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Enbridge Gas Inc.
500 Consumers Road
North York, Ontario M2J 1P8
Canada

April 28, 2023

VIA RESS AND EMAIL

Nancy Marconi
Registrar
Ontario Energy Board
2300 Yonge Street, 27th Floor
Toronto, ON M4P 1E4

Dear Nancy Marconi:

Re: Enbridge Gas Inc. (Enbridge Gas)
Ontario Energy Board File No.: EB-2023-0062
2021 Demand Side Management (DSM) Deferral and Variance Account Disposition Application

Enclosed is Enbridge Gas's application and evidence concerning the final disposition and recovery of certain 2021 DSM program year-end deferral and variance account balances.[1] The accounts which are the subject of this Application and the balances recorded (excluding interest) are as follows in Tables 1 and 2.

Table 1

2021 DSM Deferral and Variance Account Balances - EGD Rate Zone

Account	2021
DSM Variance Account	$1,862,404
DSM Incentive Deferral Account	$4,961,553
LRAM Variance Account	$37,476
Total Balance	$6,861,433

Table 2

2021 DSM Deferral and Variance Account Balances - Union Rate Zones

Account	2021
DSM Variance Account	($11,372,617)
DSM Incentive Deferral Account	$1,469,503
LRAM Variance Account[2]	$697,467
Total Balance	($9,205,646)

[1]Enbridge Gas was formed by the amalgamation of Enbridge Gas Distribution Inc. (EGD) and Union Gas Limited (Union), on January 1, 2019 pursuant to the Ontario Business Corporations Act, R.S.O. 1990, c. B. 16. Enbridge Gas carries on the business of selling, distributing, transmitting and storing natural gas in Ontario within the meaning of the Ontario Energy Board Act, 1998 (the Act).
[2]The 2021 LRAMVA account balance includes volume variances related to 2019, 2020 and 2021 audited Union rate zones results at 2021 rates. This is discussed in further detail in Exhibit C, Tab 2, Schedule 1.

Enbridge Gas proposes that disposition of these deferral and variance account balances be implemented in alignment with other rate changes through the Quarterly Rate Adjustment Mechanism (QRAM), effective as soon as October 1, 2023. For a typical residential customer in the EGD rate zone with annual consumption of 2,400 m^3, the estimated one-time billing adjustment charge is $6.91. For a typical residential customer in the Union South rate zone with annual consumption of 2,200 m^3, the estimated one-time billing adjustment is a refund of $1.56. For a typical residential customer in the Union North rate zone with annual consumption of 2,200 m^3, the estimated one-time billing adjustment is a refund of $5.11.

The above noted submission has been filed electronically through the OEB's RESS and will be made available on Enbridge Gas's website at:
https://www.enbridgegas.com/Regulatory-Proceedings

If you have any questions, please contact the undersigned.

Sincerely,

(Original Digitally Signed)

Asha Patel
Technical Manager, Regulatory Applications

cc.: D. O'Leary (Aird & Berlis)
EB-2021-0002 (Intervenors)
EB-2022-0007(Intervenors)

A – Administration

Exhibit	Tab	Schedule	Appendix	Contents of Schedule
A	1	1		Exhibit List
	2	1		Application
	3	1		Background and Overview
	4	1		2021 DSM Annual Report

B – EGD Rate Zone

Exhibit	Tab	Schedule	Appendix	Contents of Schedule
B	1	1		EGD Rate Zone: Account Balances and Approvals Sought
	2	1		EGD Rate Zone: Rate Allocation
			1	EGD Rate Zone: Continuity Schedule for Deferred Incentive Balances
			2	EGD Rate Zone: 2021 LRAMVA Balance
			3	EGD Rate Zone: Unit Rate & Type of Service
			4	EGD Rate Zone: 2021 DSM Deferral & Variance Account Balances to be Cleared including Interest
			5	EGD Rate Zone: 2021 Classification & Allocation of Deferral & Variance Account Balances
			6	EGD Rate Zone: 2021 Allocation & Unit Rate Derivation by Type of Service
	3	1		EGD Rate Zone: Estimated Annual Bill Impact
			1	EGD Rate Zone: 2021 DSM Deferral & Variance Account Clearing Bill Adjustment for Typical Customers

C – Union Rate Zones

Exhibit	Tab	Schedule	Appendix	Contents of Schedule
C	1	1		Union Rate Zones: Account Balances and Approvals Sought
	2	1		Union Rate Zones: Rate Allocation
			1	Union Rate Zones: Continuity Schedule for Deferred Incentive Balances
			2	Union Rate Zones: 2021 LRAMVA Balance
			3	Union Rate Zones: Combined Unit Rates
			4	Union Rate Zones: 2021 DSM Deferral & Variance Account Balances to be Cleared including Interest
			5	Union Rate Zones: 2021 Allocation of Deferral & Variance Account Balances
			6	Union Rate Zones: Unit Rates for One-Time Adjustment
	3	1		Union Rate Zones: Estimated Annual Bill Impact
			1	Union Rate Zones: 2021 DSM Deferral & Variance Account Clearing Bill Impacts for Typical Customers

ONTARIO ENERGY BOARD

IN THE MATTER OF the Ontario Energy Board Act, 1998, S.O. 1998, c. 15, Schedule B, as amended;

AND IN THE MATTER OF an application by Enbridge Gas Inc. for an Order or Orders approving the balances and clearance of certain non-commodity 2021 Demand Side Management Deferral and Variance Accounts into rates, within the next available QRAM.

APPLICATION

1. Enbridge Gas Inc. (Enbridge Gas or the Company), was formed by the amalgamation of Enbridge Gas Distribution Inc. (EGD) and Union Gas Limited (Union), on January 1, 2019 pursuant to the *Ontario Business Corporations* Act, R.S.O. 1990, c. B. 16. Enbridge Gas carries on the business of selling, distributing, transmitting and storing natural gas in Ontario within the meaning of the *Ontario Energy Board Act*, 1998 (the Act).

2. EGD and Union (collectively, referred to as the Utilities) filed an application dated November 2, 2017 with the Ontario Energy Board (OEB) pursuant to section 43(1) of the Act for an order or orders granting leave to amalgamate into a single company, referred to as "Amalco", effective January 1, 2019.[1] On November 23, 2017, the Utilities applied to the OEB pursuant to section 36 of the Act, for an order approving a rate setting mechanism and associated parameters for the deferred rebasing period, effective January 1, 2019.[2] The OEB issued its Decision and Order approving the amalgamation and rate setting mechanism (the MAADs Decision) on August 30, 2018. The Utilities merged effective January 1, 2019. Notwithstanding the amalgamation, Enbridge Gas continued to operate its DSM portfolio of programs by the legacy rate zones of the two Utilities under the prior OEB approvals for same for subsequent years including 2021.

[1] EB-2017-0306 Enbridge Gas Distribution Inc. and Union Gas Limited – MAAD.
[2] EB-2017-0307 Enbridge Gas Distribution Inc. and Union Gas Limited – Rate Setting Mechanism.

3. Enbridge Gas hereby applies to the OEB pursuant to Section 36 of the Act and pursuant to the MAADs Decision for such final or interim Orders and Accounting Orders as necessary approving the final balances in the 2021 Demand Side Management (DSM) Deferral and Variance Accounts (set out in Table 1 and Table 2 – excluding interest) and the disposition of these balances within the next available Quarterly Rate Adjustment Mechanism (QRAM) application following the OEB's approval,[3] effective as early as October 1, 2023 for the EGD rate zone and the Union rate zones[4] through a one-time adjustment in rates.

Table 1

2021 DSM Deferral and Variance Account Balances - EGD Rate Zone

Account	2021
DSM Variance Account	$1,862,404
DSM Incentive Deferral Account	$4,961,553
LRAM Variance Account	$37,476
Total Balance	$6,861,433

Table 2

2021 DSM Deferral and Variance Account Balances - Union Rate Zones

Account	2021
DSM Variance Account	($11,372,617)
DSM Incentive Deferral Account	$1,469,503
LRAM Variance Account[5]	$697,467
Total Balance	($9,205,646)

4. Enbridge Gas further applies to the OEB for all necessary Orders and Directions concerning pre-hearing and hearing procedures necessary for the determination of this application.

[3] Please see Exhibit B, Tab 3, Schedule 1 and Exhibit C, Tab 3, Schedule 1, for details of proposed allocation and disposition methodologies, timing of disposition and derivation of unit rates.
[4] Collectively, the Union North and Union South rate zones are referred to as the "Union rate zones".
[5]The 2021 LRAMVA account balance includes volume variances related to 2019, 2020 and 2021 audited Union rate zones results at 2021 rates. This is discussed in further detail in Exhibit C, Tab 3,Schedule 1.

5. Enbridge Gas requests that the OEB's review of this application proceed by means of a written hearing in English.

6. This application is supported by written evidence. This evidence may be amended, from time to time, as required by the OEB or as circumstances may require.

7. The persons affected by this Application are the customers resident or located in the municipalities, police villages, and Indigenous communities served by Enbridge Gas, together with those to whom Enbridge Gas sells gas, or on whose behalf, Enbridge Gas distributes, transmits or stores gas. It is impractical to set out the names and addresses of all the customers because they are too numerous.

8. Enbridge Gas requests that all documents relating to this application and its supporting evidence, including the responsive comments of any interested party, be served on:

The Applicant:

Regulatory Contact:

Ms. Asha Patel
Technical Manager, Regulatory Applications
Enbridge Gas Inc.

Address for personal service:	500 Consumers Road Willowdale, Ontario M2J 1P8
Mailing address:	P. O. Box 650 Scarborough, Ontario M1K 5E3
Telephone:	416-495-5642
Email:	Asha.Patel@enbridge.com EGIRegulatoryProceedings@enbridge.com

The Applicant's counsel:

Dennis M. O'Leary
Aird & Berlis LLP

Address for personal service and mailing address:	Brookfield Place, Box 754 Suite 1800, 181 Bay Street Toronto, Ontario M5J 2T9
Telephone	(416) 865-4711
Email:	doleary@airdberlis.com

DATED: April 28, 2023

Enbridge Gas Inc.

(Original Digitally Signed)

Asha Patel
Technical Manager, Regulatory Applications

BACKGROUND AND OVERVIEW

1. The Deferral and Variance Account balances which are the subject of this proceeding relate to DSM activities in 2021 (please see Tables 1 and 2 below for a summary of these balances). Enbridge Gas is seeking approval for the balances and clearance through to rates for the 2021 DSM program year for the amounts in DSM-related Deferral and Variance Accounts. Enbridge Gas proposes to dispose of the account balances with the first available QRAM following OEB approval. For the purposes of calculating bill impacts, Enbridge Gas assumes implementation with the October 1, 2023 QRAM.

2. As outlined in the OEB's 2015-2020 DSM Framework for Natural Gas Distributors (EB-2014-0134) (the Framework),[1] the OEB indicated it "…is of the view that it [the OEB] is in the best position to coordinate the evaluation process throughout the DSM framework period".[2] As outlined in the Filing Guidelines to the DSM Framework for Natural Gas Distributors (2015-2020) (EB-2014-0134) (the Guidelines):[3]

> Consistent with past practices, recovery and disposition of DSM related amounts (i.e., DSM Variance Account ("DSMVA"), DSM Incentive Deferral Account ("DSMIDA"), and Lost Revenue Adjustment Mechanism Variance Account ("LRAMVA")) will be filed by the natural gas utilities annually, based on the actual amount of natural gas savings resulting from the utilities' DSM programs in relation to the annual plans targets. The DSM amounts include program spending, shareholder incentive amounts and lost revenues in relation to the DSM programs delivered by the natural gas utility.

3. On August 21, 2015, the OEB issued a letter which provided additional details regarding a new OEB-Staff coordinated evaluation governance structure.[4] This letter included the following information:

[1] EB-2014-0134, Report of the Board, DSM Framework for Natural Gas Distributors (2015-2020), December 22, 2014.
[2] Framework, p. 30.
[3] Guidelines, p. 36.
[4] EB-2015-0245, OEB Letter, 2015-2020 DSM Evaluation Process of Program Results, August 21, 2015.

- The OEB would be responsible for coordinating and overseeing the evaluation and audit process, including selecting a third-party Evaluation Contractor (EC).
- The EC would carry out the evaluation and audit processes and would draft an Evaluation, Monitoring and Verification (EM&V) plan for the natural gas utilities' (EGD and Union, collectively referred to as the "Utilities") DSM programs.
- An Evaluation Advisory Committee (EAC) would be formed to provide input and advice to the OEB on the development of the EM&V plan and on the evaluation and audit of the DSM results.

4. Furthermore, the letter noted that the EAC would be comprised of:
    - Experts representing non-utility stakeholders, with demonstrated experience and expertise in the evaluation of DSM technologies and programs, natural gas energy efficiency technologies, multi-year impact assessments, net-to-gross (NTG) studies, free ridership analysis and natural gas energy efficiency persistence analysis;
    - Expert(s) retained by the OEB;
    - Representatives from the Independent Electricity System Operator (IESO);
    - Representatives from each natural gas utility; and
    - Representatives from the Ministry of Energy and the Environmental Commissioner of Ontario, who will participate as observers.

<u>2021 EM&V Process</u>

5. The 2021 DSM program year is an extension of the OEB's Framework and Guidelines and Enbridge Gas's (formerly EGD and Union) OEB-approved 2015-2020 DSM Plans (EB-2015-0029/0049) (the DSM Plans).[5]

[5] EB-2015-0029, 2015-2020 DSM Plan, Enbridge Gas Distribution Inc, April 1, 2015; EB-2015-0049, 2015-2020 DSM Plan, Union Gas Limited, April 1, 2015.

6. Enbridge Gas requested that the OEB approve a one-year extension of its 2015-2020 OEB-approved multi-year natural gas DSM plans for 2021.[6] Enbridge Gas requested to roll-forward all existing components of its current OEB-approved 2020 DSM plans, including all natural gas conservation programs, budgets, performance scorecard metrics and targets, and incentive structure. This would ensure DSM program continuity through the end of 2021. The OEB approved this extension.[7]

7. In 2021, the non-utility stakeholders appointed to the EAC were:
   - Chris Neme, Energy Futures Group; and
   - Jay Shepherd, Shepherd Rubenstein Professional Corporation.

   In 2021, the independent experts appointed to the EAC were:
   - Ted Kesik, Knowledge Mapping Inc.; and
   - Robert Wirtshafter, Wirtshafter Associates Inc.

8. The methodologies used by Enbridge Gas to determine the amounts recorded in the DSMVA,[8] LRAMVA[9] and DSMIDA[10] for the 2021 DSM program year for each of the EGD rate zone and the Union rate zones, were the subject of the:
   (i) Framework;
   (ii) Guidelines;
   (iii) Decision and Order and Revised Decision and Order of the OEB on Enbridge Gas's 2015-2020 DSM Plans;[11]
   (iv) Decision and Order of the OEB on Enbridge Gas's 2021 DSM Plan (EB-2019-0271);

[6] EB-2019-0271, 2021 DSM Plan, Enbridge Gas Inc., November 27, 2019.
[7] EB-2019-0271, Decision and Order, July 16, 2020.
[8] EGD rate zone Account No. 179.06 and Union rate zones Account No. 179-111.
[9] EGD rate zone Account No. 623.010 and Union rate zones Account No. 179-75.
[10] EGD rate zone Account No. 179.26 and Union rate zones Account No. 179-126.
[11] EB-2015-0029/0049, Decision and Order, January 20, 2016; EB-2015-0029/0049, Revised Decision and Order, February 24, 2016.

(v) OEB's Mid-Term Review of the Framework (EB-2017-0127/0128) and related Report of the OEB;[12]

(vi) Utilities' 2015 Clearance of DSM Deferral and Variance Accounts proceedings (EB-2017-0323 and EB-2017-0324);

(vii) Utilities' 2016 Clearance of DSM Deferral and Variance Accounts proceedings (EB-2018-0300/0301);

(viii) Utilities' 2017 and 2018 Clearance of DSM Deferral and Variance Accounts proceeding (EB-2020-0067);

(ix) Utilities' 2019 Clearance of DSM Deferral and Variance Accounts proceeding (EB-2021-0072); and

(x) Utilities' 2020 Clearance of DSM Deferral and Variance Accounts proceeding (EB-2022-0007)

9. The EC concluded 2021 DSM program year EM&V activities in 2022 with the release and presentation of the following report to OEB Staff and the EAC: 2021 Natural Gas DSM Annual Verification (November 1, 2022).[13]

10. Enbridge Gas is in receipt of the 2021 Natural Gas Demand-Side Management Annual Verification report (the Verification Report) for the EGD rate zone and Union rate zones completed by the EC (DNV GL Energy Insights USA, Inc., f/k/a KEMA, Inc.) that was selected by OEB Staff. The Verification report provides the EC's conclusions regarding the amounts of energy savings, lost revenue, shareholder incentive amounts and cost-effectiveness, for the DSM programs offered by Enbridge Gas in 2021. The Verification Report also includes the EC's findings and recommendations regarding cost reductions, improvement of savings accuracy and risk reduction related to Enbridge Gas's DSM programs. Enbridge Gas's responses

[12] EB-2017-0127/0128, Report of the Ontario Energy Board – Mid-Term Review of the Demand Side Management (DSM) Framework for Natural Gas Distributors (2015-2020), November 29, 2018.
[13] 2021 Natural Gas Demand-Side Management Annual Verification Report, Ontario Energy Board (November 1, 2022) https://www.rds.oeb.ca/CMWebDrawer/Record/759906/File/document

to each finding and recommendation were provided by the Company to the EC, and embedded into the Verification Report in Section 10.

11. The 2021 DSM-related Deferral and Variance Account balances, which are the subject of this Application and proposed for disposition as set out in Tables 1 and 2 below,[14] are consistent with the above reports and the EC's opinion on energy savings, lost revenue, shareholder incentive amounts and cost-effectiveness.

Table 1

2021 DSM Deferral and Variance Account Balances - EGD Rate Zone

Account	2021
DSM Variance Account	$1,862,404
DSM Incentive Deferral Account	$4,961,553
LRAM Variance Account	$37,476
Total Balance	$6,861,433

Table 2

2021 DSM Deferral and Variance Account Balances - Union Rate Zones[15]

Account	2021
DSM Variance Account	($11,372,617)
DSM Incentive Deferral Account	$1,469,503
LRAM Variance Account[16]	$697,467
Total Balance	($9,205,646)

12. Details of Enbridge Gas's proposed allocation of 2021 DSM-related Deferral and Variance Account balances to rate classes, disposition methodology and unit rates for disposition are set out at Exhibit B, Tab 3, Schedule 1, for the EGD rate zone and at Exhibit C, Tab 3, Schedule 1, for the Union rate zones.

[14] These balances as presented do not include interest. Interest will be accrued up to the disposition date in accordance with the applicable accounting orders and reflected in the draft rate order filed following the OEB's Decision in this proceeding.
[15] Collectively, the Union North and Union South rate zones are referred to as the "Union rate zones".
[16] The 2021 LRAMVA account balance includes volume variances related to 2019, 2020 and 2021 audited Union rate zones results at 2021 rates. This is discussed in further detail in Exhibit C, Tab 3, Schedule 1.

13. Enbridge Gas's final 2021 DSM Annual Report is included within this submission at Exhibit A, Tab 4, Schedule 1.

2021 Demand Side Management Annual Report

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Enbridge Gas Inc.

April 28th, 2023

ENBRIDGE

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Executive Summary

Enbridge Gas Inc. (“Enbridge Gas” or “the Company”) reports 1.71 billion lifetime cubic meters of natural gas saved from its DSM activities in 2021. A summary of the Company’s 2021 DSM results, budgets, and spend is provided in Table ES1 below. Furthermore, Tables ES2 and ES3 provide a breakdown of natural gas savings by offering for the EGD rate zone and Union rate zones respectively.[1]

Table ES1. 2021 DSM Results, Budgets, and Spend Summary

ITEM	EGD RATE ZONE	UNION RATE ZONES
Net Cumulative Natural Gas Savings	862,083,797 m^3	845,415,199 m^3
Budget[1]	$67,757,376	$64,349,541
Actual Spend	$69,619,780	$52,976,925
Shareholder Incentive Achievement	$4,961,553	$1,469,503
Lost Distribution Revenue	$57,207	$133,216

[1] The total budgets shown do not include the Energy Leaders offering for the EGD rate zone nor the Residential Adaptive Thermostat offering for Union rate zones. These offerings were approved through the Mid-Term Review and expenditures for this offering are tracked in the DSMVA.

[1] Natural gas savings attributable to market transformation programs are not included in these totals, as results for these programs are not measured by cubic meters of natural gas saved.

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Table ES2. 2021 Natural Gas Savings (EGD Rate Zone)

PROGRAM	OFFERING	GROSS ANNUAL NATURAL GAS SAVINGS (M^3)	NET ANNUAL NATURAL GAS SAVINGS (M^3)	GROSS CUMULATIVE NATURAL GAS SAVINGS (M^3)	NET CUMULATIVE NATURAL GAS SAVINGS (M^3)
Residential	Home Efficiency Rebate	8,563,187	8,135,028	214,079,678	203,375,694
	Residential Adaptive Thermostats	3,714,106	3,565,542	55,711,591	53,483,128
Residential Total		**12,277,293**	**11,700,570**	**269,791,269**	**256,858,822**
Commercial/Industrial	Commercial & Industrial Prescriptive	3,880,971	3,278,116	46,338,050	38,277,605
	Commercial & Industrial Custom	41,307,993	22,517,064	759,796,012	415,996,615
	Commercial & Industrial Direct Install	2,633,474	2,501,800	33,662,685	31,979,551
	Run it Right (RA)	89,663	44,885	448,315	224,426
	Comprehensive Energy Management (RA)	249,802	130,072	5,935,131	3,090,423
	Energy Leaders	45,400	45,400	908,004	908,004
Commercial/Industrial Total		**48,207,303**	**28,517,338**	**847,088,196**	**490,476,623**
Low-Income	Home Winterproofing	1,207,416	1,207,416	26,443,935	26,443,935
	Affordable Multi-Family Housing	4,328,621	4,328,621	88,304,418	88,304,418
Low-Income Total		**5,536,037**	**5,536,037**	**114,748,352**	**114,748,352**
Portfolio Total		**66,020,633**	**45,753,945**	**1,231,627,818**	**862,083,797**

Table ES3. 2021 Natural Gas Savings (Union Rate Zones)

PROGRAM	OFFERING	GROSS ANNUAL NATURAL GAS SAVINGS (M^3)	NET ANNUAL NATURAL GAS SAVINGS (M^3)	GROSS CUMULATIVE NATURAL GAS SAVINGS (M^3)	NET CUMULATIVE NATURAL GAS SAVINGS (M^3)
Residential	Home Efficiency Rebate	3,888,036	3,693,634	97,200,900	92,340,855
	Residential Adaptive Thermostat	1,609,955	1,545,557	24,149,329	23,183,355
Residential Total		**5,497,991**	**5,239,191**	**121,350,229**	**115,524,210**
Commercial/Industrial	Commercial & Industrial Prescriptive	3,321,408	2,102,246	46,318,747	30,179,865
	Commercial & Industrial Custom	61,850,244	26,753,925	1,096,141,994	470,976,925
	Commercial & Industrial Direct Install	1,434,283	1,362,569	19,371,965	18,403,367
Commercial/Industrial Total		**66,605,935**	**30,218,740**	**1,161,832,705**	**519,560,156**
Low-Income	Home Winterproofing	2,016,311	2,011,914	45,969,386	45,903,844
	Affordable Multi-Family Housing	1,004,061	953,892	18,781,681	17,843,279
	Indigenous	0	0	0	0
	Furnace End-of-Life Upgrade	0	0	0	0
Low-Income Total		**3,020,372**	**2,965,806**	**64,751,067**	**63,747,123**
Large Volume	Direct Access	63,438,079	9,712,370	925,759,042	141,733,709
Large Volume Total		**63,438,079**	**9,712,370**	**925,759,042**	**141,733,709**
Performance-Based	RunSmart	0	0	0	0
	Strategic Energy Management	970,000	970,000	4,850,000	4,850,000
Performance-Based Total		**970,000**	**970,000**	**4,850,000**	**4,850,000**
Portfolio Total		**139,532,376**	**49,106,107**	**2,278,543,043**	**845,415,199**

1. Introduction

Enbridge Gas has been designing and delivering DSM programs under OEB frameworks for over 25 years. Since 1995, Enbridge Gas has saved its customers 30.9 billion lifetime cubic meters of natural gas and 59.7 million tonnes of greenhouse gas emissions, the equivalent of taking 13 million cars off the road for a year.

The 2021 Annual Report provides a summary of Enbridge Gas' DSM activities and results during the 2021 program year, including:

- A summary of the DSM Framework as it relates to the 2021 program year (Section 2).
- OEB data reporting requirements (Sections 3 and 4).
- Program and offering summaries, including offering results, offering changes, lessons learned, and anticipated offering changes for 2022 (Sections 5 and 6).
- Evaluation activities (Section 7).
- Results, including scorecard results, shareholder incentive achievement, lost distribution revenue calculations, cost-effectiveness, budgets, and spending (Sections 8 and 9).

The 2021 program year continued to see unique challenges brought on by the COVID-19 pandemic that began in March 2020. Enbridge Gas continued to adapt its program design and program implementation practices to address the evolving situation. Like other organizations, Enbridge Gas adopted online/virtual components to continue initiatives during COVID-19 lockdowns, where possible. Regardless of the challenges, significant outcomes were achieved as presented in Table ES1 (Executive Summary) and throughout this report.

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2. DSM Framework

On December 22, 2014, the OEB released its Demand Side Management Framework for Natural Gas Distributors (2015-2020) (EB-2014-0134) ("DSM Framework") and Filing Guidelines to the Demand Side Management Framework for Natural Gas Distributors (2015-2020) (EB-2014-0134) ("DSM Guidelines"). Given the timing, the OEB instructed that 2015 should be treated as a transition year, and that the natural gas utilities should "roll-forward their 2014 DSM plans, including all programs and parameters (i.e., budget, targets, incentive structure) into 2015".[2] Meanwhile, the natural gas utilities began developing DSM plans with new and expanded offerings in response to the new DSM Framework for 2016-2020.

Throughout 2017 and 2018, the OEB undertook a mid-term review. On November 28, 2018, the OEB released its Mid-Term Review of the Demand Side Management Framework for Natural Gas Distributors (2015-2020) (EB-2017-0127 & EB-2017-0128) ("Mid-Term Report").

In July 2020, the OEB approved a one-year extension into 2021 for all existing components of the OEB-approved 2015-2020 DSM plans.

2.1 2015-2020 DSM PLANS

On April 1, 2015, Enbridge Gas Distribution Inc. ("EGD") and Union Gas Limited ("Union") filed respective 2015-2020 DSM Plans (EB-2015-0049 & EB-2015-0029, respectively). On January 20, 2016, the OEB released its Decision and Order on EGD's and Union's 2015-2020 DSM Plans (EB-2015-0049/EB-2015-0029) ("Decision") and published an update to the Decision on February 24, 2016. As part of its Decision, the OEB approved many of the proposed programs, scorecards, metrics, targets, and budgets but also directed certain revisions.

On January 1, 2019, EGD and Union amalgamated to become Enbridge Gas Inc. ("Enbridge Gas"). Enbridge Gas continues to operate and report on the two DSM portfolios independently (within the EGD rate zone and the Union rate zones) to reflect the manner in which programs, scorecards, metrics, targets, and budgets were approved by the OEB. Where customer-facing alignment is possible to provide consistent province-wide program experiences, Enbridge Gas has made all reasonable efforts to do so. Alignment activities are discussed throughout this report.

The OEB designed the DSM Framework to have "the flexibility to allow gas utilities to adapt and change with the market, the stability to ensure programs remain in place so customers can participate, and provides the continuity to manage DSM programs in a changing environment."[3] With these goals in mind, Enbridge Gas may introduce, change or discontinue activities in response to changing market conditions and customer needs, within the constraints of the DSM Framework and DSM Guidelines. Any changes are discussed throughout this report.

The structure of the 2021 DSM portfolios for the EGD rate zone and the Union rate zones are shown in Table 2.0 and Table 2.1 below, respectively. Each scorecard contains one or more programs, and each program provides one or more offerings to customers. Offerings are bundles of energy efficiency measures, initiatives, and/or services.

[2] *Report of the Board, DSM Framework for Natural Gas Distributors (2015-2020), EB-2014-0134, December 22, 2014, Section 15.1, p.37*
[3] *Report of the Board, DSM Framework for Natural Gas Distributors (2015-2020), EB-2014-0134, December 22, 2014, Section 1.2, p.3*

Table 2.0 2021 DSM Portfolio (EGD Rate Zone)

DSM SCORECARD	DSM PROGRAM	DSM OFFERING
Resource Acquisition Scorecard	Resource Acquisition Program	Home Efficiency Rebate Offering
		Residential Adaptive Thermostats Offering
		Commercial & Industrial Prescriptive (Fixed) Incentive Offering
		Commercial & Industrial Direct Install Offering
		Custom Commercial Offering
		Custom Industrial Offering
		Energy Leaders Offering
Low-Income Scorecard	Low-Income Program	Home Winterproofing Offering
		Affordable Multi-Family Housing Offering
		Savings by Design Affordable Housing Offering
Market Transformation & Energy Management Scorecard	Market Transformation & Energy Management Program	Savings by Design Residential Offering
		Savings by Design Commercial Offering
		School Energy Competition Offering
		Run it Right Offering*
		Comprehensive Energy Management Offering*

**Run it Right Offering and Comprehensive Energy Management Offering include savings attributed to the Resource Acquisition Scorecard*

Table 2.1 2021 DSM Portfolio (Union Rate Zones)

DSM SCORECARD	DSM PROGRAM	DSM OFFERING
Resource Acquisition Scorecard	Residential Program	Home Efficiency Rebate Offering
		Residential Adaptive Thermostats Offering
	Commercial/Industrial Program	Commercial/Industrial Prescriptive Offering
		Commercial/Industrial Custom Offering
		Commercial/Industrial Direct Install Offering
Performance-Based Scorecard	Performance-Based Program	RunSmart Offering
		Strategic Energy Management Offering
Low-Income Scorecard	Low-Income Program	Home Winterproofing Offering
		Affordable Multi-Family Housing Offering
		Indigenous Offering
		Furnace End-of-Life Upgrade Offering
Large Volume Scorecard	Large Volume Program	Large Volume Direct Access Offering
Market Transformation Scorecard	Market Transformation Program	Optimum Home Offering
		Commercial Savings by Design Offering

2.2 SCORECARD TARGET SETTING

For the 2021 program year, scorecard targets have been set based on the methodologies provided by the OEB in its Mid-Term Report. See Appendix B for the 2021 scorecard target setting methodology, and Sections 8.1 and 9.1 for the calculated 2021 scorecard targets and results for the EGD rate zone and the Union rate zones, respectively.

2.3 EVALUATION GOVERNANCE

As outlined in the DSM Framework, the Board indicated it "is of the view that it is in the best position to coordinate the evaluation process throughout the DSM framework period".[4] On August 21, 2015, the Board released a letter which provided additional details regarding the new evaluation governance structure.[5] This letter included the following information:

- The OEB would be responsible for coordinating and overseeing the evaluation and audit process, including selecting a third-party Evaluation Contractor ("EC").
- The EC would carry out the evaluation and audit processes and would draft an EM&V Plan for the natural gas utilities' DSM programs.
- An Evaluation Advisory Committee ("EAC") would be formed to provide input and advice to the OEB on the development of the plan and on the evaluation and audit of the DSM results.

Furthermore, the letter noted that the EAC would be comprised of:

- Experts representing non-utility stakeholders, with demonstrated experience and expertise in the evaluation of DSM technologies and programs, natural gas energy efficiency technologies, multi-year impact assessments, net-to-gross ("NTG") studies, free ridership analysis and natural gas energy efficiency persistence analysis.
- Expert(s) retained by the OEB.
- Representatives from the Independent Electricity System Operator ("IESO").
- Representatives from each natural gas utility.
- Representatives from the Ministry of Energy and the Environmental Commissioner of Ontario, who will participate as observers.

In 2021, the OEB-appointed non-utility stakeholder members of the EAC were:

- Chris Neme, Energy Futures Group
- Jay Shepherd, Shepherd Rubenstein Professional Corporation

In 2021, the independent expert members of the EAC were:

- Ted Kesik, Knowledge Mapping Inc.
- Robert Wirtshafter, Wirtshafter Associates Inc.

Non-utility stakeholders and independent experts are expected to provide input and advice based on their experience and technical expertise, and not to advocate for the position of parties they have represented before the OEB in various proceedings.

2.4 COST-EFFECTIVENESS SCREENING

Cost-effectiveness screening for the 2015-2020 DSM Framework uses an enhanced Total Resource Cost test, called the "TRC-Plus" test, which includes a 15% adder to account for the non-energy benefits of DSM, such as improvements to the environment, economy and society.

[4] *Report of the Board, DSM Framework for Natural Gas Distributors (2015-2020), EB-2014-0134, December 22, 2014, Section 7.2, p.30.*
[5] *OEB letter, 2015-2020 DSM Evaluation Process of Program Results (EB-2015-0245), August 21, 2015*

For programs measured by cumulative natural gas savings, excluding low-income programs, the program is considered cost-effective if the ratio of the present value of the TRC-Plus benefits to the TRC costs exceeds 1.0. To recognize that low-income programs may result in additional benefits not captured by the TRC-Plus test, low-income programs are screened using a TRC-Plus threshold of 0.7. Market transformation programs are assessed based on the objectives of the program and are not tested against a TRC-Plus ratio threshold. A secondary reference tool is the Program Administrator Cost ("PAC") test. For more information on the TRC-Plus test and the PAC test, refer to Section 9 of the DSM Guidelines.

The cost-effectiveness tests are used to screen for cost-effectiveness at the program and portfolio level. See Section 2.1 for the 2021 DSM portfolio structures, and Sections 8.3 and 9.3 for the 2021 TRC-Plus test and PAC test results for EGD rate zone and Union rate zones, respectively.

2.5 AVOIDED COST ASSUMPTIONS

Avoided cost assumptions reflect "the benefit of not having to provide an extra unit of supply of natural gas, or other resources … through the delivery of DSM programs".[6] For more information on avoided cost assumptions, please refer to Section 10 of the DSM Guidelines.

The 2021 avoided cost assumptions for the EGD rate zone and the Union rate zones can be found in Appendix A. As per the direction provided in the OEB's Mid-Term Report,[7] Enbridge Gas includes the avoided cost of carbon within its avoided cost assumptions (in addition to the avoided costs of natural gas, electricity, and water).

2.6 TECHNICAL RESOURCE MANUAL

The Technical Resource Manual ("TRM") provides prescribed assumptions (including energy savings, costs and measure lives) for several energy efficient technologies. Enbridge Gas uses the TRM as the basis for prescriptive and quasi-prescriptive measures offered to customers. For more information on the TRM, please refer to the summary provided at the outset of the TRM.[8]

The TRM is reviewed annually by the Evaluation Contractor to make appropriate updates or revisions to existing measures, add new measures, or retire measures which are no longer relevant.

For the purpose of determining 2021 shareholder incentives for prescriptive and quasi-prescriptive measures, TRM Version 5.0 has been used (dated November 12, 2020). This version was updated by the Evaluation Contractor with input from Enbridge Gas and the rest of the EAC, and reflects the following changes:

- Updated the Commercial ENERGY STAR Convection Oven incremental costs since there were no incremental costs included for this measure;
- Added a new substantiation document for Commercial ENERGY STAR Rack Oven;
- Updated outdated references in Residential/Low-Income Heat Reflector Panels and corrected equation formatting issues; and,
- Updated Residential Programmable Thermostats to apply only to low-income programs since the measure is becoming baseline in the residential market based on findings in other jurisdictions.

[6] *Filing Guidelines to the DSM Framework for Natural Gas Distributors (2015-2020), EB-2014-0134, December 22, 2014, Section 10.0, p. 34.*
[7] *Mid-Term Review of the Demand Side Management Framework for Natural Gas Distributors (2015-2020), EB-2017-0127 & EB-2017-0128, November 29, 2018, Section 5.5.1, p. 28.*
[8] https://www.oeb.ca/sites/default/files/OEB-Natural-Gas-DSM-TRM-V5.0-20201112.pdf

For the purpose of determining 2021 lost distribution revenue for prescriptive and quasi-prescriptive measures, TRM Version 6.0 has been used (dated December 16, 2021).

All versions of the TRM can be accessed on the OEB website (https://www.oeb.ca/industry/policy-initiatives-and-consultations/natural-gas-demand-side-management-dsm) under the section “Technical Resource Manual (including Historical Measures and Assumptions Updates)”.

