

---

# **Ottawa River Power Corporation**

---

## **Conservation and Demand Management 2014 Annual Report**

**Submitted to:  
Ontario Energy Board**

**Submitted on September 30, 2015**

## TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>2</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>4</b>
<b>BACKGROUND</b> .....	<b>7</b>
<b>1 CONSERVATION FRAMEWORK</b> .....	<b>8</b>
1.1 PAST FRAMEWORK .....	8
1.2 NEW FRAMEWORK .....	8
<b>2 BOARD-APPROVED CDM PROGRAMS</b> .....	<b>9</b>
2.1 INTRODUCTION.....	9
2.2 TOU PRICING .....	9
2.2.1 BACKGROUND .....	9
2.2.2 TOU PROGRAM DESCRIPTION.....	10
2.3 OTTAWA RIVER POWER CORPORATION’S APPLICATION WITH THE OEB .....	10
2.4 OTTAWA RIVER POWER CORPORATION’S APPLICATION WITH THE IESO’S CONSERVATION FUND .....	11
<b>3 IESO-CONTRACTED PROVINCE-WIDE CDM PROGRAMS</b> .....	<b>12</b>
3.1 INTRODUCTION.....	12
3.2 PROGRAM DESCRIPTIONS .....	15
3.2.1 RESIDENTIAL PROGRAM .....	15
3.2.2 COMMERCIAL AND INSTITUTIONAL PROGRAM .....	23
3.2.3 INDUSTRIAL PROGRAM.....	29
3.2.4 LOW INCOME INITIATIVE (HOME ASSISTANCE PROGRAM) (Schedule E-1) .....	34
3.2.5 PRE-2011 PROGRAMS.....	35
<b>4 2014 OTTAWA RIVER POWER CORPORATION CDM RESULTS</b> .....	<b>36</b>
4.1 PARTICIPATION AND SAVINGS .....	36
4.2 EVALUATION, MEASUREMENT AND VERIFICATION (“EM&V”) FINDINGS .....	41
4.3 EVALUATION .....	49
4.4 SPENDING .....	50

4.5	ADDITIONAL COMMENTS.....	53
<b>5</b>	<b>COMBINED CDM REPORTING ELEMENTS.....</b>	<b>54</b>
5.1	PROGRESS TOWARDS CDM TARGETS .....	54
5.2	VARIANCE FROM STRATEGY.....	55
5.3	OUTLOOK TO 2015-2020.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>6</b>	<b>CONCLUSION .....</b>	<b>56</b>
	<b>APPENDIX A: INITIATIVE DESCRIPTIONS .....</b>	<b>57</b>
	<b>RESIDENTIAL PROGRAM.....</b>	<b>57</b>
	<i>APPLIANCE RETIREMENT INITIATIVE (Exhibit D) .....</i>	<i>57</i>
	<i>APPLIANCE EXCHANGE INITIATIVE (Exhibit E).....</i>	<i>57</i>
	<i>HVAC INCENTIVES INITIATIVE (Exhibit B).....</i>	<i>58</i>
	<i>CONSERVATION INSTANT COUPON INITIATIVE (Exhibit A).....</i>	<i>58</i>
	<i>BI-ANNUAL RETAILER EVENT INITIATIVE (Exhibit C) .....</i>	<i>59</i>
	<i>RETAILER CO-OP.....</i>	<i>59</i>
	<b>C&amp;I PROGRAM.....</b>	<b>61</b>
	<b>INDUSTRIAL PROGRAM.....</b>	<b>64</b>
	<b>APPENDIX B: PRE-2011 PROGRAMS .....</b>	<b>68</b>

## Executive Summary

This annual report is submitted by Ottawa River Power Corporation in accordance with the filing requirements set out in the Conservation and Demand Management (“CDM”) Code for Electricity Distributors, issued September 16, 2010, Board File No. EB-2010-0215 specifically, the Appendix C Annual Report Template, as a progress report and update to Ottawa River Power Corporation’s Strategy filed with the Ontario Energy Board (“Board” or “OEB”) on November 1, 2010. Accordingly, this report outlines Ottawa River Power Corporation’s CDM activities for the period of January 1, 2014 to December 31, 2014. It includes net peak demand and net energy savings achieved in 2011, 2012, 2013, and 2014, CDM program activities, successes and challenges.

Ottawa River Power Corporation did not apply for any Board-approved CDM programs during 2014 however, as noted in the Guidelines for Electricity Distributors Conservation and Demand Management (“CDM Guidelines”), released April 26, 2012, the Board has deemed Time-of-Use (“TOU”) pricing to be a province-wide Board-approved CDM program. The Ontario Power Authority (“OPA”), now Independent Electricity System Operator (“IESO”), is to provide measurement and verification on TOU. The TOU savings allocated to Ottawa River Power Corporation’s 2011 -2014 targets are 66 kW.

In 2011 – 2014, Ottawa River Power Corporation contracted with the IESO to deliver a portfolio of IESO-contracted province-wide CDM programs (“IESO Programs”) to all customer segments including residential, commercial, institutional, industrial and low income. Most of these programs were rolled-out by the IESO in June 2011. In 2011 program activities were centered on building a foundation for full program execution over the next three years of the program term, including staffing, procurement, and program delivery.

In 2011, Ottawa River Power Corporation commenced delivery of the following programs in January/February 2011: **Residential** – Appliance Retirement; Appliance Exchange; HVAC Incentives; Conservation Instant Coupon Booklet; Bi-Annual Retailer Event; and New Construction Program. **Commercial & Institutional** – Efficiency: Equipment Replacement; Direct Install Lighting; Energy Audit; Commercial Demand Response; Existing Building Commissioning Incentive; and New Construction and Major Renovation Initiative. The following programs had a later start (i.e. May and August 2011): **Residential** – Residential Demand Response. **Commercial & Institutional** – Demand Response 3. **Home Assistance Program** – Home Assistance Program.

In 2012, Ottawa River Power Corporation continued the delivery of OPA programs which commenced in January 2011. While the majority of our participating customers continued to take advantage of the Direct Install Lighting and Retrofit (EERI) programs, Ottawa River Power also contracted the services of ICF Marbek to conduct audits at various customer sites. The ‘ankle deep’ audits were paid for out of our PAB funding; with the expectation that the customers who received these particular audits would continue with a project within the OPA’s province-wide suite of programs.

Consumer projects in the Business program remain steady and consistent. The savings in 2012, compared to 2011, increased by 14%. On the contrary, the Residential program saw a drop from 2011. This may be due, in part, by the lessening of appliances that are exchanged, replaced, or removed from the home. Regardless, going forward, it is evident that more emphasis needs to be placed on the suite of residential programs; while still concentrating on the consistent uptake of the Consumer programs.

As well, within the 2012 year, the CDM Manager attended many OPA sponsored conferences and related workshops. At Ottawa River Power Corporation, the CDM portfolio is managed solely by the CDM Manager, with program delivery assistance from third party agencies. The information obtained at the conferences and workshops is vital to the CDM Manager's delivery of the programs.

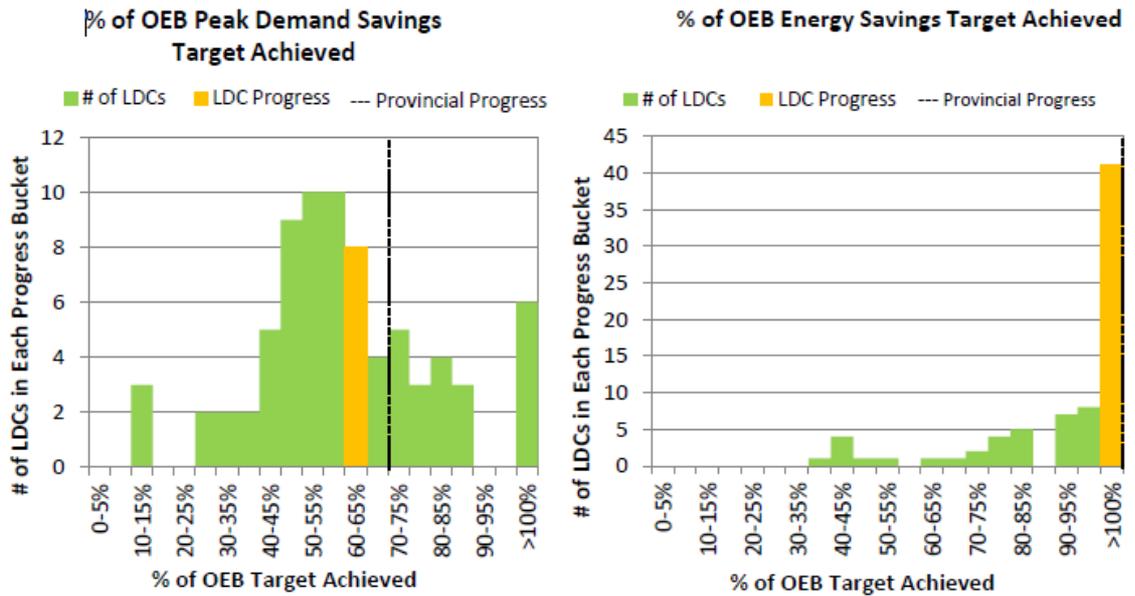
In 2013, Ottawa River Power Corporation continued to deliver all market programs to its residential and commercial customers. In the commercial sector, the Retrofit and Direct Install program continued to generate energy and demand savings for the utility's target. Energy savings increased by 29%, while demand savings increased by 25%. It appears that recognition is taking place with both programs; contractors are informing customers and customers are also informing other customers. The fact that both customers and contractors can call the utility and speak to the CDM Manager directly speaks to the success of the program(s). Queries are answered on the same day (in most cases) and assistance with the application process is also provided.

Ottawa River Power Corporation also offered a 'Facility Assessment' for its larger commercial customers. The assessment was paid for by the utility and an Energy Engineering Technologist from Burman Energy provided the assessment. A report was prepared and presented to the customer, followed by a conference call with Burman Energy, Ottawa River Power Corporation and the customer. The purpose of the assessment and resulting report was to provide the customer with a clear idea of ways to conserve energy by recommending energy efficient measures. If proposed measures were installed, the customer would reap incentive savings and energy savings. Of the assessments that took place (11 in total), 3 retrofit projects have been approved, implemented and completed, totaling \$38,000 in incentives. Other customers currently have pending projects.

The residential programs have limited uptake, in comparison to the commercial programs. There has been moderate interest in the coupons and heating and cooling incentives. The Home Assistance Program has shown consistent and increased activity. The peaksaverPLUS program continues to have a slow uptake. There are a number of customers who have enrolled because they are interested in saving energy and feel the In Home Display is a useful tool. However, considering the advertising that has taken place and the fact that total enrollment is 77 customers, interest is minimal.

