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September 30, 2014

Ms. Kirsten Walli  
Ontario Energy Board  
PO Box 2319  
27th Floor, 2300 Yonge Street  
Toronto, Ontario M4P 1E4

**Re: Conservation and Demand Management 2013 Annual Report**

Dear Ms. Walli,

Please find enclosed the 2013 Conservation and Demand Management Annual Report for Entegrus Powerlines Inc. ("Entegrus") in accordance with the filing requirements set forth by the Ontario Energy Board in its Conservation and Demand Management Code (EB-2010-0215).

If you have any further questions, please do not hesitate to contact me.

Regards,

*[Original Signed By]*

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Chris Cowell, Chief Financial and Regulatory Officer  
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Erin Bourdeau, Conservation Program Manager

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# **Entegrus Powerlines Inc.**

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## **Conservation and Demand Management 2013 Annual Report**

**Submitted to:  
Ontario Energy Board**

**Submitted on September 30, 2014**

# TABLE OF CONTENTS

<b>Executive Summary</b> .....	3
<b>Background</b> .....	5
<b>1 BOARD-APPROVED CDM PROGRAM</b> .....	6
1.1 <i>Introduction</i> .....	6
1.2 <i>TOU Pricing</i> .....	6
1.3 <i>Entegrus Powerlines Inc.'s Application with the OEB</i> .....	8
1.4 <i>Entegrus Powerlines Inc.'s Application with the OPA's Conservation Fund</i> .....	8
<b>2 OPA-CONTRACTED PROVINCE-WIDE CDM PROGRAMS</b> .....	9
2.1 <i>Introduction</i> .....	9
2.2 <i>Program Descriptions</i> .....	11
2.3 <i>Residential Program</i> .....	11
2.4 <i>Commercial &amp; Institutional Program</i> .....	19
2.5 <i>Industrial Program</i> .....	26
2.6 <i>Low Income Initiative ("Home Assistance Program")</i> .....	32
2.7 <i>Pre-2011 Programs</i> .....	32
<b>3 2013 LDC CDM RESULTS</b> .....	33
3.1 <i>Participation and Savings</i> .....	33
<b>4 EVALUATION</b> .....	35
<b>5 SPENDING</b> .....	39
<b>6 COMBINED CDM REPORTING ELEMENTS</b> .....	41
6.1 <i>Progress Towards CDM Targets</i> .....	41
6.2 <i>Variance from Strategy</i> .....	41
6.3 <i>Outlook to 2014 and Strategy Modifications</i> .....	42
<b>7 CONCLUSION</b> .....	44
Appendix A: Initiative Descriptions.....	45
Appendix B: Pre-2011 Programs .....	54

## Executive Summary

This annual report is submitted by Entegrus Powerlines Inc. (“Entegrus”) in accordance with the filing requirements set out in the Conservation & Demand Management (“CDM”) Code (Board File No. EB-2010-0215), specifically Appendix C Annual Report Template, as a progress report and modification to Entegrus’ CDM Strategy. Accordingly, this report outlines Entegrus’ CDM activities for the period of January 1, 2013 to December 31, 2013. It includes net peak demand and net energy savings achieved from 2011, 2012 and 2013, with discussion of the current/future CDM framework, CDM program activities, successes and challenges, as well as forecasted savings to the end of 2014.

Entegrus did not apply for any Board-Approved CDM Programs during 2013; 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 Entegrus.

### CDM Program Delivery

In 2011, Entegrus contracted with the Ontario Power Authority 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 and all except two were launched by Entegrus the same year. Accordingly, Entegrus’ 2011 Program activities 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, Entegrus CDM Program activities focused on intensive outreach and customer engagement. The two previously unlaunched programs, the Home Assistance Program and *peaksaver PLUS*<sup>®</sup> program, were subsequently launched throughout the Entegrus service territory, further broadening the conservation program offerings available to customers. Entegrus drove engagement through various channels, including in person meetings, advertising, training sessions and community events. This engagement increased awareness of the available incentives and drove participation in the programs. Additionally, Entegrus identified that partnerships with select third parties possessing specialized experience in particular niche segments, could enhance program results and reduce delivery costs. To that end, Entegrus contracted delivery of the Home Assistance Program, Direct Install Lighting and support for the Bi-Annual Retailer event to third parties. This model proved quite successful and drove significant participation in 2012.

In 2013, Entegrus continued to focus on customer engagement and awareness, particularly in the residential sector. As discussed in the outlook section of its’ 2012 Annual Report, Entegrus refocused its efforts to address the anticipated challenges in meeting the 2014 peak demand target. This strategic adjustment included scaling up *peaksaver PLUS* efforts to increase awareness of and participation in the program, and connecting provincial demand response providers with eligible commercial and industrial customers in the Entegrus service territory. Entegrus’ 2012 awareness and engagement efforts related to the Home Assistance Program yielded significant benefits in 2013; resulting in a 700% increase in participation.

## Meeting the Entegrus CDM Target

As of OPA's 2013 Verified Results report issued in August 2014, Entegrus has achieved 1.4 MW of net incremental peak demand savings and 4.7 GWh of net incremental energy savings in 2013. A summary of the achievements towards the CDM targets is shown below:

OPA-Contracted Province-Wide CDM Programs Final Verified 2013 Results				
LDC: ENTEGRUS				
FINAL 2013 Progress to Targets	2013 Incremental	Program-to-Date Progress to Target (Scenario 1)	Scenario 1: % of Target Achieved	Scenario 2: % of Target Achieved
Net Annual Peak Demand Savings (MW)	1.4	2.8	23.2%	26.6%
Net Energy Savings (GWh)	4.7	37.7	81.1%	81.1%

Scenario 1 = Assumes that demand response resources have a persistence of 1 year  
 Scenario 2 = Assumes that demand response resources remain in the LDC service territory until 2014

Entegrus continues to adjust its CDM strategy based on lessons learned and performance to date. CDM forecasts continue to be updated with the latest results, inputs from CDM staff, market analysis and key findings from the OPA EM&V process. At the time of this report, Entegrus anticipates it will exceed the 2014 energy savings target of 46.53 GWh (as detailed in [Section 4.3](#)). This is a direct result of marketing and customer engagement activities undertaken in 2011-2013 and strategic partnerships with key commercial and industrial accounts. Conversely, there are challenges in terms of the 2014 peak demand target (as detailed in Section 4.3). In 2013, Entegrus worked aggressively to close this gap, engaging customers in the DR3 program and increasing peaksaver PLUS recruitment efforts. Unfortunately, these efforts did not yield the required savings and as such Entegrus is forecasting a shortfall of approximately 4.5 MW versus the 2014 12.1 MW peak demand reduction target. Entegrus' strategy for 2014 is focused on minimizing the shortfall, maximizing customer participation and establishing good customer awareness for the 2015-2020 Conservation First Framework.

## Board Approved Program Applications

As discussed in the Entegrus 2011 and 2012 CDM Annual Reports, at the outset of the program period, Entegrus initiated work on a number of Board Approved Programs ("BAPs") that it believed addressed market specific opportunities beyond those offered through the Province-wide programs. These programs were designed to address barriers and deliver conservation initiatives to potential participants who may have otherwise, due to financial constraints, been unable to participate in the existing province-wide programs. However, in light of the challenges surrounding BAPs at that time Entegrus suspended development of these programs. Entegrus does not foresee developing applications for new BAPs at this time.

Entegrus did not apply for any Board-Approved CDM Programs during 2013; however, as noted in the CDM guidelines, released April 26, 2012, the OEB has deemed Time-of-Use ("TOU") pricing a Province-wide Board-Approved CDM Program. The 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 Entegrus. As an early adopter of Smart Meters and TOU, Entegrus believes that its TOU demand savings and energy savings may be substantial. The timeline for the release of these savings is outlined in Section 1.2 (TOU Pricing) of this report.

## CDM Program Evaluation Results

An independent third-party evaluator has evaluated the Province-wide programs. The results of those evaluations, in net savings, are presented in this report along with their impact on Entegrus' progress towards its targets.

Entegrus will continue delivering OPA CDM programs as described in its CDM Strategy. Entegrus continues to make minor modifications to its delivery model and strategies to ensure it is realizing the best possible results and maximizing the energy and demand savings it realizes.

## 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 licenses of Entegrus' predecessor companies, Chatham-Kent Hydro ("CKH") and Middlesex Power Distribution ("MPDC"), to require the achievement, of a combined total of 46.53 GWh of energy savings and 12.12 MW of summer peak demand savings, as a condition of its license, 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, Entegrus submitted its CDM Strategy on November 1, 2010 that provided a high level of description of how Entegrus intended to achieve its CDM targets.

The Code also requires a distributor to file annual reports with the Board. This document is the 2013 Annual Report by Entegrus and has been prepared in accordance with the Code requirement and covers the period from January 1, 2013 to December 31, 2013.

Entegrus is an amalgamation of MPDC with CKH that came into effect in early 2012. As such, this is the second Annual Report filed by Entegrus. CKH and MPDC submitted separate 2011 Annual Reports on September 28, 2012. The 2011 Annual Reports summarized the CDM activities, successes and challenges experienced by the LDCs that formed Entegrus 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 OPA to fund CDM programs that 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 Entegrus remains the achievement of CDM targets by December 31, 2014.

Entegrus submitted its 2012 Annual Report on September 30, 2013 which summarized the CDM activities undertaken by Entegrus for the January 1, 2012 to December 31, 2012 period. The OEB's 2012 CDM Results report identified that the majority of LDCs achieved close to 20% of their net peak

demand (MW) target from their 2012 results. However, LDCs generally advised the Board that meeting their peak demand (MW) target is not likely and that a shortfall is expected.

LDCs collectively achieved approximately 8% of the energy savings (GWh) target, which is slightly below the 10% incremental annual savings needed each year to achieve the energy savings target. Overall the cumulative results represent approximately 65% of the net energy target of 6,000 GWh.

The report identified that although there have been improvements to programs there still remains some shortcoming to the design and delivery of certain initiatives that have resulted in a negative impact to some programs. In particular, the change management process still requires improvements to expedite enhancements to initiatives. The report also noted that certain initiatives may be reaching the point of market saturation and that new initiatives may need to be developed in order to take the place of the existing initiatives.

## **1 Board-Approved CDM Program**

### **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 license, 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 Pricing has been deemed as a Board-Approved CDM program. As described in detail in Section 1.2, Entegrus was an early adopter of TOU.

