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# **Norfolk Power Distribution Inc.**

**(EB-2010-0215)**

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**Conservation and Demand Management**

## **2012 Annual Report**

**Submitted to:**

**Ontario Energy Board**

**Submitted on September 30, 2013**

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## Executive Summary

This annual report is submitted by Norfolk Power Distribution Inc. (NPDI) in accordance with the filing requirements set out in the CDM Code (Board File No. EB-2010-0215), specifically Appendix C Annual Report Template, as a progress report and modification to NPDI's Strategy. Accordingly, this report outlines NPDI's CDM activities for the period of January 1, 2012 to December 31, 2012. It includes net peak demand and net energy savings achieved from 2011 and 2012, CDM program activities, successes and challenges, as well as forecasted savings to the end of 2014.

Norfolk Power Distribution Inc. did not apply for any Board-Approved CDM Programs during 2012; however, as noted in the CDM guidelines, released April 26, 2012, the Ontario Energy Board (OEB) has deemed Time-of-Use (TOU) pricing a Province-wide Board-Approved CDM Program. The Ontario Power Authority (OPA) is to provide measurement and verification on TOU. At the time of this report the OPA has not released any verified results of TOU savings to NPDI.

In 2011, Norfolk Power Distribution Inc. contracted with the Ontario Power Authority (OPA) to deliver a portfolio of OPA-Contracted Province-Wide CDM Programs to all customer segments including residential, commercial, institutional, industrial and low income. These programs were rolled-out by the OPA in June 2011. In 2011 Program activities were centered on building a foundation for full program execution over the next three years of the program term, including staffing, procurement, and program delivery.

In 2012, Norfolk Power Distribution Inc.'s primary focus was to work with our large commercial and industrial customers to secure projects that would contribute towards a significant peak demand reduction. Although we were successful in marketing the DR3 program to get 3 of our top 20 customers signing up, this only resulted in 0.24 MWs of peak demand reduction. We find it challenging in our service territory to qualify customers for the DR3 Initiative. Customers commented that the program was not feasible because it was either operationally disruptive, head quarters did not approve the program, or they did not have sufficient load or program hours to participate. We have also had 2 of our top 20 customers close down and currently our largest customer is on strike, which all contributes to the lack of peak demand reduction results. Although we have not exhausted our efforts in marketing the DR3 program, we have shifted our focus to assisting customers with identifying energy savings projects that have the potential to be completed before December 31, 2014.

To date NPDI has achieved 0.7 MW of net incremental peak demand savings and 8.7 GWh of net incremental energy savings in 2012. A summary of the achievements towards the CDM targets is shown below:

OPA-Contracted Province-Wide CDM Programs FINAL 2012 Results				
LDC: Norfolk Power Distribution Inc.				
FINAL 2012 Progress to Targets	2012 Incremental	Program-to-Date Progress to Target (Scenario 1)	Scenario 1: % of Target Achieved	Scenario 2: % of Target Achieved
<b>Net Annual Peak Demand Savings (MW)</b>	0.7	0.7	15.3%	21.1%
<b>Net Energy Savings (GWh)</b>	1.5	8.7	55.3%	55.4%
<b>Scenario 1</b> = Assumes that demand resource resources have a persistence of 1 year				
<b>Scenario 2</b> = Assumes that demand response resources remain in your territory until 2014				

The updated forecast prepared for this report shows that there will be a shortfall of approximately 3.55 MW versus NPDI's 4.25 MW 2014 peak demand target. Although, the peak demand savings are below target, NPDI is on track to meet and expects to exceed its energy savings target by December 31, 2014. Given the expected shortfall in peak demand savings, Norfolk Power Distribution Inc. continues to work actively on participant engagement. In addition, Norfolk Power Distribution Inc. has partnered with other LDCs, and has been working with the Ontario Power Authority ("OPA") and the Electrical Distribution Association ("EDA") to improve program effectiveness, however it is Norfolk Power Distribution Inc's position that it will not fully overcome the forecasted peak demand savings shortfall.

## Background

On March 31, 2010, the Minister of Energy and Infrastructure of Ontario, under the guidance of sections 27.1 and 27.2 of the *Ontario Energy Board Act, 1998*, directed the Ontario Energy Board (OEB) to establish Conservation and Demand Management (CDM) targets to be met by electricity distributors. Accordingly, on November 12, 2010, the OEB amended the distribution license of Norfolk Power Distribution Inc. (NPDI) to require NPDI, as a condition of its license, to achieve 15.68 GWh of energy savings and 4.25 MW of summer peak demand savings, over the period beginning January 1, 2011 through December 31, 2014.

In accordance with the same Minister's directive, the OEB issued the Conservation and Demand Management Code for Electricity Distributors (the Code) on September 16, 2010. The code sets out the obligations and requirements with which electricity distributors must comply in relation to the CDM targets set out in their licenses. To comply with the Code requirements, NPDI submitted its original CDM Strategy on November 1, 2010 and the amended CDM Strategy on June 13, 2011 which provided a high level of description of how NPDI intended to achieve its CDM targets.

The Code also requires a distributor to file annual reports with the Board. This is the second Annual Report by NPDI and has been prepared in accordance with the Code requirement and covers the period from January 1, 2012 to December 31, 2012.

NPDI submitted its 2011 Annual Report on September 28, 2012 which summarized the CDM activities, successes and challenges experienced by NPDI for the January 1, 2011 to December 31, 2011 period. The OEB's 2011 CDM Results report identified that the delay in the full suite of CDM Programs being made available by the OPA, and the absence of some programs negatively impacted the final 2011 results for the LDCs. This issue was also highlighted in Volumes I & II of the Environmental Commissioner's Report on Ontario's Annual Energy Conservation Progress.

On December 21, 2012, the Minister of Energy directed the Ontario Power Authority (OPA) to fund CDM programs which meet the definition and criteria for OPA-Contracted Province-Wide CDM Programs for an additional one-year period from January 1, 2015 to December 31, 2015.

The Ministerial Directive did not amend the timelines for LDCs to achieve their energy savings and demand savings targets. Therefore, the main focus of the LDCs remains the achievement of CDM targets by December 31, 2014.

# **1 Board-Approved CDM Programs**

## **1.1 Introduction**

In its Decision and Order dated November 12 2010 (**EB-2010-0215 & EB-2010-0216**), the OEB ordered that, (to meet its mandatory CDM targets), “Each licensed electricity distributor must, as a condition of its licence, deliver Board-Approved CDM Programs, OPA-Contracted Province-Wide CDM Programs, or a combination of the two”.

At this time, the implementation of Time-of-Use (“TOU”) Pricing has been deemed as a Board-Approved Conservation and Demand Management (“CDM”) program that is being offered in NPDI’s service area.

## **1.2 TOU Pricing**

### **1.2.1 BACKGROUND**

In its April 26, 2012 CDM Guidelines, the OEB recognizes that a portion of the aggregate electricity demand target was intended to be attributable to savings achieved through the implementation of TOU Pricing. The OEB establishes TOU prices and has made the implementation of this pricing mechanism mandatory for distributors. On this basis, the OEB has determined that distributors will not have to file a Board-Approved CDM program application regarding TOU pricing. The OEB has deemed the implementation of TOU pricing to be a Board-Approved CDM program for the purposes of achieving the CDM targets. The costs associated with the implementation of TOU pricing are recoverable through distribution rates, and not through the Global Adjustment Mechanism (“GAM”).

In accordance with a Directive dated March 31, 2010 by the Minister of Energy and Infrastructure, the OEB is of the view that any evaluations of savings from TOU pricing should be conducted by the OPA for the province, and then allocated to distributors. NPDI will report these results upon receipt from the OPA.

At the time of preparation of this report the OPA had retained the Brattle Group as the evaluation contractor and will be working with an expert panel convened to provide advice on methodology, data collection, models, etc. The initial evaluations were conducted with 5 LDCs – Hydro One, THESL, Ottawa Hydro, Thunder Bay and Newmarket. Preliminary results from these 5 LDCs have not been issued as of the submission date of this report.

As of September 30, 2013, the OPA has not released any verified results of TOU savings to NPDI. Therefore NPDI is not able to provide any verified savings related to LDC’s TOU program at this time.

## 1.2.2 TOU PROGRAM DESCRIPTION

**Target Customer Type(s):** Residential and small business customers (up to 250,000 kWh per year)

**Initiative Frequency:** Year-Round

**Objectives:** TOU pricing is designed to incent the shifting of energy usage. Therefore peak demand reductions are expected, and energy conservation benefits may also be realized.

**Description:** In August of 2010, the OEB issued a final determination to mandate TOU pricing for Regulated Price Plan (“RPP”) customers by June 2011, in order to support the Government’s expectation for 3.6 million RPP consumers to be on TOU pricing by June 2011, and to ensure that smart meters funded at ratepayer expense are being used for their intended purpose.

The RPP TOU price is adjusted twice annually by the OEB. A summary of the RPP TOU pricing is provided below:

RPP TOU Effective Date	Rates (cents/kWh)		
	On Peak	Mid Peak	Off Peak
November 1, 2010	9.9	8.1	5.1
May 1, 2011	10.7	8.9	5.9
November 1, 2011	10.8	9.2	6.2
May 1, 2012	11.7	10.0	6.5
November 1, 2012	11.8	9.9	6.3
May 1, 2013	12.4	10.4	6.7

**Delivery:** OEB set the rates; LDCs install and maintain the smart meters; LDCs convert customers to TOU billing.

### **Initiative Activities/Progress:**

Norfolk Power Distribution Inc. began transitioning its RPP customers to TOU billing on July 1, 2011. At December 31<sup>st</sup>, 2012, 16,907 RPP customers were on TOU billing.

## 1.3 Norfolk Power Distribution Inc.s Application with the OEB

At the time the report was prepared, NPDI did not have an applications before the Board to deliver Board-Approved CDM Programs.

## 2 OPA-Contracted Province-Wide CDM Programs

### 2.1 Introduction

Effective March 4, 2011, NPDI entered into an agreement with the OPA to deliver CDM programs extending from January 1, 2011 to December 31, 2014, which are listed below. Program details are included in Appendix A. In addition, results include projects started pre 2011 which were completed in 2011. Norfolk Power Distribution Inc. has put a strike through initiatives that it did not offer, or was unable to offer due to the initiative(s) not being eligible in our service territory.