In 2014, Ottawa River Power Corporation continued to deliver all in market programs with the associated marketing and customer support. The commercial programs, specifically the retrofit program continued to have good market awareness and uptake over the year. The Roving Energy Manager position was continued as part of the CHEC collaborative effort and Ottawa River Power Corporation took advantage of this collaborative benefit. The involvement and accessibility of the Roving Energy Manager assisted in maintaining focus and performance in this sector.

To date Ottawa River Power Corporation has achieved 0.5 MW of net incremental peak demand savings and 1.8 GWh of net incremental energy savings in 2014. A summary of the achievements towards the CDM targets is shown below:



From the above table, Ottawa River Power Corporation has achieved 1.0 MW or 62.6 % and 9.4 MWh or 105% towards Ottawa River Power Corporation’s 2014 peak demand reduction target and energy consumption reduction targets respectively. The shortfall of peak demand targets were mainly due to late start of programs, cancellation of planned province wide programs including Direct Space Cooling since 2011 and, projects primarily focused on kWh. The suite of programs, while supporting kW savings, did not see significant demand focused projects implemented at the customer level. While many projects resulted in significant kWh, the demand was minimal. The overachievement of energy targets was mainly due to the success of the business and consumer programs in ORPCs service areas. The business programs attributed to 66% of Ottawa River Power achieving its target; the consumer programs represent 22% of the target achievement. With the business program, the Direct Install Lighting program is delivered by a third party and the Retrofit program is delivered in house by the CDM Manager. Customers inquiring about the Direct Install Lighting program can also call the CDM Manager for assistance. The incentives offered in the Consumer Program continue to attract a certain percentage of customers; however it is moderate. While the LDC would like to see a larger uptake in the Consumer Program, it is felt that the continuation into the Conservation First Framework will provide further impetus. With the commencement of the 2011-2014 Framework, the LDC felt it was extremely important that the customer be able to contact the LDC directly with any questions, requests for information, etc. Ottawa River Power Corporation’s customer base is made up of 4 small(er) service areas and it is felt that the success of the CDM programs is based on ‘personal’ service.

In 2015, the Conservation First Framework (CFF) for the period 2015 -2020 will be implemented with CDM Plans prepared by LDCs for implementation. To ensure a smooth transition, most 2011- 2014 Programs and Rules were extended into 2015 until the effective implementation start date of January 1, 2016 under the Conservation First Framework.

## 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 OEB to establish Conservation and Demand Management (“CDM”) targets to be met by electricity distributors. Accordingly, on November 12, 2010, the OEB amended the distribution license of LDC to require LDC, as a condition of its license, to achieve 8 GWh of energy savings and 2 MW of summer peak demand savings, over the period beginning January 1, 2011 through December 31, 2014.

In accordance with the same Minister’s directive, the OEB issued the Conservation and Demand Management Code for Electricity Distributors (the “Code”) on September 16, 2010. The Code sets out the obligations and requirements with which electricity distributors must comply in relation to the CDM targets set out in their licenses. To comply with the Code requirements, Ottawa River Power Corporation submitted its CDM Strategy on November 1, 2010 which provided a high level of description of how Ottawa River Power Corporation intended to achieve its CDM targets.

The Code also requires a distributor to file annual reports with the Board. This is the fourth Annual Report by Ottawa River Power Corporation and has been prepared in accordance with the Code requirements and covers the period from January 1, 2014 to December 31, 2014.

Ottawa River Power Corporation submitted its 2011 Annual Report on September 28, 2012 which summarized the CDM activities, successes and challenges experienced by Ottawa River Power Corporation 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 IESO, and the absence of some programs negatively impacted the final 2011 results for the LDCs. This issue was also highlighted in Volumes I and II of the Environmental Commissioner’s Report on Ontario’s Annual Energy Conservation Progress.

On December 21, 2012, the Minister of Energy directed the IESO to fund CDM programs which meet the definition and criteria for IESO-contracted province-wide CDM programs for an additional one-year period from January 1, 2015 to December 31, 2015.

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

Ottawa River Power Corporation submitted its 2013 Annual Report on September 30, 2014 which summarized the CDM activities undertaken by Ottawa River Power Corporation for the January 1, 2013 to December 31, 2013 period. The OEB’s 2013 CDM Results report identified that the majority of LDCs achieved close to 50% of their net peak demand (MW) target from their 2013 results. However, LDCs generally advised the Board that meeting their peak demand (MW) target is not likely and that a shortfall is expected.

In 2014, LDCs collectively achieved approximately 19.5% of the energy savings (GWh) target, adding to the overall cumulative result of approximately 109% of the net energy target of 6,000 GWh.

The report identifies that although there have been improvements to programs there still remains some shortcomings 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 under the new framework.

## **1. Conservation Framework**

### **1.1 2011-2014 Framework**

Ontario's current CDM framework is a key step towards creating a culture of conservation in the Province. The Ontario Government ("Government") Directive to the OEB to establish CDM targets that would be met by electricity distributors recognizes the importance of CDM for both electricity customers and the electricity system. CDM helps customers manage rising energy costs, supports the provincial integrated supply plan, and addresses local distribution and transmission supply constraints. The past framework was intended to enable customers to benefit from a suite of both Board-approved and IESO province-wide programs and provide a portfolio that would meet both broad and specific customer needs.

The state of Board-approved programs and the current suite of province-wide IESO programs have limited CDM offerings to customers. This has produced limited savings and has restricted the associated opportunity for LDCs to meet their targets. The process to introduce changes to current program initiatives or to pilot new initiatives has been challenging, involving considerable cost and effort, which has resulted in limited benefits to customers and CDM savings.

Challenges faced by LDCs in the 2011-2014 framework, such as overbuilt governance and unnecessarily excessive legal requirements and misalignment of control and risks, have been addressed by the new directive. However, there are still many challenges to overcome and the new CDM framework should address other challenges of the current framework and build on its strengths.

### **1.2 Conservation First Framework**

LDCs are supportive of the Government's renewed commitment for CDM in Ontario. LDCs are committed to working with the Government, IESO, Natural Gas Utilities and other stakeholders to develop programs for the new framework for CDM in the Province.

Long-term commitment for CDM funding and confirmation of the role of LDCs have been provided in the Minister's directive dated March 31, 2014, allowing LDCs to maintain current program infrastructure, including LDC staff and third party contracts as required.

The commitment also provided LDCs the program extensions required for continuity into the Conservation First Framework which was critical for all customers.

## Board-Approved CDM Programs

### 1.3 Introduction

In its Decision and Order dated November 12, 2010 in EB-2010-0215 and EB-2010-0216, the OEB ordered that, to meet its mandatory CDM targets, “Each licensed electricity distributor must, as a condition of its licence, deliver Board-approved CDM programs, IESO-contracted province-wide CDM programs, or a combination of the two”.

At this time, the implementation of TOU pricing is the only Board-approved CDM program that is being offered by Ottawa River Power Corporation.

### 1.4 TOU Pricing

#### 1.4.1 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 the Ministry directive dated March 31, 2010 by the Minister of Energy and Infrastructure, the OEB is of the view that any evaluation of savings from TOU pricing should be conducted by the IESO for the Province, and then allocated to distributors. Ottawa River Power Corporation has included the results provided by the IESO in this report.

In 2013, IESO had retained the Brattle Group as the evaluation contractor and has been working with an expert panel convened to provide advice on methodology, data collection, models, savings allocation, etc. The initial evaluations were conducted in 2013 with five LDCs – Hydro One Networks Inc., Toronto Hydro-Electric System Limited, Hydro Ottawa Limited, Thunder Bay Hydro Electricity Distribution Inc. and Newmarket-Tay Power Distribution Ltd. 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 IESO 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 IESO advised that the TOU study will be completed in the summer of 2015 and final verified savings will be available for LDCs to include in the 2014 Annual Report.

The TOU savings as reported by the IESO is included in this report and accounts for 66 kW which represents 3.3% of the Ottawa River Power Corporation’s demand target.

## 2.2.2 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 **Error! Reference source not found..**

**Table 1: RPP TOU Pricing Summary**

Effective Date	Prices (cents/kWh)		
	On Peak	Mid Peak	Off Peak
November 1, 2010	9.9	8.1	5.1
May 1, 2011	10.7	8.9	5.9
November 1, 2011	10.8	9.2	6.2
May 1, 2012	11.7	10.0	6.5
November 1, 2012	11.8	9.9	6.3
May 1, 2013	12.4	10.4	6.7
November 1, 2013	12.9	10.9	7.2
May 1, 2014	13.5	11.2	7.5
November 1, 2014	14.0	11.4	7.7

**Delivery:** The OEB sets the TOU prices; LDCs install and maintain the smart meters; LDCs convert customers to TOU billing.

### 2.2.3 TOU Initiative Activities/Progress

Ottawa River Power Corporation began transitioning its RPP customers to TOU billing on April 2012. At December 31<sup>st</sup>, 2014, all RPP customers were on TOU billing.

## 1.5 Ottawa River Power Corporation's Application with the OEB

Ottawa River Power Corporation did not submit a CDM program application to the OEB in 2014.

## **1.6 Ottawa River Power Corporation's Application with the IESO's Conservation Fund**

In 2013, the IESO introduced the Conservation Fund's Program Innovation stream to help meet Ottawa River Power Corporation'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 IESO portfolio and the means to test concepts for future local or province wide programs post 2014. As per the IESO, 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 published shortly thereafter.

Ottawa River Power Corporation did not submit a CDM program application to the IESO's Conservation Fund in 2014.