### **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. Entegrus will report these results upon receipt from the OPA.

The OPA had retained The Brattle Group as the evaluation contractor and has been working with an expert panel convened to provide ongoing advice on methodology, data collection, models, savings allocation, etc. The initial evaluations were conducted in 2013 with five LDCs – Hydro One, THESL, Ottawa Hydro, Thunder Bay and Newmarket. Preliminary results from these five LDCs were issued to the five LDCs involved in the study in August 2013 and are now publically available on the OPA website. Preliminary results demonstrated load shifting behaviours from the residential customer class.

Three additional LDCs were added to the study in 2014 – Cambridge-North Dumphries, PowerStream and Sudbury. Preliminary results from this study are planned to be issued to the eight LDCs in September 2014. The OPA advised that the TOU study will be complete in the summer of 2015 and final verified savings will be available for LDCs to include in the 2014 Annual Report.

As of September 30, 2014, the OPA has not released any verified results of TOU savings to Entegrus. Therefore Entegrus is not able to provide any verified savings related to its TOU program at this time. Without clear knowledge of the TOU impact on savings, Entegrus is unable to provide a comprehensive forecast to the OEB.

## 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		Rates (cents/kWh)	
Effective Date	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
November 1, 2013	12.9	10.9	7.2
May 1, 2014	13.5	11.2	7.5

### Delivery:

The OEB sets the rates; the LDCs install and maintain the smart meters; the LDCs convert customers to TOU billing.



## **Initiative Activities/Progress:**

Entegrus was an early adopter of Smart Meter technology, and was amongst thirteen licenced distributors authorized by Ontario Regulation 427/06 to conduct discretionary Smart Metering activities. By December 31, 2007, Entegrus had installed 32,759 Residential Smart Meters, representing approximately 93% of its Residential meter points. This achievement assisted with the provincial target of 800,000 Smart Meters installed by December 31, 2007.

In September 2010, the first wave of Entegrus Residential TOU billing was completed, and by December 2010, substantially all Entegrus Residential customers were being billed using TOU rates. Entegrus GS<50kW deployment was completed between January 2011 and June 2011. By June 30, 2011, 36,888 RPP customers (100%) and 3,825 GS<50kW were on TOU billing.

Although the road to full TOU deployment by June 2011 was challenging, Entegrus did not request deadline extensions from the Ontario Energy Board throughout the entire Smart Meter and TOU implementation process. Rather, Smart Meter deployment and TOU billing were completed on or ahead of deadline. This achievement was consistent with the commitments of Entegrus to the OEB and the Ministry at the outset of the process. The Entegrus team continues to take great pride in the organization's pioneering role in the successful launch of Smart Meters and TOU deployment in Ontario, and the associated conservation impact within its service territory.

### **1.3 Entegrus Powerlines Inc.'s Application with the OEB**

Entegrus did not submit any Board-Approved Program applications to the OEB in 2013.

### **1.4 Entegrus Powerlines Inc.'s Application with the OPA's Conservation Fund**

In 2013, the OPA introduced the Conservation Fund to help meet LDC's interest in the development and launch of new local, regional and province-wide initiatives. The Conservation Fund's LDC Program Innovation Stream fast-tracks LDC-led program design and the launch of successfully piloted initiatives prior to full scale deployment. By driving program innovation through the Conservation Fund, LDCs have the opportunity to both realize additional savings through the piloting and implementation of initiatives not currently addressed by the OPA portfolio and the means to test concepts for future local or province wide programs post 2014. As per the OPA, as of March 2014, three pilots have been contracted and are underway with Toronto Hydro and Niagara Peninsula Energy and ten others are in various stages of the contracting and development process.

In addition, building on LDC interest in social benchmarking services for the residential sector, in 2013 the Conservation Fund in collaboration with Hydro One, Milton Hydro and Horizon Utilities completed the procurement of three social benchmarking pilot projects. Beginning in 2014 these services will be offered to more than 100,000 customers for a one year period, with evaluation reports to be published shortly thereafter.

Entegrus did not put forth any submissions to the OPA's Conservation Fund in 2013.

## OPA-Contracted Province-Wide CDM Programs

### 1.5 Introduction

Effective January 27, 2011, Entegrus 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:

Initiative	Schedule	Date schedule posted	Entegrus in Market Date
<b>Residential Programs</b>			
Appliance Retirement	Schedule B-1, Exhibit D	Jan 26,2011	January 2011
Appliance Exchange	Schedule B-1, Exhibit E	Jan 26, 2011	March 2011
HVAC Incentives	Schedule B-1, Exhibit B	Jan 26, 2011	February 2011
Conservation Instant Coupon Booklet	Schedule B-1, Exhibit A	Jan 26, 2011	February 2011
Bi-Annual Retailer Event	Schedule B-1, Exhibit C	Jan 26, 2011	March 2011
Retailer Co-op	n/a	n/a	Not applicable
Residential Demand Response	Schedule B-3	Aug 22, 2011	February 2012
New Construction Program	Schedule B-2	Jan 26, 2011	February 2011
<b>Commercial &amp; Institutional Programs</b>			
Efficiency: Equipment Replacement	Schedule C-2	Jan 26, 2011	March 2011
Direct Install Lighting <ul style="list-style-type: none"> <li>• General Service &lt;50 kW</li> </ul>	Schedule C-3	Jan 26, 2011	July 2011
Existing Building Commissioning Incentive	Schedule C-6	Feb 2011	February 2011
New Construction and Major Renovation Initiative	Schedule C-4	Feb 2011	June 2011
Energy Audit	Schedule C-1	Jan 26, 2011	February 2011
Commercial Demand Response <ul style="list-style-type: none"> <li>• General Service &lt;50 kW</li> </ul>	Schedule B-3	Jan 26, 2011	February 2012
<b>Industrial Programs - General Service 50 kW &amp; above</b>			
Process & System Upgrades	Schedule D-1	May 31, 2011	November 2011
Monitoring & Targeting	Schedule D-2	May 31, 2011	November 2011
Energy Manager	Schedule D-3	May 31, 2011	August 2011
Key Account Manager ("KAM")	Schedule D-4	May 31,2011	August 2011
Efficiency Equipment Replacement Incentive <ul style="list-style-type: none"> <li>• (part of the C&amp;I program schedule)</li> </ul>	Schedule C-2	May 31, 2011	March 2011
Demand Response 3	Schedule D-6	May 31, 2011	January 2011
<b>Home Assistance Program</b>			
Home Assistance Program	Schedule E-1	May 9, 2011	January 2012

In addition, results were realized towards Entegrus' 2011-2014 targets through the following pre-2011 programs:

- Electricity Retrofit Incentive Program
- High Performance New Construction
- ~~Toronto Comprehensive~~
- ~~Multifamily Energy Efficiency Rebates~~
- ~~Data Centre Incentive Program~~
- ~~EnWin Green Suites~~

As per the table below, several program initiatives are no longer available to customer or have not been launched in 2013.

Not in Market	Objective	Status
<b>Residential Program</b>		
Midstream Electronics	Encourages retailers to promote and sell high efficiency televisions, and for distributors to distribute high efficiency set top boxes.	Did not launch and removed from Schedule in Q2, 2013.
Midstream Pool Equipment	Encourage pool installers to sell and install efficient pool pump equipment in residential in-ground pools.	Did not launch and removed from Schedule in Q2, 2013.
Home Energy Audit Tool	This is a provincial online audit tool to engage customers in conservation and help drive customer participation to CDM programs.	Did not launch and removed from Schedule in Q2, 2013.
<b>Commercial &amp; Institutional Program</b>		
Direct Service Space Cooling	Offers free servicing of air conditioning systems and refrigeration units for the purpose of achieving energy savings and demand reduction.	Did not launch 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 a program change management provision in Article 3. Collaboration between the OPA and 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.

## 1.6 Program Descriptions

Full OPA-Contracted Province-Wide CDM Program descriptions are available on the OPA's website at <http://www.powerauthority.on.ca/ldc-province-wide-program-documents> and additional initiative information can be found on the saveONenergy website at <https://saveonenergy.ca>. The targeted customer types, objectives, and individual descriptions for each Program Initiative are detailed in [Appendix A](#).

## 1.7 RESIDENTIAL PROGRAM

### **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 Residential Program Portfolio is predominately a carryover of Initiatives from previous programs. It is mostly driven by retailers and contractors, many of whom were not able to fully deliver what was anticipated. Three new initiatives (Midstream Electronics, Midstream Pool Equipment and Home Energy Audit Tool) were not launched and subsequently removed from the schedule in 2013 with no new additions. Due to delays in communication with regards to Initiative offerings and results reporting LDCs' abilities to engage customers and promote participation were limited. Province-wide advertising was re-introduced in Q3 2013 however provided limited results due to the late market entry, especially for peaksaver PLUS.

The addition of LED measures to the Bi-Annual Retailer Event and in the Annual Coupon initiative in July 2013 has had a positive impact on customer participation. There was the added benefit of three LDC custom coded coupon options for LDCs to utilize in 2013. The Residential Demand Response program continues to be the largest contributor to demand savings in the Residential Program and has been generally well received by consumers. Unfortunately, there were no savings associated with the Energy Display attributed to LDCs in the OPA's 2012 or 2013 verified results.

In 2013, Entegrus continued to build on its awareness efforts from previous year; focusing on customer engagement through in-person events and extensive, multimedia marketing campaigns. Entegrus CDM ambassadors attended 16 community and retailer events and engaged with more than 2,500 customer interactions.

The results of these efforts were most notable in the residential demand response, coupon initiatives, appliance exchange and HVAC programs which saw increased customer interest and participation. Conversely, the appliance retirement program results in 2013 were down 119 participants, or 40%, from prior year customer participation levels, indicating results in this initiative are reaching saturation levels.

Work to revitalize and increase the effectiveness and breadth of the Initiatives through the Residential Program continue to be a high priority. Opportunities within the Residential marketplace need to be identified, developed and offered to customers. The Version 5 Schedule changes implemented in Q1/Q2 2014 have increased the number of LDC coded coupons available and added new installations to the Heating and Cooling Incentive.