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3. OEB Data Reporting Requirements (EGD Rate Zone)

Section 3 provides the OEB's reporting requirements for the EGD rate zone, as per Section 14.2 of the DSM Guidelines.

Table 3.0 Annual and Long-Term DSM Budgets ($ million) (EGD Rate Zone)

PROGRAM	2015	2016	2017	2018	2019[1]	2020[1]	2021[1,2]	TOTAL
Resource Acquisition	$19.175	$34.337	$39.489	$43.162	$42.056	$42.909	$42.909	$264.036
Low-Income	$7.382	$11.945	$12.527	$13.309	$13.577	$13.850	$13.850	$86.441
Market Transformation & Energy Management	$6.245	$6.579	$6.718	$6.882	$7.030	$7.181	$7.181	$47.816
Portfolio Level	$4.920	$3.500	$4.200	$4.200	$3.758	$3.818	$3.818	$28.214
Total	**$37.722**	**$56.361**	**$62.934**	**$67.554**	**$66.422**	**$67.757**	**$67.757**	**$426.508**

[1] The total budget shown for 2019 through 2021 does not include $0.4 million for the Energy Leaders offering approved through the Mid-Term Review. Expenditures for this offering have been tracked in the DSMVA.

[2] 2021 Program budget is the same as 2020 as per Decision and Order EB-2019-0271 for the Application for approval of natural gas demand side management plans for 2021.

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Table 3.1 Actual Annual Total DSM Costs* ($ million) (EGD Rate Zone)

RATE CLASS	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rate 1	$11.894	$12.546	$14.795	$12.468	$14.215	$17.935	$13.882	$23.507	$26.856	$42.391	$44.206	$50.048	$54.977	$47.997	$53.209
Rate 6	$2.848	$7.519	$7.487	$10.713	$15.103	$17.127	$15.173	$13.901	$15.646	$17.001	$17.463	$17.616	$21.564	$17.201	$18.671
Rate 9	-	-	-	-	-	$0.001	$0.001	$0.002	$0.002	$0.002	$0.002	$0.003	$0.003	$0.002	$0.003
Rate 100	$8.950	$3.202	$2.667	$0.086	$0.018	-	-	-	-	-	-	-	$0.370	$0.072	$0.137
Rate 110	$3.658	$1.042	$1.944	$1.471	$1.048	$0.784	$0.937	$1.190	$1.900	$1.251	$1.462	$0.918	$0.937	$1.398	$1.087
Rate 115	$0.643	$1.717	$1.314	$0.545	$0.602	$1.329	$1.420	$0.567	$0.658	$0.532	$0.588	$0.274	$0.930	$0.449	$0.624
Rate 125	-	-	-	-	-	$0.053	$0.053	$0.064	$0.069	$0.076	$0.086	$0.110	$0.099	$0.087	$0.095
Rate 135	$0.002	$0.080	$0.012	$0.059	$0.122	$0.441	$0.320	$0.124	$0.059	$0.086	$0.384	$0.407	$0.301	$0.583	$0.503
Rate 145	$0.855	$0.902	$0.677	$0.730	$0.655	$0.496	$0.369	$0.254	$0.152	$0.084	$0.090	$0.551	$0.084	$0.073	$0.107
Rate 170	$0.295	$1.861	$1.844	$2.041	$2.195	$0.536	$0.149	$0.458	$0.403	$0.574	$0.176	$0.176	$0.285	$0.267	$0.164
Rate 200	-	-	-	-	-	$0.019	$0.018	$0.022	$0.024	$0.026	$0.030	$0.038	$0.034	$0.030	$0.033
Rate 300	-	-	-	-	-	$0.004	$0.004	$0.004	$0.005	$0.005	$0.006	$0.007	$0.007	$0.006	$0.006
Total	**$29.146**	**$28.867**	**$30.739**	**$28.113**	**$33.958**	**$38.726**	**$32.328**	**$40.093**	**$45.773**	**$62.029**	**$64.492**	**$70.148**	**$79.592**	**$68.165**	**$74.639**

** Figures include all DSM spend, shareholder incentive, and lost distribution revenue.*

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Table 3.2 Historic Annual Total DSM Spending ($ million) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total DSM Spending	$21.20	$23.03	$25.42	$24.00	$27.24	$30.61	$27.84	$32.51	$35.78	$55.65	$62.36	$66.15	$72.84	$64.55	$69.62

Table 3.3 DSM Spending as a Percent of Distribution Revenue (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019[1,2]	2020[1,2]	2021[1,2]
Total DSM Spending ($ million)	$21.2	$23.0	$25.4	$24.0	$27.2	$30.6	$27.8	$32.5	$35.8	$55.6	$62.4	$66.2	$138.4	$119.0	$122.6
Total Distribution Revenue ($ million)	$980.9	$995.9	$1,012.1	$960.4	$978.8	$972.0	$1,055.0	$1,044.0	$1,055.4	$1,115.6	$1,128.3	$1,231.6	$2,366.2	$2,337.5	$2,370.1
DSM Spending as a % of Distribution Revenue	2.2%	2.3%	2.5%	2.5%	2.8%	3.1%	2.6%	3.1%	3.4%	5.0%	5.5%	5.4%	5.9%	5.1%	5.2%

[1] Total DSM spending of Enbridge Gas Inc. (both EGD rate zone and Union rate zones); to allow for proper comparison to Distribution Revenue, which is now being presented as a combined figure.
[2] As of 2019, the methodology in deriving the values differs from historical practice due to amalgamation and alignment and this is now presented as combined figures for Enbridge Gas Inc. as found in the annual Utility Earnings and Disposition of Deferral & Variance Account Balances Application and Evidence.

Table 3.4 Historic Annual DSM Shareholder Incentive Amounts Available and Earned ($ million) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
DSM Shareholder Incentive Earned	$8.25	$5.80	$5.36	$4.16	$6.77	$8.16	$4.54	$7.65	$10.08	$6.37	$2.12	$3.98	$6.72	$3.59	$4.96
DSM Shareholder Incentive Available	$9.00	$9.22	$9.24	$9.40	$10.16	$10.45	$10.66	$10.87	$11.09	$10.45	$10.45	$10.45	$10.45	$10.45	$10.45

[1] 2021 Shareholder Incentive subject to OEB approval.

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Table 3.5 DSM Shareholder Incentive Earned as a Percent of DSM Spending (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
DSM Shareholder Incentive Earned ($ million)	$8.25	$5.80	$5.36	$4.16	$6.77	$8.16	$4.54	$7.65	$10.08	$6.37	$2.12	$3.98	$6.72	$3.59	$4.96
Total DSM Spending ($ million)	$21.20	$23.03	$25.42	$24.00	$27.24	$30.61	$27.84	$32.51	$35.78	$55.65	$62.36	$66.15	$72.84	$64.55	$69.62
Shareholder Incentive Earned as a % of DSM Spending	39%	25%	21%	17%	25%	27%	16%	24%	28%	11%	3%	6%	9%	6%	7%

[1] *2021 Shareholder Incentive subject to OEB approval.*

Table 3.6 Annual and Long-Term Natural Gas Savings Targets (million m^3) (EGD Rate Zone)

SCORECARD	2015	2016	2017	2018	2019	2020	2021	2022
Resource Acquisition	1,011.9	631.1	806.5	805.5	734.3	755.5	747.5	*Targets subject to OEB approval of 2021 performance*
Low-Income	92.8	96.7	167.1	126.1	123.2	136.4	121.6	

Table 3.7 Total Annual and Cumulative Natural Gas Savings for 2021 (Gross and Net) (million m^3) (EGD Rate Zone)

SCORECARD	ANNUAL NATURAL GAS SAVINGS		CUMULATIVE NATURAL GAS SAVINGS	
	GROSS	NET	GROSS	NET
Resource Acquisition	60.48	40.22	1,116.88	747.34
Low-Income	5.54	5.54	114.75	114.75
Total	**66.02**	**45.75**	**1,231.63**	**862.08**

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Table 3.8 Total Historic Annual Natural Gas Savings (Gross and Net) (million m^3) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Total Net Annual Natural Gas Savings	85.07	77.25	69.86	64.58	76.40	60.14	47.74	43.54	48.97	50.52	44.02	42.23	52.26	39.75	45.75
Total Gross Annual Natural Gas Savings	85.99	121.98	117.62	98.82	114.14	92.53	66.06	60.62	67.09	90.03	71.28	61.60	76.61	62.52	66.02

[1] *2021 DSM results subject to OEB approval.*

Table 3.9 Total Historic Cumulative Natural Gas Savings (Gross and Net) (million m^3) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Total Net Cumulative Natural Gas Savings	1,214.10	1,118.98	1,039.18	951.40	1,253.82	1,068.98	826.91	719.84	826.17	837.11	787.17	807.47	988.55	771.05	862.08
Total Gross Cumulative Natural Gas Savings	1,233.54	1,809.65	1,801.77	1,455.74	1,811.35	1,593.05	1,148.12	993.62	1,114.13	1,479.09	1,215.44	1,141.22	1,420.39	1,182.90	1,231.63

[1] *2021 DSM results subject to OEB approval.*

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Table 3.10 Total Annual Natural Gas Savings as a Percent of Total Annual Natural Gas Sales (Gross and Net) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Net Annual Natural Gas Savings (million m^3)	85.1	77.3	69.9	64.6	76.4	60.1	47.7	43.5	49.0	50.5	44.0	42.2	52.3	39.8	45.8
Net Annual Natural Gas Savings as a % of Natural Gas Sales	0.7%	0.7%	0.6%	0.6%	0.7%	0.6%	0.4%	0.4%	0.4%	0.5%	0.4%	0.3%	0.4%	0.4%	0.4%
Gross Annual Natural Gas Savings (million m^3)	86.0	122.0	117.6	98.8	114.1	92.5	66.1	60.6	67.1	90.0	71.3	61.6	76.6	62.5	66.0
Gross Annual Natural Gas Savings as a % of Natural Gas Sales	0.7%	1.0%	1.1%	0.9%	1.0%	0.9%	0.6%	0.5%	0.6%	0.8%	0.6%	0.5%	0.6%	0.6%	0.6%
Total Natural Gas Sales (million m^3)[2]	11,862.9	11,686.5	11,114.9	10,742.3	11,303.2	10,304.4	11,338.3	12,434.3	11,728.3	10,736.2	11,172.6	12,361.6	12,370.8	11,260.1	11,054.3

[1] *2021 DSM results subject to OEB approval.*
[2] *Total Natural Gas Sales only includes rate classes that are eligible for DSM and subject to DSM costs.*

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Table 3.11 Total Cumulative Natural Gas Savings as a Percent of Total Annual Natural Gas Sales (Gross and Net) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Net Cumulative Natural Gas Savings (million m^3)	1,214.1	1,119.0	1,039.2	951.4	1,253.8	1,069.0	826.9	719.8	826.2	837.1	787.2	807.5	988.5	771.1	862.1
Net Cumulative Natural Gas Savings as a % of Natural Gas Sales	10.2%	9.6%	9.3%	8.9%	11.1%	10.4%	7.3%	5.8%	7.0%	7.8%	7.0%	6.5%	8.0%	6.8%	7.8%
Gross Cumulative Natural Gas Savings (million m^3)	1,233.5	1,809.7	1,801.8	1,455.7	1,811.3	1,593.0	1,148.1	993.6	1,114.1	1,479.1	1,215.4	1,141.2	1,420.4	1,182.9	1231.6
Gross Cumulative Natural Gas Savings as a % of Natural Gas Sales	10.4%	15.5%	16.2%	13.6%	16.0%	15.5%	10.1%	8.0%	9.5%	13.8%	10.9%	9.2%	11.5%	10.5%	11.1%
Total Natural Gas Sales (million m^3)[2]	11,862.9	11,686.5	11,114.9	10,742.3	11,303.2	10,304.4	11,338.3	12,434.3	11,728.3	10,736.2	11,172.6	12,361.6	12,370.8	11,260.1	11,054.3

[1] *2021 DSM results subject to OEB approval.*
[2] *Total Natural Gas Sales only includes rate classes that are eligible for DSM and subject to DSM costs.*

Table 3.12 Actual Annual Gas Operating Revenue ($ million) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019[1,2]	2020[1,2]	2021[1,2]
Gas Sales and Distribution Revenue	$3,095.0	$3,233.8	$2,952.3	$2,394.1	$2,393.6	$2,240.9	$2,613.4	$2,861.3	$2,892.1	$2,588.7	$2,788.1	$2,863.5	$4,631.5	$4,118.8	$4,480.6
Less Total Cost of Gas	$2,113.0	$2,236.1	$1,938.6	$1,432.3	$1,413.3	$1,267.6	$1,556.8	$1,815.5	$1,834.8	$1,466.7	$1,640.8	$1,612.7	$2,265.3	$1,781.3	$2,110.5
Total Distribution Revenue	**$982.0**	**$997.7**	**$1,013.7**	**$961.8**	**$980.3**	**$973.3**	**$1,056.6**	**$1,045.8**	**$1,057.3**	**$1,122.0**	**$1,147.3**	**$1,250.8**	**$2,366.2**	**$2,337.5**	**$2,370.1**

[1] *As of 2019, Distribution Revenue is the gas sales and distribution revenue (excluding transportation, storage, and other operating revenue) less the cost of gas.*
[2] *As of 2019, the methodology in deriving the values differs from historical practice due to amalgamation and alignment and this is now presented as combined figures for Enbridge Gas Inc. as found in the annual Utility Earnings and Disposition of Deferral & Variance Account Balances Application and Evidence.*

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Table 3.13 Total Natural Gas Sales Volumes (million m^3) (EGD Rate Zone)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Natural Gas Sales[1]	11,862.90	11,686.50	11,114.90	10,742.30	11,303.20	10,304.40	11,338.30	12,434.30	11,728.30	10,736.20	11,172.60	12,361.60	12,370.82	11,260.13	11,054.33

[1] *Only includes rate classes eligible for DSM and subject to DSM costs.*

Table 3.14 Number of Customers by Customer Type (EGD Rate Zone)

CUSTOMER TYPE	2015	2016	2017	2018	2019	2020	2021
Residential[1]	1,930,657	1,959,569	1,990,032	2,017,128	2,040,710	2,064,531	2,087,370
Commercial	157,758	158,812	160,721	162,157	162,682	163,519	164,146
Industrial	6,266	6,308	5,916	5,881	5,813	6,019	6,240
Wholesale							1
Total	**2,094,681**	**2,124,689**	**2,156,669**	**2,185,166**	**2,209,205**	**2,234,069**	**2,257,756**

[1] *Residential customers include Low-Income.*

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Table 3.15 Number of Customers by Rate Class (EGD Rate Zone)

RATE CLASS	2015	2016	2017	2018	2019	2020	2021
General Service							
Rate 1	1,930,657	1,959,569	1,990,032	2,017,128	2,040,710	2,064,531	2,087,370
Rate 6	163,634	164,698	166,224	167,626	168,093	169,084	169,867
General Service Total	**2,094,291**	**2,124,267**	**2,156,256**	**2,184,754**	**2,208,803**	**2,233,615**	**2,257,237**
Contract							
Rate 100	2	2	3	3	4	9	15
Rate 110	227	270	263	273	280	335	392
Rate 115	25	27	27	25	22	20	21
Rate 135	43	45	45	43	41	40	42
Rate 145	52	38	37	32	25	21	19
Rate 170	26	25	26	27	23	21	21
Contract Total	**375**	**407**	**401**	**403**	**395**	**446**	**510**
Non-DSM Rate Classes							
Rate 9	6	6	3	2	0	2	2
Rate 125	5	5	5	4	4	4	4
Rate 200	1	1	1	1	1	0	1
Rate 300	2	2	2	1	1	1	1
Rate 315	1	1	1	1	1	1	1
Total	**2,094,681**	**2,124,689**	**2,156,669**	**2,185,166**	**2,209,205**	**2,234,069**	**2,257,756**

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4. OEB Data Reporting Requirements (Union Rate Zones)

Section 4 provides the OEB's reporting requirements for the Union rate zones, as per Section 14.2 of the DSM Guidelines.

Table 4.0 Annual and Long-Term DSM Budgets ($ million) (Union Rate Zones)

PROGRAM	2015	2016	2017	2018	2019[1]	2020[1]	2021[1,2]	TOTAL
Residential	$3.163	$8.612	$11.369	$13.908	$13.908	$13.908	$13.908	$78.774
Commercial/Industrial	$10.859	$19.316	$22.035	$22.726	$22.403	$22.403	$22.403	$142.146
Low-Income	$6.839	$11.407	$12.343	$13.571	$14.145	$15.005	$15.005	$88.316
Large Volume	$4.534	$4.000	$4.000	$4.000	$4.000	$4.000	$4.000	$28.534
Market Transformation	$1.379	$1.703	$2.338	$2.338	$2.338	$2.338	$2.338	$14.772
Performance-Based	$0	$0.548	$0.843	$1.088	$0.833	$1.053	$1.053	$5.418
Portfolio Level	$4.717	$11.235	$5.642	$5.642	$5.642	$5.642	$5.642	$44.162
Inflation	$2.497							$2.497
Total[1]	**$33.988**	**$56.821**	**$58.570**	**$63.272**	**$63.269**	**$64.350**	**$64.350**	**$404.620**

[1] The total budget shown for 2019 through 2021 does not include $1.5 million for the Residential Adaptive Thermostat offering approved through the Mid-Term Review. Expenditures for this offering will be tracked in the DSMVA.
[2] 2021 Program budget is the same as 2020 year as per Decision and Order EB-2019-0271 for the Application for approval of natural gas demand side management plans for 2021.

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Table 4.1 Actual Annual Total DSM Costs* ($ million) (Union Rate Zones)

RATE CLASS	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016[1]	2017[2]	2018[2]	2019	2020	2021
M1	N/A	$12.107	$12.743	$11.348	$11.498	$13.502	$13.657	$15.415	$16.752	$24.595	$37.204	$41.948	$37.849	$28.950	$25.503
M2	$11.619	$2.486	$2.023	$2.117	$4.097	$4.968	$5.818	$6.728	$4.958	$6.847	$8.166	$7.851	$8.297	$6.055	$7.146
M4	$1.488	$1.353	$0.828	$1.098	$1.817	$3.319	$3.244	$3.296	$3.645	$4.012	$5.892	$6.776	$5.595	$4.739	$3.257
M5	$0.294	$1.044	$1.226	$1.086	$3.150	$2.660	$3.484	$2.394	$1.421	$2.580	$1.459	$0.657	$0.563	$0.278	$0.407
M7	$0.886	$0.116	$0.256	$1.474	$1.304	$0.538	$0.571	$2.143	$3.370	$3.963	$1.258	$2.714	$4.181	$5.151	$6.754
T1	$3.147	$3.988	$5.596	$3.965	$7.749	$6.111	$2.265	$1.078	$0.889	$1.486	$2.578	$1.962	$0.834	$0.896	$0.323
T2	N/A	N/A	N/A	N/A	N/A	N/A	$3.365	$2.875	$2.673	$3.980	$3.006	$3.375	$4.005	$3.703	$3.874
Rate 01	$2.229	$2.162	$2.093	$1.869	$3.050	$3.532	$3.560	$4.161	$3.555	$4.689	$6.209	$7.403	$6.696	$4.321	$4.581
Rate 10	$1.612	$1.371	$2.292	$0.510	$1.109	$1.939	$1.637	$1.613	$0.953	$1.394	$2.144	$1.829	$1.820	$1.250	$1.363
Rate 20	$0.323	$0.496	$0.771	$0.881	$1.030	$1.607	$1.573	$1.791	$1.005	$0.851	$1.554	$0.312	$1.194	$0.759	$0.541
Rate 100	$1.535	$4.542	$3.950	$4.471	$1.614	$2.305	$1.828	$1.517	$0.799	$0.573	$0.809	$0.820	$0.708	$1.267	$0.831
Total	**$23.133**	**$29.664**	**$31.778**	**$28.818**	**$36.418**	**$40.481**	**$41.001**	**$43.011**	**$40.019**	**$54.968**	**$70.277**	**$75.648**	**$71.741**	**$57.368**	**$54.580**

** Figures include all DSM spend, shareholder incentive, and lost distribution revenue.*
[1] Aligns to DSMVA approved in EB-2018-0300 (2016 Disposition of DSM Deferral and Variance Accounts). Actual expenditures from 2017 and 2018 related to the DSM tracking system upgrades have been accounted for through the 2016 DSMVA.
[2] Actual expenditures related to the DSM tracking system upgrades in these years are reflected in 2016.

Table 4.2 Historic Annual Total DSM Spending ($ million) (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016[1]	2017[2]	2018[2]	2019	2020	2021
Total DSM Spending	$16.13	$20.26	$22.22	$21.53	$27.97	$31.32	$32.84	$33.71	$32.39	$50.67	$64.58	$69.12	$65.60	$54.49	$52.98

[1] Aligns to DSMVA approved in EB-2018-0300 (2016 Disposition of DSM Deferral and Variance Accounts). Actual expenditures from 2017 and 2018 related to the DSM tracking system upgrades have been accounted for through the 2016 DSMVA.
[2] Actual expenditures related to the DSM tracking system upgrades in these years are reflected in 2016.

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Table 4.3 DSM Spending as a Percent of Distribution Revenue (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019[1,2]	2020[1,2]	2021[1,2]
Total DSM Spending ($ million)	$16.1	$20.3	$22.2	$21.5	$28.0	$31.3	$32.8	$33.7	$32.4	$50.7	$64.6	$69.1	$138.4	$119.0	$122.6
Total Distribution Revenue ($ million)	$655.0	$675.0	$658.0	$699.0	$713.0	$727.0	$772.0	$778.0	$800.0	$812.0	$834.0	$893.0	$2,366.2	$2,337.5	$2,370.1
DSM Spending as a % of Distribution Revenue	2.5%	3.0%	3.4%	3.1%	3.9%	4.3%	4.3%	4.3%	4.0%	6.2%	7.7%	7.7%	5.9%	5.1%	5.2%

[1] *Total DSM spending of Enbridge Gas Inc. (both EGD rate zone and Union rate zones); to allow for proper comparison to Distribution Revenue, which is now being presented as a combined figure.*
[2] *As of 2019, the methodology in deriving the values differs from historical practice due to amalgamation and alignment and this is now presented as combined figures for Enbridge Gas Inc. as found in the annual Utility Earnings and Disposition of Deferral & Variance Account Balances Application and Evidence.*

Table 4.4 Historic Annual DSM Shareholder Incentive Amounts Available and Earned ($million) (Union Rate Zones)

ITEMS	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
DSM Shareholder Incentive Earned	$6.23	$8.70	$8.75	$6.58	$7.64	$8.21	$7.78	$8.99	$7.47	$4.12	$5.52	$6.37	$5.95	$2.73	$1.47
DSM Shareholder Incentive Available	$8.50	$8.70	$8.92	$8.94	$9.24	$10.45	$10.68	$10.82	$11.00	$10.45	$10.45	$10.45	$10.45	$10.45	$10.45

[1] *2021 Shareholder Incentive subject to OEB approval.*

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Table 4.5 DSM Shareholder Incentive Earned as a Percent of DSM Spending (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
DSM Shareholder Incentive Earned ($ million)	$6.23	$8.70	$8.75	$6.58	$7.64	$8.21	$7.78	$8.99	$7.47	$4.12	$5.52	$6.37	$5.95	$2.73	$1.47
Total DSM Spending ($ million)	$16.13	$20.26	$22.22	$21.53	$27.97	$31.32	$32.84	$33.71	$32.39	$50.67	$64.58	$69.12	$65.60	$54.49	$52.98
Shareholder Incentive Earned as a % of DSM Spending	39%	43%	39%	31%	27%	26%	24%	27%	23%	8%	9%	9%	9%	5%	3%

[1] *2021 Shareholder Incentive subject to OEB approval.*

Table 4.6 Annual and Long-Term Natural Gas Savings Targets (million m^3) (Union Rate Zones)

SCORECARD	2015	2016	2017	2018	2019	2020	2021	2022
Resource Acquisition	816.6	1,120.3	976.5	818.3	798.6	724.4	768.7	*Targets subject to OEB approval of 2021 performance*
Low-Income	43.6	59.2	80.2	68.8	74.7	91.9	82.1	
Large Volume	1,236.1	890.9	463.1	195.7	137.7	133.0	116.1	

Table 4.7 Total Annual and Cumulative Natural Gas Savings for 2021 (Gross and Net) (million m^3) (Union Rate Zones)

SCORECARD	ANNUAL NATURALGAS SAVINGS		CUMULATIVE NATURALGAS SAVINGS	
	GROSS	NET	GROSS	NET
Resource Acquisition	72.10	35.46	1,283.18	635.08
Low-Income	3.02	2.97	64.75	63.75
Large Volume	63.44	9.71	925.76	141.73
Performance-Based	0.97	0.97	4.85	4.85
Total	**139.53**	**49.11**	**2,278.54**	**845.42**

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Table 4.8 Total Historic Annual Natural Gas Savings (Gross and Net) (million m^3) (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Total Net Annual Natural Gas Savings	55.85	61.85	92.60	121.12	139.03	137.44	179.97	131.83	125.08	55.97	70.01	66.18	63.43	56.49	49.11
Total Gross Annual Natural Gas Savings	Not reported for 2007-2011					282.18	370.47	267.47	255.17	188.74	183.24	160.87	155.14	166.96	139.53

[1] *2021 DSM results subject to OEB approval.*

Table 4.9 Total Historic Cumulative Natural Gas Savings (Gross and Net) (million m^3) (Union Rate Zones)

ITEM	2007-2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Total Net Cumulative Natural Gas Savings	Not reported for 2007-2011	2,336.35	2,820.83	1,889.46	1,750.77	959.44	1,182.74	1,124.52	1,087.32	861.17	845.42
Total Gross Cumulative Natural Gas Savings	Not reported for 2007-2011	4,777.83	5,752.39	3,752.37	3,482.50	2,758.90	2,886.61	2,451.17	2,401.53	2,265.79	2,278.54

[1] *2021 DSM results subject to OEB approval.*

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Table 4.10 Total Annual Natural Gas Savings as a Percent of Total Annual Natural Gas Sales (Gross and Net) (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Net Annual Natural Gas Savings (million m^3)	55.9	61.9	92.6	121.1	139.0	137.4	180.0	131.8	125.1	56.0	70.0	66.2	63.4	56.5	49.1
Net Annual Natural Gas Savings as a % of Natural Gas Sales	0.42%	0.47%	0.75%	0.95%	1.02%	1.03%	1.29%	0.93%	0.93%	0.43%	0.56%	0.50%	0.47%	0.43%	0.37%
Gross Annual Natural Gas Savings (million m^3)	Not reported for 2007-2011					282.2	370.5	267.5	255.2	188.7	183.2	160.9	155.1	167.0	139.5
Gross Annual Natural Gas Savings as a % of Natural Gas Sales						2.11%	2.65%	1.88%	1.90%	1.46%	1.48%	1.22%	1.15%	1.28%	1.04%
Total Natural Gas Sales (million m^3)[2]	13,158.0	13,231.2	12,327.8	12,778.9	13,655.0	13,396.1	13,992.7	14,204.1	13,405.0	12,935.8	12,408.7	13,210.0	13,508.9	13,058.5	13,363.0

[1] *2021 DSM results subject to OEB approval.*
[2] *Total Natural Gas Sales only includes rate classes that are eligible for DSM and subject to DSM costs.*

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Table 4.11 Total Cumulative Natural Gas Savings as a Percent of Total Annual Natural Gas Sales (Gross and Net) (Union Rate Zones)

ITEM	2017-2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[1]
Net Cumulative Natural Gas Savings (million m^3)	Not reported for 2007-2011	2,336.4	2,820.8	1,889.5	1,750.8	959.4	1,182.4	1,124.5	1,087.3	861.2	845.4
Net Cumulative Natural Gas Savings as a % of Natural Gas Sales		17.44%	20.16%	13.30%	13.06%	7.42%	9.53%	8.51%	8.05%	6.59%	6.33%
Gross Cumulative Natural Gas Savings (million m^3)	Not reported for 2007-2011	4,777.8	5,752.4	3,752.4	3,482.5	2,758.9	2,886.6	2,451.1	2,401.5	2,265.8	2,278.5
Gross Cumulative Natural Gas Savings as a % of Natural Gas Sales		35.67%	41.11%	26.42%	25.98%	21.33%	23.26%	18.56%	17.78%	17.35%	17.05%
Total Natural Gas Sales (million m^3)[2]		13,396.1	13,992.7	14,204.1	13,405.0	12,935.8	12,408.7	13,210.0	13,508.9	13,058.5	13,363.0

[1] *2021 DSM results subject to OEB approval.*
[2] *Total Natural Gas Sales only includes rate classes that are eligible for DSM and subject to DSM costs.*

Table 4.12 Actual Annual Gas Operating Revenue ($ million) (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019[1,2]	2020[1,2]	2021[1,2]
Gas Sales and Distribution Revenue	$1,811.0	$1,852.0	$1,684.0	$1,493.0	$1,468.0	$1,365.0	$1,621.0	$1,755.0	$1,675.0	$1,529.0	$1,873.0	$1,813.0	$4,631.5	$4,118.8	$4,480.6
Less Total Cost of Gas	$1,156.0	$1,177.0	$1,026.0	$794.0	$755.0	$638.0	$849.0	$977.0	$875.0	$717.0	$1,039.0	$920.0	$2,265.3	$1,781.3	$2,110.5
Total Distribution Revenue	**$655.0**	**$675.0**	**$658.0**	**$699.0**	**$713.0**	**$727.0**	**$772.0**	**$778.0**	**$800.0**	**$812.0**	**$834.0**	**$893.0**	**$2,366.2**	**$2,337.5**	**$2,370.1**

[1] *As of 2019, Distribution Revenue is the gas sales and distribution revenue (excluding transportation, storage, and other operating revenue) less the cost of gas.*
[2] *As of 2019, the methodology in deriving the values differs from historical practice due to amalgamation and alignment and this is now presented as combined figures for Enbridge Gas Inc. as found in the annual Utility Earnings and Disposition of Deferral & Variance Account Balances Application and Evidence.*

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Table 4.13 Total Natural Gas Sales Volumes (million m^3) (Union Rate Zones)

ITEM	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Natural Gas Sales[1]	13,158.02	13,231.16	12,327.85	12,778.87	13,654.99	13,396.12	13,992.69	14,204.10	13,404.98	12,935.77	12,408.73	13,210.01	13,508.92	13,058.55	13,363.03

[1] *Only includes rate classes eligible for DSM and subject to DSM costs.*

Table 4.14 Number of Customers by Customer Type (Union Rate Zones)

CUSTOMER TYPE	2015	2016	2017	2018	2019	2020	2021
Residential[1]	1,306,495	1,325,703	1,344,513	1,364,322	1,381,941	1,398,861	1,413,678
Commercial	119,899	120,613	121,234	121,971	122,909	123,792	119,268
Industrial	463	460	470	470	493	509	5,748
Wholesale	5	5	6	7	7	7	7
Total	**1,426,862**	**1,446,781**	**1,466,223**	**1,486,770**	**1,505,350**	**1,523,169**	**1,538,701**

[1] *Residential customers include Low-Income.*

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Table 4.15 Number of Customers by Rate Class (Union Rate Zones)

RATE CLASS	2015	2016	2017	2018	2019	2020	2021
General Service							
M1	1,083,032	1,097,032	1,111,544	1,127,352	1,141,280	1,154,986	1,167,200
M2	7,437	7,730	7,553	7,469	7,783	7,863	7,934
01	333,773	339,335	344,458	349,354	353,643	357,603	360,849
10	2,152	2,219	2,192	2,118	2,144	2,201	2,200
General Service Total	**1,426,394**	**1,446,316**	**1,465,747**	**1,486,293**	**1,504,850**	**1,522,653**	**1,538,183**
Contract							
M4	156	165	185	208	232	239	230
M5	80	72	59	38	42	38	39
M7	28	28	30	30	36	47	56
T1	37	37	37	37	37	39	39
T2	22	22	23	24	25	25	25
20	50	47	46	44	54	57	58
100	10	11	11	11	12	12	12
Contract Total	**383**	**382**	**391**	**392**	**438**	**457**	**459**
Non-DSM Rate Classes							
M9	2	2	3	3	4	4	4
M10	2	2	2	3	2	2	2
T3	1	1	1	1	1	1	1
25	80	78	79	78	55	52	52
Total	**1,426,862**	**1,446,781**	**1,466,223**	**1,486,770**	**1,505,350**	**1,523,169**	**1,538,701**

5. Programs and Offerings (EGD Rate Zone)

Enbridge Gas' DSM portfolio for the EGD rate zone consists of the following programs:

- Resource Acquisition Program (Section 5.1)
- Low-Income Program (Section 5.2)
- Market Transformation & Energy Management Program (Section 5.3)

5.1 RESOURCE ACQUISITION PROGRAM

Enbridge Gas' Resource Acquisition Program for the EGD rate zone consists of the following offerings:

- Home Efficiency Rebate Offering (Section 5.1.1)
- Residential Adaptive Thermostat Offering (Section 5.1.2)
- Custom Commercial Offering (Section 5.1.3)
- Custom Industrial Offering (Section 5.1.4)
- Commercial & Industrial Prescriptive (Fixed) Incentive Offering (Section 5.1.5)
- Commercial & Industrial Direct Install Offering (Section 5.1.6)
- Energy Leaders Offering (Section 5.1.7)

5.1.1 Home Efficiency Rebate Offering

Through the Home Efficiency Rebate ("HER") Offering, residential customers gain a better understanding of their home's energy usage, and insights into energy improvement opportunities identified through the completion of a home energy audit. By participating in HER, homeowners can increase the energy efficiency of their home and decrease their energy bills, enhance home comfort, avoid unsightly mould and condensation caused by poor insulation, and improve their health through better indoor air quality.

Through the offering, participants work with an approved Service Organization ("SO") to complete a preliminary energy assessment to determine the home's current energy use and profile. A Registered Energy Advisor ("REA") models the home using Natural Resources Canada ("NRCan") energy modelling software ("HOT2000") to produce an energy efficiency report for the homeowner that outlines all energy saving opportunities, along with the home's EnerGuide rating and energy saving tips and information. With this information, the homeowner is able to make informed decisions regarding potential energy efficient improvements. Rebates are available for completing the assessments and at least two eligible measures recommended in the energy efficiency report (incentive structure and measure list can be found in Appendix C). After upgrades to the home are complete, participants complete a post-energy assessment with the REA to quantify the energy savings achieved by the retrofits, as determined by HOT2000.

The target customer for this offering is residential customers within the EGD rate zone, including detached, semi-detached, townhouses, row townhouses, and mobile homes. To be eligible for the offering, participants must have a natural gas furnace or a boiler as their primary heating system. Additionally, participants must complete both the pre-energy assessment and post-energy

assessments using an Enbridge Gas approved SO and install at least two qualifying measures, or three measures if a furnace is also being upgraded (effective January 1st, 2020).

The aggregate annual gas savings across all participants in the HER offering must achieve, on average, at least a 15% reduction in annual natural gas use, when comparing the results of the pre-energy assessment to the results of the post-energy assessment as determined by HOT2000.

Table 5.0 2021 Home Efficiency Rebate Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Small Volume Customers Net Cumulative Natural Gas Savings (m^3)	203,375,694
Participants (homes)	15,321

Offering Changes in 2021:

In 2021, the number of measures completed through HER continued to evolve, as 52% of participants installed three or more measures compared to 46% in 2020. Moreover, 18% of participants installed four or more measures in 2021 compared to 11% in 2020.

# of Measures	2020	2021	Change
	% Frequency	% Frequency	
2 Measures	54%	48%	↓
3 Measures	35%	34%	↓
4 Measures	8%	14%	↑
5+ Measures	3%	4%	↑

Enbridge Gas also witnessed a change in the measure mix. The percentage of participants installing a furnace or boiler through the offering dropped from 65% in 2020 to 40% in 2021, with a corresponding increase in insulation measure frequency. For example, attic insulation increased from 67% in 2020 to 86% in 2021. This trend also applies to basement and wall insulation. These changes show that Enbridge Gas is continuing to evolve the offering from space heating to insulation measures.

Individual Measure Uptake	2020	2021	Change
	% Frequency	% Frequency	
Natural Gas Furnace/Boiler	65%	40%	↓
Attic Insulation	67%	86%	↑
Basement Insulation	6%	10%	↑
Wall Insulation	2%	3%	↑
Water Heating	15%	24%	↑

The offering was also impacted over the course of 2021 by the introduction of a home retrofit offer by the Federal Government. In May 2021, the Government launched the Canada Greener Homes Grant (CGHG), offering homeowners rebates up to $5,000 for eligible upgrades. The home energy assessment rebate, as well as insulation and air sealing rebates were higher than the HER offering for certain measures. For example, CGHG offers up to $5,000 for wall insulation compared to $3,000 from HER, and $600 for the home energy assessment rebate compared to $550 from HER.