## 2 IESO-Contracted Province-Wide CDM Programs

### 3.1 Introduction

Effective February 15-23, 2011, (Ottawa River Power Corporation) entered into an agreement with the IESO to deliver CDM programs extending from January 1, 2011 to December 31, 2014. The programs included under this agreement are listed in Table 2 below. Further program details are included in Appendix A. In addition, results include projects started pre 2011 which were completed in or after 2011:

**Table 2: IESO-Contracted Province-Wide CDM Program Initiatives**

<b>Initiative</b>	<b>Schedule</b>	<b>Date schedule posted</b>	<b>(Ottawa River Power Corporation) in Market Date</b>
<b>Residential Programs</b>			
Appliance Retirement	Schedule B-1, Exhibit D	Jan 26, 2011	Continued delivery since Great Refrigerator Round Up in 2007, ORPC continued in 2011
Appliance Exchange	Schedule B-1, Exhibit E	Jan 26, 2011	February 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	Provincial wide program since Spring 2011
Bi-Annual Retailer Event	Schedule B-1, Exhibit C	Jan 26, 2011	Since Spring and Fall 2011
Retailer Co-op	n/a	n/a	n/a
Residential Demand Response	Schedule B-3	Aug 22, 2011	January 2013
New Construction Program	Schedule B-2	Jan 26, 2011	Spring 2011
Home Assistance Program	Schedule E-1	May 9, 2011	March 2012
<b>Commercial &amp; Institutional Programs</b>			
Efficiency: Equipment Replacement	Schedule C-2	Jan 26, 2011	Spring 2011
Direct Install Lighting	Schedule C-3	Jan 26, 2011	March 2011
Existing Building Commissioning Incentive	Schedule C-6	Feb 2011	February 2011
New Construction and Major Renovation Initiative	Schedule C-4	Feb 2011	February 2012
Energy Audit	Schedule C-1	Jan 26, 2011	February 2011
Commercial Demand Response	Schedule B-3	Jan 26, 2011	January 2013
<b>Industrial Programs</b>			
Process & System Upgrades	Schedule D-1	May 31, 2011	February 2011
Monitoring & Targeting	Schedule D-2	May 31, 2011	February 2011
Energy Manager	Schedule D-3	May 31, 2011	February 2011
Key Account Manager ("KAM")	Schedule D-4	May 31, 2011	February 2011
Demand Response 3	Schedule D-6	May 31, 2011	February 2011

In addition, results were realized towards Ottawa River Power Corporation's 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 Table 3.

**Table 3: Pre-2011 IESO Programs**

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.
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 between LDC and the IESO includes a program change management provision in Article 3. Collaboration between the IESO and LDC commenced in 2011, and continued in 2012, 2013 and 2014, as the change management process was implemented to enhance the saveONenergy program suite. The change management process allows for modifications to the

Master CDM Program 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.

## 3.2 Program Descriptions

Full descriptions of IESO-contracted province-wide CDM programs are available on the IESO's intranet LDC 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. Discussion of LDC's experience with these programs is provided below.

### 3.2.1 RESIDENTIAL PROGRAM

**Description:** Provides residential customers with programs and tools to help them understand and manage the amount of energy they use in their 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 addition of Light Emitting Diode ("LED") technology into the bi-annual retailer events in 2012 and the annual coupons in 2013, as well as LDC custom coded coupons, has had a positive effect on consumer engagement and provided LDC with opportunities to achieve additional savings in their service territory. The Residential Demand Response program is one of the main residential initiatives which drives savings for LDCs. It was anticipated that the In-Home Display ("IHD") would assist customers to manage their energy consumption and result in savings towards the kWh target. Unfortunately, there were no savings associated with the Energy Display attributed to LDCs in the IESO's final verified results as included in this report.

The Heating and Cooling incentives program continues to be one of the strongest performers in the residential suite of programs. This program is mainly driven by contractors participating in the program but they may not always deliver results in the required manner (e.g. allowing customers to apply for their own incentives and tardy reporting)

In Ottawa River Power Corporation's Residential Program Portfolio, the main drivers for savings appear to be the HVAC incentives and Bi-Annual Retailer Event (contributing 33% and 34% towards residential savings respectively). It is unfortunate that the HVAC program cannot be more improved to drive the savings further. It appears popular; however, many of our Heating and Cooling Incentive customers have complained about the delay in receiving their incentive. Many customers take advantage of the program; however, in some cases, the contractors do not have the time or resources to complete and submit appropriate paperwork on behalf of the customers. As well, there are contractors in our service area who will discount the materials and labour by the amount of the incentive in order to secure the customer. In cases such as this, it appears to be a 'win-win'; the customer receives the equal incentive and the contractor (or the customer) do not have to deal with the onerous paperwork. If the process was more seamless, there could potentially be more savings towards LDC targets.

The Residential Program Portfolio is predominately a carryover of initiatives from previous programs. Three new initiatives were never launched and subsequently removed from the schedule in 2013 with no new additions. Delays in communication with regards to initiative offerings and results reporting have hampered LDCs' abilities to engage customers and promote participation. Province-wide advertising has provided value in all residential programs except for *peaksaver PLUS*<sup>®</sup> due to technological inconsistency across LDCs.

Work to revitalize and increase the effectiveness and breadth of the initiatives through the residential program needs to be a high priority. There are opportunities within the residential marketplace that need to be addressed, program developed and offered to customers. The Version 5 schedules changes under the Master Agreement implemented in Q1/Q2 2014 have increased the number of LDC-coded coupons available and made new installations of central heating and cooling systems eligible for the Heating and Cooling Incentive.

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

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

Over the course of 2014, six 'Home Energy Workshops' were held in the LDCs service areas. There was no charge for registration and customers walked away with a free kit containing home upgrading materials with a \$100 value. Part of the workshop educated attendees on the saveONenergy residential program portfolio. Advertising continues to take place on LDC's website and Facebook page. As well, advertising took place in a program for our local hockey team as well as signage at a community curling centre.

#### **Additional Comments:**

- Due to the duration of the program, and the revised appliance eligibility requirements to a minimum age of 20 years old, this initiative appears to have reached market saturation and has been under consideration for removal from the portfolio.
- IESO's results are very responsive to province-wide advertising, IESO provincial marketing should continue to play a key role.
- 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, prior to the conclusion of this program by December 31, 2014.
- Due to the announcement by the IESO that the Appliance Retirement program was going to cease at the end of 2014, many LDCs lowered (or removed) their marketing support for the program.

- The end of 2014 saw several events that caused disruption in the Appliance Retirement program. ARCA Canada Inc., the provincial administrator and pick-up agent of appliances, had lowered internal staffing requirements.
- It is unfortunate that this program experienced a stop/start disruption. In numerous discussions regarding the proposed new Framework, the importance of program continuity was emphasized. It is a general consensus that customers are not always aware of programs ending and commencing. It would be beneficial if this program could continue, albeit it is evident that the criteria may have to change to suit the market.

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

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

Over the course of 2014, six 'Home Energy Workshops' were held in the LDCs service areas. There was no charge for registration and customers walked away with a free kit containing home upgrading materials with a \$100 value. Part of the workshop educated attendees on the saveONenergy residential program portfolio. When Appliance Exchange does take place at local retailer, advertising takes place on LDC's website and Facebook page. As well, advertising took place in a program for our local hockey team as well as signage at a community curling centre. The hosting retailer is not in LDC service area. Progress towards target is minimal; 1% towards energy target and 2% towards demand target (verified progress towards target in residential portfolio).

#### **Additional Comments:**

- The design of the initiatives, including eligible measures and incentive amounts are developed through the Residential Working Group. Retail partner(s) are contracted by the IESO 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
- This initiative, eligible measures and incentive amounts are influenced by the retail partner with very limited involvement from the LDCs. The restrictive, limited and sometimes non-participation of local stores can diminish the savings potential for this initiative.
- To date there has only been one retailer participant in the Appliance Exchange Initiative.
- Evaluation, Measurement, and Verification ("EM&V") results indicated that the value of savings for retired room air conditioners ("AC") has dropped resulting in the retail participant not accepting window ACs during the Spring 2013 event.
- 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 the IESO's contractor for appliance removal.
- The initiative appears to require more promotion from retailers and LDCs.

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

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

Over the course of 2014, six 'Home Energy Workshops' were held in the LDCs service areas. There was no charge for registration and customers walked away with a free kit containing home upgrading materials with a \$100 value. Part of the workshop educated attendees on the saveONenergy residential program portfolio. As well, advertising took place in a program for our local hockey team as well as signage at a community curling centre. Progress towards target is significant and worth noting; 32% towards energy target and 58% towards demand target (verified progress towards target in residential portfolio). The CDM Manager provided assistance when customers contacted the LDC with inquiries as to the program and/or the incentives involved.

#### **Additional Comments:**

- Incentive levels appear to be insufficient to prompt participants 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 central air conditioner sales to eligible units.
- There are cases where non-participating contractors are offering their own incentives (by discounting their installations to match the value of the IESO incentive) to make the sale. As this occurs outside of the initiative, savings are not credited to LDCs. IESO should consider this in future program impact evaluation studies.
- Changes to the schedules in 2014 to allow for incentives for new installations, rather than strictly replacement units, may prove to be effective in providing greater results, increasing provincial participation by 20% over 2013.

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

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

Coupons continue to be distributed at LDC front reception and/or downloaded for customers who request them. Over the course of 2014, six 'Home Energy Workshops' were held in the LDCs service areas. There was no charge for registration and customers walked away with a free kit containing home upgrading materials with a \$100 value. Part of the workshop educated attendees on the saveONenergy residential program portfolio. Coupons were made available as takeaways for the participants. As well, advertising took place in a program for our local hockey team as well as signage at a community curling centre. A paragraph was inserted in our Winter-Spring newsletter. Progress towards target is minimal; 12% towards energy target and 3% towards demand target (verified progress towards target in residential portfolio).

#### **Additional Comments:**

- The timeframe for retailer submission of redeemed coupons vary from retailer to retailer, and in some cases has been lengthy. The delays and incomplete results reporting limits the ability to react and respond to initiative performance or changes in consumer behaviour.
- 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.
- All coupons have been provided with LDC custom coding in 2014 which allows LDCs to promote coupons based on local preferences. However, LDCs were not provided with customer coded coupon results until early 2015 and thus, had no indication of their redemption rates.
- 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 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.

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

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

There was no activity on behalf of the LDC.

#### **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 resources.
- The product list has had minimal changes over the past four years.
- Limited engagement of local retailers can restrict the savings potential for this initiative.
- Program evolution, including new products and review of incentive pricing for the coupon initiatives, must be a regular activity to ensure continued consumer interest.
- The product list could be distinctive from the Conservation Instant Coupon Initiative in order to gain more consumer interest and uptake.
- A review conducted by the EDA Residential Working Group in 2011 identified three areas of need for initiative evolution: 1) introduction of product focused marketing; 2) enhanced product selection; and 3) improved training for retailers as retail staffs 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.

### **3.2.1.6 Retailer Co-op**

**Initiative Activities/Progress:** n/a

**Additional Comments:**

- This is a retailer initiative with no direct benefit to 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.

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

**Initiative Activities/Progress:**

No activity took place.

**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 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 continues to be too cumbersome for builders. This, combined with limited return, has resulted in this initiative continuing to under-achieve.
- Administrative requirements, particularly with individual home modeling, must align with perceived stakeholder payback.
- 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.

### **3.2.1.8 Residential Demand Response Program (Schedule B-3)**

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

Installation of first load control switch took place in August 2013. Advertising has taken place in the local newspapers, LDC spring newsletter, hockey tournament program, LDC website, Facebook and Twitter. At the Home Energy workshops conducted throughout the year, the IHD was displayed and demonstrated. The program is also promoted to customers who call the office with a high bill complaint. Customer uptake is less than moderate with a total of 79 customers signed up (at this time last year, 77 customers had signed up). A direct mail campaign was conducted to LDCs electric water heater customers, totaling 1,900. A contest was also conducted, if the customer registered for the program, they had a chance to win a free iPad Air. For this contest, ads were placed in local newspapers and a bill line was inserted on customers' bills. The 2014 Verified Results indicate 32 kW savings toward demand, representing 14% of savings in the residential portfolio alone.