### **1.7.1 Appliance Retirement Initiative (Exhibit D)**

#### **Participation/Activity:**

- Total province-wide appliances uptake/participation was 20,952 of which Entegrus contributed 0.86%

#### **Net Savings:**

- The incremental peak demand savings was 12 kW to and the incremental energy saving was 79,967 kWh

#### **Contribution to Targets:**

- The 2013 net peak demand savings contributed 54 kW to the 2014 demand target
- The 2011-2014 net cumulative energy savings is 1,224,402 kWh

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 72,000 to approximately 36,000 eligible households
- Featured in bi-annual rate change brochure with a total distribution of 72,000 to approximately 36,000 eligible households
- Promotion on the Entegrus website
- Inclusion in the saveONenergy FOR HOME awareness brochure
- Promotion at 16 community events with over 2,500 customer interactions
- Featured in 2 press releases and matte articles with an average circulation of 45,000

#### **Additional Comments:**

- 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 strengthened through program evolution rather than weakened through diminished program offerings.

- As participation is very responsive to advertising, OPA province-wide advertising should continue to play a key role if the initiative continues.
- Better relationships with retailers may play a role in increasing participation in this Initiative. Retailers can provide opportunities to capture replacement appliances and have them decommissioned after a sale has been committed.
- In an effort to capture additional savings in the perceived last year of the Initiative, the eligibility requirement for refrigerators was revised from 20 years old to 15 years old in Q2 2014.

### **1.7.2 Appliance Exchange Initiative (Exhibit E)**

#### **Participation/Activity:**

- Total province-wide appliances uptake/participation was 5,337 of which Entegrus contributed 0.66%

#### **Net Savings:**

- The incremental peak demand savings was 7 kW to and the incremental energy saving was 12,930 kWh

#### **Contribution to Targets:**

- The 2013 net peak demand savings contributed 12 kW to the 2014 demand target
- The 2011-2014 net cumulative energy savings is 58,061 kWh

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with distribution to approximately 36,000 eligible households
- Features in bi-annual rate change brochure
- Promotion on the Entegrus website
- Promotion at 16 community events with over 2,500 customer interactions
- Featured in 2 press releases and matte articles with an average circulation of 45,000

#### **Additional Comments:**

- The design of the Initiatives, including eligible measures and incentives amounts are developed through the Residential Working Group. Retail Partner(s) are contracted by the OPA to deliver the initiatives province-wide. Individual LDCs have the opportunity to stage in-store events to drive the distribution of LDC coded Coupons and promotion of other programs in the portfolio
- 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 province-wide retailer participant in the Appliance Exchange Initiative.
- In 2012 there was a decrease in the number of window air conditioners being received through the program. A review of eligible measures in the Appliance Exchange program was conducted, and as these units are not cost effective on their own it was determined that they be removed from the program in order to improve the overall cost effectiveness of the Initiative.

- Notification to LDCs 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.

### **1.7.3 HVAC Incentives Initiative (Exhibit B)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 91,581 of which Entegrus contributed 0.88%

#### **Net Savings:**

- The incremental peak demand savings was 160 kW to and the incremental energy saving was 264,990 kWh

#### **Contribution to Targets:**

- The 2013 net peak demand savings contributed 659 kW to the 2014 demand target
- The 2011-2014 net cumulative energy savings is 3,718,537 kWh

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 72,000 to approximately 36,000 eligible households
- Features in bi-annual rate change brochure
- Promotion on the Entegrus website
- Inclusion in the saveONenergy FOR HOME awareness brochure
- Promotion at 16 community events with over 2,500 customer interactions
- Featured in 2 press releases and matte articles with an average circulation of 45,000

#### **Additional Comments:**

- In 2013, Entegrus, in partnership with its third-party delivery agent, undertook a survey of HVAC contractors serving its territory. The survey endeavored to identify awareness of the program, familiarity with HRAI certification requirements, and barriers to participation. The survey indicated that the incentive amounts are lower than the market deems appropriate, the OPA submission and payment processes are cumbersome and slow.
- Incentive levels appear to be insufficient to prompt customers to upgrade HVAC equipment prior to end of useful life. An Air Miles incentive was introduced in 2013 to try and encourage early replacement.
- 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.

- In an effort to build capability, 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 4,500-5,000 HVAC contractors in the Province, however in 2013, only a total of 1,587 contractors completed the mandatory HVAC training and can participate in the program.
- There are cases where non-participating contractors are offering their own incentives (by discounting their installations to match value of the OPA incentive). As this occurs outside of the Initiative, savings are not credited to LDCs. OPA should consider this in future program impact evaluation studies.
- Changes to the Schedule in 2014 to allow for incentives for new installations, rather than strictly replacement units, may provide greater Initiative results.

#### **1.7.4 Conservation Instant Coupon Initiative (Exhibit A)**

##### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 346,896 of which Entegrus contributed 0.72%

##### **Net Savings:**

- The incremental peak demand savings was 4 kW to and the incremental energy saving was 55,697 kWh

##### **Contribution to Targets:**

- The 2013 net peak demand savings contributed 14 kW to the 2014 demand target
- The 2011-2014 net cumulative energy savings is 685,963 kWh

##### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Features in bi-annual rate change brochure
- Inclusion in the saveONenergy FOR HOME awareness brochure
- Promotion at 16 community events with over 2,500 customer interactions

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

- The timeframe for retailer submission of redeemed coupons varies depending on the 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.
- Coupon booklets were not widely available to consumers since they were not printed or mailed out in 2013. Only consumers who were aware and able to download and print the coupons had access. The Initiative may benefit from province-wide marketing as a substitute to a mail out campaign.
- 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.



- In 2013, LDCs were provided with 3 custom coded coupons. All coupons have been provided with LDC custom coding in 2014, which allows LDCs to promote coupons based on local preferences.
- Consumer experience varies amongst retailers offering Coupon discounts which can limit redemptions. For example, a particular high volume 'participating retailer' does not accept coupons and have their own procedure. In addition, some retailers have static lists of eligible products and will not discount eligible products unless the product is on the list.
- The saveONenergy programs would benefit from specific end cap displays, aisle product stands and product-specific areas. Having products throughout a retail environment weakens the impact.

### **1.7.5 Bi-Annual Retailer Event Initiative (Exhibit C)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 944,772 of which Entegrus contributed 0.72%.

#### **Net Savings:**

- The incremental peak demand savings was 9 kW
- The incremental energy savings was 124,145 kWh

#### **Contribution to Targets:**

- The 2013 net peak demand savings contributed 31 kW to the 2014 demand target
- The 2011-2014 net cumulative energy savings is 1,678,322 kWh

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 72,000 to approximately 36,000 eligible households
- Featured in bi-annual rate change brochure
- Inclusion in the saveONenergy FOR HOME awareness brochure
- Promotion at 8 community events with over 2,000 customer interactions
- Prominent advertisement in community calendar with total distribution of 43,000
- Featured in 2 press releases and matte articles with an average circulation of 45,000

#### **Additional Comments:**

- This Initiative is strongly influenced by the retail participants and has no direct involvement from the LDCs.
- LDCs have the opportunity to stage in-store events to drive the distribution of LDC coded Coupons and promotion of other programs in the portfolio however this requires cooperation from the local retailer and LDC staff bandwidth.
- Limited engagement of local retailers can restrict the savings potential for this Initiative.
- The Product list has changed very little over the past five years.
- 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 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.
- 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.
- Independently the Retailer Co-op and Bi-Annual Retailer Event Initiative may not present a value for the investment of LDC resources to support these events and should be backed by a strong Residential portfolio.

### **1.7.6 Retailer Co-op**

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

After evaluating the potential of a stand-alone retailer event, Entegrus decided that there was not sufficient opportunity and that other Initiatives could drive more results and had greater benefit for its customers. To that end, Entegrus did not participate in retailer co-op events in 2013.

#### **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.

### **1.7.7 New Construction Program (Schedule B-2)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 86 of which Entegrus contributed 0%

#### **Net Savings:**

- None

#### **Contribution to Targets:**

- None

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 72,000 to approximately 36,000 eligible households
- Featured in bi-annual rate change brochure
- Inclusion in the saveONenergy FOR HOME awareness brochure
- Attended home builder association meeting to discuss the program with builders and developers.

- Promotion at 8 community events, including a home builder association sponsored home show, with over 2,000 customer interactions
- Featured in 2 press releases and matte articles with an average circulation of 45,000

**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.
- In 2012 the application process was streamlined, however it continues to be too cumbersome for builders. This, combined with limited return, has resulted in this Initiative continuing to under-achieve.
- Administrative requirements, in particular individual home modeling, must align with perceived stakeholder payback.
- Performance applications are expected to increase in 2014 due to some industry players' interest in the Initiative. However, it is anticipated that the performance track will be the primary track used in applications, which provides low savings for the incentive provided. Savings and associated incentives may need to be revised to an appropriate level.
- The addition of LED light fixtures, application process improvement and moving the incentive from the builder to the home-owner may increase participation.
- This Initiative may benefit from collaboration with the Natural Gas utilities.

**1.7.8 Residential Demand Response Program (Schedule B-3)**

**Participation/Activity:**

- Total province-wide equipment uptake/participation was 133,657 of which Entegrus contributed 0.57%
- Entegrus is continuing to engage the OPA in a final reconciliation of the 2013 results. Therefore, Entegrus expects an increase to be reflected in the 2014 verified savings

**Net Savings:**

- The incremental peak demand savings was 341 kW
- The incremental energy savings was 603 kWh

**Contribution to Targets:**

- The 2013 net peak demand savings contributions to the 2014 demand target is not reported by the OPA
- The 2011-2014 net cumulative energy savings is 940 kWh

**Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 72,000 to approximately 36,000 eligible households
- Featured in bi-annual rate change brochure
- Inclusion in the saveONenergy FOR HOME awareness brochure

- Print ads in daily and weekly newspapers with average circulation of 45,000
- Radio ads on popular local stations with an average reach of 130,000
- Promotion on the Entegrus website
- Promotion at 16 community events with over 2,500 customer interactions
- Prominent advertisement in community calendar with total distribution of 43,000
- Featured in 2 press releases and matte articles with an average circulation of 45,000
- E-blasts to residential distribution lists

#### **Additional Comments:**

- In Home Energy Display units that communicate with installed smart meter technology continue to mostly be in the development phase and are not ready for market deployment. There continues to be a lack of Energy Display selection in the marketplace.
- Smart Meters installed by most LDCs do not have the capability to communicate directly to an In Home Display and any mass replacement of newly installed meters with communicating abilities would not be fiscally responsible. 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 provided to LDCs for installing a load controllable thermostat is not sufficient unless it is combined with an In Home Display (IHD). IHD installation is not possible in all circumstances and is optional.
- Given the different LDC environments, and needs, each LDC is positioning the Initiative slightly differently. While a thermostat has high marketability, it also carries a higher maintenance liability due to “no-heat” and “no-AC” calls. A switch with an independent IHD is seen as a lower liability option but also has a much lower marketability.
- This is the main Initiative within the Residential portfolio that was to drive demand reduction results for LDCs; however the 2012 and 2013 evaluations indicated results realized from the IHDs were not statistically significant.