As a result, as of June 3, 2021, Enbridge Gas increased the home energy assessment rebates from $550 to $600 to align with the CGHG. In addition, Enbridge Gas increased the attic insulation rebate from $650 to $750. In 2020 and 2021, the attic insulation uptake had been increasing and this measure continues to be an opportunity to drive results.

Lessons Learned:

In 2021, Enbridge Gas continued collaboration with Humber College and local municipalities in offering the Home Energy Retrofit Orientation (HERO). The HERO seeks to bridge energy efficiency literacy gaps to increase homeowner awareness, interest, and accelerate deeper energy conservation retrofits. The 2-hour HERO sessions are delivered by an experienced Humber Sustainability Professor and NRCan Registered Energy Advisor. The feedback received from attendees and municipalities was positive and customers appreciated learning about building envelopes and opportunities for energy savings in their homes. There is a demand from municipalities to continue with offering HERO in 2022 to continue to support customer education.

The list of cities where HERO was delivered are as follows: City of Toronto, City of Ottawa, Region of Peel | Caledon, City of Markham, City of Brampton, City of Sault St. Marie, City of Burlington.

Some of the impacts from COVID-19 included the following:

- Offering was halted twice from January 1st to February 15th and from April 7th to June 2nd due to the COVID-19 pandemic and local health restrictions which limited the ability for REA's to enter customer homes.
- Ongoing communications shared with SOs ensured clarity in pausing and restarting the offering for a smooth restart process.
- Many customers staying at home enhanced their focus on home improvement projects.

Enbridge Gas experienced the following lessons learned in ensuring clarity following the announcement of the details of the CGHG in May 2021:

- Availability of two similar yet competing offerings in the market (HER and CGHG) caused customer and REA confusion in identifying the differences and selecting the offering which is better suited to the customer's situation. However, timely communication following the announcement of the CGHG offering with Enbridge Gas' Customer Care department, SOs, and program offering documentation (such as the website and Participant Agreement form) provided clarity for the market on the offerings. Homeowners were able to participate in both program offerings, but customers could not receive duplicate rebates for the same qualifying energy efficiency improvements and energy assessments.
- The development of a CGHG vs HER comparison table for SOs helped to differentiate between different program offerings and compare rebates to provide the best advice for customers.
- Timely update to the Rebate Acknowledgment form helped SOs to differentiate between measures submitted through CGHG vs HER to avoid errors, rebate double dipping and facilitate clarity with customers.
- The process of the HER offering, such as the ability to contact an SO directly and the known benefit of a timely rebate payment, were factors in customer decisions when considering the HER offer. However, HER experienced participation impacts, with a decline in the propensity of measures such as windows, wall and basement insulation for participants who enrolled in the HER offer following the announcement of the details of the CGHG.
- The demand for REAs, and the process to license new REAs, caused delays especially in remote areas. However, through personal relationships with SOs, Enbridge Gas was able to ensure HER submissions continued with adequate coverage.

Anticipated Offering Changes for 2022:

Enbridge Gas will continue to monitor the incentive structure to ensure the Company continues to meet the offering's objectives. Enbridge Gas has been in discussions with NRCan on a partnership model for Ontario with the Federal Government's CGHG.

5.1.2 Residential Adaptive Thermostat Offering

Adaptive thermostats, also known as smart thermostats, are one of the easiest ways for residential customers to save on energy costs. Adaptive thermostats use sensors and Wi-Fi technology to give homeowners greater flexibility in controlling heating and cooling needs while at home or away, which supports a reduced demand on energy consumption. The offering provides customers a rebate for the purchase of a qualifying adaptive thermostat. Incentive details are provided in Appendix C.

To be eligible for the offering, a customer must meet the following requirements:

- Be a residential customer in the EGD rate zone.
- Resides in a single-family home (only detached, semi-detached, and row townhouse homes are eligible).
- Their adaptive thermostat controls their natural gas furnace or boiler (i.e., propane, oil and electrically heated homes are not eligible); and
- Has not received an adaptive thermostat discount, rebate, or device from Enbridge Gas at this address.

Table 5.1 2021 Residential Adaptive Thermostat Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Small Volume Customers Net Cumulative Natural Gas Savings (m^3)	53,483,128

Offering Changes in 2021:

Adaptive thermostat uptake increased in 2021 compared to 2020. This was supported through the addition of Best Buy online, the shift to more online sales, and a reduction of store closures in 2021 due to COVID-19 in Q3 and Q4 when the majority of purchases occurred. Successful marketing efforts also resulted in more customers visiting the offering website to receive a promotion code, with the average redemption rate of issued promotion codes increasing to 68% from 52% in 2020.

The following changes were also made to the Adaptive Thermostat offering in 2021:

- The onboarding of Summerhill as Delivery Agent, providing customers with an easy portal to take advantage of the rebate.
- The Moderate-Income rebate, in partnership with IESO's Energy Affordability program, was added in November in the Summerhill portal for income-eligible customers (see Appendix C).

Lessons Learned:

Enbridge Gas observed a shift from in-store to online sales over previous years, influenced by the COVID-19 pandemic. Specifically, in 2019 82% of all thermostats were purchased in-store, while in 2021 in-store purchases accounted for 57% of all thermostats. This change was supported by the addition of more online retailers like Best Buy, helping to keep the program offering results on track during the COVID-19 pandemic.

Enbridge Gas was able to work with Summerhill to find more effective ways of tracking each of the marketing techniques. This helped identify which campaigns were most impactful. For example, at the beginning of March 2021 there was an e-blast campaign that caused a spike, doubling the promotion codes redeemed from the previous month.

Anticipated Offering Changes for 2022:

In 2022, Enbridge Gas will consider the following changes to the offering:

- Revamp contractor stream where customers can obtain an adaptive thermostat incentive through a contractor.
- Continue to grow the Moderate-Income rebate offer and the new partnership with the IESO.
- Explore expanding the number of retailers that are participating in the program.
- Employ more strategic marketing to ensure that messaging and media channels are tailored to specific market segments, including segments who are less likely to participate.
- Add more qualifying devices to the program.
- Continue to monitor and explore ways to improve the customer's journey through the self-service instant discount portal based on website clicks, feedback from retailers and participant surveys etc.

5.1.3 Custom Commercial Offering

The Custom Commercial Offering addresses energy savings opportunities related to unique building specifications, design concepts, processes and/or new technologies that are outside the scope of prescriptive measures. The offering provides technical assistance and financial incentives to encourage customers to implement energy-efficient technologies. Enbridge Gas provides consultative services to customers and third-party service providers aimed at assessing building energy consumption and making recommendations for gas-saving measures. See Appendix C for the offering details.

The Custom Commercial Offering targets commercial customers, except for low-income qualified multi-family buildings (see Section 5.2.2, the Affordable Multi-Family Housing Program).

Table 5.2 2021 Custom Commercial Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Large Volume Customers Net Cumulative Natural Gas Savings (m3)	174,404,145
Small Volume Customers Net Cumulative Natural Gas Savings (m^3)	13,831,538

Offering Changes in 2021:

In 2021, Enbridge Gas maintained the incentive structure it adopted in 2020, which aligns incentive rates among Union rate zones commercial general service customers and EGD rate zone commercial customers. This has allowed Enbridge Gas to deliver a harmonized offering franchise-wide (with the exception of Union rate zones commercial contract customers), including the ability to leverage the same marketing collateral for its Commercial Custom Offering across the province.

To drive early and increased project submissions, Enbridge Gas introduced two Boiler Limited-Time Offers (LTOs) in 2021. These LTOs provided a 50% higher incentive for high-efficiency boiler projects and a 100% higher incentive for Condensing Boiler projects for EGD rate zone commercial customers and Union rate zones commercial general service customers. The lower incentive for high-efficiency boilers compared to the 2020 LTO reflects the declining savings opportunities from this equipment as a result of Amendment

15 to the Energy Efficiency Regulations, which Enbridge Gas proactively factored into its engineering calculations in 2021. Eligible boiler projects had to be committed by June 2021 and installed by October 2021 to qualify for enhanced Boiler LTO incentives. School boards were granted extensions to LTO deadlines due to the timing of their capital planning cycles.

In 2021, Enbridge Gas introduced a Building Controls Audit Limited-Time Offer, which covered 100% of audit costs up to $5,000 for participants that completed an audit by July 2021 and implemented a recommended retrofit measure by November 2021. Unfortunately, this LTO did not see any uptake in 2021, which may be partly attributable to the ongoing COVID-19 pandemic.

In the fall of 2021, Enbridge Gas introduced an Advanced Building Automation Systems (ABAS) LTO to fill a gap in incentive funding for this measure. The purpose of the LTO is to determine whether incremental energy savings can be achieved by upgrading a building's existing Building Automation System to an ABAS. A linear regression analysis using metered gas consumption (pre- and post-retrofit) will be used to quantify gas savings for these projects. Some customers and service providers expressed interest in this offer, and ABAS projects may be implemented in 2022, with savings calculated by 2023 (after the monitoring period post-installation).

In 2021, Enbridge Gas continued to provide support and financial incentives for custom new construction projects that are not applicable to the Savings by Design Commercial Offering (i.e., for warehouses and other buildings under 50,000 ft^2). Pre- and post-built energy simulation models are required, and incentives are available for energy simulation modeling and the implementation of energy efficient measures. However, no results occurred in 2021 due to the longer timeframe required to influence new construction projects.

Lessons Learned:

Providing customers with access to technical experts continues to be critical for the success of the offering. Enbridge Gas' Energy Solutions Advisors (ESAs) provide full account management support, including the following services:

- Assessing and prioritizing a facility's unique energy efficiency opportunities;
- Helping customers develop a strong business case, including payback calculations with Enbridge Gas financial incentives; and
- Completing the custom project application submission, including confirming the appropriate base case, high efficiency option and measure life of the project.

Many businesses faced challenges and competing priorities in 2021 due to the ongoing COVID-19 pandemic. Despite these challenges, the Custom Commercial Offering achieved strong results because of new and longstanding relationships between ESAs and Commercial customers, including key national accounts and third-party service providers, such as engineering firms, contractors, and distributors. Marketing initiatives also helped to educate Commercial customers about energy conservation and to drive successful 2021 results, including the following tactics:

- Sponsorship of programs, virtual events and trade shows;
- Participation in memberships;
- Redesign of Enbridge Gas DSM webpages for harmonized content and improved user navigation;
- Development of new customer resources, such as case studies and technology sell sheets; and
- Digital advertising through paid search and display ads.

Similar to 2020, the Boiler LTOs successfully drove early and increased project submissions for the Commercial Custom Offering.

Anticipated Offering Changes for 2022:

To assist Commercial customers with balancing energy and operational costs, Enbridge Gas will continue to promote boiler projects through LTOs as these offers have been successful in both 2020 and 2021. Enbridge Gas will also continue to explore opportunities to drive uptake of building controls projects in 2022, including the promotion of its ABAS LTO. Enbridge Gas plans to align its energy audit incentives across EGD and Union rate zones for a harmonized franchise-wide audit incentive structure for Commercial customers.

Additionally, the Sales teams will be reviewing and optimizing their program delivery strategy by adjusting the territory and sector coverage of their Energy Solutions Advisors.

5.1.4 Custom Industrial Offering

The Custom Industrial Offering addresses energy savings opportunities related to unique building specifications, design concepts, processes and/or new technologies that are outside the scope of prescriptive measures. The offering provides technical assistance and financial incentives to encourage industrial and agricultural customers to implement energy efficient technologies. Enbridge Gas provides consultative services to customers and third-party service providers aimed at assessing building energy consumption and making recommendations for gas-saving measures. See Appendix C for the offering details.

Table 5.3 2021 Custom Industrial Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Large Volume Customers Net Cumulative Natural Gas Savings (m3)	224,590,224
Small Volume Customers Net Cumulative Natural Gas Savings (m3)	3,170,708

Offering Changes in 2021:

There were no significant changes to the offering in 2021.

Enbridge Gas continued with an adapted approach for the offering's promotion and delivery models as a response to the COVID-19 pandemic. This offering typically leverages in-person technical workshops throughout the year to reach potential participants, to introduce energy savings approaches, and to provide information about the details of the incentive. This year these workshops were successfully delivered online.

Lessons Learned:

Enbridge Gas had anticipated alignment of incentive rates in the industrial custom programs to create a province-wide offering. However, while aligning incentive rates is feasible, it will have a consequential impact on some customers more than others, depending on the incentive model used. Implementation of an aligned incentive rate requires advance notice for both Energy Solutions Advisors and participating customers.

Engagement practices with customers had to be adapted, as many preferred virtual discussions over in-person meetings. Even with these challenges, Enbridge Gas continued to build capacity in the marketplace as customers sought the utility's advice and relied on it at the same level as seen pre-pandemic. However, the reduced opportunity of site walkthroughs was a hindrance to helping customers identify potential project opportunities.

Anticipated Offering Changes for 2022:

There are no significant anticipated changes to the offering or delivery model in 2022, however Enbridge Gas will continue to review the approach to market with flexibility and adapt as customers require, and as pandemic related protocols evolve.

Throughout 2022 Enbridge Gas will communicate to the market about anticipated offering changes as details under the next DSM framework are clarified.

Enbridge Gas will be moving to a common CRM system to manage customer DSM information in 2022. This will enable a standardization of business procedures and customer touchpoints.

5.1.5 Commercial & Industrial Prescriptive (Fixed) Incentive Offering

Through the Commercial/Industrial Prescriptive (Fixed) Incentive Offering, fixed financial incentives are available for the installation of eligible high-efficiency technologies. Incentives are provided to customers, service providers, and/or distributors/dealers, depending on the technology. Please see Appendix C for the full list of eligible technologies and their incentives. Energy savings are based on the OEB's Technical Resource Manual (TRM). See Section 2.6 for more details regarding the TRM.

Table 5.4 2021 Commercial & Industrial Prescriptive (Fixed) Incentive Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Large Volume Customers Net Cumulative Natural Gas Savings (m^3)	20,068,154
Small Volume Customers Net Cumulative Natural Gas Savings (m^3)	18,209,451

Offering Changes in 2021:

Some of the offering changes in 2021 include:

- Updated incentive design for prescriptive Demand Control Kitchen Ventilation retrofit offer; from a percentage of cost to a flat incentive by size.
- The addition of a new measure offering within the midstream food service initiative; Energy Star Combination Ovens.

Lessons Learned:

COVID-19 continued to impact the commercial and industrial sector in 2021 due to ongoing restrictions across various regions throughout the year, and in many cases customers were simply focused on staying open. Impacts included cancellation of industry events and tradeshows, reduced capital budget due to decreased profits or increased spending for sanitization, high turnover in staffing, and in some cases constraints on business operations due to some staff working from home or reduced hours. Impacts were also felt in the supply chain causing shortages or longer than normal wait times for product shipping. To help overcome these challenges and reach decision makers, Enbridge Gas shifted its focus to a more digital approach using virtual meetings for one-on-one contact through Enbridge ESAs or our contracted Delivery Agents, as well as continuing the utility's longstanding partnerships with industry associations and partners to reach members through email, digital marketing, and campaigns.

Within the prescriptive offer, Enbridge Gas noted an increased uptake in our ventilation and air sealing technologies including dock door seals and Demand Control Ventilation compared to 2020. Additionally, Enbridge Gas changed the Demand Control Kitchen Ventilation (DCKV) incentive to a fixed amount from a percentage of cost covered model that was implemented in 2020. A flat incentive was more attractive to customers since they know exactly how much could be provided in an incentive. Based on this learning, Enbridge Gas also included a minimum and maximum incentive amount on other incentive offers that are based on equipment size.

Within the midstream initiative, the IESO contracted Enbridge's delivery partner creating a single joint offer. The IESO added Energy Star refrigeration, freezers, and ice machines to the foodservice offers. The addition of new measures and the partnership with IESO provides additional value to the participants by having more of the products they sell included, creating greater interest and investment into the program. As a result, registered participants represent approximately 90% of the foodservice retail market.

For HVAC products related to the midstream channel, there are fewer HVAC distributors, however the majority have many branch locations. Engagement is driven top-down, a one-to-many approach that works with participants to influence change through what and how they sell the high-efficiency products. Ongoing program support and training is needed at all levels of the organization and at different locations (from showrooms to branches) to ingrain the offering into their day-to-day decision making, including program and product education and development of internal program champions.

Anticipated Offering Changes for 2022:

With respect to the midstream initiative, Enbridge Gas will continue to seek to add new measures to the food service offer. Two anticipated measure offerings include EnergyStar griddles and high-efficiency conveyor ovens. For the midstream HVAC offer, condensing storage water heaters will no longer be offered in 2022 and new measure offers will be explored for HVAC specifically to continue to add value for registered participants.

With the continued challenges faced by COVID-19, in 2022 Enbridge Gas will continue to support customers and industry associations with opportunities to engage virtually or digitally in planning future energy saving projects. In anticipation of the new framework in 2023, Enbridge Gas will investigate a more formalized trade ally approach to engage more commercial and industrial customers as well as continuing to work with IESO to identify additional opportunities for collaboration.

5.1.6 Commercial & Industrial Direct Install Offering

The Commercial/Industrial Direct Install Offering provides a turnkey solution for customers who are less likely to participate in traditional offerings by providing the installation of energy efficient technologies. The offering also provides increased incentive levels for select technologies. Offering details are provided in Appendix C.

Table 5.5 2021 Commercial & Industrial Direct Install Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Large Volume Customers Net Cumulative Natural Gas Savings (m^3)	6,734,536
Small Volume Customers Net Cumulative Natural Gas Savings (m^3)	25,245,015

Offering Changes in 2021:

In 2021, Enbridge Gas continued to offer a province-wide approach for the shipping door equipment installation offer that includes two measures: Air Curtains and Dock Door Seals, for new and replacement project opportunities. Higher incentives put in place in 2020 in response to COVID-19 were continued in 2021; these incentives cover 85% to 90% of total cost to install. The offer also includes two options for customers to find out more information; an in-person visit from a contracted vendor, or a virtual assessment component. The virtual assessment enabled Enbridge Gas Delivery Agents to progress some customers to a quoted stage in the project, supported application growth, and enabled continued customer dialogue during times where site visits were suspended due to COVID-19 safety protocols.

Additionally, Enbridge Gas continued the province-wide approach for the DCKV installation offer in collaboration with IESO's Save on Energy (IESO SOE) Retrofit program. This collaboration allowed for a joint offer to be delivered in market by one Delivery Agent and made it easier for customers to participate from an application process perspective. Bonus offers implemented in 2020 in response to COVID 19 were continued in 2021 in part due to the impact on the food service sector, which included $1,000-$1,500 on top of the standard incentive amount, based on the Cubic Feet per Minute (CFM) tier of the selected system.

Lessons Learned:

For the shipping door offer, Enbridge Gas found that converting quotes into sales was a continuing challenge given COVID-19 impacts to small business customers. Getting financial commitment continued to be a challenge given customers' hesitancy to spend capital budget in times of uncertainty. Enbridge Gas continued to offer the increased incentive level in 2021 and emphasized the financial benefits of the offer in all program related materials.

Specific to the DCKV offer, Enbridge Gas found that customer awareness of efficient ventilation technology remains low and there continues to be limited understanding of how commercial kitchen ventilation could be updated to save energy. Enbridge Gas continued to develop customer case studies to provide examples; explaining how the technology works, expected savings, the ease of installation and participation in the offer, as well as the ongoing energy savings that former participants experience. In addition, the food service sector continued to be significantly impacted from COVID-19 and customers were hesitant to spend capital budgets. Consistent with the shipping door offer, Enbridge Gas continued to offer the increased incentive level in 2021.

Anticipated Offering Changes for 2022:

There are no significant changes being implemented in 2022. The focus will be to continue to offer a higher incentive level to support small business customers as well as developing communications to overcome newly identified barriers.

5.1.7 Energy Leaders Offering

The Energy Leaders Offering is intended to appeal to early adopters of new and emerging technologies, by providing early adopters with increased incentives for the implementation of new and innovative technologies. Offering details are provided in Appendix C.

The main target for this offering are commercial, agriculture, and industrial customers who Enbridge Gas identifies as a leader in energy efficiency.

Table 5.6 2021 Energy Leaders Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Large Volume Customers Net Cumulative Natural Gas Savings (m3)	908,004
Small Volume Customers Net Cumulative Natural Gas Savings (m3)	0

Offering Changes in 2021:

In 2021, Enbridge Gas promoted Gas Heat Pump (GHP) technology, with the goal of accelerating market adoption of commercialized GHP technologies. Enbridge Gas introduced a GHP LTO in 2021, with incentives covering up to 80% of incremental project costs (including energy modelling), up to $60,000. This LTO was delivered internally by GHP technical experts and Energy Solutions Advisors, who assisted customers with identifying, quantifying, and implementing GHP solutions. Enbridge Gas hosted a webinar in the summer of 2021 featuring key manufacturers of GHPs that are—or will soon be—commercially available, to educate customers about the benefits of GHPs and to promote its GHP LTO.

Three sites installed GHP solutions in 2021, receiving a total of $240,000 in financial incentives from Enbridge Gas; two sites installed one GHP unit each, and one site installed two GHP units. Additionally, several customers are considering implementing GHP solutions in 2022.

Lessons Learned:

Because GHPs are not a mainstream technology in Ontario, implementation costs are high, resulting in a reduced cost-effectiveness of energy savings compared to more popular measures incented through the Custom Commercial Offering. Cost-effectiveness is expected to be low at this stage of GHPs' technology adoption life cycle, and should continue to improve in the future as the technology becomes more widely implemented in the market.

Anticipated Offering Changes for 2022:

Enbridge Gas will continue to offer technical support and financial incentives for GHPs in 2022; however, it is planning to reduce the maximum incentive per GHP unit from $60,000 to $40,000 to improve the cost-effectiveness of the offer and to allow more customers to participate. Enbridge Gas expects that some of the opportunities explored in previous years may be implemented in the 2022 program year; however the ongoing COVID-19 pandemic may have an impact on the offering's success. While this is a smaller offering, Enbridge Gas believes it is important to maintain the status of the offering to support new energy-efficient technologies.

5.2 LOW-INCOME PROGRAM

Enbridge Gas' Low-Income Program for the EGD rate zone consists of the following offerings:

- Home Winterproofing Offering (Section 5.2.1)
- Affordable Multi-Family Housing Offering (Section 5.2.2)
- Savings by Design Affordable Housing Offering (Section 5.2.3)

5.2.1 Home Winterproofing Offering

The Home Winterproofing Offering, marketed to customers as Home Winterproofing or the Home Winterproofing Program ("HWP"), is designed to reduce energy costs and improve indoor home comfort for low-income customers (homeowners and tenants who pay their natural gas bill). Participants receive a home energy assessment and direct installation of weatherization measures, with no cost to the participant. As a health and safety value add-on, a carbon monoxide monitor is provided to participants where one is not already present in the home. At the time of the home energy assessment, the home is also prequalified for water conservation measures (showerheads and aerators) and a smart thermostat. The offering is available for both privately owned single-family homes, and social and assisted housing. Offering details can be found in Appendix C.

Table 5.7 2021 Home Winterproofing Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	26,443,935

Offering Changes in 2021:

The offering was paused twice in 2021, from January 1 to February 15 and from April 7 to June 2, due to the COVID-19 pandemic and local health restrictions which limited the ability for Delivery Agents (DAs) to enter customer homes to perform energy assessments or retrofit work.

Customers were able to continue applying to the offering as DAs took in applications and performed prescreening requirements. Customers were waitlisted until COVID-19 restrictions were lifted and Enbridge Gas developed strategies that included safety protocols

for the eventual return of the offering, while managing ongoing communications with DAs. As the offering restarted, marketing initiatives included COVID-19 safety protocols.

During the 2021 Covid shutdown of the program, marketing initiatives continued, unlike 2020. While some initiatives such as the HWP mobile truck was discontinued, various new tactics were added and some previous tactics were expanded. New tactics included:

- Cluep (social listening), podcast ads, ads targeted to Indigenous communities, and sponsored content which allowed Enbridge to widen online presence and reach among customers and helped more effective targeting.

- Community Blitz campaigns, which were launched that provided increased marketing in communities with low leads. Tactics for these campaigns included radio, newspaper ads, increased digital spend, transit shelters and targeted Direct Messages (DMs) in the identified areas.

- Earned media campaign, which proved to be successful as it generated large call volumes for Delivery Agents and a large increase in online applications. Website traffic (for HWP and other residential programs) and interest in the program spiked during television and radio airing times for this earned media initiative, with over 5,000 applications completed.

- “Overarching marketing” as an awareness initiative, which includes promotion of the entire residential portfolio together, allowing customers to self-select a program that suits their requirements. In 2021, Enbridge Gas increased the spend and tactics within the overarching marketing portfolio by including Multicultural Marketing campaigns and insulation/air sealing 101 videos. This was done to help improve the perception of insulation in the minds of customers.

Enbridge Gas and IESO (Independent Electricity System Operator) entered into an MOU and collaborated on an RFP for joint procurement of Low-Income Delivery Agents which was released in August on MERX (an electronic tendering service). Contracts with outgoing and incoming Delivery Agents were negotiated and executed in December.

Lessons Learned:

While most customers, auditors, and retrofitters were allowed to complete program activities once COVID-19 restrictions were relaxed, some demonstrated hesitation for in-person visits.

The marketing suspension due to COVID-19 created some confusion for customers which is why Enbridge Gas continued with marketing initiatives and maintained ongoing communications with customers related to program strategy, despite lockdowns, to avoid a drop in leads and to reduce ramp-up time.

The IESO joint procurement for common Delivery Agents produced several lessons learned such as allowing for more time, the importance of interviews and scenario testing for scoring.

In 2021, Enbridge Gas launched its internal digital dashboard and marketing measurement/metric project. The digital dashboard gives live visibility to campaigns and tactics. Having a live view of tactics in market provides insight to the success of a campaign/tactic, so that pivoting and decision making on adjustments can be made efficiently. With the help of the metrics project, clear coloration between tactics/ spends/ campaigns and results are observed.

Enbridge Gas drives mass awareness and participation within the HWP program through a mix of traditional and digital tactics and initiatives. Within traditional initiatives radio, community outreach (Food banks), bill inserts, targeted direct mail and E-blasts play a pivotal role in generating awareness and interest in the program. Digital campaigns include tactics such as Social (Facebook/Instagram), Google Search and Display and YouTube advertising as the key initiatives to help drive customers to our online application. Facebook and Google search are the largest drivers to Enbridge Gas' website.

Anticipated Offering Changes for 2022:

Enbridge Gas and IESO will start the year with three common Delivery Agents for the residential Affordable Housing programs (HWP and EAP [Energy Affordability Program]). The DAs and their postal code areas are:

- EnviroCentre – postal code K
- CLEAResult – postal code L and N
- Ecofitt – postal code M and P

In addition to providing customers a single entry for both DSM and CDM residential low-income programs, it is expected that co-branded education, awareness and marketing opportunities will be identified, explored and initiated along with further alignment opportunities. Increased costs are expected for insulation and other products and services due to inflation and COVID-19 impacts such as shortage of products.

5.2.2 Affordable Multi-Family Housing Offering

The Affordable Multi-Family Housing Offering provides social and assisted housing and low-income market rate multi-family buildings with energy assessments, technical assistance and incentives for a variety of energy efficiency measures. Participants are eligible for both custom and prescriptive measure incentives, similar to the Commercial & Industrial Prescriptive (Fixed) Incentives Offering and the Custom Commercial Offering, however incentive levels are higher to reflect the needs of the low-income market. Offering details are provided in Appendix C.

Table 5.8 2021 Affordable Multi-Family Housing Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	88,304,418

Offering Changes in 2021:

Direct install measures were suspended twice from Jan 1st to Feb 15th and from April 7th to June 2nd, due to the COVID-19 pandemic and local health restrictions which limited the ability for EAs to enter customer homes. However, Enbridge Gas' third-party Delivery Agents continued contacting housing providers and property managers during these times to promote the measures and, if interested, to continue with the application process.

In November 2021, Enbridge Gas commenced a marketing campaign to increase program awareness among targeted customers, along with further follow up by the offering's Energy Solutions Advisors. The program also conducted more collaborative marketing with the Commercial Program and increased outreach opportunities to Business Partners.

Enbridge Gas ran a "Limited Time Offer" campaign on make-up air units to AHMF customers who committed by June 30, 2021 and installed by October 31, 2021 to increase participation in the program.

Enbridge Gas developed a more rigorous pre-screening process for Social Housing providers to ensure when energy assessments are completed they transition into capital projects to create a more energy efficient building.

Lessons Learned:

The COVID-19 pandemic restrictions in Ontario introduced a significant challenge in program delivery. As a result, there were fewer onsite visits and technical walkthroughs conducted in 2021. Furthermore, many social and private building operators deferred or cancelled capital improvements during the COVID-19 pandemic.

Being aware of customer and Delivery Agent hesitations for in-person visits, Enbridge Gas supported Delivery Agents with tenant interaction best practices and PPE standards guidance.

There is an opportunity to align private market rate eligibility across the franchise for the following reasons:

- Harmonization of eligibility criteria across the legacy utility rate zones improves customers' experience and reduces confusion.
- Current legacy EGD process uses outdated Statistics Canada data to support its current geotargeted approach.
- Customers would be well-served by eligibility criteria that align with criteria used in other government affordable housing programs to enhance stack-ability of program funds, cross-promotion and qualifications among programs.

Anticipated Offering Changes for 2022:

Through numerous stakeholder sessions Enbridge Gas plans to harmonize eligibility criteria for market rate customers in 2022. A letter was sent to the Ontario Energy Board in December 2021 outlining the eligibility criteria. The new criteria will be as follows:

Privately owned multi-residential building that can demonstrate one of the following criteria:

- Privately owned multi-residential building owner or property manager must confirm, based on rent roll review, that at least 30% of the units are rented at less than 80% of the median market rent, as determined by the Canadian Mortgage and Housing Corporation.

  Or

- The building has participated in a federal, provincial, or municipal affordable housing funding program in the last 5 years.

5.2.3 Savings by Design Affordable Housing Offering

The Savings by Design Affordable Housing ("SDBAH") Offering helps affordable housing builders improve energy performance in new construction projects by providing a variety of support activities from the early design phase through to construction. The offering is

designed to influence builders to build affordable housing that exceed the 2017 Ontario Building Code by at least 7% for multi-residential projects, and at least 15% for single family homes. Offering details are provided in Appendix C.

Table 5.9 2021 Savings by Design Affordable Housing Offering Results (EGD Rate Zone)

METRIC	ACHIEVEMENT
Project Applications	13

Offering Changes in 2021:

In 2021, Enbridge implemented a stretch target of 20% better than Ontario Building Code (OBC) for projects located within the City of Toronto, to push projects at least 5% better than the City of Toronto's Toronto Green Standard (TGS) energy efficiency requirement of 15% better than OBC.

In 2021, Enbridge also implemented a 5% stretch target for projects whose baseline design already meets or exceeds the energy efficiency requirement that the project would be subject to under the SBD-AH program. (i.e. a Part 3 project with a baseline design that already achieved 8% better energy efficiency than OBC would be required to meet a stretched SBD-AH energy efficiency target of 13% better than OBC.)

Marketing activities in 2021 focused on digital tactics with Google Search and LinkedIn campaigns, combined with very targeted print advertising in relevant trade publications, featuring case studies showcasing projects by past participants.

Lessons Learned:

In 2021, Enbridge Gas continued to notice increased interest from municipalities in setting locally defined green development standards; however, the only municipality that currently has a mandatory green development standard is the City of Toronto.

In 2021, Enbridge Gas noticed increased interest from the prospective program participants in using ground or air source heat pumps with gas as a backup fuel. The way the program rules are written on the application form does not currently allow participation by such projects, but as this approach becomes more widespread, the requirement for gas to be the primary fuel source for space or water heating may need to be reconsidered.

Anticipated Offering Changes for 2022:

For 2022, the energy efficiency threshold for SBD affordable Housing projects will be 15% better than Ontario Building Code (OBC) for both Part 9 and Part 3 projects (this is a change from the minimum efficiency threshold of 7% better than OBC for Part 3 projects in 2021).

In May of 2022, the Toronto Green Standard will evolve from TGS version 3 to TGS version 4, bringing with it increased energy efficient requirements for new construction projects located in the City of Toronto. In anticipation of this change, the SBD-AH program will be adopting a 35% better than OBC stretch target for Part 3 projects located within the City of Toronto, and a stretch target of 25% better than OBC for Part 9 projects located within the City of Toronto, for SBD-AH projects that complete IDP workshops in 2022.

If additional jurisdictions adopt mandatory green development standards that meet or exceed SBD-AH program energy performance requirements in 2022, Enbridge Gas will consider implementing stretch targets for projects located in those areas.

Marketing in 2022 will continue to feature case studies highlighting the successes of past participants. Different messaging will be tested via digital channels to improve audience engagement.

5.3 MARKET TRANSFORMATION & ENERGY MANAGEMENT PROGRAM

Enbridge Gas' Market Transformation & Energy Management Program for the EGD rate zone consists of the following offerings:

- Savings by Design Residential Offering (Section 5.3.1)
- Savings by Design Commercial Offering (Section 5.3.2)
- School Energy Competition Offering (Section 5.3.3)
- Run it Right Offering (Section 5.3.4)
- Comprehensive Energy Management Offering (Section 5.3.5)

5.3.1 Savings by Design Residential Offering

The Savings by Design Residential Offering helps residential builders improve energy performance in new construction projects, by providing a variety of support activities from the early design phase through to construction. The offering is designed to transform builders, over a multi-year period, to build more homes that exceed the 2017 Ontario Building Code ("OBC 2017") by at least 15%. Offering details are provided in Appendix C.

Table 5.10 2021 Savings by Design Residential Offering Results (EGD Rate Zone)

METRICS	ACHIEVEMENT
Builders	24
Homes Built	2,514

Offering Changes in 2021:

In 2021, Enbridge Gas implemented an IDP-stage stretch target to ensure that all projects improved upon their baseline designs by at least 5% better energy efficiency than OBC. (i.e. a project with a baseline design that already achieved 14% better energy efficiency than OBC would be required to meet a stretched SBD-RES energy efficiency target of 19% better than OBC).

In 2021, Enbridge also implemented new internal processes to work with our program Delivery Agents to forecast "homes built" submissions throughout the year in order to better predict the total annual "homes built" incentive payouts required.

Lessons Learned:

Enbridge Gas has found that municipalities are adopting and modifying sustainability checklists for new homes, and that builders are looking to Enbridge Gas to assist them in fulfilling the requirements of these checklists. Enbridge Gas will continue to support builders with improving the energy performance of their developments in the pursuit of sustainability goals.

With respect to marketing, Enbridge Gas produced end-of-year trade publication print advertising, which contained specific messaging to thank current year program participants. This avenue produced good engagement from new builders. Enbridge Gas believes the engagement that followed is driven by the competitive nature of businesses in the residential construction industry.

Anticipated Offering Changes for 2022:

In 2022, Enbridge will increase the energy efficiency requirement for the SBD-RES program from 15% better than OBC to 20% better than OBC.

In 2022, projects located within the City of Toronto will be required to meet an energy efficiency threshold of 25% better than OBC, in order to push projects beyond the 20% better than OBC efficiency that the City of Toronto's Toronto Green Standard requires for residential projects.

If additional jurisdictions adopt mandatory green development standards that meet or exceed the SBD-RES program's energy performance requirements in 2022, Enbridge Gas will consider implementing stretch targets for projects that are in those areas.

The marketing focus in 2022 will shift more towards digital marketing tactics such as LinkedIn and a Google Search campaign with combined messaging from the other SBD streams (Affordable Housing and Commercial and Multi-family).

5.3.2 Savings by Design Commercial Offering

The Savings by Design Commercial Offering encourages commercial developers and builders to design and build new developments to a level above the current Ontario Building Code ("OBC"). The offering provides participants an integrated design process ("IDP") and financial incentives. Through detailed analysis and modelling of various building elements, the goal is for participants to build at least 15% above the 2017 OBC Part 3 requirements. Offering details are provided in Appendix C.

Table 5.11 2021 Savings by Design Commercial Offering Results (EGD Rate Zone)

METRICS	ACHIEVEMENT
New Developments	17

Offering Changes in 2021:

For regions that have Green Development standards and participants who come into the program with a baseline above 15% greater than OBC, in 2021 Enbridge Gas implemented a stretch target to further drive and influence the market.

Despite the barriers of the COVID-19 pandemic, Enbridge Gas continued to involve different organizations to expand the reach and influence of the offering.