Initiative	Schedule	Date schedule posted	Customer Class
<b>Residential Program</b>			
Appliance Retirement	Schedule B-1, Exhibit D	Jan 26, 2011	All residential rate classes
Appliance Exchange	Schedule B-1, Exhibit E	Jan 26, 2011	All residential rate classes
HVAC Incentives	Schedule B-1, Exhibit B	Jan 26, 2011	All residential rate classes
Conservation Instant Coupon Booklet	Schedule B-1, Exhibit A	Jan 26, 2011	All residential rate classes
Bi-Annual Retailer Event	Schedule B-1, Exhibit C	Jan 26, 2011	All residential rate classes
Retailer Co-op	n/a	n/a	All residential rate classes
Residential Demand Response	<del>Schedule B-3</del>	<del>Aug 22, 2011</del>	All general service classes
New Construction Program	Schedule B-2	Jan 26, 2011	All residential rate classes
<b>Commercial &amp; Institutional Program</b>			
Efficiency: Equipment Replacement	Schedule C-2	Jan 26, 2011	All general service classes
Direct Install Lighting	Schedule C-3	Jan 26, 2011	General Service < 50 kW
Existing Building Commissioning Incentive	Schedule C-6	Feb 2011	All general service classes
New Construction and Major Renovation Initiative	Schedule C-4	Feb 2011	All general service classes
Energy Audit	Schedule C-1	Jan 26, 2011	All general service classes
Commercial Demand Response (part of the Residential program schedule)	<del>Schedule B-3</del>	<del>Jan 26, 2011</del>	All general service classes
Demand Response 3 (part of the Industrial program schedule)	Schedule D-6	May 31, 2011	General Service 50 kW & above



<b>Industrial Program</b>			
Process & System Upgrades	Schedule D-1	May 31, 2011	General Service 50 kW & above
Monitoring & Targeting	Schedule D-2	May 31, 2011	General Service 50 kW & above
Energy Manager	Schedule D-3	May 31, 2011	General Service 50 kW & above
Efficiency: Equipment Replacement Incentive (part of the C&I program schedule)	Schedule C-2	May 31, 2011	General Service 50 kW & above
Demand Response 3	Schedule D-6	May 31, 2011	General Service 50 kW & above
<b>Home Assistance Program</b>			
Home Assistance Program	Schedule E-1	May 9, 2011	All residential rate classes
<b>Pre-2011 Programs</b>			
Electricity Retrofit Incentive Program	n/a	n/a	All general service classes
High Performance New Construction	n/a	n/a	All general service classes
<del>Toronto Comprehensive</del>	<del>n/a</del>	<del>n/a</del>	<del>All general service classes</del>
Multifamily Energy Efficiency Rebates	n/a	n/a	All general service classes
<del>Data Centre Incentive Program</del>	<del>n/a</del>	<del>n/a</del>	<del>All general service classes</del>
<del>EnWin Green Suites</del>	<del>n/a</del>	<del>n/a</del>	<del>All general service classes</del>

As per the table below, several program initiatives are no longer available to customer or have not been launched in 2012.

<b>Initiative Not in Market in 2012</b>	<b>Objective</b>	<b>Status</b>
<b>Residential Program</b>		
Midstream Electronics	The objective of this initiative is to encourage retailers to promote and sell high efficiency televisions, and for distributors to distribute high efficiency set top boxes.	Never launched and removed from Schedule in Q2, 2013.
Midstream Pool Equipment	The objective of this initiative is to encourage pool installers to sell and install efficient pool pump equipment	Never launched and removed from Schedule in Q2, 2013.

	in residential in-ground pools.	
Aboriginal Conservation Program	First Nations programs are delivered by the OPA and results are attributed to LDCs for reporting.	Launched in 2013 by OPA.
Home Energy Audit Tool	This is a provincial online audit tool to engage customers in conservation and help drive customer participation to CDM programs.	Never launched and removed from Schedule in Q2, 2013.
<b>Commercial &amp; Institutional Program</b>		
Direct Service Space Cooling	The objective of this initiative is to offer free servicing of air conditioning systems and refrigeration units for the purpose of achieving energy savings and demand reduction.	Not launched to market in 2011/2012. As per the OPA there no plans to launch this Initiative in 2013.
Demand Response 1 (“DR1”)	This initiative allows distribution customers to voluntarily reduce electricity demand during certain periods of the year pursuant to the DR 1 contract. The initiative provides DR payment for service for the actual electricity reduction provided during a demand response event.	No customer uptake for this initiative. As a result this Initiative was removed from the Schedule in Q4, 2012.
<b>Industrial Program</b>		
DR1	As above	No customer uptake for this initiative. Removed in Q4, 2012.

The Master CDM Program Agreement includes program change management provision in Article 3. Collaboration between the OPA and the Local Distribution Companies (LDCs) commenced in 2011, and continued in 2012, as the change management process was implemented to enhance the saveONenergy program suite. The change management process allows for modifications to the Master Service Agreement and initiative Schedules. The program enhancements give LDCs additional tools and greater flexibility to deliver programs in a way that meets the needs of customers and further drives participation in the Initiatives.

## 2.2 Program Descriptions

Full OPA-Contracted Province-Wide CDM Program descriptions are available from the Ontario Power Authority (OPA) and additional information can be found on the saveONenergy website at <http://saveonenergy.ca>. The targeted customer types, objectives, and individual descriptions for each Program Initiative are detailed in Appendix A.

### 2.2.1 RESIDENTIAL PROGRAMS

**Description:** Provides residential customers with programs and tools to help them understand and manage the amount of energy they use throughout their entire home and help the environment.

**Objective:** To provide incentives to both existing homeowners and developers/builders to motivate the installation of energy efficiency measures in both existing and new home construction.

**Discussion:**

The inclusion of LED technology into the Biannual Retailers events in 2012 and the annual coupons in 2013, as well as some LDC custom coded coupons, has had a positive effect on consumer engagement. The revamped PeaksaverPLUS program is the main Residential Initiative which drives savings for LDCs and is currently not being offered by NPDI.

The Residential Program Portfolio is predominately a carryover of Initiatives from previous programs. It is mostly driven by retailers and contractors who many not have fully delivered what was anticipated. Three new initiatives were never launched and subsequently removed from schedule in 2013 with no new additions. Delays in communication with regards to Initiative offerings and results reporting have hampered LDCs abilities to engage customers and promote participation. Provincial wide advertising has provided limited value due to inconsistency and non-specific messaging.

Work to revitalize and increase the effectiveness and breadth of the Initiatives through the Residential Program needs to be a high priority. There are opportunities within the Residential marketplace that need to be identified, developed and offered to customers. A revised home audit and other Initiatives which could engage an average residential customer could be considered. Increased control by the LDCs such as 100% attributable coupons for LDCs and/or LDC hosted exchange events may present an opportunity for improved saving.

#### 2.2.1.1 APPLIANCE RETIREMENT INITIATIVE (EXHIBIT D)

**Initiative Activities/Progress:**

- Bill Inserts
- Employee Conservation Week
- Advertising in community newspaper
- Community event materials (Norfolk County Fair, Home Builders Home Show)

- Customer Information Session
- Quarterly customer newsletter
- On-bill messages
- Promotion on NPDI website

**Additional Comments:**

- With the increase in appliance age to 20 years in 2013, many LDCs increased marketing and outreach throughout 2012 in an effort to increase uptake and achieve savings.
- Due to the duration of the program, and the revised eligibility requirements to a minimum of 20 years old, this Initiative appears to have reached market saturation and has been under consideration for removal from the Portfolio.
- Rather than strictly remove this Initiative from the schedules, the OPA and LDCs could review what opportunities there are to include other measures such as stoves, dishwashers, washers and dryers. The framework of this Initiative may be a suitable foundation for a more holistic residential appliance retirement program. As such, the Residential portfolio could be straightened through program evolution rather than weakened through diminished program offerings.
- As results are very responsive to province wide advertising OPA provincial marketing should continue to play a key role.
- The OPA and LDCs can continue working to establish partnerships with Independent retailers and municipalities.

**2.2.1.2 APPLIANCE EXCHANGE INITIATIVE (EXHIBIT E)**

**Initiative Activities/Progress:**

- Community event materials ( Norfolk County Fair, Home Builders Home Show)
- Customer Information session
- Quarterly customer newsletter
- Promotion on NPDI website

**Additional Comments:**

- This Initiative, eligible measures and incentive amounts are influenced by the retail partner with no direct involvement from the LDCs. The restrictive, limited and sometimes non-participation of local stores can diminish the savings potential for this Initiative.
- To date there has only been one retailer participant in the Appliance Exchange Initiative. The Fall events have not had retailer participation, therefore savings budgeted by the LDCs have not materialized.

- Evaluation, Measurement, and Verification (EMV) results indicated that the value of savings for retired room AC has dropped resulting in the retail participant not accepting window a/c's during the Spring 2013 event.
- Notification regarding retailer participation and eligible measures continues to be delayed. Improved communications will aid in appropriate resource allocation and marketing of the Initiative.
- This Initiative may benefit from the disengagement of the retailer and allowing LDCs to conduct these events, possibly as part of a larger community engagement effort, with the backing of ARCA for appliance removal.
- The initiative appears to require more promotion from retailers and LDCs.

### **2.2.1.3 HVAC INCENTIVES INITIATIVE (EXHIBIT B)**

#### **Initiative Activities/Progress:**

- Bill Inserts
- Employee Conservation Week – Included in information package
- Advertising in community newspaper
- Community event materials (Norfolk County Fair, Home Builders Show)
- Customer information session
- Quarterly customer newsletter
- On-bill messages
- NPDI website

#### **Additional Comments:**

- Incentive levels appear to be insufficient to prompt Participants to upgrade HVAC equipment prior to end of useful life. It is hoped that the introduction of an Air Miles incentive in 2013 may help with this.
- This Initiative is contractor driven with LDCs responsible for marketing efforts to customers. More engagement with the HVAC contractor channel should be undertaken to drive a higher proportion of furnace and CAC sales to eligible units.
- Channel partners require timeliness of the Rebate process to maintain a positive relationship between consumers, contractors, the OPA, and the participating LDC. Due to a contracting delay no applications were processed from approximately the end of October 2012 to February 2013.
- LDC HVAC reports have been delayed and are not as complete and accurate as are required by LDCs to make adjustments to their marketing strategies.
- In an effort to build capacity, mandatory training has been instituted for all participating HVAC contractors. This could present too much of a barrier for participation for some contractors as the

application process already presents a restriction to contractor sales. It has been noted that there are approximately 4500-5000 HVAC contractors in the Province, however only 1500 are participating in program.

- There are cases where non-participating contractors are offering their own incentives (by discounting their installations to match value of the OPA incentive) to make the sale. As this occurs outside of the Initiative, these installations should be attributed to the appropriate LDC.

#### **2.2.1.4 CONSERVATION INSTANT COUPON INITIATIVE (EXHIBIT A)**

##### **Initiative Activities/Progress:**

- Advertising in community newspaper directing customers to website to download coupons
- Customer information session
- Quarterly customer newsletter
- Community Event handouts – Norfolk County Fair, Friendship Festival
- Employee Conservation Week – Included in information package
- Promotion on NPD website

##### **Additional Comments:**

- This Initiative was ineffective for most of 2012 as the Instant coupons (annual) were not available to consumers until September 2012. As such, savings budgeted by LDCs did not materialize.
- The timeframe for retailer submission of redeemed coupons vary from retailer to retailer and in some cases has been lengthy. The delays and incomplete results reporting limits the ability to react and respond to Initiative performance or changes in consumer behaviour. This also resulted in the delayed launch of the Initiative in 2012.
- Coupon booklets were not printed and mailed out in 2012. As such, Coupons were not widely available to consumers without the ability to download and print them.
- Without Provincial coupon distribution, and delay in Initiative launch, consumers may not have been aware of the online coupons. This Initiative could benefit from provincial marketing as a substitute to distribution.
- LDCs should be able to custom code all coupons to provide 100% allocation and push specific coupons based on localized needs.
- The product list could be distinctive from the Bi-Annual Retailer Event Initiative in order to gain more consumer interest and uptake.
- Program evolution, including new products and review of incentive pricing for the coupon Initiatives, should be a regular activity to ensure continued consumer interest.