## **1.8 COMMERCIAL AND INSTITUTIONAL PROGRAM**

### **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 are designed to help fund energy audits, to replace energy-wasting equipment or to pursue new construction that exceeds 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:**

The program is designed to assist building owners and operators as well as tenants and occupants in achieving demand and energy savings. Also, to facilitate a culture of conservation among these communities as well as the supply chains that serves them.

**Discussion:**

Throughout 2011 to 2013 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. 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.

Despite these challenges the C&I Working Group, working in cooperation with the OPA, have managed to iron out many of the issues that could be rectified. In particular, an accomplishment of 2012 was the advent of the expedited change management process as a means to accelerate certain program changes. 2013 saw the benefits of the expedited change management process.

In 2013, Entegrus' approach for the commercial and institutional sector was to continue to develop relationships with key customers, engage channel partners and provide educational opportunities. Over the course of the year, Entegrus staff called on over 120 accounts, sponsored 3 large scale industry events, hosted 2 Natural Resources Canada ("NRCAN") Workshops, with the goal of educating them about the saveONenergy for BUSINESS programs, opportunities within their businesses and offering to support their business' efforts.

This engagement strategy culminated in November 2013 when Entegrus hosted the "Take Charge of Your Energy Costs" event. Commercial and Industrial (C & I) customers were given the opportunity to have a face-to-face conversation with representatives from Entegrus, the Ontario Power Authority (OPA), the Independent Electricity System Operator (IESO), and a compelling key note speaker on hot topics including Global Adjustment, energy efficiency and sustainability. The event was intended to be transformational in nature. Taking existing customer attitudes and perceptions, and providing a forum for education and discussion to move towards a culture, or a collaborative approach to energy management. The event was very successful resulting in a measureable shift in customer perception and participation. Entegrus received the EDA's Public Relations Excellence Award in recognition of its efforts related to customer engagement in CDM.

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.

To that end, Entegrus is an active member of the EDA's CDM Caucus, which is actively working with the C&I Working Group and OPA to improve the current program offering and ensure future programs address the market's needs.

## 1.8.1 Efficiency: Equipment Replacement Incentive (ERII) (Schedule C-2)

### Participation/Activity:

- Total province-wide equipment uptake/participation was 8,785 of which Entegrus contributed 0.98%

### Net Savings:

- The incremental peak demand savings was 458 kW
- The incremental energy savings was 2,612,541 kWh

### Contribution to Targets:

- The 2013 net peak demand savings was 1,231 kW
- The 2011-2014 net cumulative energy savings is 19,568,953 kWh

### Marketing Activities:

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 450 customers
- Featured in bi-annual rate change brochure for Commercial & Industrial Customers
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Presentation of program material at industry events (i.e. Ontario Electrical League, saveONenergy Symposium, saveONenergy Show)
- Promotion on the Entegrus website
- Customer database to support customer engagement efforts
- Promotion at 6 industry events with approximately 2,000 customer contacts
- Coordination of the "Taking Charge of your Energy Costs" event

### Additional Comments:

- A large proportion of LDC savings are attributed to ERII.
- 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.
- 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.
- 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.

- A focus on demand incentives has limited some kWh project opportunities. In particular, night lighting projects have significant savings potential for customers but tend to have incentives of 10% of project cost or less.
- The requirement to have a customer invoice the LDC for their incentive is very burdensome for the customer and results in a negative customer experience and another barrier to participation.
- There is redundancy in the application process, as customers may need to complete a worksheet and then enter most of that information over again in the online application form. This can be cumbersome.
- Processing Head Office applications became much easier for the Lead LDC after Schedule changes came into effect in August 2013. The changes implemented allowed the Lead LDC to review and approve all facilities in a Head Office application on behalf of all satellite LDCs under certain circumstances.
- The application process for Head Office projects remains a significant barrier. Applicants needing to manually enter one application per facility associated with the project can be extremely onerous, often requiring a dedicated resource.
- Streamlining of the settlements systems resulted in significant improvement in the payment process in 2013.

### **1.8.2 Direct Install Initiative (DIL) (Schedule C-3)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 17,782 of which Entegrus contributed 0.65%

#### **Net Savings:**

- The incremental peak demand savings was 134 kW
- The incremental energy savings was 466,827 kWh

#### **Contribution to Targets:**

- The 2013 net peak demand savings contribution to the 2014 demand target is 379 kW
- The 2011-2014 net cumulative energy savings was 3,806,878 kWh

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 450 customers
- Featured in bi-annual rate change brochure for GS<50 rate class
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Collateral material, such as sell sheets, which were provided as sales support to channel partners
- Promotion at 6 industry events with over 2,500 customer interactions
- Featured in 2 press releases and matte articles with an average circulation of 45,000
- Coordination of the "Taking Charge of your Energy Costs" event

## **Additional Comments:**

- LED lighting was introduced in 2013 as a new measure and has been well received by customers who may not have previously qualified for DIL eligible upgrades. This is an efficient product with a long estimate useful life.
- Cold start high output lighting was removed from the program. This particularly affected the farming customers who now have limited options within the program to utilize.
- The inclusion of a standard incentive for additional measures increased project size and drove higher energy and demand savings results in some situations. However, 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 upgrades has the potential to provide additional energy and demand savings
- Many customers are not taking advantage of any additional measures, which may present an opportunity for future savings with a new program offering.
- Electrical contractors' margins have been reduced due to no labour rate increase, increasing costs of materials, greater distances between increasingly sparse retrofits and more door knocking required before a successful sale. This has led to a reduction in vendor channel participation in some regions.
- Measure incentive increases and additional funding for scaffolding or lifts were introduced in September 2013 and were well received by installers. However, adjustments like these require longer lead times. As such, many customers were not able to benefit from this change in late 2013. Consideration should be given to providing advanced notification to LDCs and contractors of the upcoming changes to allow for planning.

### **1.8.3 Existing Building Commissioning Incentive Initiative (Schedule C-6)**

#### **Participation/Activity:**

- There was no local or provincial uptake of this program

#### **Net Savings:**

- None

#### **Contribution to Targets:**

- None

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Inclusion in the saveONenergy FOR BUSINESS brochure
- Face to face interaction with potential participants
- Promotion at industry events
- Strategic connection of eligible customers with qualified service providers



### **Additional Comments:**

- Initiative name does not properly describe the Initiative.
- There was minimal participation for this Initiative province-wide. 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 significant 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.

### **1.8.4 New Construction and Major Renovation Initiative (HPNC) (Schedule C-4)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 86 of which Entegrus contributed 0%

#### **Net Savings:**

- None

#### **Contribution to Targets:**

- Some pre-2011 HPNC projects have contributed to Entegrus' overall progress to the targets

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 450 customers
- Featured in bi-annual rate change brochure
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Collateral material, such as sell sheets, displays
- In-person engagement of major developers
- Promotion at 6 industry events with over 2,500 customer interactions
- Featured in 2 press releases and matte articles with an average circulation of 45,000
- Coordination of the "Taking Charge of your Energy Costs" event

#### **Additional Comments**

- With the Ministerial Directive issued December 21, 2012, facilities with a completion date near the end of 2014 currently have some security that they will be compensated for choosing efficient measures. However, buildings that are in the planning phase with completion dates post-2015 may not participate due to funding uncertainty.
- Participants' estimated completion dates tend to be inaccurate and are usually six months longer. This could result in diminished savings towards targets when facilities are not substantially completed by December 31, 2014.

- The custom application process requires considerable customer support and skilled LDC staff. The effort required to participate through the custom stream exceeds the value of the incentive for many customers.
- There are no custom measure options for items that do not qualify under the prescriptive or engineered track as the custom path does not allow for individual measures, only whole building modelling.
- This Initiative has a very low net-to-gross ratio, which results in half the proposed target savings being 'lost'.
- The requirement to have a customer invoice the LDC for their incentive is very burdensome for the customer and results in a negative customer experience and a potential barrier to participation.

### **1.8.5 Energy Audit Initiative**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 319 of which Entegrus contributed 0%

#### **Net Savings:**

- None

#### **Contribution to Targets:**

- None

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Featured in bi-annual rate change brochure for Commercial & Industrial Customers
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Presentation of program material at industry events (i.e. Ontario Electrical League, saveONenergy Symposium, saveONenergy Show)
- Promotion on the Entegrus website
- Customer database to support customer engagement efforts
- Promotion at 6 industry events with approximately 2,500 customer contacts
- Coordination of the "Taking Charge of your Energy Costs" event

#### **Additional Comments:**

- The introduction of the new audit component for one system (i.e. compressed air) has increased customer participation.
- The energy audit Initiative is considered an 'enabling' Initiative that 'feeds into' other saveONenergy Initiatives.
- Although no participation was seen in Entegrus' service territory in 2013 it is expected that a number of audits will be completed in 2014, as a result of extensive marketing efforts and channel partner engagement.
- Evaluators in 2012 and 2013 recognized savings towards LDCs targets as a result of customers implementing low/no cost recommendations from their energy audits.

- 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.
- Participation had been limited to one energy audit per customer and this has restricted participation. This has been revised in 2014 and LDCs are now able to consider additional customer participation when presented with a new scope of work.
- Consideration should be given to allowing a building owner to undertake an audit limited to their lighting system. This way they may receive valuable information from neutral third party regarding the appropriate lighting solution for their facility instead of what a local supplier wants to sell.
- The requirement to have a customer invoice the LDC for their incentive is very burdensome for the customer and results in a negative customer experience and another barrier to participation.