Lessons Learned:

Enbridge Gas continued with online IDP workshops that were implemented due to COVID-19. Hosting the IDP workshops online continues to provide cost-savings that have allowed Enbridge Gas to develop and execute IDP webinar workshops that focus on various educational topics, and feature subject matter experts from different industries such as architects, developers, and engineering modelers.

Enbridge Gas continues to strengthen the geographical outreach within the Union rate zones by sponsoring and providing regional workshops that involve key stakeholders comprised of architects, engineers, municipal partners, and local home builders. These events also focus on local economic impacts as well as green initiatives that Enbridge Gas can support.

Anticipated Offering Changes for 2022:

In keeping a close relationship with municipalities, Enbridge Gas will continue to monitor regions that have implemented a Green Development Standard or have made changes to their current one and will make changes where necessary.

5.3.3 School Energy Competition Offering

The School Energy Competition Offering educates and empowers students to take action on energy use within their schools, homes and communities. Marketed as the Energy School Challenge (the “Challenge”), the offering engages schools in a friendly competition and has five main elements: education, behavioural change, implementation of activities, monitoring, and performance. Through the competition, each school is awarded points and is scored on the completion of activities. The three elementary and high schools that have scored the most points are awarded a financial prize. See Appendix C for offering details.

Table 5.12 2021 School Energy Competition Offering Results (EGD Rate Zone)

METRICS	ACHIEVEMENT
Schools	0

Offering Changes in 2021:

Due to circumstances surrounding the ongoing COVID-19 pandemic, the School Energy Competition Offering was not operational in 2021, resulting in no uptake.

Lessons Learned:

This offering was not operational in 2021, see “Offering changes in 2021” above for further details.

Anticipated Offering Changes for 2022:

Due to circumstances surrounding the ongoing COVID-19 pandemic into 2021, the offering will not be operational in 2022.

5.3.4 Run it Right Offering

The Run it Right Offering is designed to motivate commercial customers to optimize the operation of their buildings through low-cost/no-cost operational measures. Through analysis of the building’s energy performance and on-site audit, building operators and managers are empowered to make strategic data-driven decisions regarding energy use in their facility.

Technical support is provided to participants in identifying opportunities to use existing heating equipment and systems more efficiently. Customers implement the recommended actions, and a 12-months monitoring period commences. Offering details including eligibility and financial incentives available to participants are provided in Appendix C.

Table 5.13 2021 Run it Right Offering Results (EGD Rate Zone)

METRICS	ACHIEVEMENT
Participants	36
Large Net Cumulative Gas Savings (m3) (RA)	339,409
Small Net Cumulative Gas Savings (m3) (RA)	(114,983)

Offering Changes in 2021:

The benchmarking pilot initiated in 2020 continued into 2021. The pilot was initiated to test a new approach in an effort to improve program results. It utilizes a targeted approach based on data analysis to identify customers who have greater savings opportunities and would benefit most from operational improvements. The pilot focused on a single homogenous sector (school boards) and was intended to drive deeper engagement with key school board personnel and on-site staff through participation in a charette where opportunities were presented and modelled to support better understanding and prioritization of investment of funds.

Lessons Learned:

Challenges were experienced with uptake in the Run it Right offering via the participants of the benchmarking pilot. Although the engagement efforts of the pilot resulted in a prioritized list of saving opportunities, school boards had limited resources to follow through with the action plans due to the focus on implementing the capital and ventilation projects via the additional COVID-19 funding received from the government. As a result, there were no participants enrolled in the Run it Right offering in 2021 from the benchmarking pilot.

Anticipated Offering Changes for 2022:

With the anticipation of a new framework in 2023 and given that Run it Right is a multi-year offering with many components, Enbridge Gas plans on phasing out the offering. Enbridge will continue to work with customers who have already enrolled and provide support in completing the remaining offering components.

5.3.5 Comprehensive Energy Management Offering

Through the Comprehensive Energy Management ("CEM") Offering, Enbridge Gas influences industrial and large commercial customers to adopt and nurture a culture of conservation and continuous energy improvement. Enbridge Gas works with participants in the offer by examining their unique energy usage, creating an energy model, and guiding customers to undertake recommended actions suitable to their operation.

Incentives are structured to support initial start-up costs and energy plan development, and for energy efficiency improvements. Appendix C outlines the offering details.

Table 5.14 2021 Comprehensive Energy Management Offering Results (EGD Rate Zone)

METRICS	ACHIEVEMENT
Participants	2

Offering Changes in 2021:

There were no changes to the offering in 2021.

Lessons Learned:

Enbridge Gas has found that significant effort is required to strengthen the educational element of the offering among potential participants, which is critical to the success of the offering. To better promote the offering and enhance Enbridge Gas' technical expertise in energy management, Enbridge Gas continued to engage customers through various webinars and speaking engagement.

Anticipated Offering Changes for 2022:

No changes are expected for the offering.

6. Programs and Offerings (Union Rate Zones)

Enbridge Gas' DSM portfolio for the Union rate zones consists of the following programs:

- Residential Program (Section 6.1)
- Commercial/Industrial Program (Section 6.2)
- Low-Income Program (Section 6.3)
- Large Volume Program (Section 6.4)
- Market Transformation Program (Section 6.5)
- Performance-Based Program (Section 6.6)

6.1 RESIDENTIAL PROGRAM

Enbridge Gas' Residential Program for the Union rate zones consists of the following offerings:

- Home Efficiency Rebate Offering (Section 6.1.1)
- Residential Adaptive Thermostat Offering (Section 6.1.2)

6.1.1 Home Efficiency Rebate Offering

Through the Home Efficiency Rebate ("HER") Offering, residential customers gain a better understanding of their home's energy usage, and insights into energy improvement opportunities identified through the completion of a home energy audit. By participating in HER, homeowners can increase the energy efficiency of their home and decrease their energy bills each year, enhance home comfort, avoid unsightly mould and condensation caused by poor insulation, and improve their health through better indoor air quality.

Through the offering, participants work with an approved Service Organization ("SO") to complete a preliminary energy assessment to determine the home's current energy use and profile. A Registered Energy Advisor ("REA") models the home using Natural Resources Canada ("NRCan") energy modelling software ("HOT2000") to produce an energy efficiency report for the homeowner that outlines all energy saving opportunities, along with the home's EnerGuide rating and energy saving tips and information. With this information, the homeowner can make informed decisions regarding potential energy efficient improvements. Rebates are available for completing the assessments and at least two eligible measures recommended in the energy efficiency report (incentive structure and measure list can be found in Appendix D). After upgrades to the home are complete, participants complete a post-energy assessment with the REA to quantify the energy savings achieved by the retrofits, as determined by HOT2000.

The target customer for this offering is residential customers within Union rate zones, including detached, semi-detached, townhouses, row townhouses, and mobile homes. To be eligible for the offering, participants must have a natural gas furnace or a boiler as a primary heating system. Additionally, participants must complete both the pre-energy and post-energy assessments using an Enbridge Gas approved SO and install at least two qualifying measures, or three measures if a furnace is also being upgraded (effective January 1st, 2020).

The aggregate annual gas savings across all participants in the HER offering must achieve, on average, at least a 15% reduction in annual natural gas use, when comparing the results of the pre-energy assessment to the results of the post-energy assessment as determined by HOT2000.

Table 6.0 2021 Home Efficiency Rebate Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	92,340,855
Participants (homes)	5,032

Offering Changes in 2021:

In 2021, the number of measures completed through HER continued to evolve. 63% of participants installed three or more measures compared to 57% in 2020. Moreover, 28% of participants installed four or more measures in 2021 compared to 22% in 2020.

# of Measures	2020	2021	Change
	% Frequency	% Frequency	
2 Measures	43%	37%	↓
3 Measures	34%	34%	No change
4 Measures	14%	18%	↑
5+ Measures	8%	10%	↑

Enbridge Gas also witnessed a change in the measure mix. The percentage of participants installing a furnace or boiler through the offering dropped from 60% in 2020 to 31% in 2021, with a corresponding increase in insulation measure frequency. For example, attic insulation increased from 63% in 2020 to 79% in 2021. This trend also applies to basement and wall insulation. These changes show that Enbridge Gas is continuing to evolve the offering from space heating to insulation measures.

Individual Measure Uptake	2020	2021	Change
	% Frequency	% Frequency	
Natural Gas Furnace/Boiler	60%	31%	↓
Attic Insulation	63%	79%	↑
Basement Insulation	18%	29%	↑
Wall Insulation	12%	15%	↑
Water Heating	14%	20%	↑

The offering was also impacted over the course of 2021 by the introduction of a home retrofit offer by the Federal Government. In May 2021, the Government launched the Canada Greener Homes Grant (CGHG) offering homeowners rebates up to $5,000 for eligible upgrades. The home energy assessment rebate, as well as insulation and air sealing rebates were higher than the HER offering for certain measures. For example, CGHG offers up to $5,000 for wall insulation compared to $3,000 from HER, and $600 for the home energy assessment rebate compared to $550 from HER.

As a result, as of June 3, 2021, Enbridge Gas increased the home energy assessment rebates from $550 to $600 to align with the CGHG. In addition, Enbridge Gas increased the attic insulation rebate from $650 to $750. In 2020 and 2021, the attic insulation uptake had been increasing and this measure continued to be an opportunity to drive results.

In October, Enbridge Gas launched a limited time incentive for SOs to offer to contractors/REAs to enhance referrals to HER for pre-retrofit assessments as of October 1st, for projects submitted to Enbridge in 2021. This limited time offer was intended as a lead generation tool to support referrals and in turn identify opportunities for the customer through the home energy assessment.

Lessons Learned:

In 2021, Enbridge Gas continued collaboration with Humber College and local municipalities in offering the Home Energy Retrofit Orientation (HERO). The HERO seeks to bridge energy efficiency literacy gaps to increase homeowner awareness, interest, and accelerates deeper energy conservation retrofits. The 2-hour HERO sessions are delivered by an experienced Humber Sustainability Professor and NRCan Registered Energy Advisor. The feedback received from attendees and municipalities was positive and customers appreciated learning about building envelopes and opportunities for energy savings in their homes. There is a demand from municipalities to continue with offering HERO in 2022 to continue to support customer education.

The list of cities where HERO was delivered are as follows: City of Toronto, City of Ottawa, Region of Peel | Caledon, City of Markham, City of Brampton, City of Sault St. Marie, City of Burlington

Some of the impacts from COVID-19 included the following:

- Offering was halted twice from January 1st to February 15th and from April 7th to June 2nd due to the COVID-19 pandemic and local health restrictions which limited the ability for REA's to enter customer homes.
- COVID closures affected SOs working in Union territory more than those working in EGD territory due to the challenge of covering Union remote areas. Remote areas are usually covered by few REAs. Due to COVID, some of the REAs in remote

areas like Thunder Bay couldn't handle the instability of income due to the closures and decided to find more stable employment. The loss of REAs with established referral networks impacted the leads generated for the offering.
- Ongoing communications shared with SOs ensured clarity in pausing and restarting the offering for a smooth restart process.
- Many customers staying at home enhanced their focus on home improvement projects.

Enbridge Gas experienced the following lessons learned in ensuring clarity following the announcement of the details of the CGHG in May 2021:

- Availability of two similar yet competing offerings in the market (HER and CGHG) caused customer and REA confusion in identifying the differences and selecting the offering which is better suited to the customer's situation. However, timely communication following the announcement of the CGHG offering with Enbridge Gas' Customer Care department, SOs, and program offering documentation (such as the website and Participant Agreement form) provided clarity for the market on the offering. Homeowners were able to participate in both program offerings, but customers could not receive duplicate rebates for the same qualifying energy efficiency improvements and energy assessments.
- The development of a CGHG vs HER comparison table for SOs helped to differentiate between different program offerings and compare rebates to provide the best advice for customers.
- Timely update to the Rebate Acknowledgment form helped SOs to differentiate between measures submitted through CGHG vs HER to avoid errors, rebate double dipping and facilitate clarity with customers.
- The process of the HER offering, such as the ability to contact an SO directly and the known benefit of a timely rebate payment, were factors in customer decisions when considering the HER offer. However, HER experienced participation impacts, with a decline in the propensity of measures such as windows, wall and basement insulation for participants who enrolled in the HER offer following the announcement of the details of the CGHG.
- The demand for REAs and process to license new REAs caused delays especially in remote areas. However, through personal relationships with SOs, Enbridge Gas was able to ensure HER submissions continued with adequate coverage.

The Union rate zones experienced changes in SO management in 2021. For example, an SO Manager and REAs leaving an SO affiliated with the HER offering to join one not affiliated with HER, impacting the momentum within the SO and number of audits submitted. Another example is a high performing SO office selling the business with an associated impact to momentum of HER in the territory served.

As noted above, Union launched a limited time incentive for SOs to offer to contractors/REAs to enhance referrals to HER for pre-retrofit assessments completed on or after October 1st and post-retrofit assessments completed and submitted to Union in 2021 to enhance results. The feedback received was that the offer generated some interest, however the time constrained nature of the offer with contractors limited the impact it generated for 2021.

Anticipated Offering Changes for 2022:

Enbridge Gas will continue to monitor the incentive structure to ensure the Company continues to meet the offering's objectives. Enbridge Gas has been in discussions with NRCan on a possible partnership model for Ontario with the Federal Government's CGHG. Discussions between Enbridge Gas and NRCan are on-going and a timeline for finalizing any agreement and associated potential changes for HER are unknown at this time.

6.1.2 Residential Adaptive Thermostat Offering

Adaptive thermostats, also known as smart thermostats, are one of the easiest ways for residential customers to save on energy costs. Adaptive thermostats use sensors and Wi-Fi technology to give homeowners greater flexibility in controlling heating and cooling needs while at home or away, which supports a reduced demand on energy consumption. The offering provides customers a rebate for the purchase of a qualifying adaptive thermostat. Incentive details are provided in Appendix D.

To be eligible for the offering, a customer must meet the following requirements:

- Be a residential customer in the Union rate zones.
- Resides in a single-family home (only detached, semi-detached, and row townhouse homes are eligible).
- Their adaptive thermostat controls their natural gas furnace or boiler (i.e., propane, oil and electrically heated homes are not eligible); and
- Has not received an adaptive thermostat discount, rebate, or device from Enbridge Gas at this address

Table 6.1 2021 Residential Adaptive Thermostat Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	23,183,355

Offering Changes in 2021:

Adaptive thermostat uptake increased in 2021 compared to 2020. This was supported through the addition of Best Buy online, the shift to more online sales, and a reduction of store closures in 2021 due to COVID-19 in Q3 and Q4 when the majority of purchases occurred. Successful marketing efforts also resulted in more customers visiting the offering website to receive a promotion code, with the average redemption rate of issued promotion codes increasing to 69% from 47% in 2020.

The following changes were also made to the Adaptive Thermostat offering in 2021:

- The onboarding of Summerhill as Delivery Agent, providing customers with an easy portal to take advantage of the rebate.
- The Moderate-Income rebate, in partnership with IESO's Energy Affordability program, was added in November in the Summerhill portal for income-eligible customers (see Appendix D).

Lessons Learned:

Enbridge Gas observed a shift from in-store to online sales over previous years, influenced by the COVID-19 pandemic. Specifically, in 2019 90% of all thermostats were purchased in-store, while in 2021 in-store purchases accounted for 57% of all thermostats. This change was supported by the addition of more online retailers like Best Buy, helping to keep the program offering results on track during the COVID-19 pandemic.

Enbridge Gas was able to work with Summerhill to find more effective ways of tracking each of the marketing techniques. This helped identify which campaigns were most impactful. For example, at the beginning of March 2021 there was an e-blast campaign that caused a spike, doubling the promotion codes redeemed from the previous month.

Anticipated Offering Changes for 2022:

In 2022, Enbridge Gas will consider the following changes to the offering:

- Revamp contractor stream where customers can obtain an adaptive thermostat incentive through a contractor.
- Continue to grow the Moderate-Income rebate offer and the new partnership with the IESO.
- Explore increasing the number of retailers that are participating in the program.
- Employ more strategic marketing to ensure that messaging and media channels are tailored to specific market segments, including segments who are less likely to participate
- Add more qualifying devices to the program
- Continue to monitor and explore ways to improve the customer's journey through the self-service instant discount portal based on website clicks, feedback from retailers and participant surveys.

6.2 COMMERCIAL/INDUSTRIAL PROGRAM

Enbridge Gas' Commercial/Industrial Program for the Union rate zones consists of the following offerings:

- Commercial/Industrial Prescriptive Offering (Section 6.2.1)
- Commercial/Industrial Direct Install Offering (Section 6.2.2)
- Commercial/Industrial Custom Offering (Section 6.2.3)

6.2.1 Commercial/Industrial Prescriptive Offering

Through the Commercial/Industrial Prescriptive ("C/I Prescriptive") Offering, fixed financial incentives are available for the installation of eligible high-efficiency technologies. Incentives are provided to customers, service providers, and/or distributors/dealers, depending on the technology. Please see Appendix D for the full list of eligible technologies and their incentives. Energy savings are based on the OEB's Technical Resource Manual (TRM). See Section 2.6 for more details regarding the TRM.

Table 6.2 2021 Commercial/Industrial Prescriptive Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	30,179,865

Offering Changes in 2021:

Some of the offering changes in 2021 include:

- Updated incentive design for prescriptive Demand Control Kitchen Ventilation retrofit offer; from a percentage of cost to a flat incentive by size;
- The addition of a new measure offering within the midstream food service initiative; Energy Star Combination Ovens.

Lessons Learned:

COVID-19 continued to impact the commercial and industrial sector in 2021 due to ongoing restrictions across various regions throughout the year, and in many cases customers were simply focused on staying open. Impacts included cancellation of industry events and tradeshows, reduced capital budget due to decreased profits or increased spending for sanitization, high turnover in staffing, and in some cases constraints on business operations due to some staff working from home or reduced hours. Impacts were also felt in the supply chain causing shortages or longer than normal wait times for product shipping. To help overcome these challenges and reach decision makers, Enbridge Gas shifted its focus to a more digital approach using virtual meetings for one-on-one contact through Enbridge ESAs or our contracted Delivery Agents, as well as continuing the utility's longstanding partnerships with industry associations and partners to reach members through email, digital marketing, and campaigns.

Within the prescriptive offer, Enbridge Gas noted an increased uptake in our ventilation and air sealing technologies including dock door seals, Demand Control Ventilation and Condensing Make Up Air units (MUAs, LUG) compared to 2020. Additionally, Enbridge Gas changed the Demand Control Kitchen Ventilation (DCKV) incentive to a fixed amount from a percentage of cost covered model that was implemented in 2020. A flat incentive was more attractive to customers since they know exactly how much could be provided in an incentive. Based on this learning, Enbridge Gas also included a minimum and maximum incentive amount on other incentive offers that are based on equipment size.

Within the midstream initiative, the IESO contracted Enbridge's delivery partner creating a single joint offer. The IESO added Energy Star refrigeration, freezers, and ice machines to the foodservice offers. The addition of new measures and the partnership with IESO provides additional value to the participants by having more of the products they sell included, creating greater interest and investment into the program. As a result, registered participants represent approximately 90% of the foodservice retail market.

For HVAC products related to the midstream channel, there are fewer HVAC distributors, however the majority have many branch locations. Engagement is driven top-down, a one-to-many approach that works with participants to influence change through what and how they sell the high-efficiency products. Ongoing program support and training is needed at all levels of the organization and at different locations (from showrooms to branches) to ingrain the offering into their day-to-day decision making, including program and product education and development of internal program champions.

Anticipated Offering Changes for 2022:

With respect to the midstream initiative, Enbridge Gas will continue to seek to add new measures to the food service offer. Two anticipated measure offerings include EnergyStar griddles and high-efficiency conveyor ovens. For the midstream HVAC offer, condensing storage water heaters will no longer be offered in 2022 and new measure offers will be explored for HVAC specifically to continue to add value for registered participants.

With the continued challenges faced by COVID-19, in 2022 Enbridge Gas will continue to support customers and industry associations with opportunities to engage virtually or digitally in planning future energy saving projects. In anticipation of the new framework in 2023, Enbridge Gas will investigate a more formalized trade ally approach to engage more commercial and industrial customers as well as continuing to work with IESO to identify additional opportunities for collaboration.

6.2.2 Commercial/Industrial Direct Install Offering

The Commercial/Industrial Direct Install Offering provides a turnkey solution for customers who are less likely to participate in traditional offerings by providing the installation of energy efficient technologies. The offering also provides increased incentive levels for select technologies. Offering details are provided in Appendix D.

Table 6.3 2021 Commercial/Industrial Direct Install Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	18,403,367

Offering Changes in 2021:

In 2021, Enbridge Gas continued to offer a province-wide approach for the shipping door equipment installation offer that includes two measures: Air Curtains and Dock Door Seals, for new and replacement project opportunities. Higher incentives put in place in 2020 in response to COVID-19 were continued in 2021; these incentives cover 85% to 90% of total cost to install. The offer also includes two options for customers to find out more information; an in-person visit from a contracted vendor, or a virtual assessment component. The virtual assessment enabled Enbridge Gas Delivery Agents to progress some customers to a quoted stage in the project, supported application growth, and enabled continued customer dialogue during times where site visits were suspended due to COVID-19 safety protocols.

Additionally, Enbridge Gas continued the province-wide approach for the DCKV installation offer in collaboration with IESO's Save on Energy (IESO SOE) Retrofit program. This collaboration allowed for a joint offer to be delivered in market by one Delivery Agent and made it easier for customers to participate from an application process perspective. Bonus offers implemented in 2020 in response to COVID 19 were continued in 2021 in part due to the impact on the food service sector, which included $1,000-$1,500 on top of the standard incentive amount, based on the Cubic Feet per Minute (CFM) tier of the selected system.

Lessons Learned:

For the shipping door offer, Enbridge Gas found that converting quotes into sales was a continuing challenge given COVID-19 impacts to small business customers. Getting financial commitment continued to be a challenge given customers' hesitancy to spend capital budget in times of uncertainty. Enbridge Gas continued to offer the increased incentive level in 2021 and emphasized the financial benefits of the offer in all program related materials.

Specific to the DCKV offer, Enbridge Gas found that customer awareness of efficient ventilation technology remains low and there continues to be limited understanding of how commercial kitchen ventilation could be updated to save energy. Enbridge Gas continued to develop customer case studies to provide examples; explaining how the technology works, expected savings, the ease of installation and participation in the offer, as well as the ongoing energy savings that former participants experience. In addition, the food service sector continued to be significantly impacted from COVID-19 and customers were hesitant to spend capital budgets. Consistent with the shipping door offer, Enbridge Gas continued to offer the increased incentive level in 2021.

Anticipated Offering Changes for 2022:

There are no significant changes being implemented in 2022. The focus will be to continue to offer a higher incentive level to support small business customers as well as developing communications to overcome newly identified barriers.

6.2.3 Commercial/Industrial Custom Offering

The Commercial/Industrial Custom ("C/I Custom") Offering addresses energy savings opportunities related to unique building specifications, design concepts, processes and/or new technologies that are outside the scope of prescriptive measures. The offering provides technical assistance and financial incentives to encourage customers to implement energy efficient technologies. Enbridge Gas provides consultative services to customers and third-party service providers aimed at assessing building energy consumption and making recommendations for gas-saving measures. See Appendix D for the offering details.

The C/I Custom Offering targets commercial, agricultural, and industrial customers, with the exception of large volume customers (see Section 6.4.1, the Large Volume Direct Access Offering) and low-income qualified multi-family buildings (see Section 6.3.4, the Affordable Multi-Family Housing Program).

Table 6.4 2021 Commercial/Industrial Custom Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m3)	470,976,925

Offering Changes in 2021:

Commercial Sector

In 2021, Enbridge Gas maintained the incentive structure it adopted in 2020, which aligns incentive rates among Union rate zones commercial general service customers and EGD rate zone commercial customers. This has allowed Enbridge Gas to deliver a harmonized offering franchise-wide (with the exception of Union rate zones commercial contract customers), including the ability to leverage the same marketing collateral for its Commercial Custom Offering across the province.

To drive early and increased project submissions, Enbridge Gas introduced two Boiler Limited-Time Offers (LTOs) in 2021. These LTOs provided a 50% higher incentive for high-efficiency boiler projects and a 100% higher incentive for Condensing Boiler projects for EGD rate zone commercial customers and Union rate zones commercial general service customers. The lower incentive for high-

efficiency boilers compared to the 2020 LTO reflects the declining savings opportunities from this equipment as a result of Amendment 15 to the Energy Efficiency Regulations, which Enbridge Gas proactively factored into its engineering calculations in 2021. Eligible boiler projects had to be committed by June 2021 and installed by October 2021 to qualify for enhanced Boiler LTO incentives. School boards were granted extensions to LTO deadlines due to the timing of their capital planning cycles.

In 2021, Enbridge Gas introduced a Building Controls Audit Limited-Time Offer, which covered 100% of audit costs up to $5,000 for participants that completed an audit by July 2021 and implemented a recommended retrofit measure by November 2021. Unfortunately, this LTO did not see any uptake in 2021, which may be partly attributable to the ongoing COVID-19 pandemic.

In the fall of 2021, Enbridge Gas introduced an Advanced Building Automation Systems (ABAS) LTO to fill a gap in incentive funding for this measure. The purpose of the LTO is to determine whether incremental energy savings can be achieved by upgrading a building's existing Building Automation System to an ABAS. A linear regression analysis using metered gas consumption (pre- and post-retrofit) will be used to quantify gas savings for these projects. Some customers and service providers expressed interest in this offer, and ABAS projects may be implemented in 2022, with savings calculated by 2023 (after the monitoring period post-installation).

In 2021, Enbridge Gas continued to provide support and financial incentives for custom new construction projects that are not applicable to the Savings by Design Commercial Offering (i.e., for warehouses and other buildings under 50,000 ft^2). Pre- and post-built energy simulation models are required, and incentives are available for energy simulation modeling and the implementation of energy efficient measures. However, no results occurred in 2021 due to the longer timeframe required to influence new construction projects.

Industrial Sector

There were no significant changes to the offering in 2021.

Enbridge Gas continued with an adapted approach for the offering's promotion and delivery models as a response to the COVID-19 pandemic. This offering typically leverages in-person technical workshops throughout the year to reach potential participants, to introduce energy savings approaches, and to provide information about the details of the incentive. This year these workshops were successfully delivered online.

The steam trap offering was introduced in 2020 but was more impactfully promoted in 2021 as demonstrated by an increase in participation.

Adding rigour to processes, an Applicant Declaration Form was introduced in 2021 requiring supervisor review and approval prior to project evaluation and incentive payment.

Lessons Learned:

Providing customers with access to technical experts continues to be critical for the success of the offering. Enbridge Gas' Energy Solutions Advisors (ESAs) provide full account management support, including the following services:

- Assessing and prioritizing a facility's unique energy efficiency opportunities;
- Helping customers develop a strong business case, including payback calculations with Enbridge Gas financial incentives; and
- Completing the custom project application submission, including confirming the appropriate base case, high efficiency option and measure life of the project.

Many businesses faced challenges and competing priorities in 2021 due to the ongoing COVID-19 pandemic. Despite these challenges, the C/I Custom Offering achieved strong results because of new and longstanding relationships between ESAs and

Commercial/Industrial customers, including key national accounts and third-party service providers, such as engineering firms, contractors, and distributors. Marketing initiatives also helped to educate Commercial/Industrial customers about energy conservation and supported strong 2021 results, including the following tactics:

- Sponsorship of programs, virtual events and trade shows;
- Participation in memberships;
- Redesign of Enbridge Gas DSM webpages for harmonized content and improved user navigation;
- Development of new customer resources, such as case studies and technology sell sheets; and
- Digital advertising through paid search and display ads.

Similar to 2020, the Boiler LTOs successfully drove early and increased project submissions for the Commercial Custom Offering. Engagement practices with customers had to be adapted as many preferred virtual discussions over in-person meetings. Even with these challenges, Enbridge Gas continued to build capacity in the marketplace as customers sought the utility's advice and relied on it at the same level as seen pre-pandemic. However, the reduced opportunity of site walkthroughs was a hindrance to helping customers in identifying potential project opportunities.

Enbridge Gas had anticipated alignment of incentive rates in the Industrial Custom programs to create a province-wide offering. However, while aligning incentive rates is feasible, it will have a consequential impact on some customers more than others, depending on the incentive model used. Implementation of an aligned incentive rate requires sufficient advance notice for both Energy Solutions Advisors and participating customers.

Anticipated Offering Changes for 2022:

There are no significant anticipated changes to the offering or delivery model in 2022, however Enbridge Gas will continue to review the approach to market with flexibility and adapt as customers require, and as pandemic related protocols evolve.

Throughout 2022 Enbridge Gas will communicate to the market about anticipated offering changes as details under the next DSM framework are clarified. To assist Commercial customers with balancing energy and operational costs, Enbridge Gas will continue to promote boiler projects through LTOs as these offers have been successful in both 2020 and 2021. Enbridge Gas will also continue to explore opportunities to drive uptake of building controls projects in 2022, including the promotion of its ABAS LTO. Enbridge Gas also plans to align its energy audit incentives across EGD and Union rate zones for a harmonized franchise-wide audit incentive structure for Commercial customers. Enbridge Gas will also explore opportunities to incent GHP projects implemented by Union rate zones customers, to ensure that this new technology is being supported with technical expertise and financial incentives, as it was in 2021 for Enbridge rate zone customers.

Additionally, program implementation teams will be reviewing and optimizing their program delivery strategy by adjusting the territory and sector coverage of their Energy Solutions Advisors.

Enbridge Gas will be moving to a common CRM system to manage customer DSM information in 2022. This will enable a standardization of business procedures and customer touchpoints.

6.3 LOW-INCOME PROGRAM

Enbridge Gas' Low-Income Program for the Union rate zones consists of the following offerings:

- Home Winterproofing Offering (Section 6.3.1)
- Furnace End-of-Life Upgrade Offering (Section 6.3.2)
- Indigenous Offering (Section 6.3.3)
- Affordable Multi-Family Housing Offering (Section 6.3.4)

6.3.1 Home Winterproofing Offering

The Home Winterproofing Offering ("HWP") is designed to reduce energy costs and improve indoor home comfort for low-income customers (homeowners and tenants who pay their natural gas bill). Participants receive a home energy assessment and direct installation of weatherization services, with no cost to the participant. As a health and safety value add-on, a carbon monoxide monitor is provided to participants where one is not already present in the home. At the time of the home energy assessment, the home is also prequalified for water conservation measures (showerheads and aerators) and a smart thermostat. The offering is available for both privately owned single-family homes, and social and assisted housing. Offering details can be found in Appendix D.

Table 6.5 2021 Home Winterproofing Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	45,903,844

Offering Changes in 2021:

The offering was paused twice in 2021, from January 1 to February 15 and from April 7 to June 2, due to the COVID-19 pandemic and local health restrictions which limited the ability for Delivery Agents (DAs) to enter customer homes to perform energy assessments or retrofit work.

Customers were able to continue applying to the offering as DAs took in applications and performed prescreening requirements. Customers were waitlisted until COVID-19 restrictions were lifted and Enbridge Gas developed strategies that included safety protocols for the eventual return of the offering, while managing ongoing communications with DAs.

During the 2021 Covid shutdown of the program, marketing initiatives continued, unlike 2020. While some initiatives such as the HWP mobile truck was discontinued, various new tactics were added and some previous tactics were expanded. New tactics included:

- Cluep (social listening), podcast ads, ads targeted to Indigenous communities, and sponsored content which allowed Enbridge to widen online presence and reach among customers and helped more effective targeting.

- Community Blitz campaigns, which were launched that provided increased marketing in communities with low leads. Tactics for these campaigns included radio, newspaper ads, increased digital spend, transit shelters and targeted Direct Messages (DMs) in the identified areas.

- Earned media campaign, which proved to be successful as it generated large call volumes for Delivery Agents and a large increase in online applications. Website traffic (for HWP and other residential programs) and interest in the program spiked during television and radio airing times for this earned media initiative, with over 5,000 applications completed.

- "Overarching marketing" as an awareness initiative, which includes promotion of the entire residential portfolio together, allowing customers to self-select a program that suits their requirements. In 2021, Enbridge Gas increased the spend and tactics within the overarching marketing portfolio by including Multicultural Marketing campaigns and insulation/air sealing 101 videos. This was done to help improve the perception of insulation in the minds of customers.

Enbridge Gas and IESO (Independent Electricity System Operator) entered into an MOU and collaborated on an RFP for joint procurement of Low-Income Delivery Agents which was released in August on MERX (an electronic tendering service). Contracts with outgoing and incoming Delivery Agents were negotiated and executed in December.

Lessons Learned:

While most customers, auditors, and retrofitters were allowed to complete program activities once COVID-19 restrictions were relaxed, some demonstrated hesitation for in-person visits.

The marketing suspension due to COVID-19 created some confusion for customers which is why Enbridge Gas continued with marketing initiatives and maintained ongoing communications with customers related to program strategy, despite lockdowns, to avoid a drop in leads and to reduce ramp-up time.

The IESO joint procurement for common Delivery Agents produced several lessons learned such as allowing for more time, the importance of interviews and scenario testing for scoring.

In 2021, Enbridge Gas launched its internal digital dashboard and marketing measurement/metric project. The digital dashboard gives live visibility to campaigns and tactics. Having a live view of tactics in market provides insight to the success of a campaign/tactic, so that pivoting and decision making on adjustments can be made efficiently. With the help of the metrics project, clear coloration between tactics/ spends/ campaigns and results are observed.

Enbridge Gas drives mass awareness and participation within the HWP program through a mix of traditional and digital tactics and initiatives. Within traditional initiatives radio, community outreach (Food banks) bill inserts, targeted direct mail and E-blasts play a pivotal role in generating awareness and interest in the program. Digital campaigns include tactics such as Social (Facebook/Instagram), Google Search and Display and YouTube advertising as the key initiatives to help drive customers to our online application. Facebook and Google search are the largest drivers to Enbridge Gas' website.

Anticipated Offering Changes for 2022:

Enbridge Gas and IESO will start the year with three common Delivery Agents for the residential Affordable Housing programs (HWP and EAP [Energy Affordability Program]). The DAs and their postal code areas are:

- EnviroCentre – postal code K
- CLEAResult – postal code L and N
- Ecofitt – postal code M and P

In addition to providing customers a single entry for both DSM and CDM residential low-income programs, it is expected that co-branded education, awareness and marketing opportunities will be identified, explored and initiated along with further alignment opportunities.

Increased costs are expected for insulation and other products and services due to inflation and COVID-19 impacts such as shortage of products.

6.3.2 Furnace End-of-Life Upgrade Offering

The Furnace End-of-Life Upgrade Offering provides an incentive to low-income customers to upgrade to a high-efficiency furnace upon failure of their existing furnace.

Table 6.6 2021 Furnace End-of-Life Upgrade Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	0

Offering Changes in 2021:

Uptake in this offering has been low in recent years and was not actively marketed in 2020 or 2021 resulting in no uptake. While the Union rate zones' Low-Income Program remains above the OEB's low-income TRC-Plus threshold, this offering specifically is not cost-effective. As such, Enbridge Gas shifted focus to other offerings within the Low-Income Program.

Lessons Learned:

Uptake in this offering has been low in recent years and was not actively marketed in 2020 or 2021 resulting in no uptake. See "Offering Changes in 2021" above for more details.

Anticipated Offering Changes for 2022:

There are no changes anticipated in the offering for 2022. See "Offering Changes in 2021" above for more details.

6.3.3 Indigenous Offering

The Indigenous Offering follows the Home Winterproofing Offering and is delivered directly to Indigenous communities within the Union rate zones. Participants receive a home energy assessment and direct installation of weatherization services, installed by an Indigenous Delivery Agent with no cost to the participant. As a health and safety value add-on, carbon monoxide and smoke alarms are provided to participants if not already present in the home. At the time of the home energy assessment, the home is also prequalified for water conservation measures (showerheads and aerators) and a smart thermostat. Offering details are provided in Appendix D. The offering also has an economic development component, in an effort to provide local employment opportunities for members of participating communities.

Table 6.7 2021 Indigenous Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m^3)	0

Offering Changes in 2021:

In 2021, Enbridge Gas gained approval to provide programming to an additional community. The offering was paused twice in 2021, from January 1 to February 15 and from April 7 to June 2, due to the COVID-19 pandemic and local health restrictions which limited the ability for Delivery Agents (DAs) to enter customer homes to perform energy assessments or retrofit work. This pause in market delayed results, however, various homes were assessed and 26 homes receive their pre-audit assessments.

Lessons Learned:

Enbridge Gas continued with the Indigenous pilot project which was launched in late 2019 and carried into 2021, however, the pilot was on hold for most of the year due to COVID-19. Enbridge will continue to finalize the final report for the first community, to help inform of needs unique to Indigenous communities.