### 2.2.1.5 BI-ANNUAL RETAILER EVENT INITIATIVE (EXHIBIT C)

#### **Initiative Activities/Progress:**

- Community event materials (Norfolk County Fair, Home Builders Home Show)
- Customer information session
- Quarterly customer newsletter
- NPDI website

#### **Additional Comments:**

- This Initiative is strongly influenced by the retail participants and has no direct involvement from the LDCs.
- The Product list has changed very little over the past four years.
- Limited engagement of local retailers can restrict the savings potential for this Initiative.
- Program evolution, including new products and review of incentive pricing for the coupon Initiatives, must be a regular activity to ensure continued consumer interest.
- The Product list could be distinctive from the Conservation Instant Coupon Initiative in order to gain more consumer interest and uptake.
- A review conducted by the Residential Working Group in Q4 2011 identified three areas of need for Initiative evolution: 1) introduction of product focused marketing; 2) enhanced product selection and 3) improved training for retailers as retail staff tend not to be knowledgeable regarding the products or promotion.
- LDCs should be able to custom code all coupons to provide 100% allocation and push specific coupons based on localized needs.
- Communications regarding retailer participation continues to be delayed. Improved communications will aid in appropriate resource allocation and marketing of the Initiative.
- This Initiative may benefit from a more exclusive relationship with a retailer appropriate to the program. There should be a value proposition for both the retailer and LDC.

### 2.2.1.6 RETAILER CO-OP

**Initiative Activities/Progress:** This program was not utilized by NPDI. Did not promote this initiative in 2012.

**Additional Comments:**

- This is a retailer Initiative with no direct benefit to the LDCs
- Limited engagement of local retailers can restrict the savings potential for this Initiative.
- The availability of retailer and/or LDC staff with product knowledge and the ability to conduct demonstration in store during the events would be an asset. This could be a valuable role for LDCs, however many LDCs are limited by available resources and unable to participate.

**2.2.1.7 NEW CONSTRUCTION PROGRAM (SCHEDULE B-2)**

**Initiative Activities/Progress:**

- Community event materials (Norfolk County Fair, Home Builders Home Show)
- Haldimand Norfolk Home Builders information session
- Quarterly customer newsletter
- NPDI website
- Working directly with builders to submit applications

**Additional Comments:**

- This Initiative provides incentives to home builders for incorporating energy efficiency into their buildings. To support this, LDCs need to provide education to the consumers regarding the importance of choosing the energy efficient builder upgrade options without an immediate benefit to the consumer.
- Following limited participation in 2011, the application process was revisited in 2012 to streamline administration in response to builder feedback. Participation levels are expected to grow but there will be a lag to when results materialize as homes pre-approved could take a year or more to be completed.
- Administrative requirements, in particular individual home modeling, must align with perceived stakeholder payback. As per the Electricity Distributors Association (“EDA”) Working Groups, changes are being processed through change management for 2012. However, the lengthy change management process has resulted in continued non-participation from builders.

**2.2.1.8 RESIDENTIAL DEMAND RESPONSE PROGRAM (SCHEDULE B-3)**

**Initiative Activities/Progress:** For NPDI in 2012 *peaksaverPLUS™* was not in market. It remains challenging to find a technology that would satisfy using rate payer funding to acquire an In Home Display that to date, very little, if any savings can be associated with its inclusion.



**Additional Comments:**

- The schedule for *peaksaver*PLUS™ was posted in August 2011, but this did not provide adequate time for product procurement for 2011, and part of 2012. The product procurement process uncovered that the In Home Display units that communicate with installed smart meter technology were still in development and not ready for market deployment. Consequently, LDCs could not be in market with the Peaksaver Plus program until 2012, or later which has resulted in delayed savings.
- Smart Meters installed by most LDCs do not have the capability to communicate directly to an In Home Display. When proposing technical Initiatives that rely on existing LDC hardware or technology there should be an extensive consultative process.
- Introduction of new technology requires incentives for the development of such technology. Appropriate lead times for LDC analysis and assessment, product procurement, and testing and integration into the Smart Meter environment are also required. Making seemingly minor changes to provincial technical specifications can create significant issues when all LDCs attempt to implement the solution in their individual environments.
- The variable funding associated with installing a load controllable thermostat is not sufficient unless it is combined with an In Home Display (IHD) which might not be possible all the time and when IHD is optional.
- This is the main Initiative within the Residential portfolio that was supposed to drive savings for LDCs.
- Given the different LDCs smart meter environments, and needs, each LDC is positioning the Initiative slightly different. As such, greater program flexibility is required to address unique LDC needs.
- Provincial wide marketing needs to be sensitive to the variations of the Initiative and provide solid, consistent messaging.
- There currently is not an avenue for participants without the ability to provide demand response capabilities to obtain an IHD and gain energy saving benefits.

## 2.2.2 COMMERCIAL AND INSTITUTIONAL PROGRAM

Full OPA-Contracted Province-Wide CDM Program descriptions are available from the Ontario Power Authority (OPA) and additional information can be found on the saveONenergy website at <http://saveonenergy.ca>. The targeted customer types, objectives, and individual descriptions for each Program Initiative are detailed in Appendix A.

**Description:** Provides commercial, institutional, agricultural and industrial organizations with energy-efficiency programs to help reduce their electrical costs while helping Ontario defer the need to build new generation and reduce its environmental footprint. Programs to help fund energy audits, to replace energy-wasting equipment or to pursue new construction that exceed our existing codes and standards. Businesses can also pursue incentives for controlling and reducing their electricity demand at specific times.

**Targeted Customer Type(s):** Commercial, Institutional, Agricultural, Multi-family buildings, Industrial

**Objective:** Designed to assist building owners and operators as well as tenants and occupants in achieving demand and energy savings, and to facilitate a culture of conservation among these communities as well as the supply chains which serve them.

**Discussion:**

Throughout 2011 and 2012 the Commercial and Institutional (C&I) Working Group has strived to enhance the existing C&I programs and rectify identified program and system deficiencies. This has proven to be a challenging undertaking, normally taking months to complete sometimes relatively minor changes due to the current CDM framework. Overbuilt governance, numerous initiative requirements, complex program structure and lengthy change management have restricted growth without providing the anticipated improved Measurement and Verification results. In addition, Evaluation, Measurement and Verification (EM&V) has not yet achieved transparency. LDCs are held accountable for these results yet are mostly completely removed from the process.

LDC program management has been hampered by varying rule interpretation, limited marketing ability, a somewhat inflexible online system of checks and balances and revolving OPA support personnel.

Looking ahead there is minimal opportunity to make valuable changes to the current program suite and have these changes reflected in LDC 2014 results. LDCs and the OPA should look beyond the current Initiatives and work to launch new programs, built on the strengths of the 2011-2014 programs, which will meet the needs of the industry and consumers.

### 2.2.2.1 EFFICIENCY: EQUIPMENT REPLACEMENT INCENTIVE (ERII) (SCHEDULE C-2)

#### Initiative Activities/Progress:

- Hosted one on one workshop to promote the program and create awareness with channel partners as well as large commercial and industrial customers.
- Continual communication with our customers either via phone, email or face-to-face
- Promotion on NPDI website

#### Additional Comments:

- It appears that the marketplace largely understands the programs now and a large proportion of LDC savings are attributed to ERII.
- The centralized process review used for 2012 project payment has been streamlined by the OPA and payments for projects were greatly improved – faster and more consistent compared to 2011.
- Capability building programs from Industrial programs have had very positive contributions to ERII program.
- This Initiative is limited by the state of the economy and the ability of commercial/institutional facility to complete capital upgrades.
- A number of customer facing issues in CRM (the OPA centralized application system) have been resolved; however key LDC administrative back office processing issues continue to be a challenge.
- Applicants and Applicant Representatives continue to express dissatisfaction and difficulty with the online application system. This issue has been addressed by LDCs through application training workshops, Key Account Managers, channel partner/contractor training and LDC staff acting as customer Application Representatives. Although this has been an effective method of overcoming these issues and encouraging submissions, it also reflects on the complexity and time consuming nature of the application process. As such, Applicant Representatives continue to influence the majority of applications submitted. Continued development of Channel Partners is essential to program success.
- Lighting is still the most popular measure. Other market sectors are not as engaged yet, specifically the mechanical world. There continues to be significant barriers to program participation from HVAC (Unitary AC) and compressed air channel partners
- Prescriptive and Engineered worksheets provide a much needed simplified application process for customers. However, the eligible measures need to be updated and expanded in both technology and incentive amounts to address changing product costs and evolution of the marketplace.
- Expanding the capacity of the engineered applications can offer customers an opportunity to maximize savings and incentives. Recognizing this, Toronto Hydro and London Hydro worked

together to develop and provide the OPA with compressed air engineered worksheets for inclusion in the Initiative in Q3, 2012. To date, these have not been accepted and provided to LDCs for use.

- An identified deficiency in the various renditions of the equipment replacement is the “hard stop” of the program as of a specific date. Without a streamlined transition into a new program, many customers become frustrated and refused to participate. LDCs struggle to repair customer and channel partner relationships and gain momentum in the market place once again.
- While the Ministerial Directive provides continuity of the conservation programs for the participant, unclear direction on LDC administrative funding could result in many LDCs ‘ramping down’ programs in 2015. The establishment of defined administrative funding for 2015 is required to avoid a “stop and start” process.

#### **2.2.2.2 DIRECT INSTALL INITIATIVE (DIL) (SCHEDULE C-3)**

##### **Initiative Activities/Progress:**

- Bill Insert and direct mailer to commercial customers
- Advertising in community free newspaper
- Community events material – Norfolk County Fair
- Quarterly customer newsletter with testimonials
- NPDI Website

##### **Additional Comments:**

- Successful execution of the previous rendition of this Initiative has resulted in diminished potential for the 2011-2014 Initiative in some LDC’s territories.
- The inclusion of a standard incentive for additional measures increased project size and drove higher energy and demand savings results in some situations.
- Electrical contractor’s margins have been reduced due to no labour rate increase, increase cost of materials, greater distances between retrofits, more door knocking required before a successful sale and no funding for lifts. This has led to a reduction in vendor channel participation in some regions.
- Ambiguity with regard to eligibility resulted in large lists of customers rejected following installation due to preserved ineligibility. Due to this, some LDCs were forced to carry considerable financial burden while this was worked through.
- The eligibility requirements have now been revamped and expanded however there has been limited communication and documentation of this to the marketplace.

- Currently LDCs are unable to offer these standard incentives to prior participants. The ability to return to prior participants and offer a standard incentive on the remaining measures has potential to provide additional energy and demand savings.