#### **Additional Comments:**

- Energy and demand savings have not been reported for the IHD portion of the program as 2013 EM&V results have determined zero savings associated with the IHD. IESO conducted another study in 2014, expanding its study territory beyond those included in the 2013 study to provincial rather than regional results. Results from the second study have not yet been announced. The demand savings associated with the control device has been included in this report.
- The variable funding associated with installing a load controllable thermostat is not sufficient unless it is combined with an IHD. This might not be possible at all times or when IHD is optional.
- Smart meters installed by most LDCs do not have the capability to communicate directly to an IHD and any mass replacement of newly installed meters with communicating abilities is not fiscally responsible. When proposing technical initiatives that rely on existing LDC infrastructure or technology there should be an extensive consultative process in order to prevent this type of problem in the future.
- 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.
- Given the different LDCs' smart meter environments and needs, each LDC is positioning the initiative with subtle differences. As such, greater program flexibility is required to address unique LDC needs

### 3.2.2 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 to help fund energy audits, replace energy-wasting equipment or pursue new construction that exceeds existing codes and standards. Businesses can also pursue incentives for controlling and reducing their electricity demand at specific times.

**Targeted Customer Type(s):** Commercial, institutional, agricultural, multi-family buildings, industrial.

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

**Discussion:**

Throughout 2014 the Commercial and Institutional (“C&I”) Working Group continued its efforts to enhance the existing C&I programs and rectify identified program and system deficiencies. This has proven to be a challenging undertaking, normally taking months to complete sometimes relatively minor changes due to the current CDM framework. Overbuilt governance, numerous initiative requirements, complex program structure and lengthy change management have restricted growth without providing the anticipated improved measurement and verification results. In addition, Evaluation, Measurement and Verification (EM&V) has not yet achieved transparency. LDCs are held accountable for these results yet are mostly completely removed from the process.

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

Despite these challenges the C&I Working Group, working in cooperation with the IESO, have managed to iron out many of the issues which could be rectified. In particular, an accomplishment of 2012 was the advent of the expedited change management as a mean to accelerate certain program changes. The benefits of expedited change management process were seen in 2013 and carried over into 2014.

Looking ahead there is an opportunity to make valuable changes to the current program suite for the Conservation First Framework, but LDCs and the IESO 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.

### **3.2.2.1 Efficiency: Equipment Replacement Incentive (“ERII”) (Schedule C-2)**

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

Participated in meetings and site visits with large and small commercial customers. The various meetings provided a means to promote and further explain the details of the various retrofit programs. Ottawa River Power continues to assist customers with the application process; with the intention of not running the risk of losing a customer due to what may be deemed as onerous paperwork. Advertising continues to take place on Facebook and LDC website.

ERII program continues to be a large driver in savings at Ottawa River Power. LDC answers calls directly with contractor and customer inquiries. Assistance with the paperwork remains; so as to not risk losing a customer project. LDC consults with other LDCs in terms of retrieving the most advantageous incentive for the customer (i.e. if an engineered approach reaps more of an incentive than prescriptive).

Some of the projects are generated after the customer contacts the LDC directly and inquires. Often CDM Manager will visit the customer on site to present information to the customer. Other projects are generated by specific company’s energy department. A few projects are ‘returns’; the customer has participated once, is familiar with program and incentives and is doing a repeat (i.e. installing a second unitary a/c).

The initiative continued to have good traction within the sector. Many of the projects were not fully implemented by December 31, 2014 and, as such, have transitioned into the new program.

#### **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.
- A number of customer-facing issues in iCon (the IESO’s centralized application system) have been resolved; however, key LDC administrative back office processing issues continue to be a challenge. For example, currently LDCs are unable to record back office information to complete review and approval process using iCon.
- 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 (“KAMs”), channel partner/contractor training and LDC staff acting as customer application representatives. Although this has been an effective method of overcoming these issues and encouraging submissions, it also reflects on the complexity and time consuming nature of the application process. As such, applicant representatives continue to influence the majority of applications submitted. Continued development of channel partners is essential to program success.

- Lighting is still the most popular measure. Other market sectors are not as engaged yet, specifically the mechanical sector. There continues to be significant barriers to program participation from HVAC (Unitary AC) and compressed air channel partners
- Prescriptive and engineered worksheets provide a much needed simplified application process for customers. However, the eligible measures need to be updated and expanded in both technology and incentive amounts to address changing product costs and evolution of the marketplace.
- A focus on demand incentives has limited some energy project opportunities. In particular, night lighting projects have significant savings potential for customers but tend to have incentives of 10% or less of project cost.
- 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 to the online application form. This can be cumbersome.
- Processing head office application 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 need to manually enter one application per facility associated with the project which can be extremely onerous, often requiring a dedicated resource.
- Streamlining of the settlements systems resulted in significant improvement in the payment process in 2013.
- IESO implemented a cut-off date of July 31, 2014 for approval of 2014 social housing adder (SHA) under ERII program. IESO had instructed that any SHA applications that will be submitted to IESO after July 31, 2014 will not be honored for SHA, however, they failed to mention that it is the timeline to submit the funding request to the IESO by the LDCs and not the submission date of the applications to IESO's ICON system by the Applicant (Customer). As a result there were some confusions and some of the applications that were submitted to IESO's iCON by July 31, 2014 but LDCs submitted the funding request to IESO at a later date (once LDCs have completed review of the applications) were not honored for SHA. Additionally, the formal letter confirming that the SHA annual allocation has been exceeded was received by conservation officers on July 15, 2014 leaving them only 15 days to inform the customers and this created a negative customer experience.
- The handling of the exterior lighting incentives was a negative customer experience. In the fall of 2014 a new section was introduced in the prescriptive Lighting worksheet. It offered generous incentives for some exterior lighting projects and many municipal customers took advantage of the available incentives. Within 2 weeks of introducing the incentives, several incentives were suddenly removed for approximately 6 weeks until new incentives were created due to \$/kWh incentive being too high for some of the measures. This caused a negative customer experience in several ways:

- Some customers were planning on applying for rebates exterior prescriptive lighting measures based on the incentives offered but were suddenly not allowed to apply for prescriptive rebates.
- The length of time from pulling out the exterior prescriptive lighting incentives to offering new incentives was too long. There should have been a temporary incentive level offered to allow LDCs to take in new applications.
- The incentives should have been introduced at an appropriate level the first time. While market conditions can change, the incentives offered should have been researched and approved with the expectation that they would be in place for at least 6-12 months.
- Introduction of several new prescriptive measure worksheets including Plug Loads and Refrigeration were introduced in September 2014 allowed for new opportunities, albeit late in the framework.
- The Ministerial Directive provides continuity of the conservation programs for the participant, with clear direction on LDC administrative funding for 2015, which helps to avoid a gap in program delivery.

### **3.2.2.2      *Direct Install Initiative (“DIL”) (Schedule C-3)***

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

The DIL program continues to be a champion in Ottawa River Power Corporation’s service area(s). 2014 verified results indicate DIL as the largest driver towards target(s). In the C&I portfolio alone, DIL contributed 60% demand and 55% towards energy. Approximately 100 customers benefitted from the program in 2014, totaling approximately \$136,500 in free lighting. The Program continues to be delivered by a third party, with customer service provided by both the LDC and third party. The LED installs continue to be a positive experience for our customers and contractors. All recipients of the LED lighting were impressed with the quality of light and aesthetic value it provided on their premises.

#### **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. Ottawa River Power Customers who are the recipients of the LED lighting were impressed with the quality of light and aesthetic value it provided on their premises.
- Cold start high output lighting was removed from the program. This particularly affected the farming customers who now have limited options within the program.
- Successful execution of the previous version of this initiative has resulted in reduced potential for the 2011-2014 initiative in some LDC’s territories.

- The inclusion of a standard incentive for additional measures increased project size and drove higher energy and demand savings results in some situations. 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 measures has potential to provide additional energy and demand savings.
- Many customers are not taking advantage of any additional measures, which may present an opportunity to for future savings with a new program offering.

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

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

There was no activity in this initiative.

#### **Additional Comments:**

- Initiative name does not properly describe the initiative.
- There was minimal participation for this initiative. It is suspected that the lack of participation in the program is a result of the initiative being limited to space cooling and a limited window of opportunity (cooling season) for participation.
- Participation is mainly channel partner driven, however the particulars of the initiative have presented too much of 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.

### **3.2.2.4      *New Construction and Major Renovation Initiative (“HPNC”) (Schedule C-4)***

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

This program is largely dependent upon the type of development and renovations proposed in our service territory. The LDC continues to monitor development to determine if projects become available for this project. A small engineered application was received for HPNC; an incentive of just over \$2,000 was paid to the customer.

#### **Additional Comments**

- With the Ministerial Directive issued December 21, 2012, facilities with a completion date near the end of 2014 with some confidence that they will be compensated for choosing efficiency measures.
- Participants have until the end of 2014 to submit their applications for the projects that will be completed in 2015. However savings achieved will be accounted for in the new framework (2015 - 2020).
- 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.
- 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.

### **3.2.2.5      *Energy Audit Initiative***

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

The audit program has been promoted to various customers. There were no applications in 2014. It seems many customers are interested in an audit; time to implement may be limited. As part of the CHEC group, we have the services of a Roving Energy Manager. In 2014, one of our customers took advantage of the REM; a small prescriptive project took place as a result. Funds are limited with this particular customer and they hope to phase in more projects as finances permit. The CDM Manager continues to promote and suggest the services of the REM for those customers expressing interest in saving energy and/or concerned about high bills.

- 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 and ‘feeds into’ other saveONenergy initiatives.
- LDCs are receiving some savings towards their targets from an audit which is mainly attributable to operational savings.
- 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 IESO may be beneficial.
- Participants are limited to one energy audit which restricts enabling and direction to the other initiatives. 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 a neutral third party regarding the appropriate lighting solution for their facility instead of what a local supplier would like 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 a potential barrier to participation

### 3.2.3 INDUSTRIAL PROGRAM

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

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

**Objective:**

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

- Increase the capability of distribution customers to implement energy management and system optimization projects.

**Discussion:**

The Industrial Program Portfolio has been able to provide valuable resources to large facilities such as energy managers and enabling engineering studies. The engineering studies in particular provide a unique opportunity for a customer to complete a comprehensive analysis of an energy intensive process that they would not otherwise be able to undertake. Energy managers provide customers with a skilled individual whose only role is to assist them with conservation initiatives. To date these energy managers have played a key role in customer participation. The KAM and the industrial project supervisors have also been instrumental in managing the embedded energy managers (“EEM”) during the first and second half of the year respectively, and promoting activity to the Class A customers.