### **1.8.6 Demand Response 3 (Schedule D-6)**

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

The following illustrates the initiative activities and progress achieved in 2013:

#### **Participation / Activity:**

- Entegrus had 1 commercial/institutional customers enroll in 2013 which is the same as 2012
- There were 175 participants provincially from the commercial/institutional sector

#### **Net Savings:**

- The net peak demand savings was 69 kW
- The incremental energy savings was 917 kWh

#### **Contribution to Targets:**

- The program-to-date 2011-2014 net cumulative energy savings was 4,536 kWh
- Under scenario 2 there is 69 kW achieved in 2013 that contributes to the 2014 target

#### **Marketing Activities:**

- This initiative is promoted by Entegrus' CDM team and through the business to business channel

#### **Additional Comments:**

- None

## **1.9 INDUSTRIAL PROGRAM**

#### **Description:**

Large facilities are discovering the benefits of energy efficiency through the Industrial Program that is designed to help identify and promote energy saving and demand reduction 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 that 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 significant incentives and valuable resources to large facilities to help them with energy efficiency upgrades and process system improvements. The Engineering Studies in particular as well as the Monitoring and Targeting initiative provide a unique opportunity for a customer to complete a comprehensive analysis of an energy intensive process that they otherwise may not undertake. The Energy Manager Initiative provides 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.

Following substantial success with the Embedded Energy Manager Initiative in 2012, Entegrus successfully renewed the contract of one EEM and engaged another EEM from a neighbouring LDC at facilities within Entegrus' service territory. These EEMs have led a number of retrofit projects, have submitted or is working on many others, and have delivered, unincented 101 kW and 176,580 kWh of savings in 2013.

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 an LDC's current target for projects that go into service after 2014.

Extensive legal documents, complex program structure and lengthy change management have restricted the change and growth of this Portfolio. While the expedited change management process has benefited the Commercial Portfolio, the Industrial Portfolio has not seen the same results due to the narrow scope of the process. For 2013 the change to the threshold for small capital projects and the new small capital project agreement are expected to improve the number of projects and savings achieved within PSU. Likewise, a decision to proceed with 2012 natural gas load displacement generation project applications will also increase uptake, although the limited time to bring new projects into service is a barrier.

In August 2012, Entegrus received an application from a large industrial customer for a 5MW natural gas fueled combined heat and power project (CHP). Unfortunately, due to the hold on natural gas project approvals until June 2013, the project will fall out of the scope of the existing framework. This has significantly impacted Entegrus' ability to meet its peak demand target, as it represented approximately 40% of the total target.

## 1.9.1 Process & Systems Upgrades Initiative (PSUI) (Schedule D-1)

### Participation/Activity:

- Total province-wide equipment uptake/participation was 3 of which Entegrus contributed 0%

### Net Savings:

- None

### Contribution to Targets:

- None

### Marketing Activities:

In 2013, Entegrus marketed this initiative through:

- Featured in bi-annual rate change brochure
- Promoted in a direct mail piece distributed to all Industrial customers
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Collateral material, such as sell sheets, displays
- In-person engagement of eligible customers
- Promotion at 6 industry events with over 2,500 customer interactions
- Coordination of the "Taking Charge of your Energy Costs" event

### Additional Comments:

- Entegrus has a large project that underwent a detailed study in 2012. The project is in progress and is set to complete late in the second quarter of 2014.
- Numerous energy studies have been submitted and completed province-wide. 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 were expected to be generated in 2013. The majority of the results are expected in 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 which is a simplified with less onerous conditions for the customer.
- To partially address this, changes were made to the ERII Initiative that 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 that 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. This small capital project agreement was finalized in August 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 would fund these types of projects. In June 2013, a decision was made to allow natural gas load displacement projects to proceed under PSUI. It is expected that a number of projects will proceed although results may not be counted towards current LDC targets due to in-service dates beyond 2014.
- The requirement to have a customer invoice the LDC for their incentive is very burdensome for the customer and results in a negative customer experience and another barrier to participation.

### **1.9.2 Monitoring & Targeting Initiative (Schedule D-2)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 0

#### **Net Savings:**

- None

#### **Contribution to Targets:**

- None

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Featured in bi-annual rate change brochure
- Promoted in a direct mail piece distributed to all Industrial customers
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Collateral material, including a sell sheet
- In-person engagement of eligible customers
- Promotion at 6 industry events with over 2,500 customer interactions

#### **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.
- Changes were made to ERII in 2013 to allow smaller facilities to employ M&T systems.

### **1.9.3 Energy Manager Initiative (Schedule D-3)**

#### **Participation/Activity:**

- Total province-wide equipment uptake/participation was 205 of which Entegrus contributed 0.97%

#### **Net Savings:**

- The incremental peak demand savings was 101 kW
- The incremental energy savings was 176,580 kWh

#### **Contribution to Targets:**

- The 2013 net peak demand savings contribution to the 2014 demand target is 243 kW
- The 2011-2014 net cumulative energy savings was 1,092,960 kWh

#### **Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Featured in bi-annual rate change brochure
- Promoted in a direct mail piece distributed to all Industrial customers
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Collateral material, such as sell sheets, displays
- In-person engagement of eligible customers
- Promotion at 6 industry events with over 2,500 customer interactions
- Coordination of the "Taking Charge of your Energy Costs" event

#### **Additional Comments:**

- The Energy Managers have proven to be a popular and useful resource for larger customers. There are approximately 205 EEMs and 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.
- 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 themselves with facilities and staff and require time to establish "credibility". Energy Managers started filling their pipeline with projects in 2012 but few projects were implemented until 2013.

### **1.9.4 Key Account Manager (Schedule D-4)**

#### **Participation/Activity:**

- Entegrus works with Horizon Utilities and has one Key Account Manager in place. The KAM has been providing support to Entegrus large customers and augmenting the local account representative's efforts since 2011.

**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 discourages some skilled applicants resulting in longer lead times to acquire the right resource.

**1.9.5 Demand Response 3 (“DR3”)(Schedule D-6)****Participation/Activity:**

- Total province-wide equipment uptake/participation in the Industrial DR3 program was 281 contracts of which Entegrus contributed 0.6%

**Net Savings:**

- None

**Contribution to Targets:**

- None

**Marketing Activities:**

In 2013, Entegrus marketed this initiative through:

- Featured in bi-annual rate change brochure
- Collaboration with provincial demand response providers
- Promoted in a direct mail piece distributed to all Industrial customers
- Inclusion in the saveONenergy FOR BUSINESS brochure
- Collateral material, such as sell sheets, displays
- In-person engagement of eligible customers
- Promotion at 6 industry events with over 2,500 customer interactions

**Additional Comments:**

- 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 2013 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 were able to enter into contracts beyond 2014 which 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.



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

### Participation/Activity:

- Total province-wide participation was 26,756 home of which Entegrus contributed 4%

### Net Savings:

- The net peak demand savings was 58 kW
- The incremental energy savings was 773,555 kWh

### Contribution to Targets:

- The 2013 net peak demand savings contributed 74 kW to the 2014 demand target
- The 2011-2014 net cumulative energy savings is 2,211,409 kWh

### Marketing Activities:

In 2013, Entegrus marketed this initiative through:

- Bill inserts with a total distribution of 72,000 to approximately 36,000 households
- Featured in bi-annual rate change brochure
- 1,600 letters sent to eligible LEAP participants
- Inserts included in Ontario Works mailing
- Inclusion in the saveONenergy FOR HOME awareness brochure
- Program specific brochure distributed to 200 eligible customers
- Promotion at 6 community events with over 500 customer interactions
- Prominent advertisement in community calendar with total distribution of 43,000
- Featured in 1 press release and 1 matte article with an average circulation of 45,000

### Additional Comments:

- Entegrus saw a significant increase in participation in the HAP program in 2013, primarily as a result of marketing and consumer engagement efforts.
- The process for enrolling participants who live in social housing was complicated and time consuming. This was addressed in late 2012 and showed some benefits in 2013. Entegrus realized these benefits in 2013, with a significant percentage of eligible social and low-income housing participating in the program.
- 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.