#### **2.2.2.3        EXISTING BUILDING COMMISSIONING INCENTIVE INITIATIVE (SCHEDULE C-6)**

##### **Initiative Activities/Progress:**

- Communication with local Chamber of Commerce and BIA's
- NDPI Website
- Community events material – Norfolk County Fair

##### **Additional Comments:**

- Initiative name does not properly describe the Initiative.
- There was minimal participation for this Initiative. It is suspected that the lack of participation in the program is a result of the Initiative being limited to space cooling and a limited window of opportunity (cooling season) for participation.
- Participation is mainly channel partner driven, however the particulars of the Initiative have presented a too significant of a barrier for many channel partners to participate.
- The customer expectation is that the program be expanded to include a broader range of measures for a more holistic approach to building recommissioning and chilled water systems used for other purposes should be made eligible and considered through Change Management.
- This initiative should be reviewed for incentive alignment with ERII, as currently a participant will not receive an incentive if the overall payback is less than 2 years.

#### **2.2.2.4        NEW CONSTRUCTION AND MAJOR RENOVATION INITIATIVE (HPNC) (SCHEDULE C-4)**

##### **Initiative Activities/Progress:**

- NDPI Website
- Community events material – Norfolk County Fair
- Direct mailer to contractors

##### **Additional Comments**

- There is typically a long sales cycle for these projects, and then a long project development cycle. As the program did not launch until mid-2011 and had limited participation, results did not appear in 2011. Minimum results are expected to appear in 2012. The majority of the results are expected in 2013-2014, with a reduced benefit to cumulative energy savings targets.
- With the Ministerial Directive facilities with a completion date near the end of 2014 currently have some security that they will be compensated for choosing efficient measures.
- Participants estimated completion dates tend to be inaccurate and are usually 6 months longer. This could result in diminished savings towards target when facilities are not substantially completed by December 31, 2014.
- The custom application process requires considerable customer support and skilled LDC staff. As there has been no defined administrative funding beyond 2014, many LDCs are unsure how these project applications will be finalized.
- The effort required to participate through the custom stream exceeds the value of the incentive for many customers.
- This Initiative has a very low Net-to-Gross ratio, which results in half the proposed target savings being 'lost'.

#### **2.2.2.5 ENERGY AUDIT INITIATIVE**

##### **Initiative Activities/Progress:**

- Communication with local Chamber of Commerce and BIA's
- NDPI Website
- Community events material – Norfolk County Fair
- Direct mailer

##### **Additional Comments**

- Customer uptake was limited in 2011, however improved throughout 2012 especially with the new audit component for one system (i.e. compressed air).
- The energy audit Initiative is considered an 'enabling' Initiative and 'feeds into' other saveONenergy Initiatives. There are no savings attributed to LDC targets from an audit.
- Audit reports from consultants vary considerably and in some cases, while they adhere to the Initiative requirements, do not provide value for the Participant. A standard template with specific energy saving calculation requirements should be considered.

- Customers look to the LDCs to recommend audit companies. A centralized prequalified list provided by the OPA may be beneficial.
- Participants are limited to one energy audit which restricts enabling and direction to the other Initiatives. This Initiative should be evaluated for additional customer participation when presented with a new scope of work.

### 2.2.3 INDUSTRIAL PROGRAM

Full OPA-Contracted Province-Wide CDM Program descriptions are available from the Ontario Power Authority (OPA) and additional information can be found on the saveONenergy website at <http://saveonenergy.ca>. The targeted customer types, objectives, and individual descriptions for each Program Initiative are detailed in Appendix A.

**Description:** Large facilities are discovering the benefits of energy efficiency through the Industrial Programs which are designed to help identify and promote energy saving opportunities. It includes financial incentives and technical expertise to help organizations modernize systems for enhanced productivity and product quality, as well as provide a substantial boost to energy productivity. This allows facilities to take control of their energy so they can create long-term competitive energy advantages which reach across the organization.

**Targeted Customer Type(s):** Industrial, Commercial, Institutional, Agricultural

**Objective:** To provide incentives to both existing and new industrial customers to motivate the installation of energy efficient measures and to promote participation in demand management.

**Discussion:**

The Industrial Program Portfolio has been able to provide valuable resources to large facilities such as Energy Managers and enabling Engineering Studies. The Engineering Studies in particular provide a unique opportunity for a customer to complete a comprehensive analysis of an energy intensive process that they would not otherwise be able to undertake. Energy Managers provide customers with a skilled individual whose only role is to assist them with conservation initiatives. To date these Energy Managers have played a key role in customer participation.

Due to the size, scope and long lead time of these Initiatives and associated projects, the Ministerial Directive provides some security for the continuation of the conservation programs and associated compensation for the participant; however the subsequent savings would not be attributed to any LDC target.

Extensive legal documents, complex program structure and lengthy change management have restricted the change and growth of this Portfolio. While the expedited change management has benefited the Commercial Portfolio, the Industrial Portfolio has not seen the same results due to the narrow scope of the process. For 2013, a change to the threshold for small capital projects and a new small capital project agreement are expected to improve the number of projects and savings achieved within PSUI. Likewise, a decision to proceed with natural gas load displacement generation projects will also increase uptake although results may not be counted towards LDC targets due to in-service dates beyond 2014. Looking ahead there is minimal opportunity to make additional valuable changes to the current program suite and have these changes reflected in LDC 2014 results



### 2.2.3.1 PROCESS & SYSTEMS UPGRADES INITIATIVE (PSUI) (SCHEDULE D-1)

#### Initiative Activities/Progress:

- Top 20 customer site visits with information package
- Promotion on NPDI Website

#### Additional Comments:

- Approximately 100 engineering study applications have been submitted. This is a strong indication that there is the potential for large projects with corresponding energy savings. Most of these studies have been initiated through the Energy Manager and KAM resources.
- This Initiative is limited by the state of the economy and the ability of a facility to complete large capital upgrades.
- There is typically a long sales cycle for these projects, and then a long project development cycle. As such, limited results are expected to be generated in 2012. The majority of the results are expected in 2013-2014, with a much reduced benefit to cumulative energy savings targets.
- Delays with processing funding payments have caused delayed payments to Participants beyond contract requirements. In some cases, LDCs have developed a separate side agreement between the LDC and Participant acknowledging that the Participant cannot be paid until the funds are received.
- The contract required for PSUI is a lengthy and complicated document. A key to making PSUI successful is a new agreement for 'small' projects which is a simplified with less onerous conditions for the customer.
- To partially address this, changes were made to the ERII Initiative which allowed smaller projects to be directed to the Commercial stream. . Most industrial projects to-date have been submitted as ERII projects due to less onerous contract and M&V requirements.
- A business case was submitted by the Industrial Working Group in July 2012 which would change the upper limit for a small project from 700 MWh to 1 million dollars in incentives. This would allow more projects to be eligible for the new small capital project agreement and increase participant uptake, while still protecting the ratepayer. To date this change has not been implemented. (OR the small capital project agreement was finalized through change management in XX 2013).
- While there is considerable customer interest in on-site Load Displacement (Co-Generation) projects, in 2012 the OPA was accepting waste heat/waste fuel projects only. Natural gas generation projects were on hold awaiting a decision on whether PSUI will fund these types of projects. In June 2013, a decision was made to allow natural gas load displacement generation projects to proceed under PSUI. It is expected that a number of projects will proceed although results may not be counted towards LDC targets due to in-service dates beyond 2014.

### 2.2.3.2 MONITORING & TARGETING INITIATIVE (SCHEDULE D-2)

#### Initiative Activities/Progress:

- Top 20 customer site visits with information package
- NPDI Website

#### Additional Comments:

- The M&T initiative is targeted at larger customers with the capacity to review the M&T data. This review requires the customer facility to employ an Energy Manager, or a person with equivalent qualifications, which has been a barrier for some customers. As such, a limited number of applications have been received to date.
- The savings target required for this Initiative can present a significant challenge for smaller customers.
- Through the change management process in 2013, changes are being made to ERII to allow smaller facilities to employ M&T systems.

### 2.2.3.3 ENERGY MANAGER INITIATIVE (SCHEDULE D-3)

#### Initiative Activities/Progress:

- NPDI re-evaluated the opportunity for a shared REM with other area LDCs, however, given the application process and the process of hiring an individual we did not see it as being feasible.

#### Additional Comments:

- The Energy Managers have proven to be a popular and useful resource for larger customers. There are approximately 70 Embedded Energy Managers (EEMs) and 25 Roving Energy Managers (REMs) being utilized by customers across the province.
- LDCs that are too small to qualify for their own REM are teaming up with other utilities to hire an REM to be shared by the group of utilities.
- At the beginning, it took longer than expected to set up the energy manager application process and unclear communication resulted in marketing and implementation challenges for many LDCs.
- Some LDCs and Customers are reporting difficulties in hiring capable Roving and Embedded Energy Managers (REM/EEM), in some instances taking up to 7 months to have a resource in place.

- New energy managers require training, time to familiarize with facilities and staff and require time to establish “credibility”. Energy Managers started filling their pipeline with projects but few projects were implemented in 2012.
- Delays with processing EEM payments causing LDCs to delay payments to Participants beyond contract requirements.
- There have been a number of studies identified by Energy Managers and they have been able to build capacity and deliver energy saving projects within their respective large commercial/industrial facilities.
- Requirement that 30% of target must come from Non-incented projects is identified as an issue for most REMs, although final targets not due to 2013. Working group has proposed to remove this requirement for REM’s only as they are not resident full time at a customer facility to find the non-incented savings.
- A decision on extending funding for EM’s is required in 2013 for this important Initiative, which should continue beyond 2014, failing which these expert resources will be lost in favour of full-time employment elsewhere.

#### **2.2.3.4 KEY ACCOUNT MANAGER (SCHEDULE D-4)**

##### **Initiative Activities/Progress:**

- Given the lack of size to our industrial customers, NPDI is ineligible for a KAM.

##### **Additional Comments**

- Customers appreciate dealing with a single contact to interface with an LDC, a resource that has both the technical and business background who can communicate easily with the customer and the LDC.
- Finding this type of skill set has been difficult. In addition, the short-term contract and associated energy targets discourage some skilled applicants resulting in longer lead times to acquire the right resource.
- This resource has been found by some LDCs to be of limited value due to the part-time nature of the position and limited funding. In addition, the position role has been too narrow in scope to provide assistance to the wider variety of projects LDCs may be struggling with.
- A decision on extending funding for KAM’s is required in 2013 for this important Initiative, which should continue beyond 2014, failing which these expert resources will be lost in favour of full-time employment elsewhere.