Due to the limited (almost nil) industrial customers in our service area(s), Ottawa River Power Corporation chose not to deliver any industrial programs. There is one small industry in our area and we have delivered the ERII program (C&I Program) to this particular customer. Customer engagement remains strong with this particular customer.

Due to the size, scope and long lead time of these initiatives and associated projects, the December 2012 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 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 improved the number of projects and savings achieved within Process and Systems Upgrades Initiation (“PSUI”). Likewise, a decision to proceed with applications for natural gas load displacement generation projects also increase uptake, although the limited time to bring new projects into service is a barrier.

**3.2.3.1 Process and Systems Upgrades Initiative (“PSUI”) (Schedule D-1)**

**Initiative Activities/Progress:**

Ottawa River Power Corporation has received no applications for PSUI to date. It is anticipated that if this initiative is a viable option for our customers, the information is received from audit findings and/or third party energy companies.

**Additional Comments:**

- Numerous energy studies have been submitted and completed. This is a strong indication that there is potential for large projects with corresponding energy savings. Most of these studies have been initiated through Energy Manager and Key Account Manager (“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 a long project development cycle. As such, limited results are expected to be generated in 2014. The majority of the results are expected in 2015 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.
- Given the size of the projects involved, the contract required for PSUI is a lengthy and complicated document. A key to making PSUI successful is the new agreement for 'small' projects with simplified and less onerous conditions for the customer.
- To partially address this, changes were made to the ERII program which allowed smaller projects to be directed to the commercial stream. Most industrial projects to-date has been submitted as ERII projects due to less onerous contract and M&V requirements. Therefore, PSUI engineering studies and LDC's industrial resources (e.g., Energy managers, KAMs) contribute significant savings to other programs such as ERII.
- A business case was submitted by the Industrial Working Group in July 2012 which changed the 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 through change management in September 2013.
- With the considerable customer interest in on-site load displacement (co-generation) projects, the initiative should be reviewed to ensure that these projects may be accepted as part of the PSUI Initiative. The IESO was reviewing waste heat projects only and all other co-generation projects were on hold prior to June 2013, when a decision was made to allow natural gas load displacement generation projects to proceed under PSUI. It is expected that a number of projects may proceed although results may not be counted towards LDC 2011-2014 framework target unless applications are submitted before the end of 2014 and the projects are in service before December 31, 2015.
- The requirement for a customer invoice to the LDC and provide proof of payment to consultants for their incentive is very burdensome for the customer and results in a negative customer experience and another barrier to participation.

### **3.2.3.2 Monitoring and Targeting ("M&T") Initiative (Schedule D-2)**

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

There was no activity with this initiative. With the engagement of the Roving Energy Manager within the CHEC Group, Monitoring and Targeting is promoted, where appropriate, during audit visits.

#### **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, only five applications has been completed in 2014, province wide.
- The savings target required for this initiative can present a significant challenge for smaller customers.
- Through the change management process in 2013, changes were made to ERII to allow smaller facilities to employ M&T systems.

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

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

The Roving Energy Manager has been actively engaging customers across the CHEC LDCs. Typically the LDC initiates a site visit to introduce the Roving Energy Manager to the company along with the offer of assistance. The Roving Energy Manager has been very successful across the LDCs and provides a significant contribution to the awareness of conservation options and to the evaluation and implementation of programs.

To support the efforts of the Roving Energy Manager, access to the OPA training and other programs has been made available to the REM. This assists in building capacity and will lead to continued good performance in future years.

#### **Additional Comments:**

- The Embedded Energy Managers ("EEMs") have proven to be a popular and useful resource for larger customers. There are approximately 50 EEMs and 22 Roving Energy Managers ("REMs") being utilized by customers across the province.
- LDCs that are too small to qualify for their own REM are teaming up with other utilities to hire a REM to be shared by the group of utilities.

- At the beginning, it took longer than expected to set up the energy manager application process and unclear communication resulted in marketing and implementation challenges for many LDCs.
- There have been a number of studies identified by energy managers and they have been able to build capacity and deliver energy savings projects within their respective large commercial/industrial facilities.
- The requirement that 30% of targets must come from non-incented projects is identified as an issue for most EEMs/REMs. The EDA Industrial Working Group has proposed to remove this requirement for REMs only as they are not resident full time at a customer facility to find the non-incented savings.

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

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

There was no activity with this initiative; does not apply as large accounts are not present in LDCs service territory.

##### **Additional Comments**

- Customers appreciate dealing with a single contact to interface with an LDC, a resource that has both the technical and business background who can communicate easily with the customer and the LDC.
- Finding this type of skill set has been difficult. In addition, the short-term contract and associated energy targets discourage some skilled applicants resulting in longer lead times to acquire the right resource.
- This resource has been found by some LDCs to be of limited value due to the part-time nature of the position and limited funding. In addition, the position role has been too narrow in scope to provide assistance to the wider variety of projects with which LDCs may be struggling.

### **3.2.3.5 Demand Response 3 ("DR3") (D-6)**

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

There was no activity with this initiative.

#### **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 confirm savings.
- The Industrial Working Group had a discussion with the IESO and representatives of the Ministry on proposed changes for the DR3 program. 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 are able to enter into contracts beyond 2014. This has allowed them to offer a more competitive contract price (five years) than the previously limited one- to two-year contracts. However on March 31, 2014 the Minister of Energy issued a directive entitled "Continuance of the IESO's Demand Response Program under IESO management" which restricts the IESO from granting any more contract schedules to aggregators, as the program is being transitioned from the IESO to the IESO. This decision will prevent the DR3 program from continuing to grow until the IESO is ready to assign DR3 capacity through a new auction process.
- Metering and settlement requirements are complicated and can reduce customer compensation amounts, and present a barrier to some customers.
- Compensation amounts have been reduced from the previous version of this program and subsequently there has been a corresponding decrease in renewal rates.

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

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

Program delivery with this Program continues to be consistent. Many of the audits have resulted in new appliances for eligible customers. Advertising remains at the front counter of the LDC. Applications are accepted at LDC office and forwarded to Envirocentre in Ottawa (delivery agent). For customers who do not have access to the Internet, applications are downloaded and mailed to the customer. Assistance continues to be provided by the CDM manager for those customers who have difficulty with the application process. Several social housing customers received basic and extend measures through the HAP. The program was promoted at the Home Energy Workshops held. It is a popular program in LDCs service area as many of the customers qualify for the program and have electric heat.

#### **Additional Comments:**

- The process for enrolling in social housing was complicated and time consuming. This was addressed in late 2012 and showed benefits since 2013.

- The financial scope, complexity, and customer privacy requirements of this initiative are challenging for LDCs and most have contracted this program out. This initiative may benefit from an IESO contracted centralized delivery agent.

### **3.2.5 PRE-2011 PROGRAMS**

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

# 4 2014 Ottawa River Power Corporation CDM Results

## 4.1 Participation and Savings

Table 1. Ottawa River Power Corporation Initiative and Program Level Net Savings by Year

Initiative	Unit	Incremental Activity (new program activity occurring within the specified reporting period)				Net Incremental Peak Demand Savings (kW) (new peak demand savings from activity within the specified reporting period)				Net Incremental Energy Savings (kWh) (new energy savings from activity within the specified reporting period)				Program-to-Date Verified Progress to Target (excludes DR)	
		2011*	2012*	2013*	2014	2011	2012	2013	2014	2011	2012	2013	2014	2014 Net Annual Peak Demand Savings (kW)	2011-2014 Net Cumulative Energy Savings (kWh)
<b>Consumer Program</b>															
Appliance Retirement	Appliances	92	146	64	59	6	8	4	4	39,179	56,155	26,275	25,409	22	402,939
Appliance Exchange	Appliances	16	5	11	12	2	1	2	2	1,896	1,251	4,064	4,433	6	22,909
HVAC Incentives	Equipment	104	103	108	134	49	24	25	33	96,649	44,321	45,706	62,853	131	674,623
Conservation Instant Coupon Booklet	Items	1,014	61	687	2,039	2	0	1	4	38,330	2,760	15,216	55,568	8	247,623
Bi-Annual Retailer Event	Items	1,880	2,094	1,865	9,525	3	3	2	16	58,017	52,873	33,917	242,637	24	701,158
Retailer Co-op	Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Residential Demand Response	Devices	0	0	14	75	0	0	6	32	0	0	0	0	32	0
Residential Demand Response (IHD)	Devices	0	0	13	44	0	0	0	0	0	0	0	0	0	0
Residential New Construction	Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Consumer Program Total</b>						<b>62</b>	<b>37</b>	<b>40</b>	<b>91</b>	<b>234,271</b>	<b>157,360</b>	<b>125,178</b>	<b>390,920</b>	<b>224</b>	<b>2,045,252</b>
<b>Business Program</b>															
Retrofit	Projects	6	19	22	22	41	60	38	112	264,382	211,874	180,759	573,508	250	2,627,883
Direct Install Lighting	Projects	113	122	103	87	110	112	91	97	283,517	422,290	320,746	370,051	375	3,304,754
Building Commissioning	Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Construction	Buildings	0	1	0	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	0	0	0
Small Commercial Demand Response	Devices	0	0	0	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	0	0	0
Demand Response 3	Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Business Program Total</b>						<b>151</b>	<b>172</b>	<b>128</b>	<b>209</b>	<b>547,899</b>	<b>634,164</b>	<b>501,504</b>	<b>943,559</b>	<b>625</b>	<b>5,932,638</b>
<b>Industrial Program</b>															
Process & System Upgrades	Projects	0	0	0	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	0	0	0
Energy Manager	Projects	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Retrofit	Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Demand Response 3	Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Industrial 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>0</b>	<b>0</b>
<b>Home Assistance Program</b>															
Home Assistance Program	Homes	0	5	17	98	0	0	0	6	0	0	0	66,458	6	66,458
<b>Home Assistance Program Total</b>						<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66,458</b>	<b>6</b>	<b>66,458</b>
<b>Aboriginal Program</b>															
Home Assistance Program	Homes	0	0	0	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	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>0</b>	<b>0</b>
<b>Pre-2011 Programs completed in 2011</b>															
Electricity Retrofit Incentive Program	Projects	2	0	0	0	4	0	0	0	15,726	0	0	0	4	62,903
High Performance New Construction	Projects	0	0	0	0	0	0	0	0	490	216	0	0	0	2,607
Toronto Comprehensive	Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Family Energy Efficiency Rebates	Projects	0	0	0	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	0	0	0
<b>Pre-2011 Programs completed in 2011 Total</b>						<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,215</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>65,510</b>
<b>Other</b>															
Program Enabled Savings	Projects	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-of-Use Savings	Homes	0	0	0	n/a	0	0	0	66	0	0	0	0	66	0
LDC Pilots	Projects	0	0	0	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>66</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>66</b>	<b>0</b>
<b>Adjustments to 2011 Verified Results</b>							-11	0	0		-15,574	0	0	-12	-54,489
<b>Adjustments to 2012 Verified Results</b>								3	85			101,352	325,621	88	1,280,917
<b>Adjustments to 2013 Verified Results</b>									8			45,487		8	91,051
<b>Energy Efficiency Total</b>						<b>217</b>	<b>209</b>	<b>163</b>	<b>341</b>	<b>798,386</b>	<b>791,740</b>	<b>626,683</b>	<b>1,400,338</b>	<b>893</b>	<b>8,113,858</b>
<b>Demand Response Total (Scenario 1)</b>						<b>0</b>	<b>0</b>	<b>6</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>0</b>
<b>Adjustments to Previous Years' Verified Results Total</b>						<b>0</b>	<b>-11</b>	<b>3</b>	<b>93</b>	<b>0</b>	<b>-15,574</b>	<b>101,352</b>	<b>371,107</b>	<b>83</b>	<b>1,307,480</b>
<b>OPA-Contracted LDC Portfolio Total (inc. Adjustments)</b>						<b>217</b>	<b>198</b>	<b>172</b>	<b>466</b>	<b>798,386</b>	<b>776,166</b>	<b>728,034</b>	<b>1,772,045</b>	<b>1,008</b>	<b>9,421,337</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:		
*Includes adjustments after Final Reports were issued													1,610		8,970,000
Results presented using scenario 1 which assumes that demand response resources have a persistence of 1 year													% of Full OEB Target Achieved to Date (Scenario 1):		
													62.6%		105.0%