Enbridge will be exploring programming for band-owned commercial buildings in collaboration with IESO in hopes to identify alignment opportunities.

The number of communities targeted each year is dependent on the Band Council's endorsement to operate in their communities. Since there is only one reserve community remaining and traditionally minimal savings opportunities within the communities, the Company has reached a point where the market is becoming saturated. Enbridge will continue to review remaining DSM opportunities on-reserve, and explore potential for an off-reserve strategy for Indigenous homes.

Anticipated Offering Changes for 2022:

Enbridge Gas will attempt to complete the homes engaged in 2021, and complete process improvements such as customer pre-notification for scheduled appointments.

Enbridge will explore the opportunity for an Off-Reserve Indigenous Housing strategy and alignment with IESO.

6.3.4 Affordable Multi-Family Housing Offering

The Affordable Multi-Family Housing Offering provides social and assisted housing and low-income market rate multi-family buildings with technical assistance and incentives for a variety of energy efficiency measures. Participants are eligible for both custom and prescriptive measure incentives, similar to the Commercial/Industrial Prescriptive Offering and Commercial/Industrial Custom Offering, however incentive levels are higher to reflect the needs of the low-income market. Offering details are provided in Appendix D.

Table 6.8 2021 Affordable Multi-Family Housing Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Social and Assisted Multi-Family Net Cumulative Natural Gas Savings (m^3)	9,535,480
Market Rate Multi-Family Net Cumulative Natural Gas Savings (m^3)	8,307,799

Offering Changes in 2021:

Direct install measures were suspended twice from Jan 1st to Feb 15th and from April 7th to June 2nd, due to the COVID-19 pandemic and local health restrictions which limited the ability for EAs to enter customer homes. However, Enbridge Gas' third-party Delivery Agents continued contacting housing providers and property managers during these times to promote the measures and, if interested, to continue with the application process.

In November 2021, Enbridge Gas commenced a marketing campaign to increase program awareness among targeted customers, along with further follow up by the offering's Energy Solutions Advisors. The program also conducted more collaborative marketing with the Commercial Program and increased outreach opportunities to Business Partners.

Enbridge Gas developed a more rigorous pre-screening process for Social Housing providers to ensure when energy assessments are completed they transition into capital projects to create and more energy efficient building.

Lessons Learned:

The COVID-19 pandemic restrictions in Ontario introduced a significant challenge in program delivery. As a result, there were fewer onsite visits and technical walkthroughs conducted in 2021. Furthermore, many social and private building operators deferred or cancelled capital improvements during the COVID-19 pandemic.

Being aware of customer and Delivery Agent hesitations for in-person visits, Enbridge Gas supported Delivery Agents with tenant interaction best practices and PPE standards guidance.

There is an opportunity to align private market rate eligibility across the franchise for the following reasons:

- Harmonization of eligibility criteria across the legacy utility rate zones improves customers' experience and reduces confusion.

- Customers would be well-served by eligibility criteria that align with criteria used in other government affordable housing programs to enhance stack-ability of program funds, cross-promotion and qualifications among programs.

Anticipated Offering Changes for 2022:

Through numerous stakeholder sessions, Enbridge Gas will harmonize eligibility criteria for market rate customers commencing in 2022, with a letter sent to the Ontario Energy Board in December 2021. The new criteria will be as follows:

Privately owned multi-residential building that can demonstrate one of the following criteria:

- Privately owned multi-residential building owner or property manager must confirm, based on rent roll review, that at least 30% of the units are rented at less than 80% of the median market rent, as determined by the Canadian Mortgage and Housing Corporation.

  Or

- The building has participated in a federal, provincial, or municipal affordable housing funding program in the last 5 years.

6.4 LARGE VOLUME PROGRAM

Enbridge Gas' Large Volume Program for the Union rate zones consists of the following offering:

- Large Volume Direct Access Offering (Section 6.4.1)

6.4.1 Large Volume Direct Access Offering

The Large Volume Direct Access Offering is exclusive to large volume contract customers within Rate T2 or Rate 100. All customers in these rate classes are eligible to participate in the offering. Customers in these rate classes have significant natural gas consumption and include large volume industrial operations, power generators, chemical plants, and petroleum refineries.

The offering uses a self-directed funding model, whereby each customer has direct access to the incentive budget they pay in rates. Under this model, customers know exactly how much funding they have available each program year and can appropriately plan their expenditures to reduce energy usage in their facility. Working with an Enbridge Gas Technical Account Manager, customers submit an annual Energy Efficiency Plan ("EEP") outlining planned gas saving projects or studies driving future energy efficiency projects. If a customer elects not to participate, the funds are dispersed via an aggregated pool approach. The aggregated pool is then used to fund additional energy efficiency projects for all Rate T2 and Rate 100 customers, on a first-come first-serve basis. Offering details are provided in Appendix D.

Table 6.9 2021 Large Volume Direct Access Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Net Cumulative Natural Gas Savings (m3)	141,733,709

Offering Changes in 2021:

There were no significant changes to the offering or delivery model in 2021. Participation was high with approximately 90% of all eligible customers participating in the program.

Enbridge Gas continued to investigate the use of wireless steam trap monitoring systems, but this work was delayed in due to COVID-19 restrictions. Monitoring systems have been installed at 3 customer sites. Results are expected be reported in 2022.

In addition, Enbridge Gas continued with a pilot to investigate venturi steam traps at several sites. Two installations were completed in 2021, with results expected in 2022.

Lessons Learned:

Due to COVID-19 restrictions, Enbridge Gas experienced delays in equipment installations for the pilot projects that had been planned for 2021. Enbridge Gas' experience with delivering DSM programs during a pandemic continues to evolve.

Anticipated Offering Changes for 2022:

There are no significant anticipated changes to the offer or delivery model in 2022. Enbridge Gas anticipates equipment installations for the projects that were initiated in 2021 to occur in 2022.

Throughout 2022 Enbridge Gas will communicate to customers any future offering changes resulting from 2023+ DSM Plan hearing outcomes.

6.5 MARKET TRANSFORMATION PROGRAM

Enbridge Gas' Market Transformation Program for the Union rate zones consists of the following offerings:

- Optimum Home Offering (Section 6.5.1)
- Commercial Savings by Design Offering (Section 6.5.2)

6.5.1 Optimum Home Offering

The Optimum Home (OH) Offering helps residential builders improve energy performance in new construction projects, by providing a variety of support activities from the early design phase through to construction. The offering is designed to transform builders, over a multi-year period, to build more homes that exceed the 2017 Ontario Building Code ("OBC 2017") by at least 15%. Offering details are provided in Appendix D.

Table 6.10 2021 Optimum Home Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
Percentage of Homes Built (>15% above OBC 2017) by Participating Builder	73.1%

Offering Changes in 2021:

There were no changes to the Optimum Home offering in 2021. All builders who were participating in the Optimum Home offering and Optimum Home Lite pilot program have completed their free building science consulting activities and are now incorporating the lessons learned from the program into their new home designs.

Enbridge Gas continued to sponsor a series of advanced building science webinars aimed to more widely disseminate the learnings that were provided to participants of the Optimum Home offering.

The chief difference between 2020 and 2021 was that all Optimum Home participants who were going to complete their Discovery Homes did so in 2020, resulting in no 2021 program spend on building science consulting activities or Discovery Home incentives.

In addition, because the remaining participants in the Optimum Home Lite Pilot completed their Discovery Homes in 2020, the Optimum Home Lite Pilot was not run in 2021.

Lessons Learned:

The feedback received over the course of offering the Optimum Home program indicated that both large and small builders benefitted from the building science consulting they accessed through the Optimum Home offering and Optimum Home Lite pilot program. A pattern that emerged while delivering the Optimum Home Offering, and that was acknowledged in the 2020 Annual Report, was that participating builders would enter the program believing they already build more energy efficient homes than their competitors; however, they would often learn how much better their Discovery Home performed compared to their typical home.

Through the Optimum Home core offering and the Optimum Home Lite pilot program, Enbridge Gas found there is a lack of qualified Energy Star evaluators in some regions within the Union rate zones. This resulted in smaller builders operating in less populous areas (e.g. Windsor, Chatham, Sarnia) having less access to the Energy Advisors and Energy Auditors needed to complete both the building science consulting and the blower door testing to improve and verify energy performance. This lack of workforce capacity impacts Enbridge Gas' ability to influence the energy performance of new homes built in those markets.

Anticipated Offering Changes for 2022:

All builders who were participating in the Optimum Home offering and Optimum Home Lite pilot program have completed their free building science consulting activities and are now incorporating the lessons learned from the program into their new home designs.

The only change to the Optimum Home offering anticipated for 2022 is that Enbridge Gas does not anticipate sponsoring another series of advanced building science webinars.

6.5.2 Commercial Savings by Design Offering

The Commercial Savings by Design ("CSBD") Offering encourages commercial developers and builders to design and build new developments to a level above the current Ontario Building Code ("OBC"). The offering provides participants an integrated design process ("IDP") and financial incentives. Through detailed analysis and modelling of various building elements, the goal is for participants to build at least 15% above the 2017 OBC Part 3 requirements. Offering details are provided in Appendix D.

Table 6.11 2021 Commercial Savings by Design Offering Results (Union Rate Zones)

METRIC	ACHIEVEMENT
New Developments Enrolled by Participating Builders	24

Offering Changes in 2021:

For regions that have Green Development standards and participants who come into the program with a baseline above 15% greater than OBC, in 2021 Enbridge Gas implemented a stretch target to further drive and influence the market.

Despite the barriers of the COVID-19 pandemic, Enbridge Gas continued to involve different organizations to expand the reach and influence of the offering.

Lessons Learned:

Enbridge Gas continued with online IDP workshops that were implemented due to COVID-19. Hosting the IDP workshops online continues to provide cost-savings that have allowed Enbridge Gas to develop and execute IDP webinar workshops that focus on various educational topics, and feature subject matter experts from different industries such as architects, developers, and engineering modelers.

Enbridge Gas continues to strengthen the geographical outreach within the Union rate zones by sponsoring and providing regional workshops that involve key stakeholders comprised of architects, engineers, municipal partners, and local home builders. These events also focus on local economic impacts as well as green initiatives that Enbridge Gas can support.

Anticipated Offering Changes for 2022:

In keeping a close relationship with municipalities, Enbridge Gas will continue to monitor regions that have implemented a Green Development Standard or have made changes to their current one and will make changes where necessary.

6.6 PERFORMANCE-BASED PROGRAM

Enbridge Gas' Performance-Based Program for the Union rate zones consists of the following offerings:

- RunSmart Offering (Section 6.6.1)
- Strategic Energy Management Offering (Section 6.6.2)

6.6.1 RunSmart Offering

The RunSmart Offering is designed to motivate commercial customers to optimize the operation of their buildings through low-cost/no-cost operational measures. Through analysis of detailed energy data and on-site audit, building operators and managers are empowered to make strategic data-driven decisions regarding energy use in their facility.

Technical support is provided to participants in identifying opportunities to use existing heating equipment and systems more efficiently. Customers complete the recommended actions, then monitor and maintain these actions over a 12-month time period. Offering details including eligibility and financial incentives available to participants are provided in Appendix D.

Table 6.12 2021 RunSmart Offering Results (Union Rate Zones)

METRICS	ACHIEVEMENT
Participants	0
Savings (%)	0%

Offering Changes in 2021:

The benchmarking pilot initiated in 2020 continued into 2021. The pilot was initiated to test a new approach in an effort to improve program results. It utilizes a targeted approach based on data analysis to identify customers who have greater savings opportunities and would benefit most from operational improvements. The pilot focused on a single homogenous sector (school boards) and was intended to drive deeper engagement with key school board personnel and on-site staff through participation in a charette where opportunities were presented and modelled to support better understanding and prioritization of investment of funds.

Lessons Learned:

Challenges were experienced with uptake in the Runsmart offering via the participants of the benchmarking pilot. Although the engagement efforts of the pilot resulted in a prioritized list of saving opportunities, school boards had limited resources to follow through with the action plans due to the focus on implementing the capital and ventilation projects via the additional COVID-19 funding received from the government. As a result, there were no participants enrolled in the Runsmart offering in 2021.

Anticipated Offering Changes for 2022:

With the anticipation of a new framework in 2023, and given that Runsmart is a multi-year offering, Enbridge Gas plans on phasing out the offering and limiting enrollment of new participants to those that have participated in the benchmarking pilot.

6.6.2 Strategic Energy Management Offering

Through the Strategic Energy Management ("SEM") Offering, Enbridge Gas influences industrial customers to adopt and nurture a culture of conservation and continuous energy improvement. Enbridge Gas works with participants in the offer by examining their unique energy usage, creating an energy model, and guiding customers to undertake recommended actions suitable to their operation.

Incentives are structured to support initial start-up costs and energy plan development, and for measured energy efficiency improvements over a 5-year participation period. Appendix D outlines the offering details.

Table 6.13 2021 Strategic Energy Management Offering Results (Union Rate Zones)

METRICS	ACHIEVEMENT
Savings (%)	3.6%

Offering Changes in 2021:

No offering changes were made in 2021. Consistent with the 2015-2020 DSM Plan, 2018 was the last year new participants were enrolled in the offering.

Lessons Learned:

One of the 3 customers that were eligible for incentives in 2021 achieved their natural gas savings target and received incentives. Enbridge Gas will continue to engage with the remaining participants in 2022 to achieve natural gas savings.

Enbridge Gas continues to try different approaches to influence customers to implement the suggested improvements provided by the offering. Even with enhanced business cases to justify expenditures, customers face other barriers that prevent implementation, such as a focus on the customer's long-term viability or competing internal corporate priorities.

Anticipated Offering Changes for 2022:

Consistent with the 2015-2020 DSM Plan, 2018 was the last year new participants were enrolled in the offering. As such Enbridge Gas will continue to work with the participants already enrolled in the offering. Enbridge Gas expects that 2022 will be the final year of the offering.

7. Evaluation

As per the DSM Guidelines, “There are two broad categories of evaluation activity: impact evaluation and process evaluation. Impact evaluation focuses on the specific impacts of the program – for example, savings and costs. Process evaluation focuses on the effectiveness of the program design – for example, the delivery channel.”

As discussed in Section 2.3, impact evaluation is coordinated and executed by the OEB. Since program design and implementation are program administrator activities, process evaluation is coordinated and executed by Enbridge Gas.

7.1 IMPACT EVALUATION AND AUDIT

As discussed in Section 2.3, the OEB coordinates the impact evaluation and annual audit process, including selecting a third-party Evaluation Contractor (“EC”). The intention of the audit is for the EC to provide an opinion on whether the claimed DSM shareholder incentive amount, amount to be added to the Lost Revenue Adjustment Mechanism Variance Account, and Demand Side Management Variance Account have been correctly calculated using reasonable assumptions. The EAC, as described in Section 2.3, provides input and advice to the EC to support the achievement of the audit objectives.

The audit for the 2021 program year was initiated by the OEB and the EC in March 2022. Details on the impact evaluation activities and other audit activities will be outlined in the EC’s 2021 audit report available on the OEB’s Natural Gas Conservation Evaluation Advisory Committee webpage.[9]

7.2 PROCESS EVALUATION

Enbridge Gas continuously evaluates its programs and offerings to assess the effectiveness of its program design. Most of the time, these assessments consist of many smaller, topic-focused, informal process evaluations conducted by Enbridge Gas’ Program Design staff. The most common examples of these process evaluations include assessing incentive levels, customer communication tactics, and implementation logistics and systems. In some instances, broad-based, formal process evaluations can be undertaken with support from external consultants, focusing on entire offerings or initiatives, rather than an individual topic.

In 2021 Enbridge Gas produced a process evaluation of the Commercial Custom and Prescriptive (including Direct Install, “DI”) offerings for the EGD and Union rate zones (see Appendix F). The bulleted lists below are a sample of recommendations made by the evaluator and actions that were undertaken in 2021 or are being planned for implementation.

Regarding Free-Ridership:

- Applying harmonized approaches to project eligibility, screening and substantiation requirements that incorporate best practices from each of the previously separate utility offerings (Custom, Prescriptive).
- Initiating fast-feedback surveys with customers that will allow for more direct and relevant project feedback so that challenges can be identified and addressed in a timely manner (Custom).
- Enhancing efforts to support and engage service providers through the provision of additional training and sales/marketing support material (Custom, Prescriptive).

Regarding Communication (External and Internal):

[9] https://engagewithus.oeb.ca/natural-gas-conservation-evaluation-advisory-committee

- Implement internal communication improvements between Program Design and Sales teams, as well as provide enhanced communication to delivery vendors.
- Provide more communication, training, and support to vendors, and continue to alleviate the delivery vendors' application challenges by streamlining the process (DI).
- When creating a customer list for Direct Install Delivery Agents, coordinate with the internal sales team to ensure there is no duplication between customers being pursued by sales team and Direct Install Delivery Agents (DI).

Regarding Marketing:

- Implement ongoing efforts for continuous improvement and enhancement of marketing communications and materials.
- Ensure contractors have more EGI-branded material to build awareness of EGI's involvement in the offerings and verify the legitimacy of the offering (DI).
- Develop more customer case studies, example of success stories, and novel and targeted communication of the offering's benefits (DI and Prescriptive).
- Additional and increased frequency of marketing efforts will assist with achieving increased participation (DI).

Regarding 2022 Offering Design:

- Address offer consistency and review incentive levels, application process and introduce new measure offerings.
- Streamline the incentive amounts of some prescriptive technologies that have variable incentives (Prescriptive).
- Provide higher incentive levels, which would allow for engaging broader and deeper tiers of new customers, notably for the Demand Control Kitchen Ventilation "DCKV" technology as awareness and adoption of the technology are low (DI, DCKV).
- Ensure consistency and continuity of the offering yearly to increase the efficiency and effectiveness of offering delivery (DI and Prescriptive).
- Optimize and streamline the application and incentive approval process. This includes streamlining participant signing requirements and limiting the number of touch points with customers (DI).
- Work with participant contractors to collect information while the project implementation is in progress. This will minimize the effort to collect data when the project is completed (DI).
- Add new and emerging technologies to the offers with the assistance of manufacturers to expand the scope of the offerings, provide a wider selection of cost-effective solutions, and increase participation (Prescriptive – Midstream).

Regarding Data:

- Address gaps between two legacy data systems and improve data quality overall.
- Provide customer contact information in customer lists provided to contractors. This will increase participant recruitment efficiency. Provide an updated customer list mid-year because contact information is outdated within a few months (DI).
- Ensure key contact information (specifically contact name, email address and telephone number) are captured for each project by making these data fields mandatory on the application form, and ensure that Energy Advisors understand the significance of accurate information capturing as they are responsible for validating this information (Prescriptive/Custom).

Regarding the 2023+ Plan:

- Add new and emerging technologies to the offers with the assistance of manufacturers to expand the scope of the offerings, provide a wider selection of cost-effective solutions, and increase participation (DI).

- Small Accounts (< 100,000 m3) will be supported mainly through DI, Midstream and Fixed incentive offers via enhanced trade ally network (DI, Prescriptive).
- Review and clearly define customer eligibility when customers participated in different offerings (DI and Prescriptive).
- Provide higher incentive levels, which would allow for engaging broader and deeper tiers of new customers (DI and Prescriptive).
- Review incentives and offering benefits and provide a margin of difference with the Direct Install fixed criteria to allow participants to receive as close as possible to the full quoted incentive amount (DI).
- Consider including in offerings a cost-effective strategy to provide technical support for smaller accounts. Smaller accounts have a more pressing need for technical and financial assistance, due to limited resources (DI).
- Consider developing a formal trade ally network (DI and Prescriptive).

In 2021 Enbridge began a process evaluation of the Commercial Prescriptive Midstream Offering. The Midstream offering was first explored within Union rate zones in 2018 in response to feedback from the 2015-2020 Midterm Review. It became a province-wide offering in 2019. This is a first broad-based process evaluation for this new type of offering, and results of this evaluation are expected in 2022.

8. Results and Spend (EGD Rate Zone)

8.1 SCORECARD RESULTS AND SHAREHOLDER INCENTIVE

Enbridge Gas is eligible to earn a shareholder incentive of up to $10.45M for the EGD rate zone, for DSM results measured against the EGD rate zone's Resource Acquisition, Low-Income and Market Transformation & Energy Management scorecards. The DSM shareholder incentive is established by the OEB to "effectively motivate the gas utilities to both actively and efficiently pursue DSM savings and to recognize exemplary performance."[10] The maximum incentive available is allocated to each scorecard based on the allocation of budget to each scorecard. For more information on the DSM shareholder incentive, refer to Section 5.0 of the DSM Framework and Section 5.0 of the DSM Guidelines.

In 2021, Enbridge Gas earned $5.0M in DSM incentive for the EGD rate zone, as outlined in Table 8.0 below.

Table 8.0 2021 Maximum Shareholder Incentive & Achievement by Scorecard (EGD Rate Zone)

SCORECARD	MAXIMUM DSM INCENTIVE	DSM SHAREHOLDER INCENTIVE ACHIEVED
Resource Acquisition	$7,012,787	$4,267,746
Low-Income	$2,263,561	$693,807
Market Transformation & Energy Management	$1,173,652	$0
Total	**$10,450,000**	**$4,961,553**

Detailed scorecard results for the EGD rate zone are provided in Table 8.1 to Table 8.3 below.

Table 8.1 2021 Resource Acquisition Scorecard Results (EGD Rate Zone)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Large Volume Customers – Cumulative Natural Gas Savings (m^3)	381,230,912	508,307,882	762,461,823	40%	430,134,894	34%
Small Volume Customers – Cumulative Natural Gas Savings (m^3)	179,362,258	239,149,677	358,724,516	40%	317,200,551	53%
Deep Residential Savings Participants	7,541	10,054	15,081	20%	15,321	30%
				Total Scorecard Target Achieved		***117%***
				Scorecard Company Incentive Achieved		***$4,267,746***

[10] *Report of the Board, DSM Framework for Natural Gas Distributors (2015-2020), EB-2014-0134, December 22, 2014, Section 5.0, p. 20.*

Table 8.2 2021 Low-Income Scorecard Results (EGD Rate Zone)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Single Family (Part 9) – Cumulative Natural Gas Savings (m^3)	21,577,192	28,769,589	43,154,383	45%	26,443,935	41%
Multi-Residential (Part 3) – Cumulative Natural Gas Savings (m^3)	69,641,327	92,855,103	139,282,654	45%	88,304,418	43%
New Construction Participants	10	13	19	10%	13	10%
				Total Scorecard Target Achieved		***94%***
				Scorecard Company Incentive Achieved		***$693,807***

Table 8.3 2021 Market Transformation & Energy Management Scorecard Results (EGD Rate Zone)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Residential Savings by Design – Builders	29	39	59	10%	24	6%
Residential Savings by Design – Homes Built	2,329	3,105	4,658	15%	2,514	12%
Commercial Savings by Design – New Developments	28	37	56	25%	17	11%
School Energy Competition – Schools	44	58	87	10%	0	0%
Run it Right – Participants	87	116	175	20%	36	6%
Comprehensive Energy Management – Participants	22	29	44	20%	2	1%
				Total Scorecard Target Achieved		***37%***
				Scorecard Company Incentive Achieved		***$0***

8.2 LOST REVENUE ADJUSTMENT MECHANISM

The Lost Revenue Adjustment Mechanism ("LRAM") allows Enbridge Gas to recover the lost distribution revenue associated with DSM activity in the EGD rate zone. For more information on the LRAM, refer to Section 11.3 of the DSM Guidelines.

In 2021, lost distribution revenues associated with DSM activity for the EGD rate zone was $0.057M, as outlined in Table 8.4 below.

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Table 8.4 2021 LRAM Statement (EGD Rate Zone)

RATE CLASS	LRAM VOLUMES (10^3 M^3)	DISTRIBUTION MARGIN RATES ($/$10^3$ M^3)	REVENUE IMPACT
	(A)	(B)	(A) X (B)
Rate 110	3,283	$5.95	$19,533.64
Rate 115	1,219	$2.05	$2,494.84
Rate 135	1,738	$17.71	$30,786.73
Rate 145	108	$34.93	$3,786.49
Rate 170	214	$2.83	$604.88
TOTAL*	**6,562**		**$57,206.57**

**Rate 1 and Rate 6 are not included in the LRAM amount for clearance above as these rate classes are covered under the Average Use True-Up Variance Account (AUTUVA)*

8.3 COST-EFFECTIVENESS RESULTS

As described in Section 2.4, cost-effectiveness screening for the 2015-2020 DSM Framework uses the "TRC-Plus" test. A secondary reference tool is the Program Administrator Cost ("PAC") test. The cost-effectiveness tests are performed at the program and portfolio level.

Table 8.5 and Table 8.6 provide the program and portfolio TRC-Plus and PAC results, respectively, for the EGD rate zone.

Table 8.5 2021 TRC-Plus Summary (EGD Rate Zone)

PROGRAM	NPV TRC-PLUS BENEFITS	TRC-PLUS PROGRAM COSTS	INCREMENTAL COSTS	TOTAL TRC COSTS	NET TRC-PLUS	TRC-PLUS RATIO
Resource Acquisition Program	$243,593,205	$8,665,531	$78,448,552	$87,114,084	$156,479,121	2.80
Low-Income Program	$37,201,996	$4,985,059	$17,509,447	$22,494,505	$14,707,490	1.65
Total DSM Portfolio	**$280,795,200**	**$13,650,590**	**$95,957,999**	**$109,608,589**	**$171,186,611**	**2.56**

Table 8.6 2021 PAC Summary (EGD Rate Zone)

PROGRAM	NPV PAC BENEFITS	TOTAL PAC COSTS	NET PAC	PAC RATIO
Resource Acquisition Program	$207,210,211	$49,775,655	$157,434,556	4.16
Low-Income Program	$32,603,072	$11,886,686	$20,716,386	2.74
Total DSM Portfolio	**$239,813,283**	**$61,662,341**	**$178,150,942**	**3.89**

8.4 BUDGETS AND SPENDING

Total 2021 DSM spend for the EGD rate zone was $69.6M, compared to an OEB-approved budget of $67.8M. See Table 8.7 for more details. As per the OEB's Filing Guidelines to the Demand Side Management Framework for Natural Gas Distributors (2015-2020), Enbridge Gas can be eligible to overspend by up to 15% of the total OEB-approved budget. The ability to overspend "is meant to allow the natural gas utilities to aggressively pursue programs which prove to be very successful".[11] For more details refer to Section 11.2 of the DSM Guidelines.

DSM spending for the EGD rate zone is categorized as:

- Incentive costs, promotion costs, evaluation costs, and overhead costs, related to the design and delivery of DSM programming (see Section 5 for details on EGD rate zone DSM offerings).
- Collaboration and Innovation (see Section 8.4.1 for details).

Table 8.7 2021 Budget/Spend/Variance (EGD Rate Zone)

ITEM	OEB-APPROVED BUDGET[1]	ACTUAL SPEND	VARIANCE
Resource Acquisition Program Costs			
Home Efficiency Rebate Offering - Incentives	$18,727,200	$28,307,792	$10,833,275
Home Efficiency Rebate Offering - Promotion		$1,252,683	
Residential Adaptive Thermostat Offering - Incentives	$2,262,870	$1,784,670	$49,885
Residential Adaptive Thermostat Offering - Promotion		$528,085	
Commercial & Industrial Prescriptive (Fixed) Incentive Offering - Incentives	$2,323,114	$1,682,852	$115,842
Commercial & Industrial Prescriptive (Fixed) Incentive Offering - Promotion		$756,104	
Commercial & Industrial Direct Install Offering - Incentives	$4,950,581	$2,811,655	($2,041,337)
Commercial & Industrial Direct Install Offering - Promotion		$97,590	
Custom Commercial Offering - Incentives	$7,658,968	$4,199,917	($886,132)
Custom Commercial Offering - Promotion		$582,303	
Custom Industrial Offering - Incentives		$1,783,508	
Custom Industrial Offering - Promotion		$207,109	
Energy Leaders Offering - Incentives	$0	$240,000	$251,175
Energy Leaders Offering - Promotion		$11,175	
Run It Right Offering (RA) - Incentives	$1,653,979	$225,192	($1,428,787)
Run It Right Offering (RA) - Promotion		$0	
Comprehensive Energy Management Offering (RA) - Incentives	$98,838	$19,183	($79,655)
Comprehensive Energy Management Offering (RA) - Promotion		$0	
Resource Acquisition Program - Overheads	$5,232,967	$4,941,020	($291,947)
Resource Acquisition Program Total	**$42,908,517**	**$49,430,837**	**$6,522,320**
Low-Income Program Costs			
Home Winterproofing Offering - Incentives	$6,736,859	$4,091,083	$81,508
Home Winterproofing Offering - Promotion		$2,727,284	
Affordable Multi-Family Housing Offering - Incentives	$3,967,353	$2,810,545	($493,878)
Affordable Multi-Family Housing Offering - Promotion		$662,931	
Savings by Design Affordable Housing Offering - Incentives	$1,456,560	$1,289,500	$84,306
Savings by Design Affordable Housing Offering - Promotion		$251,366	

[11] *DSM Guidelines, pp. 38*

ITEM	OEB-APPROVED BUDGET[1]	ACTUAL SPEND	VARIANCE
Low-Income Program - Overheads	$1,689,078	$1,594,845	($94,233)
Low-Income Program Total	**$13,849,850**	**$13,427,553**	**($422,297)**
Market Transformation & Energy Management Program Costs			
Savings by Design Residential Offering - Incentives	$3,392,296	$3,446,500	$417,322
Savings by Design Residential Offering - Promotion		$363,118	
Savings by Design Commercial Offering - Incentives	$1,122,068	$426,196	($517,344)
Savings by Design Commercial Offering - Promotion		$178,528	
School Energy Competition Offering - Incentives	$520,200	$0	($520,200)
School Energy Competition Offering - Promotion		$0	
Run It Right Offering (MT) - Incentives	$329,209	$55,355	($85,038)
Run It Right Offering (MT) - Promotion		$188,817	
Comprehensive Energy Management Offering (MT) - Incentives	$941,562	$0	($840,916)
Comprehensive Energy Management Offering (MT) - Promotion		$100,646	
Market Transformation & Energy Management Program - Overheads	$875,783	$826,923	($48,860)
Market Transformation & Energy Management Program Total	**$7,181,118**	**$5,586,083**	**($1,595,035)**
Total Program Costs	**$63,939,485**	**$68,444,472**	**$4,504,987**
Portfolio Costs			
Evaluation	$1,774,228	$518,568	($1,255,660)
Portfolio Total	**$1,774,228**	**$518,568**	**($1,255,660)**
Total Program and Portfolio Costs	**$65,713,713**	**$68,963,041**	**$3,249,328**
Other Costs			
DSM IT	$1,000,000	$0	($1,000,000)
Collaboration and Innovation	$1,043,663	$656,740	($386,923)
Other Costs Total	**$2,043,663**	**$656,740**	**($1,386,923)**
Total DSM Costs	**$67,757,376**	**$69,619,780**	**$1,862,404**

[1] *The total budget shown does not include amounts related to the Energy Leaders offering approved through the Mid-Term Review. Expenditures for this offering have been tracked in the DSMVA.*

Included in the spend amounts above are customer incentives deferred to future years, for offerings where incentives are paid when future milestones/activities are reached. The deferred amounts will be used when the customer incentive commitment is due. For more information on customer incentive deferrals, please refer to Section 5.3.2 of the OEB's Mid-Term Report.

Specifically, the amounts are:

- Savings by Design Affordable Housing Offering: $1,031,200.
- Savings by Design Residential Offering: $1,400,000.
- Savings by Design Commercial Offering: $45,000.

8.4.1 Collaboration and Innovation

The collaboration and innovation budget is used to explore and implement collaborative and innovative partnerships, technologies, and market approaches. The budget provides the flexibility needed to commit to pilot funding opportunities from electric Local Distribution Companies (LDCs) and other innovative initiatives and research.

Given the importance and potential reach of these partnerships, there is a need for collaborative programs to be thoroughly tested and strengthened before being adopted for province-wide rollout. These efforts are expected to yield results and build strong collaborative relationships over time.

Actual collaboration and innovation spend was approximately $0.66M in 2021, and included the following major items:

- **AeroBarrier**
    - Enbridge Gas and AeroBarrier are partnering to demonstrate, measure, and analyze the energy savings that can be driven by the AeroBarrier air sealing technology in the Ontario new home residential market. The goal will be to test feasibility and measure reduction in air leakage through the application of AeroBarrier across 151 homes of varied size & type (stacked, detached, towns). In conjunction with Building Knowledge Inc. and through blower door testing and the use of energy modelling software, Enbridge Gas will generate a data set that measures the energy savings that the technology can drive in the new home building industry.
- **Gas Technology Institute (“GTI”) Utilization Technology Development (“UTD”) Membership**
    - UTD and its 20 members serve over 37+ million natural gas customers across United States and Canada. These companies work together to support the technology research and developments that meet their end-use customer energy efficiency and environmental needs.
- **iFLOW Combination Heating System Assessment Project**
    - The iFLOW Combination Heating System is an innovative, high-efficiency smart air handler/heat exchanger with intelligent boiler demand control and pump modulation control. The project would see a in-field demonstration and performance assessment of five iFLOW units in model homes and new construction developments. Results would be compared with base case natural gas consumption of the model homes to quantify gas savings achieved by the iFLOW Combination Heating System in new construction residential homes. The second phase of this project is to test 10 iFLOW and 2 Gradient Combination Heating Systems in residential retrofit homes to quantify gas savings of the iFLOW system in retrofit houses. Results could be used to support enhanced DSM programming.
- **Power House Hybrid (“PHH”) Net Zero Energy Emissions (“NZEE”)**
    - Alectra Utilities, NRCan, City of Markham and Enbridge Gas have formed a partnership to validate how comprehensive, deep energy efficiency retrofits can be optimized with HVAC solutions that combine electrical and natural gas technologies to create a hybrid (dual fuel) heating system. The project will also validate how micro-CHP solutions are integrated with solar photovoltaic and battery storage to reduce peak loads, GHG emissions and energy costs for customers.

- **Vicot 20 kW Gas Heat Pump Field Trial**
    - The project includes installing and monitoring the performance of four residential (20kW) gas absorption heat pumps (GHP) from Vicot. The units will be used for both space and Domestic Hot Water (DHW) heating. The units will be installed in various locations and set ups. Two of the units will be integrated with a customized Air Handling Unit (AHU) and two will be tested alone.
- **Vicot 140 kW Gas Heat Pump Testing and Field Trial**
    - The project includes testing 140 kW GHP in a MURB supporting Heritage Gas NS. This is a gas absorption heat pump combined with condensing boiler for space heating and DHW. A pilot report will be developed by a local engineering company that will evaluate the economic and emissions performance of the system as installed.
- **SMTI Gas Heat Pump Performance Evaluation for Kitchen DHW Heating Application**
    - One 80k Btu/hr SMTI pre-production gas fired absorption heat pump (GHP) unit is being installed to heat DHW for a kitchen in a Long-Term Care facility to simulate restaurant DHW application. The purpose of the project is to learn about the installation and operational experiences, evaluate system performance, gather field performance data to evaluate energy savings and GHG reduction as compared to the existing gas hot water heater.
- **Residential Prescriptive Research**
    - Diversify single-family residential DSM portfolio through the development of prescriptive incentive programs for building envelope measures for customers. Technology research to develop substantiation documents for inclusion in Ontario TRM.
- **Flowmix Pilot**
    - This project proposes a performance evaluation of FlowMix devices implementing temperature setbacks for DHW distribution systems at condos or apartments that were originally equipped with Thermostatic Mixing Valves (TMV) that were set to fixed temperature setpoints for their DHW distribution systems.
- **Yanmar VRF 2-pipe Roof Top Unit (RTU) Retrofit**
    - The objective of this project would be evaluating and substantiating the energy and GHG savings of this system as compared to existing conventional RTU (Gas furnace and Electric AC) as the base case.
- **Field Trial of SMTI Pre-production Residential GHP**
    - The objective of this project is to evaluate and substantiate the energy efficiency and gas saving of a GHP residential system used for space heating and DHW system in retrofit case.
- **Field Trial of a unique Vicot V140 Combo GHP**
    - To evaluate the performance and substantiate the energy and emission saving for the combo system which comprises of an absorption gas heat pump (85 kW) and a condensing boiler.

9. Results and Spend (Union Rate Zones)

9.1 SCORECARD RESULTS AND SHAREHOLDER INCENTIVE

Enbridge Gas is eligible to earn a shareholder incentive of up to $10.45M for the Union rate zones, for DSM results measured against the Union rate zones' Resource Acquisition, Low-Income, Performance-Based, Large Volume, and Market Transformation Scorecards. The DSM shareholder incentive is established by the OEB to "effectively motivate the gas utilities to both actively and efficiently pursue DSM savings and to recognize exemplary performance."[12] The maximum incentive available is allocated to each scorecard based on the allocation of budget to each scorecard. For more information on the DSM shareholder incentive, refer to Section 5.0 of the DSM Framework and Section 5.0 of the DSM Guidelines.