### 2.2.3.5 DEMAND RESPONSE 3 (D-6)

#### **Initiative Activities/Progress:**

- Top 20 customer site visits with information package
- Promotion on NPDI Website
- Established a relationship with an Aggregator to cross promote the program

#### **Additional Comments:**

- NPDI currently has customer participation but the nature of our customer profile does not allow for large curtailment options.
- Until early 2013 customer data was not provided on an individual customer basis due to contractual requirements with the aggregators. This limited LDCs' ability to effectively market to prospective participants and verify savings.
- No program improvements were made in 2012 however, it was accepted that prior participants who renew their DR3 contract within the 2011-2014 term will contribute to LDC targets.
- As of 2013, Aggregators are able to enter into contracts beyond 2014. This has allowed them to offer a more competitive contract price (5 year) than if limited to 1 or 2 year contracts.
- Metering and settlement requirements are expensive and complicated and can reduce customer compensation amounts, and present a barrier to smaller customers.
- Compensation amounts for new contracts and renewals have been reduced from the initial launch of this program (premium zones and 200 hour option have been discontinued) and subsequently there has been a corresponding decrease in renewal revenue.

#### **2.2.4 LOW INCOME INITIATIVE (HOME ASSISTANCE PROGRAM) (Schedule E-1)**

Full OPA-Contracted Province-Wide CDM Program descriptions are available from the Ontario Power Authority (OPA) and additional information can be found on the saveONenergy website at <http://saveonenergy.ca>. The targeted customer types, objectives, and individual descriptions for each Program Initiative are detailed in Appendix A.

##### **Initiative Activities/Progress:**

- NPDI signed a contract with Greensaver group to deliver the HAP program on July 2012
- Direct mailer to LEAP customers
- Adopted the new Conservation Handbook created by Welland Hydro which was a key education piece in this program.
- Information session with Social Housing agency and Senior Support Services

##### **Additional Comments:**

- Awareness of the program amongst social agencies took time to develop. Benefits started to become evident in late 2012.
- Centralized payment processes were not developed in 2011. The payment process was established in 2012.
- The process for enrolling in social housing was complicated and time consuming. This was addressed in late 2012 and is showing benefits in 2013.
- The financial scope, complexity, and customer privacy requirements of this Initiative are challenging for LDCs and most have contracted this program out. This Initiative may benefit from an OPA contracted centralized delivery agent.

#### **2.2.5 PRE-2011 PROGRAMS**

Savings were realized towards LDC's 2011-2014 target through pre-2011 programs. The targeted customer types, objectives, descriptions, and activities of these programs are detailed in Appendix B

## 2.3 2012 LDC CDM Results

Table 1: Participation and Savings

Table 1: Norfolk Power Distribution Inc., Initiative and Program Level Savings by Year (Scenario 1)

Initiative	Unit	Incremental Activity (New program activity occurring within the specified reporting period)				Net Incremental Peak Demand Savings (kW) (New peak demand savings from activity within the specified reporting period)				Net Incremental Energy Savings (kWh) (New energy savings from activity within the specified reporting period)				Program-to-Date Verified Progress to Target (excludes DR)	
		2011	2012	2013	2014	2011	2012	2013	2014	2011	2012	2013	2014	2014 Net Annual Peak Demand Savings (kW)	2011-2014 Net Cumulative Energy Savings (kWh)
<b>Consumer Program</b>															
Appliance Retirement	Appliances	195	212			12	12			82,647	82,724			24	579,355
Appliance Exchange	Appliances	18	45			2	6			2,667	11,048			7	42,934
MYAC Incentives	Equipment	315	375			21	59			170,611	101,427			150	286,724
Conservation Instant Coupon Booklet	Items	1,781	108			4	1			68,005	4,887			5	286,682
SI-Annual Retailer Event	Items	3,042	3,708			6	5			102,715	93,607			11	691,682
Retailer Co-op	Items	0	0			0	0			0	0			0	0
Residential Demand Response (switch/pstac)	Devices	55	0			31	0			0	0			0	0
Residential Demand Response (IHD)	Devices	0	0			0	0			0	0			0	0
Residential New Construction	Homes	7	3			0	0			743	1,059			0	6,151
<b>Consumer Program Total</b>						<b>145</b>	<b>84</b>			<b>427,380</b>	<b>324,753</b>			<b>198</b>	<b>2,502,529</b>
<b>Business Program</b>															
Retrofits	Projects	5	11			14	120			69,107	638,588			134	2,192,192
Direct Install Lighting	Projects	91	157			114	122			302,840	466,880			302	2,512,139
Building Commissioning	Buildings	0	0			0	0			0	0			0	0
New Construction	Buildings	0	2			0	86			0	64,092			86	192,277
Energy Audit	Audits	0	0			0	0			0	0			0	0
Small Commercial Demand Response	Devices	0	0			0	0			0	0			0	0
Small Commercial Demand Response (IHD)	Devices	0	0			0	0			0	0			0	0
Demand Response 3	Facilities	1	1			72	72			2,813	1,050			0	3,864
<b>Business Program Total</b>						<b>200</b>	<b>400</b>			<b>374,761</b>	<b>1,170,611</b>			<b>422</b>	<b>4,900,472</b>
<b>Industrial Program</b>															
Process & System Upgrades	Projects	0	0			0	0			0	0			0	0
Monitoring & Targeting	Projects	0	0			0	0			0	0			0	0
Energy Manager	Projects	0	0			0	0			0	0			0	0
Retrofits	Projects	1				14				86,108				14	344,432
Demand Response 3	Facilities	1	2			240	172			14,099	4,145			0	18,343
<b>Industrial Program Total</b>						<b>254</b>	<b>172</b>			<b>100,207</b>	<b>4,145</b>			<b>14</b>	<b>362,876</b>
<b>Home Assistance Program</b>															
Home Assistance Program	Homes	0	27			0	4			0	27,569			4	112,706
<b>Home Assistance Program Total</b>						<b>0</b>	<b>4</b>			<b>0</b>	<b>27,569</b>			<b>4</b>	<b>112,706</b>
<b>Pre-2011 Programs completed in 2011</b>															
Electricity Retrofit Incentive Program	Projects	5	0			25	0			165,563	0			25	662,252
High Performance New Construction	Projects	0	0			0	0			970	383			1	5,030
Toronto Comprehensive	Projects	0	0			0	0			0	0			0	0
Multifamily Energy Efficiency Rebates	Projects	0	0			0	0			0	0			0	0
LDC Custom Programs	Projects	0	0			0	0			0	0			0	0
<b>Pre-2011 Programs completed in 2011 Total</b>						<b>25</b>	<b>0</b>			<b>166,534</b>	<b>383</b>			<b>26</b>	<b>667,282</b>
<b>Other</b>															
Program Enabled Savings	Projects	0	0			0	0			0	0			0	0
Time-of-Use Savings	Homes														
<b>Other Total</b>						<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>
<b>Adjustments to Previous Year's Verified Results</b>															
Energy Efficiency Total						282	417			1,051,978	1,502,264			663	8,613,556
Demand Response Total (Scenario 1)						343	244			16,912	5,195			0	22,107
<b>(DPA-Contracted LDC Portfolio Total (inc. Adjustments))</b>						<b>625</b>	<b>658</b>			<b>1,068,890</b>	<b>1,522,297</b>			<b>652</b>	<b>8,676,341</b>
Activity & savings for Demand Response resources for each year and quarter represent the savings from all active facilities or devices contracted since January 1, 2011.														Due to the limited timeframe of data, which didn't include the summer months, 2011 IHD results have been deemed inconclusive. The IHD line item on the 2011 annual report will be left blank. Once a full year of data is available (2012 evaluation), and the savings are quantified, 2012 results will be updated to reflect the quantified savings.	
														Full OES Target:	
														4,250	
														15,680,000	
														% of Full OES Target Achieved to Date (Scenario 1):	
														15.3%	
														55.3%	

**Table 2: Summarized Program Results**

Program	Net Savings		Contribution to Targets	
	Incremental 2012 Peak Demand Savings (MW)	Incremental 2012 Energy Savings (GWh)	Program-to-Date: Net Annual Peak Demand Savings (MW) in 2014	Program-to-Date: 2011-2014 Net Cumulative Energy Savings (GWh)
Consumer Program Total	84	294,753	198	2,592,529
Business Program Total	400	1,170,611	422	4,900,472
Industrial Program Total	172	4,145	14	362,676
Home Assistance Program Total	4	37,569	4	112,706
Pre-2011 Programs completed in 2011 Total	0	383	26	667,282
<b>Total OPA Contracted Province-Wide CDM Programs</b>	<b>658</b>	<b>1,523,297</b>	<b>652</b>	<b>8,676,341</b>

## 2.4 Spending

**Table 3: 2012 Spending**

Initiative	Program Administration Budget (PAB)	Participant Based Funding (PBF)	Participant Incentives (PI)	Capability Building Funding (CBF)	TOTAL
<b>Consumer Program</b>					
Appliance Retirement	\$15,231.96				\$15,231.96
Appliance Exchange	\$7,843.66				\$7,843.66
HVAC Incentives	\$13,903.20				\$13,903.20
Conservation Instant Coupon Booklet	\$2,187.70				\$2,187.70
Bi-Annual Retailer Event	\$1,585.85				\$1,585.85
Retailer Co-op					
Residential Demand Response	\$27,688.91				\$27,688.91
New Construction Program	\$22,560.07				\$22,560.07
<b>Business Program</b>					
Efficiency: Equipment Replacement	\$65,593.57		\$93,201.40		\$158,794.97

Direct Installed Lighting	\$45,315.27	\$38,860.00	\$154,977.75		\$239,153.02
Existing Building Commissioning Incentive					
New Construction and Major Renovation Initiative	\$27,088.39		\$11,135.63		\$38,224.02
Energy Audit	\$10,669.83				
Small Commercial Demand Response (part of the Residential program schedule)					
Demand Response 3 (part of the Industrial program schedule)					
<b>Industrial Program</b>					
Process & System Upgrades					
a) preliminary engineering study	\$946.00				\$946.00
b) detailed engineering study	\$3,746.38		\$46,865.00		\$50,611.38
c) program incentive	\$5,571.25				\$5,571.25
Monitoring & Targeting	\$927.46				\$927.46
Energy Manager					
Key Account Manager ("KAM")					
Efficiency: Equipment Replacement Incentive (part of the C&I program schedule)					
Demand Response 3	\$6,588.80				\$6,588.80
<b>Home Assistance Program</b>					
Home Assistance Program	\$11,676.04		\$15,552.10		\$27,228.14
<b>Pre 2011 Programs</b>					
Electricity Retrofit Incentive Program					
High Performance New Construction					
Toronto Comprehensive					
Multifamily Energy Efficiency Rebates					



Data Centre Incentive Program					
EnWin Green Suites					
<b>Initiatives Not In Market</b>					
Midstream Electronics					
Midstream Pool Equipment					
Demand Service Space Cooling					
Demand Response 1 (Commercial)					
Demand Response 1 (Industrial)					
Home Energy Audit Tool					
<b>TOTAL Province-wide CDM PROGRAMS</b>					