## 1.11 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 2013 LDC CDM Results

### 2.1 Participation and Savings

Table 1: ENTEGRUS Initiative Program Level Net 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 net 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	421	301	182		24	18	12		177,892	119,701	76,967		54	1,224,402
Appliance Exchange	Appliances	32	29	35		3	4	7		3,098	7,322	12,930		12	58,061
HVAC Incentives	Equipment	1,040	868	810		318	182	160		569,794	303,127	264,990		659	3,718,537
Conservation Instant Coupon Booklet	Items	3,719	223	2,507		9	2	4		136,065	10,104	55,697		14	685,963
Bi-Annual Retailer Event	Items	6,880	7,666	6,827		12	11	9		212,360	193,530	124,145		31	1,678,322
Retailer Co-op	Items	0	0	0		0	0	0		0	0	0		0	0
Residential Demand Response	Devices	232	0	765		130	0	341		336	0	603		0	940
Residential Demand Response (IHD)	Devices	0	0	765		0	0	0		0	0	0		0	0
Residential New Construction	Homes	0	0	0		0	0	0		0	0	0		0	0
<b>Consumer Program Total</b>						<b>495</b>	<b>216</b>	<b>533</b>		<b>1,099,545</b>	<b>633,784</b>	<b>535,332</b>		<b>770</b>	<b>7,366,225</b>
<b>Business Program</b>															
Retrofit	Projects	43	82	86		112	711	458		520,887	4,149,424	2,612,541		1,231	19,568,953
Direct Install Lighting	Projects	53	253	117		58	201	134		144,062	782,496	466,827		379	3,806,878
Building Commissioning	Buildings	0	0	0		0	0	0		0	0	0		0	0
New Construction	Buildings	0	0	0		0	0	0		0	0	0		0	0
Energy Audit	Audits	0	0	0		0	0	0		0	0	0		0	0
Small Commercial Demand Response	Devices	0	0	0		0	0	0		0	0	0		0	0
Small Commercial Demand Response (IHD)	Devices	0	0	0		0	0	0		0	0	0		0	0
Demand Response 3	Facilities	1	1	1		68	68	69		2,636	984	917		0	4,536
<b>Business Program Total</b>						<b>237</b>	<b>980</b>	<b>661</b>		<b>667,585</b>	<b>4,932,904</b>	<b>3,080,285</b>		<b>1,609</b>	<b>23,380,367</b>
<b>Industrial Program</b>															
Process & System Upgrades	Projects	0	0	0		0	0	0		0	0	0		0	0
Monitoring & Targeting	Projects	0	0	0		0	0	0		0	0	0		0	0
Energy Manager	Projects	0	2	2		0	141	101		0	246,600	176,580		243	1,092,960
Retrofit	Projects	4	0	0		10	0	0		70,196	0	0		10	280,785
Demand Response 3	Facilities	2	0	1		754	0	0		44,275	0	0		0	44,275
<b>Industrial Program Total</b>						<b>765</b>	<b>141</b>	<b>101</b>		<b>114,471</b>	<b>246,600</b>	<b>176,580</b>		<b>253</b>	<b>1,418,020</b>
<b>Home Assistance Program</b>															
Home Assistance Program	Homes	0	163	1,137		0	18	58		0	228,459	773,555		74	2,211,409
<b>Home Assistance Program Total</b>						<b>0</b>	<b>18</b>	<b>58</b>		<b>0</b>	<b>228,459</b>	<b>773,555</b>		<b>74</b>	<b>2,211,409</b>
<b>Aboriginal Program</b>															
Home Assistance Program	Homes	0	0	0		0	0	0		0	0	0		0	0
Direct Install Lighting	Projects	0	0	0		0	0	0		0	0	0		0	0
<b>Aboriginal Program Total</b>						<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Pre-2011 Programs completed in 2011</b>															
Electricity Retrofit Incentive Program	Projects	18	0	0		111	0	0		707,984	0	0		111	2,831,935
High Performance New Construction	Projects	0	0	0		1	1	0		2,786	791	0		1	13,519
Toronto Comprehensive	Projects	0	0	0		0	0	0		0	0	0		0	0
Multifamily Energy Efficiency Rebates	Projects	0	0	0		0	0	0		0	0	0		0	0
LDC Custom Programs	Projects	0	0	0		0	0	0		0	0	0		0	0
<b>Pre-2011 Programs completed in 2011 Total</b>						<b>112</b>	<b>1</b>	<b>0</b>		<b>710,770</b>	<b>791</b>	<b>0</b>		<b>113</b>	<b>2,845,454</b>
<b>Other</b>															
Program Enabled Savings	Projects	0	0	0		0	0	0		0	0	0		0	0
Time-of-Use Savings	Homes	0	0	0		0	0	0		0	0	0		0	0
<b>Other Total</b>						<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Adjustments to 2011 Verified Results</b>								0			-3,240	0		-27	-14,890
<b>Adjustments to 2012 Verified Results</b>								21				177,421		21	532,264
<b>Energy Efficiency Total</b>						<b>657</b>	<b>1,288</b>	<b>944</b>		<b>2,545,124</b>	<b>6,041,553</b>	<b>4,564,232</b>		<b>2,820</b>	<b>37,171,724</b>
<b>Demand Response Total (Scenario 1)</b>						<b>952</b>	<b>68</b>	<b>409</b>		<b>47,247</b>	<b>984</b>	<b>1,520</b>		<b>0</b>	<b>49,751</b>
<b>Adjustments to Previous Years' Verified Results Total</b>						<b>0</b>	<b>-26</b>	<b>21</b>		<b>0</b>	<b>-3,240</b>	<b>177,421</b>		<b>-6</b>	<b>517,374</b>
<b>OPA-Contracted LDC Portfolio Total (inc. Adjustments)</b>						<b>1,609</b>	<b>1,329</b>	<b>1,374</b>		<b>2,592,371</b>	<b>6,039,297</b>	<b>4,743,174</b>		<b>2,814</b>	<b>37,738,850</b>
Activity and savings for Demand Response resources for each year represent the savings from all active facilities or devices contracted since January 1, 2011 (reported cumulatively).													Full OEB Target:		
The IHD line item on the 2013 annual report has been left blank pending a results update from evaluations; results will be updated once sufficient information is made available.													12,120		
Energy Manager, Aboriginal Program and Program Enabled Savings were not independently evaluated													23.2%		
													81.1%		
% of Full OEB Target Achieved to Date (Scenario 1):															

\*Includes adjustments after Final Reports were issued

**Table 2: Summarized Program Results**

Program	Gross Savings		Net Savings		Contribution to Targets	
	Incremental Peak Demand Savings (MW)	Incremental Energy Savings (GWh)	Incremental Peak Demand Savings (MW)	Incremental 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	0.72	0.91	0.53	0.54	0.77	7.37
Business Program Total	0.82	3.99	0.66	3.08	1.61	23.38
Industrial Program Total	0.11	0.20	0.10	0.18	0.25	1.42
Home Assistance Program Total	0.06	0.77	0.06	0.77	0.07	2.21
Pre-2011 Programs completed in 2011 Total	0	0	0	0	0.11	2.85
Total OPA Contracted Province-Wide CDM Programs	1.75	6.12	1.37	4.74	2.81	37.74

### 3 Evaluation

The following is a summary of the key 2013 EM&V findings for each of the OPA-Contracted Province-Wide CDM Programs, prepared by the OPA in coordination with the Reporting Working Group.

#### 3.1 CONSUMER PROGRAM

##### 3.1.1 Appliance Retirement Initiative

- Per unit savings increased for both energy (+15.4%) and demand (+4.0%) between 2012 and 2013 due to a greater proportion of refrigerators/freezers with large volumes and a manufacturer date before National Appliance Energy Conservation Act (NAECA) was implemented. Dehumidifiers also show a higher per unit savings related to the change in ENERGY STAR definitions.
- Overall participation continues to decline with 20,952 appliances recycled in 2013, compared with 34,146 in 2012 and 56,110 in 2011. The program has experienced close to a 40% reduction (39.1% 2011 to 2012, 41.1% 2012 to 2013) in recycled appliances in each subsequent year of operation.
- Net to gross ratio stayed constant at around 43% between 2012 and 2013

##### 3.1.2 Appliance Exchange Initiative

- Increased per unit energy and demand savings due to an adjustment to the assumed consumption of "conventional" and Energy Star dehumidifiers. The calculated weighted average annual energy savings of a exchanged dehumidifier increased 36.6%
- Of the participants surveyed who reported they had replaced the dehumidifiers they exchanged, 100% reported purchasing ENERGY STAR® models.
- 21% increase in the number of eligible dehumidifiers collected in the program. In 2013, 5,337 dehumidifier units were collected compared to 3,617 dehumidifier units and 219 window air conditioners.
- Net to Gross ratio (NTG) was 52.6% which is a slight increase of the 2012 NTG of 51.5%.

##### 3.1.3 Heating and Cooling Initiative

- Total participation (equipment) increased 7.5% from 2012 to 91,581.
- Per unit furnace savings decreased from 1139 kWh/yr in 2012 to 1090 kWh/yr due to a slight shift in the number of participants who use their furnace fan non-continuously both before and after the retrofit as opposed to changing from continuous to non-continuous operation
- Per unit energy and demand savings assumptions for central air conditioners did not change from 2012.

### 3.1.4 Annual Coupons

- Customers redeemed more than ten times as many annual coupons in 2013 as in 2012 because of new LED coupons and full year availability of all coupons. Customers redeemed 13% more annual coupons in 2013 than in 2011, the first full year of annual coupons due to the high volume of new LED coupons.
- There was a significant reduction in savings specialty CFL related measures. In 2013, the findings showed around 30% of participants are replacing incandescent bulbs compared to 60% of participants replacing incandescent bulbs in 2012.
- Despite the significant per unit savings reductions, the Net Annual Savings from Annual Coupons in 2013 was more than 5.5 times that in 2012. This is primarily because of higher participation due to the inclusion of LED coupons and full year availability of all coupons.
- 93% of coupons redeemed in 2013 were for general purpose LEDs and specialty CFLs and LEDs, producing 89% of net annual energy savings and 84% of net demand savings.
- Measure NTG ratio was approximately 8% higher in 2013 than in 2012 due to the inclusion of participant like spillover, i.e., purchase of additional coupon initiative measures without using coupons because of program influence.

### 3.1.5 Bi-Annual Coupon Events

- 19% increase in the number of coupons redeemed during the Spring and Fall Events in 2013 compared to 2012 because of substantial increase in LED purchases with event coupons.
- 36% lower net annual savings in 2013 compared to 2012 primarily because of significant reductions in per unit savings estimates for standard and specialty CFLs. In 2013, findings showed a decrease in replacement rate of incandescent bulbs. Only 30% of 2013 participants are estimated to have replaced incandescent bulbs compared to 60% of participants replacing incandescent bulbs in 2012. This leads to a change in the baseline assumption for the savings calculations.
- 87% of coupons redeemed were for general purpose and specialty CFLs and LEDs, producing 80% of net annual energy savings and 73% of net demand savings
- Measure NTG ratio was approximately 8% higher in 2013 than in 2012 due to the inclusion of participant like spillover, i.e., purchase of additional coupon initiative measures without using coupons because of program influence.

### 3.1.6 Peaksaver PLUS

- The cycling strategy for CAC load control was changed from 50% simple cycling to 60% simple cycling.
- Under 1-in-10 year weather conditions, the 2013 estimated impacts for load control devices are higher than the 2012 estimates in all months and are between 10 and 15% higher during the core summer months of June through August.
- Load impact estimates for the average small and medium business and for electric water heaters among residential customers are also unchanged from the prior year's analysis
- This year's IHD analysis has yielded an estimate of no statistically significant energy savings.

### 3.1.7 Residential New Construction

- Energy and demand savings for the Initiative increased by 300% compared to the combined 2011

- and 2012 results ; number of projects also increased from 45 in 2011 and 2012 to 86 in 2013.
- All projects are opting for the prescriptive or performance path. No custom project applications were received in 2013, similar to 2011-2012.
- Net-to-gross ratio for the initiative was higher by 14% from 49% in 2012 to 63% in 2013.