Table 4: Summarized Program Results

#	Initiative	Activity Unit	Uptake/ Participation Units			
			2011	2012	2013	2014
<b>Consumer Programs</b>						
1	Appliance Retirement	Appliances	92	146	645	59
2	Appliance Exchange	Appliances	16	5	11	12
3	HVAC Incentives	Equipment	104	103	108	134
4	Conservation Instant Coupon Booklet		1014	61	687	2039
5	Bi-Annual Retailer Event	Coupons	1880	2094	1865	9525
6	Retailer Co-op	Items	0	0	0	0
7	Residential Demand Response (switch / Programmable Thermostat)	Devices	0	0	14	75
8	Residential Demand Response (IHD)	Devices	0	0	13	44
9	New Construction Program	Houses	0	0	0	0
<b>Business Programs</b>						
10	Efficiency: Equipment Replacement – Retrofit	Projects	6	19	22	22
11	Direct Installed Lighting	Projects	113	122	103	87
12	Existing Building Commissioning Incentive	Buildings	0	0	0	0
13	New Construction and Major Renovation Incentive	Buildings	0	1	0	0
14	Energy Audit	Audits	0	0	0	0
15	Commercial Demand Response (part of the Residential program schedule)	Devices	0	0	0	0
16	Demand Response 3 (part of the Industrial program schedule)	Facilities	0	0	0	0
<b>Industrial Programs</b>						
17	Process & System Upgrades	Projects	0	0	0	0
18	Monitoring & Targeting	Projects	0	0	0	0
19	Energy Manager	Managers	0	0	1	0
20	Efficiency: Equipment Replacement Incentive (part of the C&I program schedule)	Projects	0	0	0	0
21	Demand Response 3	Facilities	0	0	0	0
<b>Home Assistance Program</b>						
22	Home Assistance Program	Homes	0	5	17	98

Pre-2011 Programs						
23	Electricity Retrofit Incentive Program	Projects	2	0	0	0
24	High Performance New Construction	Projects	0	0	0	0
25	Toronto Comprehensive	Projects	0	0	0	0
26	Multifamily Energy Efficiency Rebates	Projects	0	0	0	0
27	Data Centre Incentive Program	Projects	0	0	0	0
28	EnWin Green Suites	Projects	0	0	0	0

**Table 5: Verified Results**

Table 5 has been removed from the standard report template as the net savings are illustrated in Table 3. Gross figures have not been presented as the measures towards target is net savings. Standard E&V methods have been applied by the OPA to determine the net figures which are outlined in this report.

**Table 6: Summarized 2014 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	.126	0.37	.091	.39	.224	2.05
Business Program Total	.245	1.13	.209	.94	.625	5.93
Industrial Program Total	0	0	0	0	0	0
Home Assistance Program Total	.006	.07	.006	.07	.006	.07
Pre-2011 Programs completed in 2011 Total	0	0	0	0	.004	.07
Other Adjustments to Previous Year's Verified Results	.178 + .066*	0.69	.093 + .066*	.37	.083	1.31
<b>Total IESO Contracted Province-Wide CDM Programs *please make sure you complete the total line</b>	<b>0.621</b>	<b>2.26</b>	<b>0.465</b>	<b>1.77</b>	<b>1.008</b>	<b>9.42</b>

**\*to include TOU, enabled savings and adjustments to previous years' results**

## 4.2 Evaluation, Measurement and Verification (“EM&V”) Findings

The following table provides a summary of the 2014 EM&V findings for the evaluated saveONenergy program initiatives. These key evaluation findings are derived from the 2014 evaluations of the saveONenergy programs and issued by the IESO.

**Table 7: Evaluation Findings**

#	Initiative	IESO Province-Wide Key Evaluation Findings
<b>Consumer Programs</b>		
1	Appliance Retirement	<ul style="list-style-type: none"> <li>• Participation increased slightly to 22,563 (7.7%) in 2014 compared with 20,952 in 2013.</li> <li>• Since 2011 overall Initiative participation has decreased nearly 60%.</li> <li>• The greatest decrease was seen in the number of refrigerators collected year-over-year</li> <li>• Of appliances collected, refrigerators and freezers remain the most dominate measures accounting for 90%. However, window AC units and dehumidifiers saw a marked increase of 29.6% and 27% respectively in 2014.</li> <li>• Net to gross ratio (NTG) increased slightly to 47% compared to 43% as reported for 2013 and 2012 program years.</li> </ul>
2	Appliance Exchange	<ul style="list-style-type: none"> <li>• Participation in 2014 increased by 6.5% to 5,685 appliances from 5,337 compared to 2013</li> <li>• Per-unit savings has increased by 36.6% as ENERGY STAR criteria increases and more participants purchase ENERGY STAR replacements appliances. This resulted in a 6.5% increase in Net Energy &amp; Demand savings.</li> <li>• Net to Gross ratio (NTG) remained unchanged from 2013 at 52.6%</li> </ul>

#	Initiative	IESO Province-Wide Key Evaluation Findings
3	HVAC Incentives	<ul style="list-style-type: none"> <li>• In 2014 net savings increased by 20% from 2013 and overall participation increased by 17% to 113,002 compared to 2013</li> <li>• The ECM measure has remained the dominant source of savings since 2011</li> <li>• Per unit furnace savings increased 12.7% due to a shift in the number of participants who use their furnace fan continuously both before and after the retrofit.</li> <li>• Per unit energy and demand savings assumptions for central air conditioners decreased by 56% due to reduced run hours</li> <li>• Net to Gross ratio (NTG) remained unchanged from 2013 at 48%</li> </ul>
4	Conservation Instant Coupon Booklet	<ul style="list-style-type: none"> <li>• Customers redeemed more than five times as many annual coupons in 2014 as in 2013. In total, approximately 500, 000 Annual Coupons were redeemed in 2014 with 110,000 being LDC Coded Coupons.</li> <li>• There was a further reduction in savings for lighting measures from changes in the baseline due to the phase out of 72W and 100W incandescent bulbs.</li> <li>• Despite the significant per unit savings reductions for lighting measure, the Net Annual Savings from Annual Coupons in 2014 was more than six times that in 2013. This is primarily because of higher participation and the inclusion of LED coupons and full year availability of all coupons.</li> <li>• Measured NTG ratios grew significantly in 2014. The NTG ratio is 53% higher in 2014 than in 2013 due to the inclusion of participant spillover, i.e., purchase of additional coupon initiative measures and general energy efficient measures without the use of a coupon but influenced by the coupon program.</li> </ul>

#	Initiative	IESO Province-Wide Key Evaluation Findings
5	Bi-Annual Retailer Event	<ul style="list-style-type: none"> <li>• Over 2.5 million coupons were redeemed in 2014 compared with 2013 redemptions</li> <li>• The Bi-Annual Coupon Event saw a substantial increase in the number of coupons redeemed during the Spring and Fall Events in 2014 compared to 2013. The increase can be linked to a substantial increase in LED purchases with event coupons accounting for 84% of all Bi-Annual Coupons redeemed.</li> <li>• Reductions in per unit savings were overshadowed by the increase in coupon redemptions. Overall savings increased by approximately 85% in 2014 compared with 2013 Demand and Energy Savings.</li> <li>• Similar to the Annual Coupon Event measured NTG ratios rose by 53% compared to 2013 NTG ratios. The rise is due to the inclusion of participant spillover, i.e., purchase of additional coupon initiative and general energy efficient measures without the use of a coupon but influenced by the Bi-Annual Coupon event.</li> </ul>
7	Residential Demand Response	<ul style="list-style-type: none"> <li>• There were an additional 55,000 CAC load control devices enrolled in the program in 2014 relative to 2013, which increased the capacity of the residential segment of the program from 129 MW in 2013 to 143 MW in 2014.</li> <li>• Ex-ante impacts on a per device basis were lower than 2013 average.</li> <li>• There were no energy savings in 2014 because there were no system-wide events were called.</li> <li>• Load impact estimates for the average small and medium business and for electric water heaters among residential customers remain consistent with prior year's analysis</li> <li>• IHD's yielded no statistically significant energy savings.</li> </ul>

#	Initiative	IESO Province-Wide Key Evaluation Findings
8	Residential New Construction	<ul style="list-style-type: none"> <li>• The most significant growth in the initiative has been participation in the prescriptive track. MW savings in the prescriptive track increased from zero summer peak MW savings in 2011 to 352 summer peak kW savings in 2014.</li> <li>• The custom track saw participation for the first time in 2014. One custom project of 55 homes contributed 37 kW demand savings and 0.5 GWh of energy savings.</li> <li>• New deemed savings for performance track homes were developed and implemented, resulting more consistent realization rates for 2014.</li> <li>• ENERGY STAR New Homes was introduced as an eligible measure within the performance track in 2014. As a result, these ENERGY STAR New Homes provided 1% of peak kW savings and 4% of kWh savings.</li> <li>•</li> </ul>
<b>Business Programs</b>		