**Table 4: Cumulative Spending (2011-2014)**

<b>Initiative</b>	<b>Program Administration Budget (PAB)</b>	<b>Participant Based Funding (PBF)</b>	<b>Participant Incentives (PI)</b>	<b>Capability Building Funding (CBF)</b>	<b>TOTAL</b>
<b>Consumer Program</b>					
Appliance Retirement	\$29,237.65				\$29,237.65
Appliance Exchange	\$10,979.84				\$10,979.84
HVAC Incentives	\$24,457.07				\$24,457.07
Conservation Instant Coupon Booklet	\$10,520.71				\$10,520.71
Bi-Annual Retailer Event	\$4,135.29				\$4,135.29
Retailer Co-op					
Residential Demand Response	\$48,347.13				\$48,347.13
New Construction Program	\$32,819.02				\$32,819.02
<b>Business Program</b>					
Efficiency: Equipment Replacement	\$101,104.65		\$121,599.40		\$222,704.05
Direct Installed Lighting	\$84,765.96	\$61,260	\$244,777.50		\$390,803.46

Existing Building Commissioning Incentive					
New Construction and Major Renovation Initiative	\$41,615.76		\$11,135.63		\$52,751.39
Energy Audit	\$20,961.94				\$20,961.94
Small Commercial Demand Response (part of the Residential program schedule)					
Demand Response 3 (part of the Industrial program schedule)					
<b>Industrial Program</b>					
Process & System Upgrades					
a) preliminary engineering study	\$986.25				\$986.25
b) detailed engineering study	\$3,746.38		\$46,865.00		\$50,611.38
c) program incentive	\$5,571.25				\$5,571.25
Monitoring & Targeting	\$927.46				\$927.46
Energy Manager	\$1593.14				\$1593.14
Key Account Manager ("KAM")					
Efficiency: Equipment Replacement Incentive (part of the C&I program schedule)					
Demand Response 3	\$7,775.27				\$7,775.27
<b>Home Assistance Program</b>					
Home Assistance Program	\$14,875.23		\$15,552.10		\$30,427.33
<b>Pre 2011 Programs</b>					
Electricity Retrofit Incentive Program			\$70,311.17		\$70,311.17
High Performance New Construction					
Toronto Comprehensive					
Multifamily Energy Efficiency Rebates					
Data Centre Incentive Program					

EnWin Green Suites					
<b>Initiatives Not In Market</b>					
Midstream Electronics					
Midstream Pool Equipment					
Demand Service Space Cooling					
Demand Response 1 (Commercial)					
Demand Response 1 (Industrial)					
Home Energy Audit Tool					
<b>TOTAL Province-wide CDM PROGRAMS</b>					

## 2.5 Evaluation

The below table represents a comparison of observed or measured (evaluated) information to original reported savings which is used to adjust the gross savings estimates. The Net-to-Gross Ratio is the ratio of net savings to gross savings, which takes into account factors such as free-ridership and spillover.

**Table 4 (a): 2012 Evaluation, Measurement and Verification Results**

Initiative	Peak Demand Savings								Energy Savings							
	Realization Rate				Net-to-Gross Ratio				Realization Rate				Net-to-Gross Ratio			
	2011	2012	2013	2014	2011	2012	2013	2014	2011	2012	2013	2014	2011	2012	2013	2014
<b>Consumer Program</b>																
Appliance Retirement		1.00				0.46				1.00				0.47		
Appliance Exchange		1.00				0.52				1.00				0.52		
HVAC Incentives		1.00				0.50				1.00				0.49		
Conservation Instant Coupon Booklet		1.00				1.00				1.00				1.05		
Bi-Annual Retailer Event		1.00				0.91				1.00				0.92		
Retailer Co-op		n/a				n/a				n/a				n/a		
Residential Demand Response (switch/pstat)*		n/a				n/a				n/a				n/a		
Residential Demand Response (IHD)		n/a				n/a				n/a				n/a		
Residential New Construction		4.89				0.49				3.55				0.49		
<b>Business Program</b>																
Retrofit		1.02				0.78				1.20				0.80		
Direct Install Lighting		0.69				0.94				0.85				0.94		
Building Commissioning		n/a				n/a				n/a				n/a		
New Construction		0.99				0.49				1.00				0.49		
Energy Audit		n/a				n/a				n/a				n/a		
Small Commercial Demand Response (switch/pstat)*		n/a				n/a				n/a				n/a		
Small Commercial Demand Response (IHD)		n/a				n/a				n/a				n/a		
Demand Response 3*		n/a				n/a				n/a				n/a		
<b>Industrial Program</b>																
Process & System Upgrades		n/a				n/a				n/a				n/a		
Monitoring & Targeting		n/a				n/a				n/a				n/a		
Energy Manager		n/a				n/a				n/a				n/a		
Retrofit																
Demand Response 3*		n/a				n/a				n/a				n/a		
<b>Home Assistance Program</b>																
Home Assistance Program		0.94				1.00				1.00				1.00		
<b>Pre-2011 Programs completed in 2011</b>																
Electricity Retrofit Incentive Program		n/a				n/a				n/a				n/a		
High Performance New Construction		1.00				0.50				1.00				0.50		
Toronto Comprehensive		n/a				n/a				n/a				n/a		
Multifamily Energy Efficiency Rebates		n/a				n/a				n/a				n/a		
LDC Custom Programs		n/a				n/a				n/a				n/a		
<b>Other</b>																
Program Enabled Savings		n/a				n/a				n/a				n/a		
Time-of-Use Savings		n/a				n/a				n/a				n/a		

## 2.6 Additional Comments

Ontario's current CDM framework is a key step towards creating a culture of conservation in the Province. The Government's Directive to the OEB to establish CDM targets that would be met by electricity distributors recognizes the importance of CDM for both electricity customers and the electricity system. CDM helps customers manage rising energy costs, support the provincial integrated supply plan, as well as address local distribution and transmission supply constraints. The current framework was intended to enable customers to benefit from a suite of both Board-Approved and OPA Province-Wide programs and be a portfolio that would meet both broad and specific customer needs.

The state of Board-Approved programs and the current suite of Province-Wide OPA programs have limited CDM offerings to customers. This has produced limited savings and has restricted the associated opportunity for LDCs to meet their targets. The process to introduce changes to current program Initiatives or to pilot new Initiatives has been challenging, taking considerable cost and effort, which has resulted in limited benefits to customers and CDM savings.

Moving forward, the future CDM framework should address the challenges of the current framework and build on its strengths. Currently overbuilt governance and excessive legal requirements results in a slow, bureaucratic process, with a burdensome administrative process. There is a misalignment of control and risk where LDCs have the accountability to achieve their respective CDM targets as a condition of distribution license, but the authority for design and funding are controlled substantially by the OPA.

The Ministerial Directive provides continuity of the conservation programs and associated compensation for the participants; however the subsequent savings would not be attributed to any LDC target and in effect would be 'lost' due to misalignment of the current CDM framework and LDC Targets. In addition, the establishment of defined administrative funding for 2015 is required to avoid a "stop and start" process.

LDCs are supportive of government's renewed commitment for conservation and demand management in Ontario. LDCs are committed to working with the government and other stakeholders to develop the next framework for CDM in the Province.

Long-term commitment for CDM funding and a confirmation of the role of the LDC are needed. This will allow LDCs to maintain current program infrastructure including LDC staff and third party contracts through 2015.

Providing clarity and continuity into the next framework is critical for all customers. To ensure a seamless and smooth transition that maintains and builds upon CDM momentum beyond 2014, a new CDM framework should be in place well before the expiry of the current one. Work involving key parties including LDCs, government, customer groups and OEB should start in 2013 to allow for a new framework to be in place by early 2014. The remainder of 2014 would be utilized for program development and design, economic analysis, procurement and launching of new CDM program initiatives.

### 3 Combined CDM Reporting Elements

#### 3.1 Progress Towards CDM Targets

Table 5: Net Peak Demand Savings at the End User Level (MW)

Implementation Period	Annual (MW)			
	2011	2012	2013	2014
2011 – Verified by OPA	0.6	0.3	0.3	0.2
2012 – Verified by OPA		0.7	0.4	0.4
2013				
2014				
<b>Verified Net Annual Peak Demand Savings in 2014:</b>				<b>0.7</b>
<b>Norfolk Power Distribution Inc 2014 Annual CDM Capacity Target:</b>				<b>4.3</b>
<b>Verified Portion of Peak Demand Savings Target Achieved (%):</b>				<b>15.3%</b>
<b>LDC Strategy, Milestone submitted for 2012</b>				<b>28.49%</b>
<b>VARIANCE</b>				<b>-13.19</b>

Table 6: Net Energy Savings at the End-User Level (GWh)

Implementation Period	Annual (GWh)				Cumulative (GWh)
	2011	2012	2013	2014	2011-2014
2011 – Verified by OPA	1.1	1.1	1.1	1.0	4.1
2012 – Verified by OPA		1.5	1.5	1.5	4.5
2013					
2014					
<b>Verified Net Cumulative Energy Savings 2011-2014:</b>					<b>8.7</b>
<b>Norfolk Power Distribution Inc. 2011-2014 Cumulative CDM Energy Target:</b>					<b>15.7</b>
<b>Verified Portion of Cumulative Energy Target Achieved (%):</b>					<b>55.3%</b>
<b>LDC Strategy, Milestone submitted for 2012</b>					<b>39.73%</b>
<b>VARIANCE</b>					<b>15.57%</b>

### 3.2 CDM Strategy Modifications

Over the course of 2012, Norfolk Power Distribution Inc. has achieved 0.7 MW in peak demand savings and 8.7 GWh in energy savings, which represents 15.3% and 55.3% of NPDI's 2014 target, respectively. These results are representative of a considerable effort expended by NPDI, in cooperation with other LDCs, customers, channel partners and stakeholders to overcome many operational and structural issues that limited program effectiveness across all market sectors.

However, despite continuing improvements to existing programs Norfolk Power Distribution Inc. faces many challenges in the remaining years of the current CDM framework. The 2012 results indicate that overall, NPDI is well on its way to achieving our energy targets by 2014 with a potential shortfall in achieving peak demand targets. As such, Norfolk Power Distribution Inc. will continue to pursue CDM opportunities as aggressively in 2013 and 2014 as it has in the past in hopes of achieving targets by December 31, 2014.

Please refer to the table below for a summary of forecasted savings contained within our CDM Strategy document compared to our verified results provided by the OPA August 31, 2013.

	CDM Strategy Forecast	OPA Verified Results	Variance
2012 Peak Demand Savings (MW)	1.211	0.7	-13.90%
2012 Energy Savings (GWh)	6.288	8.7	15.57%

Looking ahead there is limited opportunity to make valuable changes to the current program portfolios or modifications to the initial strategy and have these changes reflected in LDC 2014 results. However, LDCs and the OPA can build on the strengths and key successes of the 2011-2014 programs to launch new programs which will meet the needs of the industry and consumers.

## Appendix A: Initiative Descriptions

### Residential Program

#### APPLIANCE RETIREMENT INITIATIVE (Exhibit D)

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Year round

**Objectives:** Achieve energy and demand savings by permanently decommissioning certain older, inefficient refrigeration appliances.

**Description:** This is an energy efficiency Initiative that offers individuals and businesses free pick-up and decommissioning of old large refrigerators and freezers. Window air conditioners and portable dehumidifiers will also be picked up if a refrigerator or a freezer is being collected.

**Targeted End Uses:** Large refrigerators, large freezers, window air conditioners and portable dehumidifiers.

**Delivery:** OPA centrally contracts for the province-wide marketing, call centre, appliance pick-up and decommissioning process. LDC's provides local marketing and coordination with municipal pick-up where available.