In 2021, Enbridge Gas earned $1.5M in DSM incentive for the Union rate zones, as outlined in Table 9.0 below.

Table 9.0 2021 Maximum Shareholder Incentive & Achievement by Scorecard (Union Rate Zones)

SCORECARD	MAXIMUM DSM INCENTIVE	DSM SHAREHOLDER INCENTIVE ACHIEVED
Resource Acquisition	$6,562,712	$806,921
Low-Income	$2,604,447	$0
Large Volume	$694,265	$461,621
Market Transformation	$405,810	$200,960
Performance-Based	$182,765	$0
Total	**$10,450,000**	**$1,469,503**

Detailed scorecard results for the Union rate zones are provided in Table 9.1 to Table 9.5 below.

Table 9.1 2021 Resource Acquisition Scorecard Results (Union Rate Zones)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Cumulative Natural Gas Savings (m^3)	576,545,784	768,727,712	1,153,091,568	75%	635,084,367	62%
Home Reno Rebate Participants (Homes)	4,553	6,070	9,105	25%	5,032	21%
				Total Scorecard Target Achieved		***83%***
				Scorecard Company Incentive Achieved		***$806,921***

[12] *Report of the Board: DSM Framework for Natural Gas Distributors (2015-2020), EB-2014-0134, p. 20.*

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Table 9.2 2021 Low-Income Scorecard Results (Union Rate Zones)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Single Family Cumulative Natural Gas Savings (m^3)	39,563,598	52,751,464	79,127,196	60%	45,903,844	52%
Social and Assisted Multi-Family Cumulative Natural Gas Savings (m^3)	13,085,633	17,447,511	26,171,267	35%	9,535,480	19%
Market Rate Multi-Family Cumulative Natural Gas Savings (m^3)	8,962,524	11,950,032	17,925,049	5%	8,307,799	3%
				Total Scorecard Target Achieved		***75%***
				Scorecard Company Incentive Achieved		***$0***

Table 9.3 2021 Large Volume Scorecard Results (Union Rate Zones)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Cumulative Natural Gas Savings (m^3)	87,077,474	116,103,299	174,154,948	100%	141,733,709	122%
				Total Scorecard Target Achieved		***122%***
				Scorecard Company Incentive Achieved		***$461,621***

Table 9.4 2021 Market Transformation Scorecard Results (Union Rate Zones)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
Optimum Home: Percentage of Homes Built (>15% above OBC 2017) by Participating Builders	45.66%	60.88%	91.33%	50%	73.1%	60%
Commercial Savings by Design: New Developments Enrolled by Participating Builders	19	25	38	50%	24	48%
				Total Scorecard Target Achieved		***108%***
				Scorecard Company Incentive Achieved		***$200,960***

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Table 9.5 2021 Performance-Based Scorecard Results (Union Rate Zones)

METRICS	METRIC TARGET LEVELS			WEIGHT	ACHIEVEMENT	WEIGHTED % OF SCORECARD ACHIEVED
	LOWER BAND	TARGET	UPPER BAND			
RunSmart Participants	52	69	104	10%	0%	0%
RunSmart Savings (%)	0.3%	0.4%	0.7%	40%	0.0%	0%
Strategic Energy Management (SEM) Savings (%)	5.9%	7.9%	11.8%	50%	3.6%	23%
				Total Scorecard Target Achieved		***23%***
				Scorecard Company Incentive Achieved		***$0***

9.2 LOST REVENUE ADJUSTMENT MECHANISM

The Lost Revenue Adjustment Mechanism ("LRAM") allows Enbridge Gas to recover the lost distribution revenue associated with DSM activity in the Union rate zones. For more information on the LRAM, refer to Section 11.3 of the DSM Guidelines.

In 2021, lost distribution revenues associated with DSM activity for the Union rate zones was $0.133M, as outlined in Table 9.6 below.

Table 9.6 2021 LRAM Statement (Union Rate Zones)

	LRAM VOLUMES (10^3 M^3)	DELIVERY RATES ($/$10^3$ M^3)	REVENUE IMPACT
	(A)	(B)	(A) X (B)
South - M4 Industrial	5,420	$16.56	$89,767.92
South - M5 Industrial	145	$28.88	$4,200.16
South - M7 Industrial	11,079	$2.80	$31,007.10
South - T1 Industrial	98	$1.11	$108.74
South - T2 Industrial	4,893	$0.21	$1,042.24
South Total	**21,635**		**$126,126.16**
North - 20 Industrial	157	$7.30	$1,141.97
North - 100 Industrial	2,182	$2.73	$5,947.79
North Total	**2,339**		**$7,089.76**
TOTAL	**23,974**		**$133,215.92**

9.3 COST-EFFECTIVENESS RESULTS

As described in Section 2.4, cost-effectiveness screening for the 2015-2020 DSM Framework uses the "TRC-Plus" test. A secondary reference tool is the Program Administrator Cost ("PAC") test. The cost-effectiveness tests are performed at the program and portfolio level.

Table 9.7 and Table 9.8 provide the program and portfolio TRC-Plus and PAC results, respectively, for the Union rate zones.

Table 9.7 2021 TRC-Plus Summary (Union Rate Zones)

PROGRAM	NPV TRC-PLUS BENEFITS	TRC-PLUS PROGRAM COSTS	INCREMENTAL COSTS	TOTAL TRC COSTS	NET TRC-PLUS	TRC-PLUS RATIO
Residential Program	$41,152,521	$3,218,817	$22,970,867	$26,189,684	$14,962,837	1.57
Commercial/Industrial Program	$113,689,392	$4,921,104	$53,995,207	$58,916,311	$54,773,080	1.93
Low-Income Program	$20,776,027	$4,668,023	$7,866,785	$12,534,808	$8,241,219	1.66
Large Volume Program	$19,453,953	$478,838	$3,238,479	$3,717,317	$15,736,636	5.23
Performance-Based Program	$999,685	$151,436	$0	$151,436	$848,250	6.60
Total DSM Portfolio	**$196,071,577**	**$13,438,218**	**$88,071,337**	**$101,509,555**	**$94,562,023**	**1.93**

Table 9.8 2021 PAC Summary (Union Rate Zones)

PROGRAM	NPV PAC BENEFITS	PAC PROGRAM COSTS	NET PAC	PAC RATIO
Residential Program	$33,509,905	$14,252,979	$19,256,926	2.35
Commercial/Industrial Program	$101,151,676	$17,194,757	$83,956,920	5.88
Low-Income Program	$18,256,775	$11,966,434	$6,290,341	1.53
Large Volume Program	$16,386,447	$2,729,314	$13,657,133	6.00
Performance-Based Program	$913,288	$166,436	$746,853	5.49
Total DSM Portfolio	**$170,218,092**	**$46,309,919**	**$123,908,173**	**3.68**

9.4 BUDGETS AND SPENDING

Total 2021 DSM spend for the Union rate zones was $53.0M, compared to an OEB-approved budget of $64.3M. See Table 9.9 for more details. As per the OEB's Filing Guidelines to the Demand Side Management Framework for Natural Gas Distributors (2015-2020), Enbridge Gas can be eligible to overspend by up to 15% of the total OEB-approved budget. The ability to overspend "is meant to allow the natural gas utilities to aggressively pursue programs which prove to be very successful".[13] For more details refer to Section 11.2 of the DSM Guidelines.

DSM spending for the Union rate zones is categorized as:

- Incentive costs, promotion costs, evaluation costs, administration costs, related to the design and delivery of DSM programming (see Section 6 for details on Union rate zones DSM offerings).
- Research (See Section 9.4.1 for more details).
- Pilots (See Section 9.4.2 for more details).

[13] *DSM Guidelines, pp. 38*

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Table 9.9 2021 Budget/Spend/Variance (Union Rate Zones)

ITEM	OEB-APPROVED BUDGET[1]	ACTUAL SPEND	VARIANCE
Residential Program Costs			
Home Efficiency Rebate Offering - Incentives	$12,226,000	$10,221,362	($697,324)
Home Efficiency Rebate Offering - Promotion		$1,307,314	
Residential Adaptive Thermostat Offering - Incentives	$0	$812,800	$1,177,701
Residential Adaptive Thermostat Offering - Promotion		$364,901	
Residential Program - Evaluation	$859,000	$828,150	($30,850)
Residential Program - Administration	$822,697	$718,452	($104,245)
Residential Program Total	**$13,907,697**	**$14,252,979**	**$345,282**
Commercial/Industrial Program Costs			
Commercial/Industrial Prescriptive Offering - Incentives	$7,149,000	$1,640,118	($4,884,078)
Commercial/Industrial Prescriptive Offering - Promotion		$624,805	
Commercial/Industrial Direct Install Offering - Incentives	$2,500,000	$1,838,158	($602,043)
Commercial/Industrial Direct Install Offering - Promotion		$59,800	
Commercial/Industrial Custom Offering - Incentives	$7,808,000	$8,795,377	$1,436,820
Commercial/Industrial Custom Offering - Promotion		$449,443	
Commercial/Industrial Program - Evaluation	$189,000	$46,229	($142,771)
Commercial/Industrial Program - Administration	$4,757,286	$3,740,827	($1,016,459)
Commercial/Industrial Program Total	**$22,403,286**	**$17,194,757**	**($5,208,529)**
Low-Income Program Costs			
Home Weatherization Offering - Incentives	$8,374,000	$5,375,183	$24,589
Home Weatherization Offering - Promotion		$3,023,406	
Multi-Residential Affordable Housing Offering - Incentives	$3,573,000	$1,921,434	($1,006,370)
Multi-Residential Affordable Housing Offering - Promotion		$645,196	
Indigenous Offering - Incentives	$448,000	$1,794	($376,556)
Indigenous Offering - Promotion		$69,650	
Furnace End-of-Life Upgrade Offering - Incentives	$917,000	$0	($917,000)
Furnace End-of-Life Upgrade Offering - Promotion		$0	
Low-Income Program - Evaluation	$263,008	$249,900	($13,108)
Low-Income Program - Administration	$1,430,480	$679,871	($750,609)
Low-Income Program Total	**$15,005,488**	**$11,966,434**	**($3,039,054)**
Large Volume Program Costs			
Large Volume Direct Access Offering - Incentives	$3,150,000	$2,250,475	($820,203)
Large Volume Direct Access Offering - Promotion		$79,322	
Large Volume Program - Evaluation	$63,000	$0	($63,000)
Large Volume Program - Administration	$787,000	$399,516	($387,484)
Large Volume Program Total	**$4,000,000**	**$2,729,314**	**($1,270,686)**
Performance-Based Program Costs			
RunSmart Offering - Incentives	$802,000	$0	($688,158)
RunSmart Offering - Promotion		$27,405	
Strategic Energy Management Offering - Incentives		$15,000	
Strategic Energy Management Offering - Promotion		$71,438	
Performance-Based Program - Evaluation	$35,000	$0	($35,000)
Performance-Based Program - Administration	$216,000	$52,593	($163,407)
Performance-Based Program Total	**$1,053,000**	**$166,436**	**($886,564)**
Market Transformation Program Costs			

ITEM	OEB-APPROVED BUDGET[1]	ACTUAL SPEND	VARIANCE
Optimum Home Offering - Incentives	$841,000	$0	($777,923)
Optimum Home Offering - Promotion		$63,077	
Commercial Savings by Design Offering - Incentives	$1,000,000	$696,053	($183,674)
Commercial Savings by Design Offering - Promotion		$120,273	
Market Transformation Program - Evaluation	$36,820	$0	($36,820)
Market Transformation Program - Administration	$460,250	$574,146	$113,896
Market Transformation Program Total	**$2,338,070**	**$1,453,549**	**($884,521)**
Total Program Costs	**$58,707,541**	**$47,763,468**	**($10,944,073)**
Portfolio Costs			
Research	$1,000,000	$1,010,783	$10,783
Evaluation	$1,300,000	$347,084	($952,916)
Administration	$2,842,000	$3,442,573	$600,573
Portfolio Total	**$5,142,000**	**$4,800,439**	**($341,561)**
Total Program and Portfolio Costs	**$63,849,541**	**$52,563,907**	**($11,285,634)**
Other Costs			
Pilots	$500,000	$413,090	($86,910)
Open Bill Project	$0	($72)	($72)
Other Costs Total	**$500,000**	**$413,017**	**($86,983)**
Total DSM Costs	**$64,349,541**	**$52,976,925**	**($11,372,617)**

[1] *The total budget shown does not include amounts related to the Residential Adaptive Thermostat offering approved through the Mid-Term Review. Expenditures for this offering have been tracked in the DSMVA.*

Included in the spend amounts above are customer incentives deferred to future years, for offerings where incentives are paid when future milestones/activities are reached. The deferred amounts will be used when the customer incentive commitment is due. For more information on customer incentive deferrals, please refer to Section 5.3.2 of the OEB's Mid-Term Report.

Specifically, the amounts are:

- Commercial Savings by Design Offering: $140,000.

9.4.1 Research Fund

The research budget is used to investigate emerging energy efficiency technologies to provide an increased understanding of new opportunities. As an outcome of this budget, the Company is able to offer customers a modern, more comprehensive suite of measures in an ever-evolving industry.

Research projects investigate critical input assumptions for new technologies, including natural gas savings, electricity savings, water savings, equipment costs, and equipment useful life, across a variety of market segments. Market information, such as market barriers, product market share, and how supply chains operate, is also examined to assist in designing programs that are well informed. Research projects can also enable the Company to convert common custom DSM technologies into prescriptive measures.

Actual research spend was approximately $1.0M in 2021, and included the following major items:

- **Hybrid Heating – additional M&V**
    - The objective of this retrofit project is to evaluate the smart fuel switching controller on a hybrid heating system's performance in terms of energy demand/cost savings and GHG reduction at Chatham and Vaughan pilot homes. The results of this hybrid heating project may enhance the utilities' energy conservation strategy-planning programs.
- **Consortium for Energy Efficiency ("CEE") Emerging Technologies Collaborative Fees**
    - The goals of the Emerging Technologies Collaborative are to provide greater support to CEE member program administrators and the energy efficiency program industry in identifying and assessing new opportunities. Pursuit of these objectives will not only assist sponsors in their immediate emerging technologies work, but also achieve the shared broader objectives of accelerating adoption of emerging technologies across the efficiency program industry at CEE.
- **Consortium for Energy Efficiency ("CEE") Membership Dues**
    - CEE is the US and Canadian consortium of gas and electric efficiency program administrators. The goal of the consortium is to work together to accelerate the development of energy efficient products and services for lasting public benefit.
- **Energy Solution Center (ESC)**
    - Energy Solutions Center, Inc. (ESC) is a non-profit organization of energy utilities and equipment manufacturers that promotes the use of energy efficient and low carbon technology solutions for the residential, commercial, and industrial energy users. The Center creates educational and marketing materials, case studies, training manuals, decision analysis software, and other tools and resources, and offers Technology and Market Assessment Forums (TMAFs) and virtual energy efficient technology webinars designed to enhance the success of those utility customer service professionals responsible for enhancing customer productivity, efficiency, reliability, and comfort.
- **Net Zero Low-Rise Multi-Unit Residential Buildings ("MURBs")**
    - The results of this project will help identify the barriers and opportunities for the natural gas industry in Net Zero low-rise MURBs market in Ontario. The main focus is to study different technologies for space heating, space cooling, domestic hot water, ventilation, and power generation. The project will compare a hybrid heating system and an all-electric heating system in terms of energy, cost savings and GHG reductions in two MURBs.
- **Stone Mountain Technologies ("SMTI") Gas Heat Pump Furnace and Water Heater Research and Field Trial**
    - Field installation, monitoring, and laboratory testing of the SMTI/Trane combi thermal gas heat pumps to evaluate performance and energy saving and GHG reduction potential of GHPs for the residential sector.
- **Virtual Audit Pilot**
    - To assess the accuracy and potential energy savings identified by a virtual energy assessment as compared to the potential energy savings identified from traditional in person audits. Additionally, the pilot will look to identify the savings potential at a measure level for homes that have not completed an on-site audit to determine how virtual audits could be incorporated into our residential offerings.

- **Yanmar Three-Pipe System Research and Field Trial**
    - Research and evaluate field performance including energy and GHG savings of this innovative Gas Engine Driven Heat Pump system that provides heating and cooling for commercial buildings with increased resiliency and energy efficiency.

- **Hybrid Heating Pilot Incentive Program**
    - This project intends to support the introduction of residential hybrid heating with smart controls into the Ontario marketplace through a pilot program targeting the residential retrofit sector. Objective of this project is to demonstrate how Hybrid Heating System with Smart Controls installed in approximately 100 homes can achieve a reduction in energy consumption and GHG emissions. In addition, the project is intended to:
        - Create awareness with homeowners/HVAC contractors/manufacturers to better understand key benefits and future market potential of Hybrid Heating with smart controls.
        - Identify barriers and potential solutions (e.g. training, economics, performance, acceptance, supply chain).
        - Measure homeowner acceptance such as their experience and learning.
        - Understand how homeowners prefer to operate the system (e.g. GHG reduction, cost reduction).
        - Share program pilot results with NRCan, HRAI and other stakeholders to support a collaborative industry effort to accelerate adoption of Hybrid Heating Systems that exceed 100% energy efficiency as per NRCan's Roadmap goals.

- **Midstream – New Measures**
    - Expansion of Midstream offering to incorporate suite of multiple foodservice technologies. Technology research to develop substantiation documents for inclusion in Ontario TRM, such as: Energy Star Griddles, Energy Star Combi Ovens, and High-Efficiency Conveyor Ovens. In addition, to support the update of common assumption "Food Service hours" and three foodservice technologies (Energy Star Fryers, Energy Star Steam cooker, Underfired broilers) already in the TRM and selected by the EAC for review/update in the 2021-year cycle. Undertake market research to understand the market potential of these technologies.

- **Hybrid Heating RTU**
    - The study will focus on dual fuel packaged (often rooftop) units that are suitable for use in the commercial sector and can easily replace existing packaged units. The objective of this project is to provide Enbridge with the information needed to determine whether it would be cost-effective to offer custom incentive for these units after taking into consideration new energy saving features such as controls, shell insulation, low-leak dampers and updated regulation and standards.

9.4.2 Pilot Fund

The pilot budget aims to explore innovative DSM programs and market approaches. In addition to providing offers to customers, the pilots can help to better understand new program designs and delivery concepts, ultimately leading to greater natural gas savings and market penetration of programs.

Pilots involve the testing of energy efficient technologies, alternative financing mechanisms, and/or detailed customer-specific natural gas usage information that may serve as a model for future DSM program development.

Actual pilot spend was approximately $0.4M in 2021, and included the following items:

- **Hybrid Heating, NRCan**
    - Development of a modelling tool for Hybrid Heating Systems with Smart Fuel Switching to estimate energy, operating cost and GHG savings versus other conventional HVAC systems in single-family residential buildings.
- **Hybrid Heating, Program Consulting Services**
    - Development of a program pilot concept for hybrid heating with smart controls to address specific barriers preventing commercialization of this technology. Accountabilities include the management of strategic relationships with HVAC equipment and control manufacturers to provide an opportunity for integration of smart controls into manufacturers existing platforms.
    - Project management of the “Hybrid Heating Pilot Incentive Program” in London, Ontario to demonstrate how Hybrid Heating System with Smart Controls installed in approximately 110 homes can achieve a reduction in energy consumption and GHG emissions.
- **IESO Collaboration - Energy Manager Pilot**
    - This pilot involves collaboration with IESO on their Energy Manger Program to co-fund the employment of a full time Energy Manager within the institutional sector. This is an opportunity to integrate gas and electric programming to benefit customers, providing a holistic approach to energy management. The co-funding and gas performance incentives aims to influence Energy Managers to pursue further gas savings measure in addition to electric savings measures. Energy Managers in the joint program will receive a minimum annual gas savings target, above which they can access the performance incentives, which is on top of standard Enbridge Energy Efficiency program incentives. Enbridge’s Energy Solution Advisors will continue to engage the Energy Managers throughout the year to provide technical guidance and help develop projects towards that target. There were 10 Institutional Energy Managers that opted into the Energy Manager collaboration initiative. Each Energy Manager was provided a gas savings target in addition to their existing electric savings target.
- **Residential Air Sealing Pilot**
    - Pilot to test professional air sealing as a stand-alone offering. The idea of a stand-alone air sealing pilot is driven by recognition that professional air sealing is currently an underdeveloped market, and that a profession air sealing offering for homeowners has market potential within the residential existing homes sector. It is expected that the stand-alone air sealing pilot will target ~200 customers for participation. A total of 60 projects were completed before the program was paused due to Covid-19, to explore Heath and Safety issues related to professional air sealing.

- **Vicot Gas Absorption Heat Pump for DHW Heating for Commercial Buildings**
    - Demonstrate energy saving and GHG reduction benefits of a 65 kW (221,780 Btu/hr) gas absorption heat pump for DHW heating application in multi-unit residential buildings (MURBs) by conducting a field trial that includes installation, monitoring, and verification of a gas heat unit in a multi-unit building in the greater Toronto area.
- **Advanced BAS**
    - Advanced BAS claims incremental and sustainable savings compared to conventional systems by implementing a more sophisticated data processing system and an increased number of sensors and system inputs. This pilot project proposes to evaluate the potentials of advanced BAS in generating incremental energy savings from multi-unit residential buildings with existing BAS. Once Enbridge is able to validate meter-based natural gas savings for a variety of ABAS vendors, it can create an offer to influence customers to install this technology.
- **Yanmar VRF 2-pipe Roof Top Unit (RTU) Retrofit**
    - The objective of this project would be to evaluate and substantiate the energy and GHG savings as compared to existing RTU as the base case.

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Appendix A: 2021 Avoided Costs

A1. EGD RATE ZONE 2021 AVOIDED COSTS

The inflation factor used is 2.00%. The discount rate is 6.08%. Avoided costs are presented in nominal dollars.

GAS AVOIDED COSTS					
		BASELOAD ($/M^3)		WEATHER SENSITIVE ($/M^3)	
YEAR	EUL	RATE	NPV	RATE	NPV
2021	1	0.148	0.148	0.160	0.160
2022	2	0.178	0.316	0.197	0.346
2023	3	0.160	0.458	0.190	0.515
2024	4	0.152	0.585	0.182	0.668
2025	5	0.185	0.731	0.216	0.838
2026	6	0.187	0.870	0.219	1.002
2027	7	0.186	1.001	0.219	1.155
2028	8	0.203	1.135	0.236	1.312
2029	9	0.211	1.266	0.245	1.464
2030	10	0.220	1.395	0.255	1.614
2031	11	0.240	1.529	0.276	1.767
2032	12	0.253	1.661	0.290	1.918
2033	13	0.261	1.790	0.298	2.065
2034	14	0.282	1.921	0.320	2.213
2035	15	0.286	2.046	0.324	2.355
2036	16	0.275	2.159	0.314	2.485
2037	17	0.299	2.275	0.339	2.617
2038	18	0.332	2.397	0.372	2.753
2039	19	0.337	2.513	0.378	2.884
2040	20	0.340	2.624	0.382	3.008
2041	21	0.342	2.729	0.386	3.127
2042	22	0.328	2.824	0.372	3.235
2043	23	0.336	2.916	0.381	3.339
2044	24	0.366	3.010	0.412	3.445
2045	25	0.398	3.107	0.445	3.553
2046	26	0.413	3.201	0.461	3.658
2047	27	0.429	3.293	0.478	3.761
2048	28	0.445	3.384	0.495	3.862
2049	29	0.462	3.472	0.513	3.960
2050	30	0.480	3.559	0.532	4.056

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WATER AND ELECTRICITY AVOIDED COSTS				
	RESIDENTIAL/COMMERCIAL/INDUSTRIAL			
	WATER ($/1000 LITRE)		ELECTRICITY ($/KWH)	
EUL	RATE	NPV	RATE	NPV
1	0.994	0.994	0.151	0.151
2	1.014	1.950	0.154	0.296
3	1.034	2.869	0.157	0.435
4	1.055	3.753	0.160	0.569
5	1.076	4.603	0.163	0.698
6	1.098	5.420	0.167	0.822
7	1.120	6.206	0.170	0.941
8	1.142	6.962	0.173	1.056
9	1.165	7.688	0.177	1.166
10	1.188	8.387	0.180	1.272
11	1.212	9.058	0.184	1.374
12	1.236	9.704	0.188	1.472
13	1.261	10.325	0.191	1.566
14	1.286	10.922	0.195	1.657
15	1.312	11.496	0.199	1.744
16	1.338	12.048	0.203	1.828
17	1.365	12.579	0.207	1.908
18	1.392	13.090	0.211	1.985
19	1.420	13.580	0.215	2.060
20	1.448	14.052	0.220	2.131
21	1.477	14.506	0.224	2.200
22	1.507	14.942	0.229	2.267
23	1.537	15.362	0.233	2.330
24	1.568	15.765	0.238	2.391
25	1.599	16.153	0.243	2.450
26	1.631	16.526	0.247	2.507
27	1.664	16.885	0.252	2.561
28	1.697	17.229	0.257	2.613
29	1.731	17.561	0.263	2.664
30	1.766	17.880	0.268	2.712

AVOIDED CARBON COSTS		
	RESIDENTIAL/COMMERCIAL/INDUSTRIAL	
	($/M³)	
EUL	RATE	NPV
1	0.078	0.078
2	0.098	0.171
3	0.127	0.284
4	0.157	0.415
5	0.186	0.562
6	0.216	0.722
7	0.245	0.894
8	0.274	1.076
9	0.304	1.265
10	0.333	1.461
11	0.340	1.649
12	0.347	1.830
13	0.353	2.004
14	0.361	2.172
15	0.368	2.333
16	0.375	2.487
17	0.383	2.636
18	0.390	2.779
19	0.398	2.917
20	0.406	3.049
21	0.414	3.176
22	0.422	3.299
23	0.431	3.416
24	0.440	3.529
25	0.448	3.638
26	0.457	3.743
27	0.466	3.843
28	0.476	3.940
29	0.485	4.033
30	0.495	4.122

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A2. UNION RATE ZONES 2021 AVOIDED COSTS

The inflation factor used is 2.00%. The discount rate is 6.08%. Avoided costs are presented in nominal dollars.

GAS AVOIDED COSTS					
		BASELOAD ($/M^3)		WEATHER SENSITIVE ($/M^3)	
YEAR	EUL	RATE	NPV	RATE	NPV
2021	1	0.130	0.130	0.173	0.173
2022	2	0.127	0.249	0.176	0.339
2023	3	0.131	0.366	0.179	0.498
2024	4	0.122	0.468	0.171	0.641
2025	5	0.159	0.594	0.208	0.806
2026	6	0.165	0.717	0.216	0.966
2027	7	0.163	0.831	0.214	1.117
2028	8	0.182	0.951	0.234	1.272
2029	9	0.193	1.072	0.246	1.425
2030	10	0.198	1.188	0.253	1.574
2031	11	0.218	1.309	0.274	1.726
2032	12	0.234	1.432	0.291	1.878
2033	13	0.238	1.549	0.296	2.024
2034	14	0.259	1.669	0.319	2.172
2035	15	0.265	1.785	0.325	2.314
2036	16	0.250	1.888	0.311	2.442
2037	17	0.270	1.993	0.333	2.572
2038	18	0.306	2.105	0.370	2.707
2039	19	0.311	2.213	0.376	2.837
2040	20	0.312	2.314	0.379	2.961
2041	21	0.313	2.410	0.381	3.078
2042	22	0.295	2.496	0.364	3.183
2043	23	0.299	2.578	0.370	3.284
2044	24	0.329	2.662	0.401	3.387
2045	25	0.359	2.749	0.432	3.492
2046	26	0.371	2.834	0.446	3.594
2047	27	0.384	2.917	0.460	3.693
2048	28	0.397	2.998	0.475	3.790
2049	29	0.411	3.076	0.491	3.884
2050	30	0.425	3.153	0.507	3.975

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WATER AND ELECTRICITY AVOIDED COSTS				
	RESIDENTIAL/COMMERCIAL/INDUSTRIAL			
	WATER ($/1000 LITRE)		ELECTRICITY ($/KWH)	
EUL	RATE	NPV	RATE	NPV
1	0.882	0.882	0.151	0.151
2	0.899	1.730	0.154	0.296
3	0.917	2.545	0.157	0.435
4	0.936	3.329	0.160	0.569
5	0.955	4.083	0.163	0.698
6	0.974	4.808	0.167	0.822
7	0.993	5.505	0.170	0.941
8	1.013	6.175	0.173	1.056
9	1.033	6.819	0.177	1.166
10	1.054	7.439	0.180	1.272
11	1.075	8.034	0.184	1.374
12	1.096	8.607	0.188	1.472
13	1.118	9.158	0.191	1.566
14	1.141	9.688	0.195	1.657
15	1.164	10.197	0.199	1.744
16	1.187	10.687	0.203	1.828
17	1.211	11.157	0.207	1.908
18	1.235	11.610	0.211	1.985
19	1.260	12.045	0.215	2.060
20	1.285	12.464	0.220	2.131
21	1.310	12.867	0.224	2.200
22	1.337	13.253	0.229	2.267
23	1.363	13.626	0.233	2.330
24	1.391	13.983	0.238	2.391
25	1.418	14.327	0.243	2.450
26	1.447	14.658	0.247	2.507
27	1.476	14.976	0.252	2.561
28	1.505	15.282	0.257	2.613
29	1.535	15.576	0.263	2.664
30	1.566	15.859	0.268	2.712

AVOIDED CARBON COSTS		
	RESIDENTIAL/COMMERCIAL/INDUSTRIAL	
	($/M³)	
EUL	RATE	NPV
1	0.078	0.078
2	0.098	0.171
3	0.127	0.284
4	0.157	0.415
5	0.186	0.562
6	0.216	0.722
7	0.245	0.894
8	0.274	1.076
9	0.304	1.265
10	0.333	1.461
11	0.340	1.649
12	0.347	1.830
13	0.353	2.004
14	0.361	2.172
15	0.368	2.333
16	0.375	2.487
17	0.383	2.636
18	0.390	2.779
19	0.398	2.917
20	0.406	3.049
21	0.414	3.176
22	0.422	3.299
23	0.431	3.416
24	0.440	3.529
25	0.448	3.638
26	0.457	3.743
27	0.466	3.843
28	0.476	3.940
29	0.485	4.033
30	0.495	4.122

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Appendix B: Target Setting Methodology

B1. EGD RATE ZONE

EGD Rate Zone - 2021 Resource Acquisition Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
Home Energy Conservation Residential Adaptive Thermostats Commercial & Industrial Custom Commercial & Industrial Prescriptive Commercial & Industrial Direct Install Run-it-Right Comprehensive Energy Management (CEM)	Large Volume Customers Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 Large Volume Customers Resource Acquisition actual spend without overheads x 2021 Large Volume Customers Resource Acquisition budget without overheads x 1.02	150% of Target	40%
	Small Volume Customers Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 Small Volume Customers Resource Acquisition actual spend without overheads x 2021 Small Volume Customers Resource Acquisition budget without overheads x 1.02	150% of Target	40%
Home Energy Conservation (HEC)	Residential Deep Savings Participants (Homes)	75% of Target	2020 metric achievement / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	20%

Note: Metric achievement is calculated using verified program savings used for LRAMVA purposes

EGD Rate Zone - 2021 Low Income Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
Home Winterproofing	Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	45%
Low-Income Multi-Residential	Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	45%
Low-Income New Construction	Number of Project Applications	75% of Target	2020 metric achievement / 2020 accrued program cost without overheads x 2021 program budget without overheads x 1.02	150% of Target	10%

Note: Metric achievement is calculated using verified program savings used for LRAMVA purposes

EGD Rate Zone - 2021 Market Transformation Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
School Energy Competition	Schools	75% of Target	2020 metric achievement / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.1	150% of Target	10%
Run-it-Right	Participants	75% of Target	2020 metric achievement / 2020 accrued program costs without overheads x 2021 program budget without overheads x 1.1	150% of Target	20%
Comprehensive Energy Management (CEM)	Participants	75% of Target	2020 metric achievement / 2020 accrued program costs without overheads x 2021 program budget without overheads x 1.1	150% of Target	20%
Residential Savings by Design	Builders	75% of Target	2020 metric achievement / 2020 accrued program costs without overheads x 2021 program budget without overheads x 1.1	150% of Target	10%
	Homes Built	75% of Target	2020 metric achievement / 2020 accrued program costs without overheads x 2021 program budget without overheads x 1.1	150% of Target	15%
Commercial Savings by Design	New Developments	75% of Target	2020 metric achievement / 2020 accrued program costs without overheads x 2021 program budget without overheads x 1.1	150% of Target	25%

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B2. UNION RATE ZONES

Union Rate Zones - 2021 Resource Acquisition Scorecard		Metric Targets			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
Home Reno Rebate Residential Adaptive Thermostat Commercial & Industrial Custom Commercial & Industrial Prescriptive Commercial & Industrial Direct Install	Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 Resource Acquisition actual spend without overheads x 2021 Resource Acquisition budget without overheads x 1.02	150% of Target	75%
Home Reno Rebate	Home Reno Rebate Participants (Homes)	75% of Target	2020 metric achievement / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	25%

Note: Metric achievement is calculated using verified program savings used for LRAMVA purposes

Union Rate Zones - 2021 Low Income Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
Home Weatherization Furnace End-of-Life Aboriginal	Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	60%
Multi-family	Social and Assisted Multi-Family Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	35%
	Market Rate Multi-Family Cumulative Natural Gas Savings (m3)	75% of Target	2020 metric achievement (LRAM natural gas savings) / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.02	150% of Target	5%

Union Rate Zones - 2021 Large Volume Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
Large Volume Program for T2/R100 Customers	Cumulative Natural Gas Savings (m3)	75% of Target	Three-year rolling average (2018-2020) Rate T2/Rate 100 cost effectiveness x 2021 budget without overheads x 1.02	150% of Target	100%

*Cost effectiveness = Final verified metric achievement used for LRAMVA purposes divided by final actual program spend for that year

Union Rate Zones - 2021 Market Transformation Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
Optimum Home	Homes Built (>15% above OBC 2017) by Participating Builders	75% of Target	2020 metric achievement / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.1	150% of Target	50%
Commercial New Construction	New Developments Enrolled by Participating Builders	75% of Target	2020 metric achievement / 2020 actual program spend without overheads x 2021 program budget without overheads x 1.1	150% of Target	50%

Union Rate Zones - 2021 Performance-Based Scorecard		Metric Target			
Programs	Metrics	Lower Band	Target	Upper Band	Weight
RunSmart	Participants	75% of Target	2020 metric achievement / 2020 accrued program cost without overheads x 2021 program budget without overheads x 1.1	150% of Target	10%
	Savings (%)	75% of Target	2020 metric achievement / 2020 accrued program cost without overheads x 2021 program budget without overheads x 1.1	150% of Target	40%
Strategic Energy Management (SEM)	Savings (%)	75% of Target	2020 metric achievement / 2020 accrued program cost without overheads x 2021 program budget without overheads x 1.1	150% of Target	50%

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Appendix C: Offering Details (EGD Rate Zone)

C1. HOME EFFICIENCY REBATE OFFERING

The maximum rebate payment for the Home Efficiency Rebate ("HER") Offering remains at $5,000 per home, which includes rebates for the home energy assessments, measure upgrades, and any applicable bonuses. The measure rebates are displayed in the tables below based on the date of the pre-retrofit energy assessment.