#	Initiative	IESO Province-Wide Key Evaluation Findings
9	Efficiency: Equipment Replacement	<ul style="list-style-type: none"> <li>• The number of prescriptive projects increased slightly (1.2%) in 2014 to a total of 4,812. However, total net verified savings and peak demand savings dropped significantly (19% and 30% respectively). This is due to a 19% drop in per-project net verified savings, which can be attributed to lower track level realization rate and net-to-gross ratio and is related to smaller average project sizes.</li> <li>• The quantity of engineered projects increased 22% to a total of 3,906 in 2014, combined with a net verified savings per project increase of 17% the track saw a dramatic 47% increase in net energy savings.</li> <li>• Lower demand realization rates across the program as a whole were tied to equipment differences between reported and calculated values. For lighting projects the difference was most often seen in baseline and retrofit lamp wattages and ballast factors. Non-lighting tracks exhibited lower demand realization rates due to the following factors: <ul style="list-style-type: none"> <li>○ Variations in load profiles where the evaluation team found equipment that operated fewer hours or at a lower capacity than expected from the project documentation.</li> <li>○ Inconsistencies in equipment nameplate data (typically efficiency or capacity) between project documentation and equipment installed on-site.</li> <li>○ Weather dependent control systems leading to shifts in how often the equipment operated.</li> </ul> </li> <li>•</li> </ul>

#	Initiative	IESO Province-Wide Key Evaluation Findings
10	Direct Install Lighting	<ul style="list-style-type: none"> <li>• 23,784 projects were completed in 2014 (34% increase from 2013)</li> <li>• The category of 'Other' business type projects increased 71% when compared to 2013. Agribusinesses make up 74% of the 'Other' business type category. While growth in the number of projects is good, agribusinesses projects, in particular, have a realization rate of only 58.5%. This is primarily due to the verified annual operating hours being approximately 45% less than the assumed annual operating hours.</li> <li>• In 2014 LED measures provide the most net savings of any other SBL measure making up 59% of net energy savings in 2014. Their long effective useful life and retention of a larger amount of savings after the baseline adjustment allow LED measures to also contribute substantially more lifetime savings than CFLs and linear fluorescents.</li> <li>• Overall energy and demand realization rates decreased by 1.8 and 3.1 %, respectively, from 2013. <ul style="list-style-type: none"> <li>○ Sampled rural projects have lower energy realization rather than urban projects (63.8% compared to 83.5%) across the 2011 – 2014 sample</li> <li>○ Sampled rural projects have even lower demand realization rather than urban projects (49.7% compared to 74.1%) across the 2011 – 2014 sample</li> </ul> </li> <li>• The annual proportion of net energy savings from rural projects has increased from 30% in 2011 to 41% in 2014</li> </ul>
11	Existing Building Commissioning Incentive	<ul style="list-style-type: none"> <li>• 5 projects completed the Hand-off stage in 2014.</li> <li>• Energy realization rate was estimated at 116% and demand realization rate at 202%.</li> <li>• About 31 participants are still in the scoping stage or implementation stage.</li> </ul>

#	Initiative	IESO Province-Wide Key Evaluation Findings
12	New Construction and Major Renovation Incentive	<ul style="list-style-type: none"> <li>• Savings have increased every year of the initiative with an increased participation of 50% from 2013</li> <li>• In 2014, most savings came from the custom track providing 71% of demand savings.</li> <li>• Participation from HVAC measures occurred for the first time in 2014 (providing 14% of summer peak kW savings and 5% of kWh savings).</li> <li>• The measures with the greatest impact on low realization rates for prescriptive measures were high volume low speed (HVLS) fans and variable frequency drives (VFDs).</li> <li>• Province-wide realization rates declined slightly for 2014, as a result of the wider variety of measures being implemented.</li> <li>• Key drivers for participation are: initial project cost, followed by electricity costs and expected energy savings are the key drivers to participation.</li> </ul>
<b>Industrial Programs</b>		
16	Process & System Upgrades	<ul style="list-style-type: none"> <li>• 10 PSUI Capital Incentive projects implemented in 2014, compared to 5 in 2013. <ul style="list-style-type: none"> <li>○ 4 projects are Behind the Meter Generation (BMG) projects.</li> <li>○ The remaining projects were energy efficiency improvements in pumping, cooling, compressed air systems and industrial processes.</li> </ul> </li> <li>• Each project received its own Net to Gross (NTG) value. NTG ratios ranged from 62% to 100% for the 10 projects</li> <li>• Realization rates remained high in 2014, ranging from 90 to over 100%.</li> </ul>

#	Initiative	IESO Province-Wide Key Evaluation Findings
20	Demand Response 3	<ul style="list-style-type: none"> <li>• The largest 25 contributors account for 60% of the contractual demand reduction – that is, less than 4% of contributors account for the majority of the load reductions.</li> <li>• A multi-year analysis indicates 2012 was the best year for program performance. After 2012, a single large contributor left the program, resulting in a decrease in overall performance in 2013 and 2014. This highlights the risk having a highly concentrated program with a few large contributors representing a large share of the program capacity.</li> <li>• There were no events called in 2014 and the contracted capacity was similar to 2013.</li> </ul>
<b>Home Assistance Program</b>		
21	Home Assistance Program	<ul style="list-style-type: none"> <li>• Participation decreased by 5 % to 25,424 participants compared with 2013 (26,756). The decrease was due to six LDCs not participating in the Home Assistance Program in 2014.</li> <li>• Realization rates for demand doubled in 2014 to 56% compared with 2013 (26%). However, energy realization rates decreased by 10% to 77% compared with 2013 results.</li> <li>• Realization rate for demand savings increased due to the adoption of the new FAST Tool which incorporated updated kW savings for weatherization measures in particular insulation measures.</li> </ul>

### **4.3 Evaluation**

See previous section - Evaluation, Measurement and Verification (“EM&V”) Findings

## 4.4 Spending

Table 8 and **Error! Reference source not found.** Summarize the total spending by initiative that Ottawa River Power Corporation has incurred in 2014 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 8: 2014 Spending**

**Table 3: 2014 Spending**

Initiative	PAB	PBF	PI	CBF	TOTAL
<b>Consumer Program</b>					
Appliance Retirement	1,344.83				1,344.83
Appliance Exchange	1,344.83				1,344.83
HVAC Incentives	1,436.66				1,436.66
Conservation Instant Coupon Booklet	1,344.83				1,344.83
Bi-Annual Retailer Event					
Retailer Co-op					
Residential Demand Response	4,844.31				4,844.31
New Construction Program					
<b>Business Program</b>					
Efficiency: Equipment Replacement	94,416.79		73,230.12		167,646.91
Direct Installed Lighting	4,045.69	25,025.00	112,678.80		141,749.49
Existing Building Commissioning Incentive					
New Construction and Major Renovation Initiative			65,580.00		65,580.00
Energy Audit					
Small Commercial Demand Response (part of the Residential program schedule)	6,091.40				6,091.40
Demand Response 3 (part of the Industrial program schedule)					
<b>Industrial Program</b>					
Process & System Upgrades					
a) preliminary engineering study					
b) detailed engineering study					
c) program incentive					
Monitoring & Targeting					
Energy Manager					
Key Account Manager					
Efficiency Equipment Replacement Incentive (part of the C&I program schedule)					
Demand Response 3					
<b>Home Assistance Program</b>					
Home Assistance Program	4,590.99				4,590.99
<b>TOTAL SPENDING</b>					<b>395,974.25</b>

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

Initiative	PAB	PBI	PI	CBF	TOTAL
<b>Consumer Program</b>					
Appliance Retirement	10,680.00		250.00		10,930.00
Appliance Exchange	4,649.79				4,649.79
HVAC Incentives	1,991.97				1,991.97
Annual Coupons	1,500.48				1,500.38
Bi-Annual Retailer Event					
Retailer Co-op					
Residential Demand Response	29,399.95				29,399.95
New Construction Program					
<b>Business Program</b>					
Equipment Replacement	214,392.69		169,057.08		383,449.77
Direct Installed Lighting	51,616.28	109,635.00	259,944.78		421,196.06
Existing Building Commissioning Incentive					
New Construction and Major Renovation Initiative	31,800.00		65,580.00		97,380.00
Energy Audit	116.66				116.66
Small Commercial Demand Response					
Demand Response					
<b>Industrial Program</b>					
Process & System Upgrades					
a) preliminary engineering study					
b) detailed engineering study					
c) program incentive					
Monitoring & Targeting					
Energy Manager					
Key Account Manager ("KAM")					
Equipment Replacement Incentive					
Demand Response 3					

<b>Home Assistance Program</b>					
Home Assistance Program	21,671.34				21,671.34
<b>Pre 2011 Programs</b>					
Electricity Retrofit Incentive Program			36,680.00		36,680.00
High Performance New Construction					
Toronto Comprehensive					
Multifamily Energy Efficiency Rebates					
Data Centre Incentive Program					
EnWin Green Suites					
<b>Initiatives Not In Market</b>					
Midstream Electronics					
Midstream Pool Equipment					
Demand Service Space Cooling					
Demand Response 1					
Home Energy Audit Tool					
<b>Total CDM Program Spending</b>					<b>1,008,965.92</b>

#### 4.5 Additional Comments

In 2014, Ottawa River Power Corporation joined the CHEC Group and was able to take advantage of the enormous support and resources that CHEC offers; in particular, CDM.

The CDM Manager attends the CHEC meetings where LDCs exchange best practices, representatives from the IESO make presentations and, often, channel partners will make a presentation as well.

In the consumer portfolio, the coupon and HVAC program indicate the largest savings towards our target. With the challenges of achieving savings with the consumer program, it is the hope that continued awareness and engagement on behalf of our residential customers will remain constant and/or increase. Moving forward, more diverse programs will be required in the residential sector to maintain the interest and savings.

Applications for the ERII program remained strong and consistent over 2014. This sector and the supporting consultants and contractors appear to have incorporated the retrofit program into many of their activities. The ability to maintain a working relationship with customers offering a consistent program has assisted to maintain a profile for the program and interest in the sector. The CDM Manager continues to offer help at various levels of the project (i.e. determining available incentives, making application, etc.)

Once again, the inclusion of LEDs in the Small Business Lighting was well embraced in our service area(s). The majority, if not all, of our small business customers have taken advantage of this program. In our service areas, there still remains a gap with regard to customers who need to implement energy efficient measures, yet their budget does not allow for it. The success of the Small Business Lighting program rests on the fact that it is free for our customers. Final verified results indicate this program is very popular in Ottawa River Power Corporation's service area. Savings were significant and one of the major drivers in achieving our energy target.

Interest in the residential demand response program is minimal. Enrolment on a weekly basis is almost nil.