Additional detail is available:

- Schedule B-1, Exhibit D: and the saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-1 on March 4, 2011. Since NPDI is only responsible for marketing this initiative, it was actively being promoted to customers January 2011.

#### APPLIANCE EXCHANGE INITIATIVE (Exhibit E)

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Spring and Fall

**Objective:** The objective of this Initiative is to remove and permanently decommission older, inefficient window air conditioners and portable dehumidifiers that are in Ontario.

**Description:** This Initiative involves appliance exchange events. Exchange events are held at local retail locations and customers are encouraged to bring in their old room air conditioners (AC) and dehumidifiers in exchange for coupons/discounts towards the purchase of new energy efficient equipment.

**Targeted End Uses:** Window air conditioners and portable dehumidifiers



**Delivery:** OPA contracts with participating retailers for collection of eligible units. LDCs provide local marketing.

Additional detail is available:

- Schedule B-1, Exhibit C and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-1 on March 4, 2011. Marketing materials were not made available until late March at which time NPDI began to promote the initiative.

#### HVAC INCENTIVES INITIATIVE (Exhibit B)

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to encourage the replacement of existing heating systems with high efficiency furnaces equipped with Electronically Commutated Motors (ECM), and to replace existing central air conditioners with ENERGY STAR qualified systems and products.

**Description:** This is an energy efficiency Initiative that provides rebates for the replacement of old heating or cooling systems with high efficiency furnaces (equipped with ECM) and Energy Star qualified central air conditioners by approved Heating, Refrigeration, and Air Conditioning Institute (HRAI) qualified contractors.

**Targeted End Uses:** Central air conditioners and furnaces

**Delivery:** OPA contracts centrally for delivery of the program. LDCs provide local marketing and encourage local contractors to participate in the Initiative.

Additional detail is available:

- Schedule B-1, Exhibit B and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-1 on March 4, 2011 at which time we started actively promoting the program with contractors.

#### CONSERVATION INSTANT COUPON INITIATIVE (Exhibit A)

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to encourage households to purchase energy efficient products by offering discounts.

**Description:** This Initiative provides customers with year round coupons. The coupons offer instant rebates towards the purchase of a variety of low cost, easy to install energy efficient measures and can be redeemed at participating retailers. Booklets were directly mailed to customers and were also available at point-of-purchase. Downloadable coupons were also available at [www.saveoneenergy.ca](http://www.saveoneenergy.ca).

**Targeted End Uses:** ENERGY STAR® qualified Standard Compact Fluorescent Lights (“CFLs”), ENERGY STAR® qualified Light Fixtures lighting control products, weather-stripping, hot water pipe wrap, electric water heater blanket, heavy duty plug-in Timers, Advanced power bars, clothesline, baseboard programmable thermostats.

**Delivery:** The OPA develops the electronic version of the coupons and posts them online for download. Three LDC specific coupons were made available for local marketing and utilization by LDCs. The OPA enters into agreements with retailers to honour the coupons.

Additional detail is available:

- Schedule B-1, Exhibit and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-1 on March 4, 2011 at which time we started actively promoting the program by directing customers to website.

#### BI-ANNUAL RETAILER EVENT INITIATIVE (Exhibit C)

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Bi-annual events

**Objective:** The objective of this Initiative is to provide instant point of purchase discounts to individuals at participating retailers for a variety of energy efficient products.

**Description:** Twice a year (Spring and Fall), participating retailers host month-long rebate events. During the months of April and October, customers are encouraged to visit participating retailers where they can find coupons redeemable for instant rebates towards a variety of low cost, easy to install energy efficient measures.

**Targeted End Uses:** As per the Conservation Instant Coupon Initiative

**Delivery:** The OPA enters into arrangements with participating retailers to promote the discounted products, and to post and honour related coupons. LDCs also refer retailers to the OPA and market this initiative locally.

Additional detail is available:

- Schedule B-1, Exhibit C and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-1 on March 4, 2011 at which time we started actively promoting the program for April.

## RETAILER CO-OP

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Year Round

**Objective:** Hold promotional events to encourage customers to purchase energy efficiency measures (and go above-and-beyond the traditional Bi-Annual Coupon Events).

**Description:** The Retailer Co-op Initiative provides LDCs with the opportunity to work with retailers in their service area by holding special events at retail locations. These events are typically special promotions that encourage customers to purchase energy efficiency measures (and go above-and-beyond the traditional Bi-Annual Coupon Events).

**Targeted End Uses:** As per the Conservation Instant Coupon Initiative

**Delivery:** Retailers apply to the OPA for co-op funding to run special promotions that promote energy efficiency to customers in their stores. LDCs can refer retailers to the OPA. The OPA provides each LDC with a list of retailers who have qualified for Co-Op Funding as well as details of the proposed special events.

**In Market Date:** N/A

## NEW CONSTRUCTION PROGRAM (Schedule B-2)

**Target Customer Type(s):** Residential Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to provide incentives to participants for the purpose of promoting the construction of energy efficient residential homes in the Province of Ontario.

**Description:** This is an energy efficiency Initiative that provides incentives to homebuilders for constructing new homes that are efficient, smart, and integrated (applicable to new single family dwellings). Incentives are provided in two key categories as follows:

- Incentives for homebuilders who install electricity efficiency measures as determined by a prescriptive list or via a custom option.
- Incentives for homebuilders who meet or exceed aggressive efficiency standards using the EnerGuide performance rating system.

**Targeted End Uses:** All off switch, ECM motors, ENERGY STAR qualified central a/c, lighting control products, lighting fixtures, Energuide 83 whole home, energuide 85 whole homes

**Delivery:** Local engagement of builders will be the responsibility of the LDC and will be supported by OPA air coverage driving builders to their LDC for additional information.

Additional detail is available:

- Schedule B-1, Exhibit C and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-1 on March 4, 2011 at which time we started actively promoting the program to the Haldimand Norfolk Home Builders Association.

#### RESIDENTIAL DEMAND RESPONSE PROGRAM (Schedule B-3)

**Target Customer Type(s):** Residential and Small Commercial Customers

**Initiative Frequency:** Year round

**Objective:** The objectives of this Initiative are to enhance the reliability of the IESO-controlled grid by accessing and aggregating specified residential and small commercial end uses for the purpose of load reduction, increasing consumer awareness of the importance of reducing summer demand and providing consumers their current electricity consumption and associated costs.

**Description:** In *peaksaver*PLUS™ participants are eligible to receive a free programmable thermostat or switch, including installation. Participants also receive access to price and real-time consumption information on an In Home Display (IHD).

**Targeted End Uses:** central air conditioning, electric hot water heaters and pool pumps

**Delivery:** LDC's recruit customers and procure technology

Additional detail is available:

- Schedule B-1, Exhibit C and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule B-3 on March 4, 2011 and selected to continue offering the *peaksaver*®Extension to customers January, 2011 to August 2011. For NPDI in 2012 *peaksaver*® PLUS was not in market.

## C&I Program

#### EFFICIENCY: EQUIPMENT REPLACEMENT INCENTIVE (ERII) (Schedule C-2)

**Target Customer Type(s):** Commercial, Institutional, Agricultural and Industrial Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to offer incentives to non-residential distribution customers to achieve reductions in electricity demand and consumption by upgrading to more energy efficient equipment for lighting, space cooling, ventilation and other measures.

**Description:** The Equipment Replacement Incentive Initiative (ERII) offers financial incentives to customers for the upgrade of existing equipment to energy efficient equipment. Upgrade projects can be classified into either: 1) prescriptive projects where prescribed measures replace associated required base case equipment; 2) engineered projects where energy and demand savings and incentives are calculated for associated measures; or 3) custom projects for other energy efficiency upgrades.

**Targeted End Uses:** lighting, space cooling, ventilation and other measures

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule C-2 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule C-2 on March 4, 2011 at which time we offered the initiative to our customers.

#### DIRECT INSTALL INITIATIVE (DIL) (Schedule C-3)

**Target Customer Type(s):** Small Commercial, Institutional, Agricultural facilities and multi-family buildings

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to offer a free installation of eligible lighting and water heating measures of up to \$1,000 to eligible owners and tenants of small commercial, institutional and agricultural facilities and multi-family buildings, for the purpose of achieving electricity and peak demand savings.

**Description:** The Direct Installed Lighting Initiative targets customers in the General Service <50kW account category. This Initiative offers turnkey lighting and electric hot water heater measures with a value up to \$1,000 at no cost to qualifying small businesses. In addition, standard prescriptive incentives are available for eligible equipment beyond the initial \$1,000 limit.

**Target End Uses:** Lighting and electric water heating measures

**Delivery:** Participants can enroll directly with the LDC, or would be contacted by the LDC/LDC-designated representative.

Additional detail is available:

- Schedule C-3 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule C-2 on March 4, 2011 at which time we offered the initiative to our customers.

#### EXISTING BUILDING COMMISSIONING INCENTIVE INITIATIVE (Schedule C-6)

**Target Customer Type(s):** Commercial, Institutional, and Agricultural Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to offer incentives for optimizing (but not replacing) existing chilled water systems for space cooling in non-residential facilities for the purpose of achieving implementation phase energy savings, implementation phase demand savings, or both.

**Description:** This Initiative offers Participants incentives for the following:

- scoping study phase
- investigation phase
- implementation phase
- hand off/completion phase

**Targeted End Uses:** Chilled water systems for space cooling

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule C-6 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule C-6 on March 4, 2011 at which time we offered the initiative to our customers.

#### NEW CONSTRUCTION AND MAJOR RENOVATION INITIATIVE (HPNC) (Schedule C-4)

**Target Customer Type(s):** Commercial, Institutional, Agricultural and Industrial Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to encourage builders/major renovators of commercial, institutional, and industrial buildings (including multi-family buildings and agricultural facilities) to reduce electricity demand and/or consumption by designing and building new buildings with more energy-efficient equipment and systems for lighting, space cooling, ventilation and other Measures.

**Description:** The New Construction initiative provides incentives for new buildings to exceed existing codes and standards for energy efficiency. The initiative uses both a prescriptive and custom approach.

**Targeted End Uses:** New building construction, building modeling, lighting, space cooling, ventilation and other Measures

**Delivery:** LDC delivers to customers and design decision makers.

Additional detail is available:

- Schedule C-4 and saveONenergy website **In Market Date:** NPDI signed the Master Agreement and Schedule C-4 on March 4, 2011 at which time we offered the initiative to our customers.

#### ENERGY AUDIT INITIATIVE (Schedule C-1)

**Target Customer Type(s):** Commercial, Institutional, Agricultural and Industrial Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this Initiative is to offer incentives to owners and lessees of commercial, institutional, multi-family buildings and agricultural facilities for the purpose of undertaking assessments to identify all possible opportunities to reduce electricity demand and consumption within their buildings or premises.

**Description:** This Initiative provides participants incentives for the completion of energy audits of electricity consuming equipment located in the facility. Energy audits include development of energy baselines, use assessments and performance monitoring and reporting.