### 3.2 HOME ASSISTANCE PROGRAM

<b>3.2.1 Home Assistance Program</b>
<ul style="list-style-type: none"> <li>• Participation increased significantly to 26,756 participants in 2013 from 5,033 in 2012</li> <li>• Realization rates were slightly lower in 2013 (0.88 for kWh and 0.26 for kW) than in 2012 (0.98 for kWh and 0.32 for kW) primarily due to updated verified per unit assumptions.</li> <li>• Realization rate for demand savings remained low as FAST Tool calculated kW savings for certain insulation measures remained very high and recommended revisions to kW savings factors were not yet in use in 2013 (changes to the FAST Tool to address these issues were made in early 2014)</li> </ul>

### 3.3 BUSINESS PROGRAM

<b>3.3.1 Retrofit</b>
<ul style="list-style-type: none"> <li>• A total of 8,785 projects completed in 2013. Reported energy savings for individual projects ranged from 1 kWh to over 5,000,000 kWh</li> <li>• Net to Gross ratio (NTG) for energy was 72.8%, consistent with prior years</li> <li>• NTG for demand was 72.0%, consistent with prior years</li> <li>• NTG ratios are comparable to similar programs across North America</li> </ul>
<b>3.3.2 Small Business Lighting</b>
<ul style="list-style-type: none"> <li>• In 2013 the initiative introduced: a) an increase in the incentive to \$1500 from \$1000, b) new LED measures c) Agribusiness eligibility, resulting in the stabilization of participation and an increase in savings.</li> <li>• 17,782 projects completed in 2013 (3.8% decrease from 2012)</li> <li>• However, 12.2% increase in Net Verified Energy Savings relative to 2012.</li> <li>• The average incentive per project and savings per project both increased between 2012 to 2013</li> <li>• Net to Gross ratio (NTG) for 2013 remained unchanged at 94%</li> </ul>
<b>3.3.3 Audit Funding</b>
<ul style="list-style-type: none"> <li>• 319 audits were completed in 2013</li> <li>• 2013 sample saw more recommended measures implemented without incentives (33% in 2013 vs. 13% in 2012)</li> <li>• The average per audit summer peak demands savings is estimated to be 13 kW.</li> </ul>
<b>3.3.4 Existing Building Commissioning</b>
<ul style="list-style-type: none"> <li>• 29 unique participants in the 2013 population</li> </ul>

- No Commissioning projects completed the hand-off/completion phase in 2013
- Improvements to the chilled water system controls were the most commonly targeted measure.
- Large variation in estimated savings results between preliminary investigation phase and actual implementation phase

### 3.3.5 High Performance New Construction

- Number of projects increased by 25% from 69 in 2012 to 86 in 2013.
- Custom projects, representing only about 8% of the total number of projects, account for 67% of verified demand savings and 54% of verified energy savings.
- A realization rate of 72% for energy savings is low due to the low realization rate of the Agribusiness high ventilation, low speed fans which comprised of 15 % of the HPNC prescriptive project energy savings.
- Net-to-gross ratio for the initiative was higher by 5% from 49% in 2012 to 54% in 2013.

## 3.4 INDUSTRIAL PROGRAM

### 3.4.1 Process and Systems Upgrade Initiative

- In 2013, three PSUI projects were put into service. Projects were very well documented and technical reviews were thorough. Most projects are delivering the level of energy savings expected or more (realization rates of 87% for energy savings and 86% for summer demand savings)
- Good level of quality on M&V conducted in each project. The level of free-ridership was found to be very low, at only 7% for energy savings and 6% for demand savings, and no spillover was identified.
- Energy Managers are seen as important drivers of program enabled savings projects. Almost a 300% increase vs. 2012 in the amount of energy savings from program enabled savings projects.

### 3.4.2 DR-3

- The largest 20 contributors account for 60% of the contractual demand reduction – in other words, less than 5% of contributors account for the majority of the load reductions.
- In 2013, DR-3 was successfully dispatched locally for the first time in order to provide assistance in restoring power after a prolonged power outage due to substation flooding.

Note:

The Key Evaluation findings are derived from the 2013 evaluations of the saveONenergy programs. These findings were developed by 3<sup>rd</sup> party evaluation contractors. Complete findings are detailed in the contractors' full evaluation reports, which will be available publicly in Q4 2014.

## 4 Spending

Table 3 and 4 summarize the total spending by initiative that Entegrus has incurred in 2013 and cumulatively since 2011. It is detailed by the Program Administration Budget (PAB), Participant Based Funding (PBF), Participant Incentives (PI) and Capability Building Funding (CBF).

**Table 3: 2013 Spending**

Initiative	PAB	PBF	PI	CBF	TOTAL
<b>Consumer Program</b>					
Appliance Retirement	\$38,427.96				\$38,427.96
Appliance Exchange	\$37,875.13				\$37,875.13
HVAC Incentives	\$38,451.30				\$38,451.30
Annual Coupons	\$10,316.83				\$10,316.83
Bi-Annual Retailer Event	\$38,977.61				\$38,977.61
Retailer Co-op					
Residential Demand Response	\$36,254.22	\$167,937.30			\$204,191.52
New Construction Program	\$38,401.71				\$38,401.71
<b>Business Program</b>					
Equipment Replacement	\$115,379.49		\$279,285.61		\$394,665.1
Direct Installed Lighting	\$67,982.71	\$32,175.00	\$136,143.00		\$236,300.71
Existing Building Commissioning Incentive	\$24,468.82				\$24,468.82
New Construction and Major Renovation Initiative	\$25,303.91				\$25,303.91
Energy Audit	\$25,533.96				\$25,533.96
Small Commercial Demand Response					
Demand Response 3					
<b>Industrial Program</b>					
Process & System Upgrades					
a) preliminary engineering study	\$3,606.66				\$3,606.66
b) detailed engineering study	\$3,516.75				\$3,516.75
c) program incentive	\$8,713.90				\$8,713.90
Monitoring & Targeting	\$3,272.78				\$3,272.78
Energy Manager	\$3,348.03			\$ 92,120.86	\$95,468.89
Key Account Manager ("KAM")	\$3,239.94				\$3,239.94
Equipment Replacement					\$ -
Demand Response 3	\$4,007.37				\$4,007.37
<b>Home Assistance Program</b>					
Home Assistance Program ("HAP")	\$38,053.81		\$489,065.75		\$527,119.56
<b>TOTAL SPENDING</b>	<b>\$565,132.89</b>	<b>\$200,112.30</b>	<b>\$904,494.36</b>	<b>\$92,120.86</b>	<b>\$1,761,860.41</b>



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

Initiative	PAB	PBI	PI	CBF	TOTAL
<b>Consumer Program</b>					
Appliance Retirement	\$99,878.92				\$99,878.92
Appliance Exchange	\$77,370.39				\$77,370.39
HVAC Incentives	\$64,218.97				\$64,218.97
Annual Coupons	\$31,935.83				\$31,935.83
Bi-Annual Retailer Event	\$43,631.61				\$43,631.61
Retailer Co-op					
Residential Demand Response	\$268,027.72	\$359,297.30			\$627,325.02
New Construction Program	\$75,802.77				\$75,802.77
<b>Business Program</b>					
Equipment Replacement	\$328,481.93		\$854,401.26		\$1,182,883.19
Direct Installed Lighting	\$180,201.00	\$94,405.00	\$364,290.26		\$638,896.26
Existing Building Commissioning Incentive	\$28,233.38				\$28,233.38
New Construction and Major Renovation Initiative	\$56,472.83				\$56,472.83
Energy Audit	\$56,419.03				\$56,419.03
Small Commercial Demand Response					
Demand Response					
<b>Industrial Program</b>					
Process & System Upgrades					
a) preliminary engineering study	\$32,259.27				\$32,259.27
b) detailed engineering study	\$31,596.38		\$50,000.00		\$81,596.38
c) program incentive	\$23,580.92				\$23,580.92
Monitoring & Targeting	\$20,283.72				\$20,283.72
Energy Manager	\$21,320.76			\$119,120.86*	\$140,441.62
Key Account Manager ("KAM")	\$4,070.07				\$4,070.07
Equipment Replacement Incentive (part of Business Program)					
Demand Response 3	\$14,569.37				\$14,569.37
<b>Home Assistance Program</b>					
Home Assistance Program	\$64,543.29		\$522,792.55		\$522,792.55
<b>Pre 2011 Programs</b>					
Electricity Retrofit Incentive Program			\$141,764.92		\$141,764.92
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	\$1,319.00				\$1,319.00
Midstream Pool Equipment	\$1,319.00				\$1,319.00
Demand Service Space Cooling	\$981.00				\$981.00
Demand Response 1	\$13,663.13				\$13,663.13
Home Energy Audit Tool	\$8,930.00				\$8,930.00
<b>TOTAL SPENDING</b>	<b>\$1,549,110.29</b>	<b>\$453,702.30</b>	<b>\$1,933,248.99</b>	<b>\$119,120.86</b>	<b>\$4,055,182.44</b>

\*In Entegrus' 2012 OEB Annual CDM Report, Energy Manager funding was mistakenly reported under participant incentives instead of capability building funding. It has been corrected in the Cumulative Table above.

## 5 Combined CDM Reporting Elements

### 5.1 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	1.6	0.7	0.7	0.6
2012 – Verified by OPA†		1.3	1.3	1.2
2013 – Verified by OPA†			1.4	0.9
2014				
Verified Net Annual Peak Demand Savings in 2014:	2.8			
Entegrus 2014 Annual CDM Capacity Target:	12.1			
Verified Portion of Peak Demand Savings Target Achieved (%):	23.2%			

†Includes adjustments to previous years' verified results

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

Implementation Period	Annual (GWh)				Cumulative (GWh) 2011-2014
	2011	2012	2013	2014	
2011 – Verified by OPA	2.6	2.5	2.5	2.5	10.2
2012 – Verified by OPA†		6.0	6.0	5.9	17.9
2013 – Verified by OPA†		0.2	4.7	4.7	9.6
2014					
Verified Net Cumulative Energy Savings 2011-2014:	37.7				
Entegrus 2011-2014 Cumulative CDM Energy Target:	46.5				
Verified Portion of Cumulative Energy Target Achieved (%):	81.1%				

†Includes adjustments to previous years' verified results

### 5.2 Variance from Strategy

At the end of 2013, Entegrus had achieved 23.2% of its peak demand target and 81.1% of its energy savings target. Results for energy savings were above expectations, with forecasted achievement in excess of the target. Peak demand savings were lagging behind the milestones set out in Entegrus' 2010 CDM Strategy. As detailed in both the 2011 and 2012 CDM Annual reports, peak demand savings were below the milestone primarily due to an incorrect assumption made when reporting on demand response results. When setting the demand savings milestone for 2014 in CKH and MPDC's CDM Strategies, the

assumption was made by the company that Residential DR and DR3 demand savings would persist until 2014. This assumption was not made by the OPA when reporting verified demand savings results.

