bruce was responsible for the market assessment and analyzing the project financial viability, including the determination of required government funding. In total, 67 new communities were added.