**Targeted End Uses:** Various

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule C-1 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement and Schedule C-4 on March 4, 2011 at which time we offered the initiative to our customers.

## Industrial Program

#### PROCESS & SYSTEMS UPGRADES INITIATIVE (PSUI) (Schedule D-1)

**Target Customer Type(s):** Industrial, Commercial, Institutional and Agricultural Customers

**Initiative Frequency:** Year round

**Objectives:** The objectives of this Initiative are to:

- Offer distribution customers capital incentives and enabling initiatives to assist with the implementation of large projects and project portfolios;
- Implement system optimization project in systems which are intrinsically complex and capital intensive; and
- Increase the capability of distribution customers to implement energy management and system optimization projects.

**Description:** PSUI is an energy management Initiative that includes three Initiatives: (preliminary engineering study, detailed engineering study, and project incentive Initiative). The incentives are available to large distribution connected customers with projects or portfolio projects that are expected to generate at least 350 MWh of annualized electricity savings or, in the case of Micro-Projects, 100 MWh of annualized electricity savings. The capital incentive for this Initiative is the lowest of:

- a) \$200/MWh of annualized electricity savings
- b) 70% of projects costs
- c) A one year pay back

**Targeted End Uses:** Process and systems

**Delivery:** LDC delivered with Key Account Management support, in some cases.

Additional detail is available:

- Schedule D-1 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement on March 4, 2011 and Schedule D-1 was posted on May 31, 2011 at which time we offered the initiative to our customers

#### MONITORING & TARGETING INITIATIVE (Schedule D-2)

**Target Customer Type(s):** Industrial, Commercial, Institutional and Agricultural Customers

**Initiative Frequency:** Year round

**Objective:** This Initiative offers access to funding for the installation of Monitoring and Targeting systems in order to deliver a minimum savings target at the end of 24 months and sustained for the term of the M&T Agreement.

**Description:** This Initiative offers customers funding for the installation of a Monitoring and Targeting system to help them understand how their energy consumption might be reduced. A facility energy manager, who regularly oversees energy usage, will now be able to use historical energy consumption performance to analyze and set targets.

**Targeted End Uses:** Process and systems

**Delivery:** LDC delivered with Key Account Management support, in some cases.

Additional detail is available:

- Schedule D-2 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement on March 4, 2011 and Schedule D-2 was posted on May 31, 2011 at which time we offered the initiative to our customers.



#### ENERGY MANAGER INITIATIVE (Schedule D-3)

**Target Customer Type(s):** Industrial, Commercial, Institutional and Agricultural Customers

**Initiative Frequency:** Year round

**Objective:** The objective of this initiative is to provide customers and LDCs the opportunity to access funding for the engagement of energy managers in order to deliver a minimum annual savings target.

**Description:** This Initiative provides customers the opportunity to access funding to engage an on-site, full time embedded energy manager, or an off-site roving energy manager who is engaged by the LDC. The role of the energy manager is to take control of the facility's energy use by monitoring performance, leading awareness programs, and identifying opportunities for energy consumption improvement, and spearheading projects. Participants are funded 80% of the embedded energy manager's salary up to \$100,000 plus 80% of the energy manager's actual reasonable expenses incurred up to \$8,000 per year. Each embedded energy manager has a target of 300 kW/year of energy savings from one or more facilities. LDCs receive funding of up to \$120,000 for a Roving Energy Manager plus \$8,000 for expenses.

**Targeted End Uses:** Process and systems

**Delivery:** LDC delivered with Key Account Management support, in some cases.

Additional detail is available:

- Schedule D-3 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement on March 4, 2011 and Schedule D-2 was posted on May 31, 2011 at which time we explored the feasibility of sharing an REM with other LDCs.

#### KEY ACCOUNT MANAGER (KAM) (Schedule D-4)

**Target Customer Type(s):** Industrial, Commercial, Institutional and Agricultural Customers

**Initiative Frequency:** Year round

**Objective:** This initiative offers LDCs the opportunity to access funding for the employment of a KAM in order to support them in fulfilling their obligations related to the PSUI.

**Description:** This Initiative provides LDCs the opportunity to utilize a KAM to assist their customers. The KAM is considered to be a key element in assisting the consumer in overcoming traditional barriers related to energy management and help them achieve savings since the KAM can build relationships and become a significant resource of knowledge to the customer.

**Targeted End Uses:** Process and systems

**Delivery:** LDC delivered

Additional detail is available:

- Schedule D-4

**In Market Date:** NPDI signed the Master Agreement on March 4, 2011 and Schedule D-4 was posted on May 31, 2011. NPDI does not have qualifying large use customers so this initiative was not offered.

#### DEMAND RESPONSE 3 (Schedule D-6)

**Target Customer Type(s):** Industrial, Commercial, Institutional and Agricultural Customers

**Initiative Frequency:** Year round

**Objective:** This Initiative provides for Demand Response (“DR”) payments to contracted participants to compensate them for reducing their electricity consumption by a pre-defined amount during a DR event.

**Description:** Demand Response 3 (“DR3”) is a demand response Initiative for commercial and industrial customers, of 50 kW or greater to reduce the amount of power being used during certain periods of the year. The DR3 Initiative is a contractual resource that is an economic alternative to procurement of new generation capacity. DR3 comes with specific contractual obligations requiring participants to reduce their use of electricity relative to a baseline when called upon. This Initiative makes payments for participants to be on standby and payments for the actual electricity reduction provided during a demand response event. Participants are scheduled to be on standby approximately 1,600 hours per calendar year for possible dispatch of up to 100 hours or 200 hours within that year depending on the contract.

**Targeted End Uses:** Commercial and Industrial Operations

**Delivery:** DR3 is delivered by Demand Response Providers (“DRPs”), under contract to the OPA. The OPA administers contracts with all DRPs and Direct Participants (who provide in excess of 5 MW of demand response capacity). OPA provides administration including settlement, measurement and verification, and dispatch. LDCs are responsible for local customer outreach and marketing efforts.

Additional detail is available:

- Schedule D-6 and saveONenergy website

**In Market Date:** NPDI signed the Master Agreement on March 4, 2011 and Schedule D-6 was posted on May 31, 2011 at which time we offered the initiative to our customers.

It is noted that while the Schedule for this Initiative was not posted until May 2011, the Aggregators reported that they were able to enroll customers as of January 2011.

# Low Income Program

## Home Assistance Program (HAP) (Schedule E)

**Target Customer Type(s):** Income Qualified Residential Customers

**Initiative Frequency:** Year Round

**Objective:** The objective of this Initiative is to offer free installation of energy efficiency measures to income qualified households for the purpose of achieving electricity and peak demand savings.

**Description:** This is a turnkey Initiative for income qualified customers. It offers residents the opportunity to take advantage of free installation of energy efficient measures that improve the comfort of their home, increase efficiency, and help them save money. All eligible customers receive a Basic and Extended Measures Audit, while customers with electric heat also receive a Weatherization Audit. The Initiative is designed to coordinate efforts with gas utilities.

**Targeted End Uses:** End use measures based on results of audit (i.e. compact fluorescent light bulbs)

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule E

**In Market Date:** NPDI signed the Master Agreement on March 4, 2011 and Schedule E was posted on May 9, 2011 at which time NPDI began the process for procuring a third party agent. NPDI did not begin to market this program until July 2012.

## Appendix B: Pre-2011 Programs

### ELECTRICITY RETROFIT INCENTIVE PROGRAM

**Target Customer Type(s):** Commercial, Institutional, and Agricultural Customers

**Initiative Frequency:** Year Round

**Objective:** The objective of this Initiative is to offer incentives to non-residential distribution customers to achieve reductions in electricity demand and consumption by upgrading to more energy efficient equipment for lighting, space cooling, ventilation and other measures.

**Description:** The Equipment Replacement Incentive Program (ERIP) offered financial incentives to customers for the upgrade of existing equipment to energy efficient equipment. This program was available in 2010 and allowed customers up to 11 months following Pre-Approval to complete their projects. As a result, a number of projects Pre-Approved in 2010 were not completed and in-service until 2011. The electricity savings associated with these projects are attributed to 2011.

**Targeted End Uses:** Electricity savings measures

**Delivery:** LDC Delivered

### HIGH PERFORMANCE NEW CONSTRUCTION

**Target Customer Type(s):** Commercial, Institutional, and Agricultural Customers

**Initiative Frequency:** Year round

**Objective:** The High Performance New Construction Initiative provided incentives for new buildings to exceed existing codes and standards for energy efficiency. The Initiative uses both a prescriptive and custom approach and was delivered by Enbridge Gas under contract with the OPA (and subcontracted to Union Gas), which ran until December 2010.

**Description:** The objective of this Initiative is to encourage builders of commercial, institutional, and industrial buildings (including multi-family buildings and agricultural facilities) to reduce electricity demand and/or consumption by designing and building new buildings with more energy-efficient equipment and systems for lighting, space cooling, ventilation and other Measures.

**Targeted End Uses:** New Building construction, building modeling, lighting, space cooling, ventilation and other measures

**Delivery:** Through Enbridge Gas (and subcontracted to Union Gas)

## TORONTO COMPREHENSIVE INITIATIVE

**Target Customer Type(s):** Commercial and Institutional Customers

**Initiative Frequency:** Year round

**Objective:**

**Description:** This Initiative is specific to Toronto Hydro's Service Area.

**Targeted End Uses:**

**Delivery:**

## MULTIFAMILY ENERGY EFFICIENCY REBATES

**Target Customer Type(s):** Residential Multi-unit buildings

**Initiative Frequency:** Year round

**Objective:** Improve energy efficiency of Multi-unit building

**Description:** OPA's Multifamily Energy Efficiency Rebates (MEER) Initiative applies to multifamily buildings of six units or more, including rental buildings, condominiums, and assisted social housing. The OPA contracted with GreenSaver to deliver the MEER Initiative outside of the Toronto Hydro service territory. Activities delivered in Toronto were contracted with the City.

Similar to ERII and ERIP, MEER provides financial incentives for prescriptive and custom measures, but also funds resident education. Unlike ERII, where incentives are paid by the LDC, all incentives through MEER are paid through the contracted partner (i.e. GreenSaver).

**Targeted End Uses:** Electricity saving measures

**Delivery:** OPA contracted with Greensaver

## DATA CENTRE INCENTIVE PROGRAM

**Target Customer Type(s):**

**Initiative Frequency:** Year round

**Objective:**

**Description:** This Initiative is specific to Powerstream's Service Area.

**Targeted End Uses:**

**Delivery:**

ENWIN GREEN SUITES

**Target Customer Type(s):**

**Initiative Frequency:** Year round

**Objective:**

**Description:** This Initiative is specific to EnWin's Service Area.

**Targeted End Uses:**

**Delivery:**

DIL - High penetration of the previous version of this initiative within the BPI service territory has resulted in limited uptake potential for the 2011-2014 program. BPI utilized the previous programs Service Provider to aid in maintaining Initiative momentum, however the diminished number of eligible customers limited program uptake. BPI continued to provide local marketing and customer support for this Initiative.