Measure Rebates from January 1 to June 2, 2021

MEASURE	CRITERIA	REBATE
Attic Insulation	Increase insulation from R35 or less to at least R60	$650
	Increase cathedral/flat roof insulation by at least R14	$650
Air Sealing	Achieve 10% or more above base target	$150
	Achieving base target	$100
Basement Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R23 insulation to 100% of basement	$1,250
	Add at least R12 insulation to 100% of basement	$750
	Add at least R23 insulation to 100% of crawl space wall	$1,000
	Add at least R10 insulation to 100% of crawl space wall	$500
	Add at least R24 insulation to 100% of floor above crawl space	$1,000
Exterior Wall Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R20 to 100% of building	$3,000
	Add at least R9 insulation to 100% of building to achieve a minimum of R12	$1,750
	Add at least R3.8 to 100% of building to achieve a minimum of R12	$1,000
Furnace/Boiler	For replacing a less than 96% AFUE natural gas furnace with a 96% AFUE or higher condensing natural gas furnace; OR, For replacing a less than 90% AFUE natural gas boiler with a 90% AFUE or higher condensing natural gas boiler	$250 for furnace or $1,000 for boiler
Water Heater	Replace existing natural gas water heater with 0.80 EF or higher tanked ENERGY STAR® qualified natural gas water heater. or Replace existing natural gas water heater with 0.90 EF or higher tankless ENERGY STAR® qualified natural gas water heater.	$400
Window/Door/Skylight	For each window, door or skylight replaced with an ENERGY STAR®-qualified model.	$40

Measure Rebates from June 3 to December 31, 2021

MEASURE	CRITERIA	REBATE
Attic Insulation	Increase insulation from R35 or less to at least R60	$750
	Increase cathedral/flat roof insulation by at least R14	$650
Air Sealing	Achieve 10% or more above base target	$150
	Achieving base target	$100
Basement Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R23 insulation to 100% of basement	$1,250
	Add at least R12 insulation to 100% of basement	$750
	Add at least R23 insulation to 100% of crawl space wall	$1,000
	Add at least R12 insulation to 100% of crawl space wall	$500
	Add at least R23 insulation to 100% of floor above crawl space	$1,000

MEASURE	CRITERIA	REBATE
Exterior Wall Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R20 to 100% of building	$3,000
	Add at least R9 insulation to 100% of building to achieve a minimum of R12	$1,750
	Add at least R3.8 to 100% of building to achieve a minimum of R12	$1,000
Furnace/Boiler	For replacing a less than 96% AFUE natural gas furnace with a 96% AFUE or higher condensing natural gas furnace; OR, For replacing a less than 90% AFUE natural gas boiler with a 90% AFUE or higher condensing natural gas boiler.	$250 for furnace or $1,000 for boiler
Water Heater	Replace existing natural gas water heater with an EF 0.77 or higher, or UEF 0.80 or higher tank type ENERGY STAR® certified natural gas water heater Or Replace existing natural gas water heater with UEF 0.87 or higher tankless ENERGY STAR® certified natural gas water heater	$400
Window/Door/Skylight	For each window, door or skylight replaced with an ENERGY STAR®-qualified model.	$40

Assessment Rebate

Since pre-retrofit and post-retrofit home energy assessments are participation requirements, eligible customers received a rebate of $550 (where the pre-retrofit home energy assessment was completed prior to June 3, 2021) which increased to $600 to match the assessment rebate of the CGHG (where the pre-retrofit home energy assessment was completed on or after June 3, 2021) for completing the assessments. The amount is intended to cover the typical cost of the assessments.

Bonus Rebate

- Bonus rebates were offered for participants who completed more than two measures. $150 for three measures,
- $500 for four measures and
- $750 for five measures or more

Basement Bonus Rebate

- A bonus of $500 is offered to participants who insulate 100% of their basement.

C2. RESIDENTIAL ADAPTIVE THERMOSTAT OFFERING

Customers within specific income brackets can apply for $125 off an adaptive thermostat through the Moderate-Income rebate in collaboration with the IESO Energy Affordability program.

Customers who qualify for Moderate-Income must be above the Low-Income cut-off, but at or below the Moderate-Income cut-off, see table below:

Number of People in the Household	Before-Tax Household Income	
	Low-Income Cut-Off	Moderate-Income Cut-Off
1	$36,578	$46,748
2	$51,729	$58,453
3	$63,354	$70,158
4	$73,157	$81,863
5	$81,791	$93,568
6	$89,598	$105,273
7+	$96,775	$116,978

Eligible residential Enbridge Gas customers can get a $75 instant discount on qualifying ecobee, Google Nest, Emerson, and Honeywell smart thermostats at the time of purchase. Additionally customers who fall within certain income brackets, see table above, can apply for an Energy Saving Kit that includes a $125 discount code off one of the qualifying smart thermostats.

Customers must apply for the discount code before they buy using the program offering's instant rebate tool. The discount can be redeemed in the following ways:

- In-store at The Home Depot.
- Online at select retailers and manufacturer web stores: BestBuy.ca, ecobee.com, the Google Store and emersoncanada.ca/store.
- Apply with a participating contractor via the contractor stream.

List of Qualifying Thermostats and Participating Retailers (EGD Rate Zone)

MANUFACTURER	PRODUCT NAME	MODEL NUMBER	PARTICIPATING RETAILERS				
			ECOBEE *Online*	GOOGLE STORE *Online*	BEST BUY *Online*	EMERSON *Online*	HOME DEPOT *(In-store)*
ecobee	ecobee3 lite	EB-STATE3LTC-02	✓				✓
ecobee	ecobee SmartThermostat with voice control	EB-STATE5C-01	✓		✓		✓
Google Nest	Google Nest Learning Thermostat: Polished Steel	T3019CA		✓			
Google Nest	Google Nest Learning Thermostat: Stainless Steel	T3007EF		✓	✓		✓
Google Nest	Google Nest Learning Thermostat: White	T3017CA		✓	✓		✓
Google Nest	Google Nest Learning Thermostat: Black	T3016CA		✓	✓		✓
Google Nest	Google Nest Thermostat: Charcoal[14]	GA02081-CA		✓	✓		✓

[14] *The Google Nest Thermostat (in charcoal, snow, fog, and sand) model was added to the offering in October 2020, at the time of Google's product launch.*

MANUFACTURER	PRODUCT NAME	MODEL NUMBER	PARTICIPATING RETAILERS				
			ECOBEE *Online*	GOOGLE STORE *Online*	BEST BUY *Online*	EMERSON *Online*	HOME DEPOT *(In-store)*
Google Nest	Google Nest Thermostat: Snow[14]	GA01334-CA		✓	✓		✓
Google Nest	Google Nest Thermostat: Fog[14]	GA02083-CA		✓			
Google Nest	Google Nest Thermostat: Sand[14]	GA02082-CA		✓			
Google Nest	Google Nest Thermostat E[15]	T4000EF					✓
Emerson Sensi	Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: Black	ST75C				✓	✓
Emerson Sensi	Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: Silver	ST75SC				✓	
Emerson Sensi	Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: White[16]	ST75WC				✓	✓
Emerson Sensi	Emerson Sensi Wi-Fi Thermostat	ST55C				✓	✓
Honeywell	Honeywell T9 Smart Thermostat with Built-In Wi-Fi	RCHT9510WFW2017/W			✓		✓

List of Qualifying Thermostats for Contractors (EGD Rate Zone)

BRAND	PRODUCT NAME	MODEL NUMBER	CONTRACTOR ONLY
Enercare	Building 36 Thermostat	B36-T10-EC B	✓
Lennox	iComfort S30 Smart Thermostat	12U67	✓
Trane	Trane XL824 Connected Control	XL824	✓
Trane	ComfortLink™ II XL850	XL850	✓
Trane	ComfortLink™ II XL1050	XL1050	✓
Emerson	White Rodgers 1F95U-42WFC Sensi Touch Wifi Thermostat	1F95U-42WFC	✓
Emerson	SENSI WIFI THERMOSTAT WHITE-RODGERS - 1F86U-42WFC	1F86U-42WFC	✓
Emerson	Emerson Sensi Wi-Fi Thermostat 1F87U-42WFC	1F87U-42WFC	✓
Emerson	White Rodgers - 1F95U-42WFB Sensi™ Touch Wi-Fi Smart Thermostat	1F95U-42WFBC	✓
Carrier/Bryant	Carrier Cor Thermostat (TP-WEM01-A)	(TP-WEM01-A)	✓
Carrier/Bryant	Bryant Housewire Thermostat (T6-WEM01-A)	(T6-WEM01-A)	✓

[15] The Google Nest Thermostat E (Model # T4000EF) was discontinued at the Google Store in October 2020, following the announcement of the new Google Nest Thermostat. This model remained available at The Home Depot throughout 2020.
[16] The Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: White (Model # ST75WC) was added to the offering in July 2020 through the Emerson web store.

C3. CUSTOM COMMERCIAL OFFERING

In addition to technical expertise, the following financial incentives are available to participants:

ITEM	COMMERCIAL CUSTOMERS
New Equipment Installation, Equipment Retrofit, and Process Optimization Projects	$0.20/m^3 for estimated annual natural gas savings, up to 50% of the project cost, to a maximum of $100,000 per project.
HVAC Audit	The lesser of $0.01/m^3 of estimated natural gas saved based on consumption in the most recently completed calendar year or 50% of the eligible audit costs*, to a maximum of $5,000 per facility.
Steam Trap Audit	The lesser of $10 per trap audited or 50% of the eligible audit costs*, to a maximum of $5,000.
Building Controls Audit Limited-Time Offer	100% of the eligible audit costs*, to a maximum of $5,000 for audits completed by July 31, 2021, and for retrofit projects completed by Nov 15, 2021: • 50% of initial audit cost up to $2,500 per customer • Where the audit recommendations lead to a retrofit project, and upon completion of a 2021 Custom Retrofit Project where annualized natural gas savings exceed a minimum of 10,000m³, an incentive for the remaining 50% of the audit cost, up to an additional $2,500 is available.
Boiler Limited-Time Offers	$0.40/m^3 for estimated annual natural gas savings for Condensing Boiler Projects where customers commit with an Energy Solutions Advisor by June 30, 2021, to install a boiler by Oct 31, 2021. 0.30/m^3 for estimated annual natural gas savings for High-Efficiency Boiler Projects where customers commit with an Energy Solutions Advisor by June 30, 2021, to install a boiler by Oct 31, 2021.

** The Eligible Audit Costs are the costs invoiced by the Applicant's Contractor and, exclusive of applicable taxes, incurred solely for the purpose of conducting the Audit and preparing the Audit Report, that are paid by the Applicant.*

C4. CUSTOM INDUSTRIAL OFFERING

In addition to technical expertise, customers are eligible to receive up to 50% of their incremental project costs, to a maximum of $100,000 per project based on the following incentive structure:

- $0.20/m3 for first 50,000 m3 gas saved
- $0.05/m3 for gas savings above 50,000 m3

In addition, customers are also eligible for energy assessment rebates of up to 50% of the cost up to a maximum of:

ANNUAL NATURAL GAS CONSUMPTION	MAXIMUM INCENTIVE
2,500,000 m^3 or greater	$10,000
1,000,000 m^3 to 2,499,999 m^3	$6,000

340,000 m^3 to 999,999 m^3	$2,000
Up to 339,999 m^3	$1,000

Limited Time Offer

Enbridge Gas provided double the regular incentive amount for industrial and institutional customers in the EGD rate zone, with incentives up to 75% of the incremental project cost, to a maximum of $50,000 per industrial heat recovery project. To qualify for the LTO, the project must be pre-approved, measure must be installed, and paperwork submitted to Enbridge Gas by June 30, 2021.

Enbridge Gas provided double the regular incentive amount to agricultural customers, with incentives up to 50% of the incremental project cost, to a maximum of $100,000 for greenhouse custom retrofit projects. To qualify for the LTO, the project must be pre-approved, measure must be installed, and paperwork submitted to Enbridge Gas by June 30, 2021.

C5. COMMERCIAL & INDUSTRIAL PRESCRIPTIVE (FIXED) INCENTIVE OFFERING

TECHNOLOGY	CUSTOMER INCENTIVE AMOUNT	SERVICE PROVIDER INCENTIVE AMOUNT	DISTRIBUTOR/DEALER INCENTIVE
Space Heating			
Air Curtain (pedestrian doors, no vestibule, 3'x7') *	$300	$100	N/A
Air Curtain (pedestrian doors, no vestibule, 6'x7') *	$400	$100	N/A
Air Curtain (pedestrian doors, no vestibule, 6'x8') *	$500	$100	N/A
Air Curtain (pedestrian doors, with vestibule, 3'x7') *	$200	$100	N/A
Air Curtain (pedestrian doors, with vestibule, 6'x7') *	$300	$100	N/A
Air Curtain (pedestrian doors, with vestibule, 6'x8') *	$400	$100	N/A
Air Curtain (shipping doors, dock-in, 8'x8', 8'x9', 8'x10')	$3,250	$100	N/A
Air Curtain (shipping doors, dock-in and drive-in, 10'x10')	$4,000	$100	N/A
Air Curtain (shipping doors, drive-in, 12'x12')	$6,750	$100	N/A
Air Curtain (shipping doors, drive-in, 14'x14', 16'x16', 18'x18', 20'x20')	$8,750	$100	N/A
Condensing Make-up Air (Constant speed, Minimum 1,500 CFM to maximum 14,000 CFM per unit)	$0.50/CFM	$100	N/A
Condensing Make-up Air (2- Speed or VFD, Minimum 1,500 CFM to maximum 14,000 CFM per unit)	$1.00/CFM	$100	N/A
Demand Control Kitchen Ventilation (Retrofit, up to 5,000 CFM)	$2,700	$100	N/A
Demand Control Kitchen Ventilation (Retrofit, 5,001 to 10,000 CFM)	$6,000	$100	N/A
Demand Control Kitchen Ventilation (Retrofit, 10,001 to 15,000 CFM)	$8,800	$100	N/A
Demand Control Kitchen Ventilation (New construction, up to 5,000 CFM)	$1,200	$100	N/A
Demand Control Kitchen Ventilation (New construction, 5,001 to 10,000 CFM)	$3,000	$100	N/A
Demand Control Kitchen Ventilation (New construction, 10,001 to 15,000 CFM)	$4,400	$100	N/A
Demand Control Ventilation (with CO2 sensor)	$500	$50	N/A

TECHNOLOGY	CUSTOMER INCENTIVE AMOUNT	SERVICE PROVIDER INCENTIVE AMOUNT	DISTRIBUTOR/DEALER INCENTIVE
Destratification Fan (20ft. or greater)	$1,000	$100	N/A
Dock Door Seal (compression seal, 8'x8', 8'x9', 8'x10')	$950, up to a maximum of 50% total project cost	$100	N/A
Dock Door Seal (shelter seal, 10'x10')	$1,650, up to a maximum of 50% total project cost	$100	N/A
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 55% to 64% sensible heat recovery effectiveness)	$1.00/CFM	$100	$50
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 65% to 74% sensible heat recovery effectiveness)	$1.25/CFM	$100	$50
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 75% to 84% sensible heat recovery effectiveness)	$1.50/CFM	$100	$50
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 85% or greater sensible heat recovery effectiveness)	$1.75/CFM	$100	$50
Energy Recovery Ventilator (ERV) (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$0.50/CFM	$100	$50
Energy Recovery Ventilator (ERV) (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$0.75/CFM	$100	$50
Energy Recovery Ventilator (ERV) (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$1.15/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 55% to 64% sensible heat recovery effectiveness)	$0.50/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 65% to 74% sensible heat recovery effectiveness)	$0.75/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 75% to 84% sensible heat recovery effectiveness)	$1.00/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 85% or greater sensible heat recovery effectiveness)	$1.25/CFM	$100	$50
Heat Recovery Ventilator (HRV) (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$0.25/CFM	$100	$50
Heat Recovery Ventilator (HRV) (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$0.50/CFM	$100	$50
Heat Recovery Ventilator (HRV) (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$0.75/CFM	$100	$50
Ozone Laundry (based on weight of laundry processed annually. Maximum $15,000/system)	$0.04/lb.	$100	N/A

**Enbridge Gas provided double incentive amount for all double-doors pedestrian doors*

Distributor Discount Program Incentives (midstream initiative)

TECHNOLOGY	DISTRIBUTOR/DEALER INCENTIVE ($/UNIT)
HVAC	
Condensing Water Heaters	$450
Condensing Tankless Water Heaters	$450
Condensing Unit Heaters	$750
Food Service	
ENERGY STAR Fryers	$750
ENERGY STAR Steam Cookers	$1,000
High-Efficiency Under-Fired Broilers	$750
ENERGY STAR Convection Oven	$750
ENERGY STAR Rack Ovens single	$750

TECHNOLOGY	DISTRIBUTOR/DEALER INCENTIVE ($/UNIT)
ENERGY STAR Rack Ovens double	$900
ENERGY STAR Combination Oven	$1,250

C6. COMMERCIAL & INDUSTRIAL DIRECT INSTALL OFFERING

Shipping Door Offer

Eligible customers are provided with a shipping door assessment, project recommendation and the installation of shipping and receiving door equipment including Air Curtains and Dock Door Seals, with approximately 90% of total project covered for Air Curtains and 85% of the total project cost covered for Dock Door Seals.

Demand Control Kitchen Ventilation (DCKV) Offer

Eligible customers are provided with the installation of a demand control kitchen ventilation system that has both temperature and optic sensors. Between the Enbridge Gas and Save on Energy incentive, approximately 87% of the total project cost is covered on standard installations

C7. ENERGY LEADERS OFFERING

Technical assistance and financial incentives determined on a case-by-case basis

C8. HOME WINTERPROOFING OFFERING

There is no financial cost to the participant for this offering. In addition to home energy assessments, the offering included the following measures:

- Insulation (attic, wall, basement)
- Draftproofing
- Smart thermostats
- Showerheads
- Kitchen and bathroom aerators
- CO detectors
- Pipe Wrap Installation

To be eligible for the offering, the participant must meet the following criteria:

- Occupant of single/semi-detached, town/row house or low-rise multi-family housing (three stories or less, as defined by Part 9 of the Ontario Building Code).

  And

- Income is at or below 135% of Statistics Canada's Low-Income Measure before tax (LIM BT) thresholds or participate in government assistance programs (private homeowner or tenant must heat their home with natural gas and pay their own gas bills).

  Or

- Tenant resides in social and assisted housing, regardless of gas bill payment responsibility.

C9. AFFORDABLE MULTI-FAMILY HOUSING OFFERING

TECHNOLOGY	CUSTOMER INCENTIVE	SERVICE PROVIDER INCENTIVE ($/UNIT)
Direct-Install		
Low-Flow Showerheads	Free	N/A
Heat Reflector Panels	Free	N/A
Energy Assessments (for multi-family buildings 4 stories and higher, or, 6,400sqft and over)	Up to $8,000 per building, an annual maximum limit of $40,000 per housing providers	N/A
Custom Incentives		
Boilers (include high-efficiency and condensing for seasonal heating and domestic hot water)	$1.00/annual m^3 of natural gas saved, up to a maximum of $200,000 or 50% of the fully installed project cost	N/A
Other custom solutions	$0.04 per lifetime m^3 of natural gas saved, up to a maximum of $200,000 or 50% of the fully installed project cost	N/A
Fixed Incentives		
Condensing Make-Up Air Units (constant speed, minimum 1,500 CFM to a maximum of 14,000 CFM per unit)	$0.60/CFM	$100
Condensing Make-Up Air Units (two speed, minimum 1,500 CFM to a maximum of 14,000 CFM per unit)	$1.60/CFM	$100
Condensing Make-Up Air Units (variable frequency drive (VFD), minimum 1,500 CFM to a maximum of 14,000 CFM per unit)	$1.90/CFM	$100
Condensing Storage Water Heaters (greater than 75 kBtu/hr)	$0.60/annual m^3 of natural gas saved	$100
Condensing Instantaneous (Tankless) Water Heaters (75kBtu/hr or greater)	$0.80/annual m^3 of natural gas saved	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$2.50/CFM	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$3.00/CFM	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$3.50/CFM	$100

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TECHNOLOGY	CUSTOMER INCENTIVE	SERVICE PROVIDER INCENTIVE ($/UNIT)
Energy Recovery Ventilators (no existing ERV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$4.00/CFM	$100
Energy Recovery Ventilators (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$0.50/CFM	$100
Energy Recovery Ventilators (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$1.00/CFM	$100
Energy Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$1.50/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$2.15/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$2.50/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$2.90/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$3.30/CFM	$100
Heat Recovery Ventilators (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$0.40/CFM	$100
Heat Recovery Ventilators (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$0.80/CFM	$100
Heat Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$1.20/CFM	$100
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$175/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$200/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$225/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$250/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilators (improved effectiveness 65% to 74% sensible heat recovery effectiveness)	$60/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilators (improved effectiveness 75% to 84% sensible heat recovery effectiveness)	$120/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$190/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$150/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$175/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$200/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$225/unit	5% of the total customer incentive per building. One service provider incentive payment per building.

TECHNOLOGY	CUSTOMER INCENTIVE	SERVICE PROVIDER INCENTIVE ($/UNIT)
In-suite Heat Recovery Ventilators (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$40/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$100/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$150/unit	5% of the total customer incentive per building. One service provider incentive payment per building.

C10. SAVINGS BY DESIGN AFFORDABLE HOUSING OFFERING

Offering incentives are as follows:

Enbridge Gas covers the cost of the IDP workshop. In addition, Enbridge Gas provides a Technical Assistance Incentive of $7,500 to offset the cost of professional consulting fees incurred by the housing provider in order to bring their design team to the workshop.
For Part 3 developments:

- Participants are eligible for a tiered incentive, up to a maximum of $120,000, depending on the number of units in the development and achieved energy performance of the multi-residential building once constructed, as follows:

AMOUNT EXCEEDING 2017 ONTARIO BUILDING CODE	INCENTIVE PER UNIT
7% ≤ x ≤ 12%	$750
12% ≤ x ≤ 17%	$850
x > 17%	$1,000

For Part 9 developments:

- Following the housing project's construction to at least 15% above the 2017 Ontario Building Code efficiency requirements, participants receive a one-time incentive payment of $5,000.
- Participants are also eligible to receive $1,500 for each residential housing unit designed at least 15% more energy efficient than the 2017 Ontario Building Code, up to a maximum of $120,000 per project.

Eligibility criteria consists of the following:

- New construction project must be located within the EGD rate zone.
- The project proponent must have been recognized as a builder or provider of affordable housing by a municipal, provincial, and/or federal body, by virtue of receiving financial assistance, in the present or at any time in the past, from a government program aimed at affordable housing.

C11. SAVINGS BY DESIGN RESIDENTIAL OFFERING

Builders are provided with in-kind services up to $25,000 for design assistance and modelling. Performance incentives are as follows:

- Builders that complete the IDP portion of the offer for the first time are eligible to receive $2,000 per home completed to the SBD standard (up to 50 homes).
- Builders that complete the IDP portion of the offer for the second time are eligible to receive $1,000 per home completed to the SBD standard (up to 100 homes).
- Builders that complete the IDP portion of the offer for the third time are eligible to receive $500 per home completed to the SBD standard (up to 200 homes).

Residential builders are eligible if they intend to construct at least 50 homes through the duration of the commitment, within three years of completing the IDP.

C12. SAVINGS BY DESIGN COMMERCIAL OFFERING

PROJECT PHASE	INCENTIVE	DETAILS
Planning/Design	Services (up to $30,000 value)	Includes IDP session and final IDP report
Pre-Construction	$15,000 financial incentive	Provided upon completion of a pre-construction energy model that meets the energy performance target
Commissioning	$15,000 financial incentive	Provided upon completion of a final (as-constructed) energy model that demonstrates the building meets the energy performance target

- Construction projects must have a minimum threshold of 50,000 square feet per project (including aggregate multi-location projects).
- Building(s) must be in the design phase or earlier.
- Building construction must be completed within 5 years of completion of the IDP, and building must be commissioned within 1 year of construction completion.
- Builders are eligible to participate in the offering multiple times for different projects.

C13. SCHOOL ENERGY COMPETITION OFFERING

In addition to prizes awarded throughout the year (such as school/library supplies and computing assets), six financial prizes awarded are as follows:

- The top elementary and secondary school with the most points will receive $3,000 each.
- The second place elementary and secondary schools will receive $2,000.
- The third place elementary and secondary schools will receive $2,000 each.

Schools must register, implement activities, and have access to an Energy Management Information System (“EMIS”) to track natural gas consumption. Participating schools must be part of a public school board within the EGD rate zone.

C14. RUN IT RIGHT OFFERING

In addition to technical support provided by Enbridge Gas, participants are provided the following incentives:

- Enbridge Gas will fund $1,000 towards a facility investigation.
- Enbridge Gas provides up to $8,000 towards implementation costs.
- Enbridge Gas will fund the cost of using the Enbridge Gas Energy Management Information System (“EMIS”) for a period of 12 months or customers may opt to purchase and install a third party EMIS and receive a $1,000 incentive to cover the cost.

In addition, a $250 incentive is available for energy efficiency partners, for each participant that completes the offering.

Eligibility criteria for the Run it Right Program includes:

- The building consumes natural gas on an annual basis. The building has been occupied with the present use for at least one year prior to participation in Run it Right.
- The building has a compatible Enbridge Gas meter for interval data or has a 3rd party automatic meter reader (AMR) that allows direct access to the building's interval data during the monitoring term.
- No major capital upgrades that impact natural gas consumption are planned for the monitoring term.
- Buildings/accounts that have participated in Run it Right within the past five years must undergo a qualification review.

C15. COMPREHENSIVE ENERGY MANAGEMENT OFFERING

CEM offers financial incentives as follows:

- Up to 80% of the cost of installation or updates to EMIS, to a maximum of $50,000 per participant
- Up to $10,000 in funding to promote energy awareness and encourage energy efficiency training within the organization
- Participant can apply for up to $2,500 financial assistance for their energy team members to cover the costs of energy management related training (such as CEM certification).

Participants are then eligible to receive financial incentives for their projects, as per the Custom Industrial Offering.

ENBRIDGE

Appendix D: Offering Details (Union Rate Zones)

D1. HOME EFFICIENCY REBATE OFFERING

The maximum rebate payment for the Home Efficiency Rebate ("HER") Offering remains at $5,000 per home, which includes rebates for the home energy assessments, measure upgrades, and any applicable bonuses. The measure rebates are displayed in the tables below based on the date of the pre-retrofit energy assessment.

Measure Rebates from January 1 to June 2, 2021

MEASURE	CRITERIA	REBATE
Attic Insulation	Increase insulation from R35 or less to at least R60	$650
	Increase cathedral/flat roof insulation by at least R14	$650
Air Sealing	Achieve 10% or more above base target	$150
	Achieving base target	$100
Basement Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R23 insulation to 100% of basement	$1,250
	Add at least R12 insulation to 100% of basement	$750
	Add at least R23 insulation to 100% of crawl space wall	$1,000
	Add at least R10 insulation to 100% of crawl space wall	$500
	Add at least R24 insulation to 100% of floor above crawl space	$1,000
Exterior Wall Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R20 to 100% of building	$3,000
	Add at least R9 insulation to 100% of building to achieve a minimum of R12	$1,750
	Add at least R3.8 to 100% of building to achieve a minimum of R12	$1,000
Furnace/Boiler	For replacing a less than 96% AFUE natural gas furnace with a 96% AFUE or higher condensing natural gas furnace; OR, For replacing a less than 90% AFUE natural gas boiler with a 90% AFUE or higher condensing natural gas boiler	$250 for furnace or $1,000 for boiler
Water Heater	Replace existing natural gas water heater with 0.80 EF or higher tanked ENERGY STAR® qualified natural gas water heater. Or Replace existing natural gas water heater with 0.90 EF or higher tankless ENERGY STAR® qualified natural gas water heater.	$400
Window/Door/Skylight	For each window, door or skylight replaced with an ENERGY STAR®-qualified model.	$40

Measure Rebates from June 3 to December 31, 2021

MEASURE	CRITERIA	REBATE
Attic Insulation	Increase insulation from R35 or less to at least R60	$750
	Increase cathedral/flat roof insulation by at least R14	$650
Air Sealing	Achieve 10% or more above base target	$150
	Achieving base target	$100
Basement Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R23 insulation to 100% of basement	$1,250
	Add at least R12 insulation to 100% of basement	$750
	Add at least R23 insulation to 100% of crawl space wall	$1,000
	Add at least R12 insulation to 100% of crawl space wall	$500
	Add at least R23 insulation to 100% of floor above crawl space	$1,000

MEASURE	CRITERIA	REBATE
Exterior Wall Insulation Must upgrade a minimum of 20 per cent of the total wall area	Add at least R20 to 100% of building	$3,000
	Add at least R9 insulation to 100% of building to achieve a minimum of R12	$1,750
	Add at least R3.8 to 100% of building to achieve a minimum of R12	$1,000
Furnace/Boiler	For replacing a less than 96% AFUE natural gas furnace with a 96% AFUE or higher condensing natural gas furnace; OR, For replacing a less than 90% AFUE natural gas boiler with a 90% AFUE or higher condensing natural gas boiler.	$250 for furnace or $1,000 for boiler
Water Heater	Replace existing natural gas water heater with an EF 0.77 or higher, or UEF 0.80 or higher tank type ENERGY STAR® certified natural gas water heater Or Replace existing natural gas water heater with UEF 0.87 or higher tankless ENERGY STAR® certified natural gas water heater	$400
Window/Door/Skylight	For each window, door or skylight replaced with an ENERGY STAR®-qualified model.	$40

Assessment Rebate

Since pre-retrofit and post-retrofit home energy assessments are participation requirements, eligible customers received a rebate of $550 (where the pre-retrofit home energy assessment was completed prior to June 3, 2021) which increased to $600 to match the assessment rebate of the CGHG (where the pre-retrofit home energy assessment was completed on or after June 3, 2021) for completing the assessments. The amount is intended to cover the typical cost of the assessments.

Bonus Rebate

- Bonus rebates were offered for participants who completed more than two measures. $150 for three measures,
- $500 for four measures and
- $750 for five measures or more

Basement Bonus Rebate

- A bonus of $500 is offered to participants who insulate 100% of their basement.

D2. RESIDENTIAL ADAPTIVE THERMOSTAT OFFERING

Customers within specific income brackets can apply for $125 off an adaptive thermostat through the Moderate-Income rebate in collaboration with the IESO Energy Affordability program.

Customers who qualify for Moderate-Income must be above the Low-Income cut-off, but at or below the Moderate-Income cut-off, see table below:

Number of People in the Household	Before-Tax Household Income	
	Low-Income Cut-Off	Moderate-Income Cut-Off
1	$36,578	$46,748
2	$51,729	$58,453
3	$63,354	$70,158

4	$73,157	$81,863
5	$81,791	$93,568
6	$89,598	$105,273
7+	$96,775	$116,978

Eligible residential Enbridge Gas customers can receive a $75 instant discount on qualifying ecobee, Google Nest, Emerson, and Honeywell smart thermostats at the time of purchase. Additionally customers who fall within certain income brackets, see table above, can apply for an Energy Saving Kit that includes a $125 discount code off one of the qualifying smart thermostats.

Customers must apply for the discount code before purchase, using the offering's instant rebate tool. The discount can be redeemed in the following ways:

- In-store at Home Depot.
- Online at select retailers and manufacturer web stores (BestBuy.ca, ecobee.com, the Google Store and emersoncanada.ca/store).
- With a participating contractor via the contractor stream.

List of Qualifying Thermostats and Participating Retailers (Union Rate Zones)

MANUFACTURER	PRODUCT NAME	MODEL NUMBER	PARTICIPATING RETAILERS				
			ECOBEE *Online*	GOOGLE STORE *Online*	BEST BUY *Online*	EMERSON *Online*	HOME DEPOT *(In-store)*
ecobee	ecobee3 lite	EB-STATE3LTC-02	✓				✓
ecobee	ecobee SmartThermostat with voice control	EB-STATE5C-01	✓		✓		✓
Google Nest	Google Nest Learning Thermostat: Polished Steel	T3019CA		✓			
Google Nest	Google Nest Learning Thermostat: Stainless Steel	T3007EF		✓	✓		✓
Google Nest	Google Nest Learning Thermostat: White	T3017CA		✓	✓		✓
Google Nest	Google Nest Learning Thermostat: Black	T3016CA		✓	✓		✓
Google Nest	Google Nest Thermostat: Charcoal[17]	GA02081-CA		✓	✓		✓
Google Nest	Google Nest Thermostat: Snow[17]	GA01334-CA		✓	✓		✓
Google Nest	Google Nest Thermostat: Fog[17]	GA02083-CA		✓			
Google Nest	Google Nest Thermostat: Sand[17]	GA02082-CA		✓			
Google Nest	Google Nest Thermostat E[18]	T4000EF					✓
Emerson Sensi	Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: Black	ST75C				✓	✓
Emerson Sensi	Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: Silver	ST75SC				✓	

[17] The Google Nest Thermostat (in charcoal, snow, fog, and sand) model was added to the offering in October 2020, at the time of Google's product launch.
[18] The Google Nest Thermostat E (Model # T4000EF) was discontinued at the Google Store in October 2020, following the announcement of the new Google Nest Thermostat. This model remained available at The Home Depot throughout 2020.

MANUFACTURER	PRODUCT NAME	MODEL NUMBER	PARTICIPATING RETAILERS				
			ECOBEE *Online*	GOOGLE STORE *Online*	BEST BUY *Online*	EMERSON *Online*	HOME DEPOT *(In-store)*
Emerson Sensi	Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: White[19]	ST75WC				✓	✓
Emerson Sensi	Emerson Sensi Wi-Fi Thermostat	ST55C				✓	✓
Honeywell	Honeywell T9 Smart Thermostat with Built-In Wi-Fi	RCHT9510WFW2017/W			✓		✓

List of Qualifying Thermostats for Contractors (Union Rate Zones)

BRAND	PRODUCT NAME	MODEL NUMBER	CONTRACTOR ONLY
Enercare	Building 36 Thermostat	B36-T10-EC B	✓
Lennox	iComfort S30 Smart Thermostat	12U67	✓
Trane	Trane XL824 Connected Control	XL824	✓
Trane	ComfortLink™ II XL850	XL850	✓
Trane	ComfortLink™ II XL1050	XL1050	✓
Emerson	White Rodgers 1F95U-42WFC Sensi Touch Wifi Thermostat	1F95U-42WFC	✓
Emerson	SENSI WIFI THERMOSTAT WHITE-RODGERS - 1F86U-42WFC	1F86U-42WFC	✓
Emerson	Emerson Sensi Wi-Fi Thermostat 1F87U-42WFC	1F87U-42WFC	✓
Emerson	White Rodgers - 1F95U-42WFB Sensi™ Touch Wi-Fi Smart Thermostat	1F95U-42WFBC	✓
Carrier/Bryant	Carrier Cor Thermostat (TP-WEM01-A)	(TP-WEM01-A)	✓
Carrier/Bryant	Bryant Housewire Thermostat (T6-WEM01-A)	(T6-WEM01-A)	✓

D3. COMMERCIAL/INDUSTRIAL PRESCRIPTIVE OFFERING

TECHNOLOGY	CUSTOMER INCENTIVE AMOUNT	SERVICE PROVIDER INCENTIVE AMOUNT	DISTRIBUTOR/DEALER INCENTIVE
Space Heating			
Air Curtain (pedestrian doors, no vestibule, 3'x7') *	$300	$100	N/A
Air Curtain (pedestrian doors, no vestibule, 6'x7') *	$400	$100	N/A
Air Curtain (pedestrian doors, no vestibule, 6'x8') *	$500	$100	N/A
Air Curtain (pedestrian doors, with vestibule, 3'x7') *	$200	$100	N/A
Air Curtain (pedestrian doors, with vestibule, 6'x7') *	$300	$100	N/A

[19] *The Emerson Sensi Touch Wi-Fi Thermostat with Colour Display: White (Model # ST75WC) was added to the offering in July 2020 through the Emerson web store.*

TECHNOLOGY	CUSTOMER INCENTIVE AMOUNT	SERVICE PROVIDER INCENTIVE AMOUNT	DISTRIBUTOR/DEALER INCENTIVE
Air Curtain (pedestrian doors, with vestibule, 6'x8') *	$400	$100	N/A
Air Curtain (shipping doors, dock-in, 8'x8', 8'x9', 8'x10')	$3,250	$100	N/A
Air Curtain (shipping doors, dock- in and drive-in, 10'x10')	$4,000	$100	N/A
Air Curtain (shipping doors, drive-in, 12'x12')	$6,750	$100	N/A
Air Curtain (shipping doors, drive-in, 14'x14', 16'x16', 18'x18', 20'x20')	$8,750	$100	N/A
Condensing Make-up Air (Constant speed, Minimum 1,500 CFM to maximum 14,000 CFM per unit)	$0.50/CFM	$100	N/A
Condensing Make-up Air (2- Speed or VFD, Minimum 1,500 CFM to maximum 14,000 CFM per unit)	$1.00/CFM	$100	N/A
Demand Control Kitchen Ventilation (Retrofit, up to 5,000 CFM)	$2,700	$100	N/A
Demand Control Kitchen Ventilation (Retrofit, 5,001 to 10,000 CFM)	$6,000	$100	N/A
Demand Control Kitchen Ventilation (Retrofit, 10,001 to 15,000 CFM)	$8,800	$100	N/A
Demand Control Kitchen Ventilation (New construction, up to 5,000 CFM)	$1,200	$100	N/A
Demand Control Kitchen Ventilation (New construction, 5,001 to 10,000 CFM)	$3,000	$100	N/A
Demand Control Kitchen Ventilation (New construction, 10,001 to 15,000 CFM)	$4,400	$100	N/A
Demand Control Ventilation (with CO2 sensor)	$500	$50	N/A
Destratification Fan (20ft. or greater)	$1,000	$100	N/A
Dock Door Seal (compression seal, 8'x8', 8'x9', 8'x10')	$950, up to a maximum of 50% total project cost	$100	N/A
Dock Door Seal (shelter seal, 10'x10')	$1,650, up to a maximum of 50% total project cost	$100	N/A
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 55% to 64% sensible heat recovery effectiveness)	$1.00/CFM	$100	$50
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 65% to 74% sensible heat recovery effectiveness)	$1.25/CFM	$100	$50
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 75% to 84% sensible heat recovery effectiveness)	$1.50/CFM	$100	$50
Energy Recovery Ventilator (ERV) (no existing ERV and not required by code, 85% or greater sensible heat recovery effectiveness)	$1.75/CFM	$100	$50
Energy Recovery Ventilator (ERV) (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$0.50/CFM	$100	$50
Energy Recovery Ventilator (ERV) (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$0.75/CFM	$100	$50
Energy Recovery Ventilator (ERV) (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$1.15/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 55% to 64% sensible heat recovery effectiveness)	$0.50/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 65% to 74% sensible heat recovery effectiveness)	$0.75/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 75% to 84% sensible heat recovery effectiveness)	$1.00/CFM	$100	$50
Heat Recovery Ventilator (HRV) (no existing HRV and not required by code, 85% or greater sensible heat recovery effectiveness)	$1.25/CFM	$100	$50
Heat Recovery Ventilator (HRV) (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$0.25/CFM	$100	$50
Heat Recovery Ventilator (HRV) (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$0.50/CFM	$100	$50
Heat Recovery Ventilator (HRV) (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$0.75/CFM	$100	$50
Ozone Laundry (based on weight of laundry processed annually. Maximum $15,000/system)	$0.04/lb.	$100	N/A

**Enbridge Gas provided double incentive amount for all double-doors pedestrian doors*

Distributor Discount Program Incentives (midstream initiative)

TECHNOLOGY	DISTRIBUTOR/DEALER INCENTIVE ($/UNIT)
HVAC	
Condensing Water Heaters	$450
Condensing Tankless Water Heaters	$450
Condensing Unit Heaters	$750
Food Service	
ENERGY STAR Fryers	$750
ENERGY STAR Steam Cookers	$1,000
High-Efficiency Under-Fired Broilers	$750
ENERGY STAR Convection Oven	$750
ENERGY STAR Rack Ovens single	$750
ENERGY STAR Rack Ovens double	$900

D4. COMMERCIAL/INDUSTRIAL DIRECT INSTALL OFFERING

Shipping Door Offer

Eligible customers are provided with a shipping door assessment, project recommendation and the installation of shipping and receiving door equipment including Air Curtains and Dock Door Seals, with approximately 90% of total project covered for Air Curtains and 85% of the total project cost covered for Dock Door Seals.