## 5 Combined CDM Reporting Elements

### 5.1 Progress Towards CDM Targets

[Data for tables are to be provided by the IESO. This table measures the LDC performance in 2011/2012/2013/2014 against target for 2014 as set out by its Strategy Submission to the OEB for the same year.]

Table 9: Net Peak Demand Savings at the End User Level (MW)

Implementation Period	Annual (MW)			
	2011	2012	2013	2014
2011 – Verified by IESO	0.2	0.2	0.2	0.2
2012 – Verified by IESO	0.0	0.2	0.2	0.2
2013 – Verified by IESO	0.0	0.0	0.2	0.2
2014	0.0	0.1	0.1	0.5
<b>Verified Net Annual Peak Demand Savings in 2014:</b>				1.0
<b>Ottawa River Power Corporation 2014 Annual CDM Capacity Target:</b>				1.6
<b>Verified Portion of Peak Demand Savings Target Achieved (%):</b>				62.7

Table 10: Net Energy Savings at the End-User Level (GWh)

Implementation Period	Annual (GWh)				Cumulative (GWh)
	2011	2012	2013	2014	2011-2014
2011 – Verified by IESO	0.8	0.8	0.8	0.7	3.1
2012 – Verified by IESO	0.0	0.8	0.8	0.8	2.3
2013 – Verified by IESO	0.0	0.1	0.7	0.7	1.6
2014	0.0	0.3	0.37	1.8	2.5
<b>Verified Net Cumulative Energy Savings 2011-2014:</b>					<b>9.4</b>
<b>Ottawa River Power Corporation 2011-2014 Cumulative CDM Energy Target:</b>					<b>9.0</b>
<b>Verified Portion of Cumulative Energy Target Achieved (%):</b>					<b>105.0%</b>

Considering the demographics of the service areas of Ottawa River Power Corporation, the programs the LDC offered and delivered indicate significant success towards targets. While the demand target was not achieved, the LDC was only 10% less than the provincial progress. This is significant to note, considering there is only one industry to speak of in the service area and, as a result, the LDC did not deliver any industrial programs.

### 5.1.1 Summary of Target Achievement:

As indicated in the previous paragraph, the demand towards target achieved is significant, considering the lack of industry in the service area. The LDC reaped the benefits of a large HPNC project which contributed favorably to the LDCs targets. The Small Business Lighting Program and ERII provided our customers with incentive opportunities that were embraced in our service areas. Results indicate that these particular programs are gaining momentum in the LDCs service areas. The consumer programs contributed considerably towards LDC target. With the potential future enhancement of the consumer portfolio, this will be a favourable selection of programs to offer the residential customers, contributing to the new targets in the new Framework.

## 5.2 Variance from Strategy

Upon reviewing the strategy that Ottawa River Power Corporation submitted and filed on November 1, 2010, one-third of the programs originally planned for in the strategy were not delivered. Those programs alone were to contribute 28% energy savings towards the LDCs target. As well, the residential demand response program did not produce energy savings towards LDCs targets, which was originally planned in the strategy (12%). These noted shortfalls make up 40% of the energy savings in the filed strategy. The demand savings originally planned for in the strategy experienced the same with the programs that were not launched. The anticipated demand savings in these particular programs made up 38% of the anticipated demand savings. However, certain programs that were delivered produced savings much larger than planned in the submitted strategy. The consumer HVAC program delivered more than double the savings as stated in the strategy; Direct Install Lighting delivered 3.5 times the savings quantified in the strategy; and ERII generated approximately 1.5 times the energy savings as calculated in the strategy.

## 6 Conclusion

Over the course of 2014, Ottawa River Power Corporation has achieved an incremental 0.5 MW in peak demand savings and 1.8 GWh in energy savings, which represents 31% and 20% of Ottawa River Power Corporation 2014 target, respectively.

The overall results achieved in 2011-2014 are 1.0 MW in peak demand savings and 9.4 GWh in energy savings, which represents 62.7% and 105% of Ottawa River Power Corporation 2014 target, respectively. These results are representative of a considerable effort expended by Mary Hellingman, CDM Manager, 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. This achievement is a success and the relationships built within the 2011-2014 CDM program term will aid results in future CDM programs.

Future reports on Conservation First will be provided by LDCs to the IESO who will report annually to the OEB.

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

**Additional detail is available:**

- Schedule B-1, Exhibit D. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Consumer/Programs/Appliance-Retirement.aspx>.

**In Market Date:** Continued delivery since Great Refrigerator Round Up in 2007, ORPC continued in 2011.

#### APPLIANCE EXCHANGE INITIATIVE (Exhibit E)

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

**Initiative Frequency:** Spring and Fall

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

**Description:** This initiative involves appliance exchange events. Exchange events are held at local retail locations and customers are encouraged to bring in their old room air conditioners (AC) and dehumidifiers in exchange for coupons/discounts towards the purchase of new energy efficient equipment. Window ACs were discontinued from the program in 2013.

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

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

Additional detail is available:

- Schedule B-1, Exhibit C. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Consumer.aspx>.

**In Market Date:** February 2011

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

Additional detail is available:

- Schedule B-1, Exhibit B. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Consumer.aspx>.

**In Market Date:** February 2011

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 IESO 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 IESO enters into agreements with retailers to honour the coupons.

Additional detail is available:

- Schedule B-1, Exhibit A. Available on IESO’s extranet;
- saveONenergy website <https://saveoneenergy.ca/Consumer.aspx>.

**In Market Date:** Province wide program since Spring 2011

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

Additional detail is available:

- Schedule B-1, Exhibit C. Available on IESO’s extranet;
- saveONenergy website <https://saveoneenergy.ca/Consumer.aspx>.

**In Market Date:** Since Spring and Fall 2011

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

**In Market Date:** n/a

NEW CONSTRUCTION PROGRAM (Schedule B-2)

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

**Initiative Frequency:** Year round

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

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

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

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

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

Additional detail is available:

- Schedule B-1, Exhibit C. Available on IESO's extranet;

- saveONenergy website <https://saveonenergy.ca/Consumer.aspx>.

**In Market Date:** Spring 2011

RESIDENTIAL DEMAND RESPONSE PROGRAM (Schedule B-3)

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

**Initiative Frequency:** Year round

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

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

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

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

Additional detail is available:

- Schedule B-1, Exhibit C. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Consumer.aspx>.

**In Market Date:** January 2013

## C&I Program

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

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

**Initiative Frequency:** Year round

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

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

projects where energy and demand savings and incentives are calculated for associated measures; or 3) custom projects for other energy efficiency upgrades.

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

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule C-2. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business/Program-Overviews/Retrofit-for-Commercial.aspx>.

**In Market Date:** Spring 2011

**Lessons Learned:**

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 \$1,500 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 \$1,500 at no cost to qualifying small businesses. In addition, standard prescriptive incentives are available for eligible equipment beyond the initial \$1,500 limit.

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

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

Additional detail is available:

- Schedule C-3. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business.aspx>.

**In Market Date:** March 2011

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

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

**Initiative Frequency:** Year round

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

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

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

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

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule C-6. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business/Program-Overviews/Existing-Building-Commissioning.aspx>.

**In Market Date:** February 2011

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

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

**Initiative Frequency:** Year round

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

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

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

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

Additional detail is available:

- Schedule C-4. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business/Program-Overviews/New-Construction.aspx>.

**In Market Date:** February 2012

ENERGY AUDIT INITIATIVE (Schedule C-1)

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

**Initiative Frequency:** Year round

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

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

**Targeted End Uses:** Various

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule C-1. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business/Program-Overviews/Audit-Funding.aspx>.

**In Market Date:** February 2011

## 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 cost
- c) A one year pay back

**Targeted End Uses:** Process and systems

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

Additional detail is available:

- Schedule D-1. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business.aspx>.

**In Market Date:** February 2011

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 ("M&T") 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 an M&T system to help them understand how their energy consumption might be reduced. A facility energy manager, who regularly oversees energy usage, will now be able to use historical energy consumption performance to analyze and set targets.

**Targeted End Uses:** Process and systems

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

Additional detail is available:

- Schedule D-2. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business.aspx>.

**In Market Date:** February 2011

ENERGY MANAGER INITIATIVE (Schedule D-3)

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

**Initiative Frequency:** Year round

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

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

**Targeted End Uses:** Process and systems

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

Additional detail is available:

- Schedule D-3. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business.aspx>.

**In Market Date:** February 2011

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

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

**Initiative Frequency:** Year round

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

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

**Targeted End Uses:** Process and systems

**Delivery:** LDC delivered

Additional detail is available:

- Scheduled-4. Available on IESO's extranet.

**In Market Date:** February 2011

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 IESO. The IESO administers contracts with all DRPs and Direct Participants (who provide in excess of 5 MW of demand response capacity). IESO provides administration including settlement, measurement and verification, and dispatch. LDCs are responsible for local customer outreach and marketing efforts.

Additional detail is available:

- Schedule D-6. Available on IESO's extranet;
- saveONenergy website <https://saveonenergy.ca/Business.aspx>

**In Market Date:** January 2011

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., CFL bulbs)

**Delivery:** LDC delivered.

Additional detail is available:

- Schedule E. Available on IESO's extranet.

**In Market Date:** March 2012

## Appendix B: Pre-2011 Programs

#### ELECTRICITY RETROFIT INCENTIVE PROGRAM

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

**Initiative Frequency:** Year Round

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

**Description:** The Equipment Replacement Incentive Program (ERIP) offered financial incentives to customers for the upgrade of existing equipment to energy efficient equipment. This program was available in 2010 and allowed customers up to 11 months following Pre-Approval to complete their projects. As a result, a number of projects

Pre-Approved in 2010 were not completed and in-service until 2011. The electricity savings associated with these projects are attributed to 2011.

**Targeted End Uses:** Electricity savings measures

**Delivery:** LDC Delivered

#### HIGH PERFORMANCE NEW CONSTRUCTION

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

**Initiative Frequency:** Year round

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

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

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

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

#### TORONTO COMPREHENSIVE INITIATIVE

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

**Initiative Frequency:** Year round

**Objective:**

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

**Targeted End Uses:**

**Delivery:**

#### MULTIFAMILY ENERGY EFFICIENCY REBATES

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

**Initiative Frequency:** Year round

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

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

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

**Targeted End Uses:** Electricity saving measures

**Delivery:** IESO contracted with Greensaver

#### DATA CENTRE INCENTIVE PROGRAM

**Target Customer Type(s):**

**Initiative Frequency:** Year round

**Objective:**

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

**Targeted End Uses:**

**Delivery:**

#### ENWIN GREEN SUITES

**Target Customer Type(s):**

**Initiative Frequency:** Year round

**Objective:**

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

**Targeted End Uses:**

**Delivery:**