### 5.3 Outlook to 2014 and Strategy Modifications

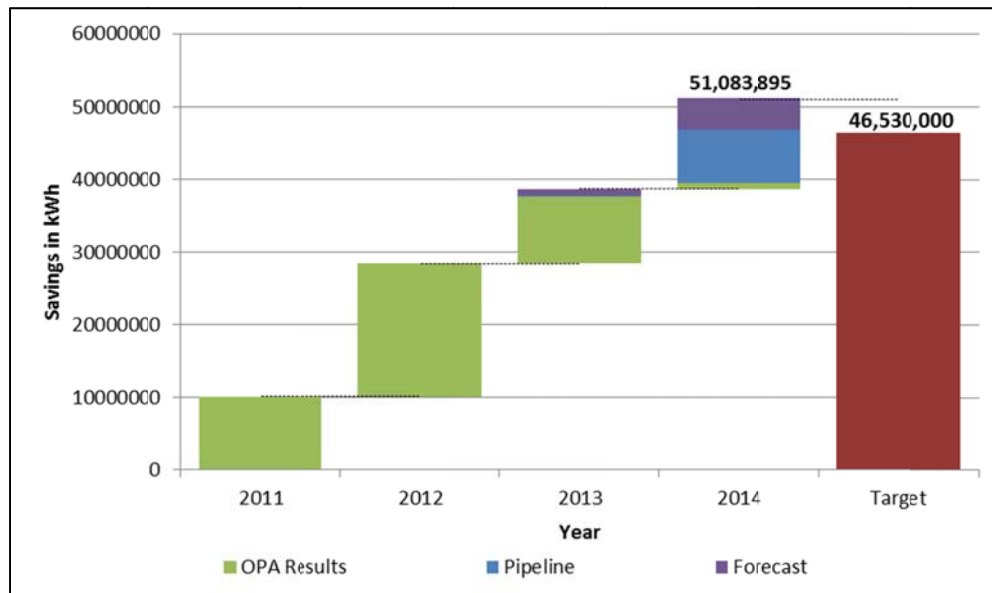
The figures below show Entegrus' forecasted progress towards the 2011-2014 OEB targets as of August 30, 2014. Entegrus has included them for the purposes of providing a more current outlook and to demonstrate the significant progress made since the close of the 2013 reporting period.

Entegrus is forecasting to achieve over 100% of its energy target and approximately 60% of its demand target by the end of 2014. This forecast includes savings from OPA-Contracted Province-wide Programs, and reflects OPA verified, pipeline and forecasted performance.

As compared with the forecast provided in Entegrus' 2012 Annual CDM Report to the OEB, the forecasted achievement for energy and demand savings have both been revised downward. This reflects the unanticipated movement of the in-service date of a large project from 2013 to 2014, and a number of smaller projects moving outside the 2014 framework deadline.

To achieve the forecasted levels of energy savings included in the figure below, Entegrus will continue to engage both customers and channel partners to drive savings and encourage project wrap-up prior to December 31, 2014.

**Figure 1: Progress to Entegrus' Energy Savings Target (kWh) – including Pipeline and Forecast**

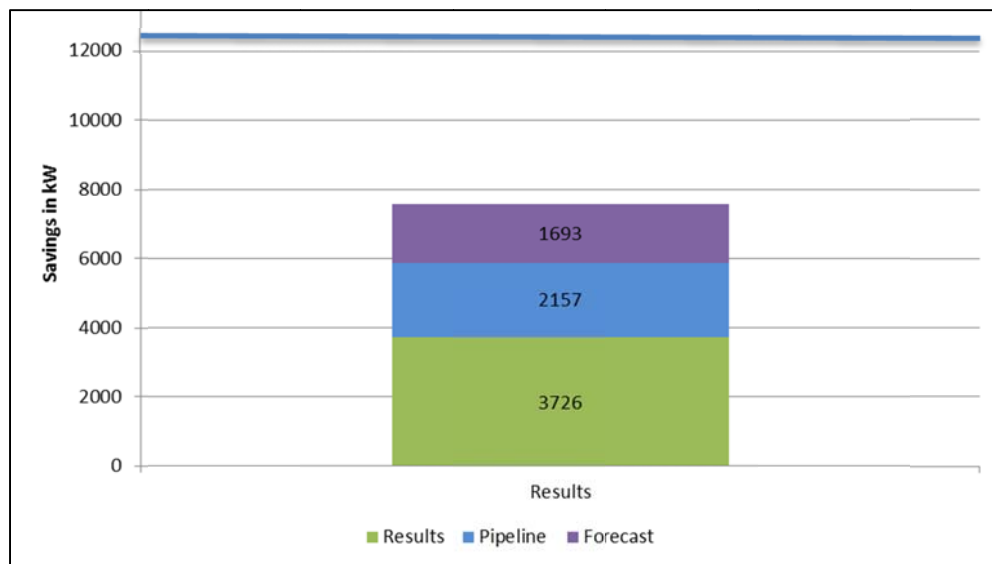


Peak demand continues to be a challenge for most utilities in the Province, including Entegrus, as is illustrated in the figure below. While Entegrus continues to make every effort to attain its target, at the time of this report a shortfall is forecasted.

Entegrus will continue to employ the following strategies to assist us in reaching the peak demand savings forecasted including:

- A significantly increased focus on peaksaver PLUS, including a large scale marketing campaign for the residential sector; and
- Working directly with the major customer currently engaged in the aforementioned PSUI project to ensure completion and provision of required M&V to the OPA's 3<sup>rd</sup> party technical reviewer for the industrial sector.

**Figure 2: Progress to Entegrus' Peak Demand Target (kWh) – including Pipeline and Forecast**



Until early 2014, Entegrus had been forecasting achievement in excess of 80% of its demand targets. A number of factors have contributed to Entegrus' forecasted shortfall against its 2014 peak demand target.

- As described on page 27, in 2012 Entegrus received an application from a large industrial customer for a 5MW natural gas fueled combined heat and power project (CHP). Unfortunately, due to the hold on natural gas project approvals from November 2012 until June 2013, the project's in-service date has fallen outside the current framework timelines. This has significantly impacted Entegrus' ability to meet its peak demand target, as the forecasted savings from the project are in excess of 40% of Entegrus' target.
- TOU rates were originally forecasted to be approximately 2 MW of Entegrus' 12.12 MW target. Based on the results of the OPA preliminary evaluation of TOU rates to selected other LDCs, Entegrus has revised this forecast to less than 1 MW.
- In 2013, Entegrus allocated substantial resources to support recruitment for the DR3 program. This resulted in the successful contracting of several demand response projects; however, due to the DR3 constraints outlined in the following paragraphs, half of these projects were stranded in the pipeline.

On March 31st, 2014 the Minister of Energy issued a directive entitled “Continuance of the OPA’s Demand Response Program under IESO management” which effectively halts new customer enrollments in the DR3 program until the IESO has a program in market. This is estimated to be some time in 2015.

The DR3 Initiative is a significant contributor to helping LDCs achieve their demand savings target. The program has taken some time to get traction and LDCs have been diligently working with their customers to encourage participation in the program. LDC customers are now in a position where many of them have contracted with an Aggregator but are unable to participate. The inability of the Aggregator to receive new contract schedules has resulted in the current “pipeline” of potential DR contributors being stranded.

## **6 Conclusion**

Over the course of 2013, Entegrus has achieved 1.4 MW in peak demand savings and 4.7 GWh in energy savings, which, combined with the 2011-2012 results, represents 23.2% and 81.1% of Entegrus’ 2014 target, respectively. These results are representative of a considerable effort expended by Entegrus, 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. The resulting experience gained from the 2011-2014 CDM program term will assist us in achieving our results in the new CDM framework.

Despite continuing improvements to existing programs, Entegrus faces challenges in 2014, the remaining year of the current CDM framework. With the current slate of available OPA Programs, and the current forecast of implementation and projected savings, Entegrus expects to exceed its 46.5 GWh energy savings target but will struggle to meet its 12.1 MW demand savings target. Entegrus expects a 4.5 MW shortfall in meeting its demand savings target by the end of 2014.

2014 is proving that the market is becoming saturated and there is limited time or opportunity to make impactful changes to the design of the current program portfolio. Accordingly, Entegrus will put a strong focus on executing existing programs and projects. In the subsequent CDM framework, LDCs and the OPA can build on the strengths and learnings to develop exciting new programs that will meet the needs of our 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:** Schedule B-1, Exhibit D on the OPA extranet and SaveONenergy website

#### 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. Window ACs were discontinued from the program in 2013.

**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:** Schedule B-1, Exhibit C on the OPA extranet and SaveONenergy website

## 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:** Schedule B-1, Exhibit B on the OPA extranet and SaveONenergy website

## 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:** Schedule B-1, Exhibit A on the OPA extranet and SaveONenergy 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:** Schedule B-1, Exhibit C on the OPA extranet and saveONenergy website

## 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.

## 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, and 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:** Schedule B-1, Exhibit C on the OPA extranet and SaveONenergy website

## 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:** Schedule B-1, Exhibit C on the OPA extranet and SaveONenergy website

## 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:** Schedule C-2 on the OPA extranet and saveONenergy website

## 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:** Schedule C-3 on the OPA extranet and SaveONenergy website

## 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:** Schedule C-6 on the OPA extranet and SaveONenergy website Additional detail is available:

## 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:** Schedule C-4 on the OPA extranet and SaveONenergy website

## 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:** Schedule C-1 on the OPA extranet Schedule C-1 and SaveONenergy website <https://saveonenergy.ca/Business/Program-Overviews/Audit-Funding.aspx>

## 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:** Schedule D-1 on the OPA extranet and saveONenergy website  
<https://saveonenergy.ca/Business.aspx>

## 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:** Schedule D-2 on the OPA extranet and saveONenergy website  
<https://saveonenergy.ca/Business.aspx>

## 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:** Schedule D-3 on the OPA extranet and SaveONenergy website  
<https://saveonenergy.ca/Business.aspx>

## 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:** ScheduleD-4 on the OPA extranet.

## 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:** Schedule D-6 available on the OPA and SaveONenergy website  
<https://saveonenergy.ca/Business.aspx>

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 INITIATIVE (HOME ASSISTANCE PROGRAM) (Schedule E-1)

**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:** Schedule E available on the OPA extranet.

## 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)