Demand Control Kitchen Ventilation (DCKV) Offer

Eligible customers are provided with the installation of a demand control kitchen ventilation system that has both temperature and optic sensors. Between the Enbridge Gas and Save on Energy incentive, approximately 87% of the total project cost is covered on standard installations

D5. COMMERCIAL/INDUSTRIAL CUSTOM OFFERING

In addition to technical expertise, the following financial incentives are available to participants:

ITEM	COMMERCIAL CUSTOMERS	INDUSTRIAL CUSTOMERS
New Equipment Installation, Equipment Retrofit, and Process Optimization Projects	General Service customers (rates M1, M2, R1, and R10): $0.20/m3 for estimated annual natural gas savings, up to 50% of the project cost for Commercial customers and 50% of incremental cost for Industrial customers, to a maximum of $100,000	

ITEM	COMMERCIAL CUSTOMERS	INDUSTRIAL CUSTOMERS
	Contract customers (M4, M5, M7, T1, and R20): $0.10/m3 for estimated annual natural gas savings, up to 50% of the project cost for Commercial customers and 50% of incremental cost for Industrial customers, to a maximum of $100,000	
Engineering Feasibility Studies	50% of study cost, up to $4,000	50% of study cost, up to $10,000
Steam Trap Audit	50% of the eligible audit costs, to a maximum of $6,000.	50% of the eligible audit costs, to a maximum of $6,000.
Study Top-Up	Feasibility Study: 50% to a maximum of $4,000	Engineering Feasibility Study: 50% to a maximum of $10,000 Process Improvement Study: 34% to a maximum of $20,000
Process Improvement Studies	--	66% of study cost, up to $20,000
Meter Installations	--	50% of installed cost, up to $5,000 limit of 5 meters per year per site
Limited Time Offer	$0.40/m3 for estimated annual natural gas savings for Condensing Boiler Projects where Commercial General Service customers commit with an Energy Solutions Advisor by June 30, 2021, to install a boiler by Oct 31, 2021. $0.30/m3 for estimated annual natural gas savings for High-Efficiency Boiler Projects where Commercial General Service customers commit with an Energy Solutions Advisor by June 30, 2021, to install a boiler by Oct 31, 2021. 100% of the eligible audit costs*, to a maximum of $5,000 for Commercial General Service customers who complete building controls audits by July 31, 2021, and complete retrofit projects by Nov 15, 2021: • 50% of initial audit cost up to $2,500 per customer • Where the audit recommendations lead to a retrofit project, and upon completion of a 2021 Custom Retrofit Project where annualized natural gas savings exceed a minimum of 10,000m³, an incentive for the remaining 50% of the audit cost, up to an additional $2,500 is available.	20% Bonus Incentive for Early Projects, for both contract and general service industrial customers; Must be pre-approved by Enbridge Gas to be eligible. Measure must be commissioned and paperwork submitted to Enbridge Gas by June 30, 2021. 2X incentive for Greenhouse Retrofit projects for all agricultural customers, up to 50% of the incremental project cost, to a maximum of $100k; Must be pre-approved by Enbridge Gas to be eligible. Projects must be installed, and paperwork submitted to Enbridge Gas by June 30, 2021. Steam Trap Survey Top-Up: 50 percent of the cost of the survey, to a maximum of $6,000 once the failed traps identified in the steam trap survey have been replaced.

** The Eligible Audit Costs are the costs invoiced by the Applicant's Contractor and, exclusive of applicable taxes, incurred solely for the purpose of conducting the Audit and preparing the Audit Report, that are paid by the Applicant.*

D6. HOME WINTERPROOFING OFFERING

There is no financial cost to the participant for this offering. In addition to home energy assessments, the offering included the following measures:

- Insulation (attic, wall, basement)
- Draftproofing
- Smart thermostats
- Showerheads
- Kitchen and bathroom aerators
- CO detectors
- Pipe Wrap Installation

To be eligible for the offering, the participant must meet the following criteria:

- Occupant of single/semi-detached, town/row house or low-rise multi-family housing (three stories or less, as defined by Part 9 of the Ontario Building Code)

  And

- Income is at or below 135% of Statistics Canada's Low-Income Measure before tax (LIM BT) thresholds or participation in government assistance programs (private homeowner or tenant must heat their home with natural gas and pay their own gas bills)

  Or

- Tenant resides in social and assisted housing, regardless of gas bill payment responsibility.

D7. INDIGENOUS OFFERING

There is no financial cost to the participant for this offering. In addition to home energy assessments, the offering included the following measures:

- Insulation (attic, wall, basement)
- Draftproofing
- Smart thermostats
- Showerheads
- Kitchen and bathroom aerators
- CO and smoke alarms
- Smart Thermostat
- Pipe Wrap Installation

D8. AFFORDABLE MULTI-FAMILY HOUSING OFFERING

TECHNOLOGY	CUSTOMER INCENTIVE	SERVICE PROVIDER INCENTIVE ($/UNIT)
Direct-Install		
Low-Flow Showerheads	Free	N/A
Heat Reflector Panels	Free	N/A
Energy Assessments (for multi-family buildings 4 stories and higher, or, 6,400sqft and over)	Up to $8,000 per building, an annual maximum limit of $40,000 per housing providers	N/A
Custom Incentives		
Boilers (include high-efficiency and condensing for seasonal heating and domestic hot water)	$2.40/annual m^3 of natural gas saved, up to a maximum of $200,000 or 50% of the fully installed project cost,	N/A
Other custom solutions	$0.01 per lifetime m^3 of natural gas saved, up to a maximum of $200,000 or 50% of the fully installed project cost	N/A
Fixed Incentives		
Condensing Make-Up Air Units (constant speed, minimum 1,500 CFM to a maximum of 14,000 CFM per unit)	$0.80/CFM	$100
Condensing Make-Up Air Units (two speed, minimum 1,500 CFM to a maximum of 14,000 CFM per unit)	$2.00/CFM	$100
Condensing Make-Up Air Units (variable frequency drive (VFD), minimum 1,500CFM to a maximum of 14,000CFM per unit)	$2.40/CFM	$100
Condensing Storage Water Heaters (greater than 75 kBtu/hr)	$1.40/annual m^3 of natural gas saved	$100
Condensing Instantaneous (Tankless) Water Heaters (75kBtu/hr or greater)	$1.90/annual m^3 of natural gas saved	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$6.30/CFM	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$7.30/CFM	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$8.30/CFM	$100
Energy Recovery Ventilators (no existing ERV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$9.30/CFM	$100
Energy Recovery Ventilators (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$1.00/CFM	$100
Energy Recovery Ventilators (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$2.00/CFM	$100
Energy Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$3.00/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$5.35/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$6.25/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$7.25/CFM	$100
Heat Recovery Ventilators (no existing HRV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$8.25/CFM	$100
Heat Recovery Ventilators (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$1.00/CFM	$100
Heat Recovery Ventilators (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$2.00/CFM	$100

TECHNOLOGY	CUSTOMER INCENTIVE	SERVICE PROVIDER INCENTIVE ($/UNIT)
Heat Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$3.00/CFM	$100
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$175/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$200/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$225/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilator (no existing HRV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$250/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilators (improved effectiveness 65% to 74% sensible heat recovery effectiveness)	$60/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilators (improved effectiveness 75% to 84% sensible heat recovery effectiveness)	$120/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Energy Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$190/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 55% to 64% sensible heat recovery effectiveness)	$150/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 65% to 74% sensible heat recovery effectiveness)	$175/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 75% to 84% sensible heat recovery effectiveness)	$200/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (no existing HRV or not required by Code, 85% or greater sensible heat recovery effectiveness)	$225/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (improved effectiveness, 65% to 74% sensible heat recovery effectiveness)	$40/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (improved effectiveness, 75% to 84% sensible heat recovery effectiveness)	$100/unit	5% of the total customer incentive per building. One service provider incentive payment per building.
In-suite Heat Recovery Ventilators (improved effectiveness, 85% or greater sensible heat recovery effectiveness)	$150/unit	5% of the total customer incentive per building. One service provider incentive payment per building.

D9. LARGE VOLUME DIRECT ACCESS OFFERING

Incentive Guidelines:

ITEM	INCENTIVE
Engineering Feasibility Study	50% of the cost, up to $10,000
Process Improvement Study	66% of the cost, up to $20,000
Steam Trap Survey	50% of the cost, up to $6,000

Meters	50% of the cost, up to $5,000 per meter
Customer Education	Provided by or funded by Enbridge
New Equipment Installation, Equipment Retrofit, Process Optimization Projects and Operational Improvement	Direct Access Funded: $0.10 per annual m^3 saved, up to $100,000* Aggregate Pool Funded: $0.05 per annual m^3 saved, up to $40,000*

**Incentive cannot exceed 50% of project cost*

D10. OPTIMUM HOME OFFERING

Incentives include:

PHASE	INCENTIVE
Phase One: Design	In-kind services up to $30,000 value per builder $3,000 cash incentive per builder towards the prototype Discovery Home
Phase Two: Build	In-kind services up to $25,000 value per builder
Post Phase: Retain	In-kind services up to $15,000 value per builder

D11. COMMERCIAL SAVINGS BY DESIGN OFFERING

PROJECT PHASE	INCENTIVE	DETAILS
Planning/Design	Services (up to $30,000 value)	Includes IDP session and final IDP report
Pre-Construction	$15,000 financial incentive	Provided upon completion of a pre-construction energy model that meets the energy performance target
Commissioning	$15,000 financial incentive	Provided upon completion of a final (as-constructed) energy model that demonstrates the building meets the energy performance target

To be eligible for an incentive, the submitted projects must fulfill the following criteria:

- Construction projects must have a minimum threshold of 50,000 square feet per project (including aggregate multi-location projects).
- Building(s) must be in the design phase or earlier.
- Building construction must be completed within 5 years of completion of the IDP, and building must be commissioned within 1 year of construction completion.
- Builders are eligible to participate in the offering multiple times for different projects.

D12. RUNSMART OFFERING

In addition to technical support provided by Enbridge Gas to identify energy savings opportunities, participants are provided the following financial incentives:

DEMONSTRATED SAVINGS	FINANCIAL INCENTIVE
5% to below 10%	$0.20 per annual m^3 saved
10% to below 15%	$0.25 per annual m^3 saved
15% or more	$0.30 per annual m^3 saved

Participants must consume more than 50,000 m^3 of natural gas annually and must not have recently implemented energy conservation measures at their site (e.g. non-DSM participants and/or customers who have not participated in the last two years). Participants must confirm there are no major capital upgrades planned for the duration of the monitoring period.

D13. STRATEGIC ENERGY MANAGEMENT OFFERING

PARTICIPATION PERIOD	INCENTIVES
Year One: Start-up incentives	Up to $25,000 to support the purchase and installation of sub-metering and data management equipment
	In-kind technical support from Enbridge Gas and a third-party expert
Year Two: Baseline incentive	Continuation of in-kind technical support, as baseline data is being collected and analyzed
Years Three to Five: Fixed performance incentives*	Year Three: $10,000 for energy savings of 5% or more over baseline
	Year Four: $15,000 for energy savings of 10% or more over baseline
	Year Five: $20,000 for energy savings of 15% or more over baseline

**A minimum of 5% savings compared to baseline is required to qualify for any performance incentive.*

To be eligible, a participant must be a contract industrial-manufacturing customer who has not participated in Enbridge Gas' previous integrated energy management system offering, with a minimum annual natural gas usage of 1,000,000 m^3, and does not have an existing energy management system (i.e. an integrated system to track, report, and plan continuous improvement energy efficiency activities). Customers also need to enter into a participation agreement with Enbridge Gas and commit to establishing an energy performance baseline.

ENBRIDGE

Appendix E: Abbreviations and Acronyms List

	ABBREVIATION/ACRONYM	FULL NAME
A	AFUE	Annual Fuel Utilization Efficiency
	Amendment 15	NRCan's Regulations Amending the Energy Efficiency Regulations, 2016 (Amendment 15): SOR.2019-164
C	CEE	Consortium for Energy Efficiency
	CEM	Comprehensive Energy Management
	CFM	Cubic feet per minute
	C/I	Commercial/Industrial
	CSBD	Commercial Savings by Design
D	DCKV	Demand Control Kitchen Ventilation
	DCP	Design Phase Charette
	DCV	Demand Control Ventilation
	Decision	Decision and Order on EGD's and Union's 2015-2020 DSM Plans (EB-2015-0049/EB-2015-0029)
	DSM	Demand Side Management
	DSM Framework	Demand Side Management Framework for Natural Gas Distributors (2015-2020) (EB-2014-0134)
	DSM Guidelines	Filing Guidelines to the Demand Side Management Framework for Natural Gas Distributors (2015-2020) (EB-2014-0134)
	DSMVA	Demand Side Management Variance Account
E	EAC	Evaluation Advisory Committee
	EC	Evaluation Contractor
	EEP	Energy Efficiency Plan
	EMIS	Energy Management Information System
	EM&V	Evaluation, Measurement, and Verification
	ERV	Energy Recovery Ventilation
	ESA	Energy Solutions Advisors
H	HER	Home Efficiency Rebate
	HRR	Home Reno Rebate offering
	HRV	Heat Recovery Ventilation
	HVAC	Heating, Ventilation and Air Conditioning
	HVLS	High Volume Low Speed
I	IDP	Integrated Design Process
	IESO	Independent Electricity System Operator
L	LICO	Low-Income Cut-Offs
	LRAM	Lost Revenue Adjustment Mechanism
	LTO	Limited Time Offers
M	Mid-Term Report	Mid-Term Review of the Demand Side Management Framework for Natural Gas Distributors (2015-2020) (EB-2017-0127 & EB-2017-0128)
N	NECB	National Energy Code of Canada for Buildings
	NRCan	Natural Resources Canada
	NTG	Net-to-Gross study
O	OBC	Ontario Building Code
	OEB	Ontario Energy Board
P	PAC	Program Administrator Cost
R	REA	Registered Energy Advisor

	ABBREVIATION/ACRONYM	FULL NAME
S	SBC	Sustainable Building Canada
	SEM	Strategic Energy Management
	SO	Service Organization
T	TRC-Plus	Total Resource Cost Plus
	TRM	Technical Resource Manual

Appendix F: Process Evaluation PY19 Commercial Offerings

Nexant
Now a part of Resource Innovations

2019 Commercial Offerings - Process Evaluation Report

Submitted to Enbridge Gas

May 19, 2021

Principal authors:

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Contents

1 Executive Summary

1.1 Goals, Objectives and Scope

The Ontario Energy Board (OEB) conducted a mid-term review of the 2015-2020 DSM Framework, and the OEB set out the requirement for Legacy Enbridge Gas (LEG) and Legacy Union Gas (LUG) to conduct process evaluations of their respective programs. The program year covered in this evaluation is 2019. This was the first year of the Enbridge/Union Gas merger where program delivery and sales teams were beginning to align internally but were still responsible for the delivery of two separate DSM plans. The LEG franchise territory was largely urban; centered on the Greater Toronto Area and Ottawa Region. The LUG franchise area was more rural covering smaller communities in Western, Eastern and Northern Ontario. The legacy utilities' customer profiles reflected their geographical differences with LUG serving a significant Agricultural and Industrial sector along with some very large customers. Each legacy utility employed a DSM delivery strategy that served their unique customer needs. Enbridge will continue to deliver the two legacy DSM plans until the next DSM plan is approved.

The overall objectives of the process evaluation include:

- Assisting program and offering designers and mangers to continuously improve programs and offerings.
- Providing pertinent input for the development of next-generation programs and offerings based on the performance assessment of previous programs and offerings.

The conducted process evaluation assessed commercial offerings administered by LEG and LUG in the 2019 program year (PY). The specific offerings included in the evaluation are:

- Prescriptive
- Direct install
- Custom

The three offerings were delivered separately by LEG and LUG within their rate zones.

1.2 Methodology

The process evaluation included the following main task areas:

- Review of offering material
- Review of offering data
- Sampling, interviews and surveys to obtain perspectives from:
  - Program managers and sales staff
  - Contractors - Direct Install offering
  - Participant contractors

- Participants

EGI provided a data set of LEG and LUG participants for the relevant offerings. The data set included 1,075 LEG participants and 750 LUG participants. Email contact information was available for 277 LEG participants and 349 LUG participants. The 626 participants with email contact information were contacted to participate in a survey. A total of 56 participants completed the survey, which was comprised of 25 LEG participants and 31 LUG participants.

1.3 Strengths of Offerings

To assist program designers and mangers to continuously improve programs and offerings, the process evaluation of 2019 included an assessment and identification of offering delivery strengths. The strengths identified through an evaluation of the offerings, which were delivered separately by LEG and LUG, provide guidance on processes that worked well. These processes can be considered for inclusion in the development of next-generation programs and offerings. The offering delivery strengths are summarized in Table 1-1. The strengths were identified through in-depth interviews (IDIs) with program and sales staff, Direct Install contractors and participant contractors.

Table 1-1: Offering Delivery Strengths

Topic	Offering Delivery Strengths	
Internal Team Engagement	Close collaboration and frequent communication amongst the program and sales staff	▪ Frequent communication and close collaboration, including regular meetings and open lines of communications, between program and sales staff provided valuable insights into the continuous improvement of offers, expedited addressing ongoing issues, kept all staff updated and helped to address participant needs and questions.
Energy Advisors	Energy Advisors facilitate customers with the Custom offering	▪ Program and sales staff perceived the Energy Advisors as a key element that drives the success of the Custom offerings. Energy Advisor worked to keep participants engaged by minimizing the effort to participate.
	Energy Advisors support of Direct Install contractors	▪ Direct Install Contractors found it was beneficial to collaborate with Energy Advisors. The EAs assisted with the development of strategies, resolved issues regarding participation and closing projects at year-end.
	Dedicated Energy Advisors supporting participant contractors	▪ Energy Advisors were perceived as an invaluable benefit to participant contractors. The dedicated EAs worked to assist contractors with recruitment, sharing offering updates, managed project tracking sheets and took on the task of filling in applications.
Engaging Contractors	Contractors managing application process	▪ The LEG and LUG programs staff attributed the high level of satisfaction with the Prescriptive and Direct Install offering as the ease of participation, because contractors managed most of the application process.
Marketing	Successful direct marketing strategies	▪ Direct marketing strategies that were named as being successful, are:

Topic		Offering Delivery Strengths
		▪ Social media campaigns, which were effective at driving traffic to offer website. ▪ Direct mail to targeted customers who were on the Direct Install offer customer list. ▪ Direct marketing done by trade allies were very effective for the Prescriptive offer.
	Marketing material accessibility and collaborative development of marketing strategies with Direct Install contractors	▪ Marketing material for both utilities was readily available, accessible, and included electronic and printed material to Direct Install contractors. ▪ The Direct Install contractors provided input as LEG and LUG developed the offering marketing material and marketing strategies. This collaboration resulted in successful marketing campaigns according to the contractors.
	Reputation of LUG and LEG brands	▪ Direct Install contractors reported that their customers were familiar with the LEG and LUG brand. Their customers linked the LEG and LUG brands to reputable establishments and this brand recognition drove motivation to participate in the offering.
Application Process	Well established process and tracking system that is easy to operate	▪ LEG program staff felt that the tracking system was easy to use as it runs independently and is supported by a well-established internal process. ▪ LUG program staff had an established Guardian system for application tracking, accompanied by an established internal review process.
	Straightforward application process	▪ Participant contractors perceived the application process to be straightforward and required a level of effort that is aligned with the complexity levels of projects.
Incentives	An incentive structure providing incentive for mid-size projects and technical support for larger projects	▪ Incentives for mid-size projects, these would be projects where the incentive is a significant portion, such as 50% or more, of the project cost, were very important as it tends to be a significant part of the total project cost. ▪ For larger projects, the technical support was more valuable and incentives were second most important, since the incentive did not constitute a significant portion of the project cost.
	Direct Install Incentives covering most of the project cost	▪ LEG and LUG Direct Install Contractors regarded the offering's incentives, which provides up to 90% of the cost of the equipment and installation, as the key strength and selling feature of the Direct Install offering.
	Satisfactory Prescriptive incentive amounts	▪ According to the participant contractors, participants expressed a high level of satisfaction with the Prescriptive incentive amounts as they felt it was satisfactory.
	Fast incentive processing and payment	▪ The processing and payment of incentives turnaround time was considered to be relatively fast which contributed to the participants high level of satisfaction with the incentive process.

1.4 Challenges, Barriers and Recommendations

Program and sales staff, Direct Install contractors and participant contractors identified challenges and barriers they experienced with the offerings. The challenges and barriers are discussed in Sections 6 to 8, and are summarized in Section 10. Recommendations to address the challenges and barriers were defined and are summarized in Sections 6 to 8. These recommendations, together with the recommendations resulting from the process evaluation of offering material and data, are summarized in Table 1-2. The summary of recommendations below does not provide the source of the recommendation. The detailed discussion of the recommendations and sources are included in Sections 6 to 8. The recommendations are listed according to topics.

Table 1-2: Summary of Recommendations

Topic	Recommendation
Free-ridership	▪ Continually address free-rider mitigation strategies across the integrated team and share best practices from each of the legacy utilities in addition to providing clarity and guidance on the evaluation of savings and screening of free-riders.
Resources	▪ Review and address resource constraint with internal sales team and the tracking and reporting team.
Offering Material	▪ Ensure that each specific offer has a process map that is sufficiently detailed. ▪ Each offer should have its own logic model which provides rationale for each step in the process map and have an up-to-date summary sheet. ▪ Implement applications and data tracking for all offerings. This involves, for example, capturing customer's involvement and all their applicable contact information to ensure application and data tracking is fully implemented. ▪ There is a need to target improving website usability and presentation, since the overall satisfaction with accessing online information was low. ▪ Ensure marketing materials include pertinent information in a clear manner.
Offering Design	▪ When design changes are contemplated, promote collaboration between internal program and sales teams to define and plan implementation strategies. ▪ Add new and emerging technologies to the offers with the assistance of manufactures to expand the scope of the offerings, provide a wider selection of cost-effective solutions, and increase participation. ▪ Develop budget to provide more support for larger accounts in the historic LEG rate territory and more engagement with smaller commercial customers (less than 50,000 m3) in the historic LUG rate territory, to acquire new participants. ▪ Consider including in offerings a cost-effective strategy to provide technical support for smaller accounts. Smaller accounts have a more pressing need for technical and financial assistance, due to limited resources and understanding of what benefits or measures are available, appropriate and how to install it. ▪ Review and clearly define customer eligibility when customers participated in different offerings.
Incentive Structure	▪ Continue providing higher incentive levels, which would allow for engaging broader and deeper tiers of new customers. ▪ Streamline the incentive amounts of some prescriptive technologies that have variable incentives.

Topic	Recommendation
	▪ Review incentives and offering benefits and provide a margin of difference with the Direct Install fixed criteria to allow participants to receive as close as possible to the full quoted incentive amount.
Data Sets	▪ Ensure key contact information (specifically contact name, email address and telephone number) are captured for each project by making these data fields mandatory on the application form and that Energy Advisors understand the significance of accurate information capturing as they are responsible for validating this information. ▪ Develop a data structure that captures the defined information and provide a clear definition of the data fields. ▪ Review how data is captured for the LEG Direct Install offer and revise it to avoid overstating incentives due to data duplication.
Offering Implementation	▪ Provide fixed annual budget and information about free-ridership before offerings are launched. This will ensure cost effective technologies are being promoted from the start of the offering. ▪ When designing and delivering offerings, consider allowing longer timelines for project completion to align better with the duration and timing of participants' project life cycles and /or budget planning cycles, and to accommodate projects that carry over from year to year. ▪ Ensure consistency and continuity of the offering yearly to increase the efficiency and effectiveness of offering delivery. ▪ Offer a bonus incentive to customers to act within a certain timeframe. This will motivate participants to complete projects within offering timeline. ▪ Provide customer contact information in customer lists provided to contractors. This will increase participant recruitment efficiency. Provide an updated customer list mid-year, because contact information is outdated within a few months. ▪ When creating a customer list for Direct Install delivery agents coordinate with the internal sales team to ensure there is no duplication between customers being pursued by sales team and Direct Install delivery agents. ▪ Pre-screen customers and prioritize owner-occupied facilities. These facilities are more likely to participate. ▪ Streamline the turnaround response process for participant eligibility approval and develop a service level agreement (SLA) between internal departments to expedite the eligibility approval response turnaround time. This may include description of the internal EGI participant eligibility approval process that indicates the steps as well as responsibilities and turnaround time for each step. ▪ Allow tracking and reporting team to edit and adjust in the CRM once clarification is provided from the sales team. This will reduce effort and time to make edits. ▪ Optimize and streamline the application and incentive approval process. This includes streamlining participant signing requirements and limiting the number of touch points with customers. This will improve the customer experience. ▪ Work with participant contractors to collect information while the project implementation is in progress. This will minimize the effort to collect data when the project is completed.
Incentive Processing	▪ Review the incentive processing and payment steps to identify areas to increase efficiency and turnaround time and implement quality control checks to ensure correct customer contact information is captured.

Topic	Recommendation
	▪ The accounts payable department should include a description and project information with the mailed cheques to avoid participant confusion on why they are being sent. ▪ Implement a more efficient payment process similar to the one seen prior to 2019 that allowed project invoices to be processed individually.
Marketing	▪ Develop more EGI branded communications and marketing to provide consistent and regular communications to customers on the offers. ▪ Ensure contractors have more EGI branded material in order to build awareness of the offerings as a product of EGI and verify the legitimacy of the offering. ▪ Develop more customer case studies, example of success stories, and novel and targeted communication of the offering's benefits. ▪ Synchronizing the frequency of marketing campaigns with the contractor's key sales period and involve them in the early marketing and design stages when offering changes are contemplated. ▪ Additional and increased frequency of marketing efforts will assist with achieving increased participation. ▪ Conduct research studies to define the influence and impact of different marketing strategies on program results to identify the most effective approach.
Communication, Engagement and Training	▪ Optimize the number of internal meeting attendees, and allocated time for information sharing during regular internal update meetings. ▪ Provide more communication, training and support to vendors, and continue to alleviate the delivery vendors' application challenges by streamlining the process for all offerings but was especially highlighted for Direct Install offerings ▪ Consider developing a formal trade ally network. ▪ Consider creating a joint online portal, where contractors can submit applications to internal Energy Advisors. ▪ Review and address turnover of Energy Advisor staff and develop a strategy to maintain customer and Energy Advisor relationship. ▪ Develop a process to manage customer interaction between EGI Energy Advisors and contractors. This will continue to improve the customer experience. ▪ Consider conducting customer surveys by an independent third party to increase the likelihood of a more accurate representation of customer satisfaction.
Process Evaluation	▪ Conduct process evaluation as soon as possible after project completion to minimize the amount of changes in contact and schedule them to occur during non-vacation periods. ▪ Consider including an incentive amount for participants and non-participants as motivation for survey completion. ▪ Provide clear definition in data sets to enable easy identification of customers to be included in the process evaluation. ▪ Provide contact information, especially email addresses, for all participants and non-participants.

1.5 Participant Experience and Satisfaction

A survey of participants gained an understanding of their experience and gauged their satisfaction with the offerings. Questions examined how participants became aware of the offerings and their decision to participate in the program. Eighty per cent of the participants became aware of their respective offerings from the following source:

- Enbridge Advisors
- Trade allies or contractors

The offering features that played the most significant role in participants' decisions to participant in their respective offerings were:

- Program incentive.
- Previous experience with an energy saving offering.
- Information or recommendation provided to by a LEG/LUG Energy Advisor.

The survey also focused on learning about participant experience and satisfaction with different offering components, including accessing online resources, working with Energy Advisors, the application process, installation and contractors, and the incentive processing. The key insights regarding the participants offering experience and satisfaction are summarized in Table 1-3.

Participants did not provide many suggestions for improvement or feedback. The few who provided feedback mentioned increased incentives, continued communication with Energy Advisors, and quicker incentive turnaround time.

Table 1-3: Summary of Participant's Experience – Key Insights

Topic	Satisfaction	Insights
Overall Offering	92% of participants were either satisfied or extremely satisfied with the offerings over all.	▪ The main reasons for participant's high satisfaction rate were ease of participation, value of the incentive, and assistance from an Enbridge Advisor.
Offering Information	63% of participants rated accessing online information as easy or extremely easy.	▪ Those participants who were satisfied cited LEG/LUG Energy Advisor and clear website navigation as the main reasons for their rating. ▪ Information accessed online the most frequently were, offering eligibility criteria, offering application, offering contacts and success stories.
Energy Advisor	97% of the participants were satisfied or extremely satisfied with LEG/LUG Energy Advisor interactions.	▪ The main reasons for the high satisfaction were LEG/LUG advisor's helpfulness, responsiveness, and knowledge.
Application	68% of participants rated offering application submission process as easy or extremely easy.	▪ The main reasons for the ease of the application process according to program contractors were the simplicity of the application. It was straight forward and matched the complexity of the project, and

Topic	Satisfaction	Insights
		contractors assisted with filling in applications.
Installation	89% of participants reported that the installation process did not create any disruptions to their business.	▪ Only five participants (9%) indicated disruptions as the installation took longer than expected or they needed to shut down a section of their business for the day.
Contractors	84% of participants were satisfied or extremely satisfied with the quality of the contractors' work. 90% of participants reported they were satisfied or extremely satisfied with the completed upgrades.	▪ The main reasons for these ratings included the energy savings they incurred, the energy efficiency gained, and the overall quality of their product or work.
Incentive Process	80% of the participants were satisfied or extremely satisfied with the incentive paperwork turnaround time. 73% of the participants were satisfied or extremely satisfied with incentive payment processing turnaround time.	

2 Goals, Objectives and Scope

Historically, the commercial Custom and Prescriptive offerings have provided Enbridge and Union Gas' commercial and industrial customers with a wide variety of Demand Side Management (DSM) options. In 2019, Legacy Enbridge Gas (LEG) and Legacy Union Gas (LUG) merged into Enbridge Gas Inc. (EGI), a gas distribution company serving the majority of the province of Ontario. As regulated utilities, LEG and LUG operate DSM offerings for their residential, low-income, and commercial/industrial customers within the framework approved by the Ontario Energy Board (OEB).

The OEB approved a DSM Framework and the DSM Plans for LEG and LUG, which took effect in 2015. The offerings included in the DSM Plans were expected to continue to the end of 2020. The terms of the merger in 2019 left the newly formed company to continue delivering two separate DSM plans until the next framework is approved. EGI collaborated with the OEB to establish a timeframe for developing the updated framework, with proceedings scheduled to commence in 2020, followed by the framework's rollout in 2022.

In its report on the mid-term, the OEB directed the legacy utilities to conduct process evaluations. In the evaluation year, 2019, the new utility was developing coordinated delivery methods while still delivering on individual DSM plans. For this reason, the offerings and processes of the legacy utilities are considered separately.

2.1 Goals and Objectives

The purpose of process evaluations is to document offering processes, identify operational and quality assurance issues, and assess market barriers and market response. Process evaluations also provide valuable information to program managers by exposing reasons why a program or offering may or may not meet specific goals while outlining strategies for enhancing a program's organization, delivery effectiveness, and outcomes. The overall objectives of the process evaluation include:

- Assisting program and offering designers and mangers to continuously improve programs and offerings.
- Providing pertinent input for the development of next-generation programs and offerings based on the performance assessment of previous programs and offerings.

2.2 Scope of Work

The conducted process evaluation assessed commercial offerings administered by LUG and LEG in the 2019 program year (PY). Table 2-1 summarizes the specific offerings included in the evaluation. The three offerings were delivered separately by LEG and LUG within their rate zones.

Table 2-1: Offerings Included in Process Evaluation

Offerings	Descriptions
Prescriptive	The offering provided fixed financial incentives for the installation of eligible high-efficiency technologies. Depending on the technology, incentives were provided to customers, service providers, and/or distributors/dealers. Energy savings estimations were based on the OEB's Technical Resource Manual (TRM).
Direct install	The offering provided a turnkey solution, in the form of the installation of energy efficient technologies, to customers who were less likely to participate in traditional offerings. The offering also provided increased incentive levels for select technologies.
Custom	The custom commercial and industrial offerings addressed energy savings opportunities related to unique building specifications, design concepts, processes and/or new technologies that were outside the scope of prescriptive measures. The offering provided technical assistance and financial incentives to encourage customers to implement energy efficient technologies. LEG provided consulting services to customers and third-party service providers to assess buildings' energy consumption and provide recommendations for gas-saving measures.

The scope of work included the following tasks to conduct the process evaluation of these offerings:

- Identify groups to be engaged during process evaluations, such as participants, contractors, and offering delivery staff. The participant identification process need to consider EGI customers' diversity across sectors, provincial regions, and installed measure types.
- Develop and field process evaluation surveys, interview guides, and engagement processes for each of the identified groups.
- Analyze data and develop a report inclusive of actionable recommendations for improvements to the process.
- Prepare a presentation to highlight the evaluation findings for presentation to the program design, delivery, and strategy teams.

A summary of the evaluation methodologies is presented in Section 3, with observations, perspectives, and results of the process evaluation presented and discussed in Sections 4 to 9, and key findings and recommendations in Section 10.

3 Methodology

The process evaluation included the following main task areas:

- Review of offering material
- Review of offering data
- Sampling, interviews and surveys

This section describes the methodologies and approaches applied to execute the tasks.

3.1 Review of Offering Material

Nexant reviewed program documentation, including program fact sheets, websites, applications, process maps, annual reports, and marketing materials from both LUG and LEG, as applicable. Prior to drafting the in-depth interviews, an initial review of the collected offering documentation was conducted to fully understand the offering design, logic, and delivery, and any changes to the offerings. Subsequent to completing the in-depth interviews, the offering documentation was reviewed again to revisit and re-evaluate findings from the materials review in the context of interview and survey data findings. Ultimately, this allowed for the contextualization and triangulation of findings from all data sources. Applications, program fact sheets, process maps, and annual reports were examined in order to assess the approach and completeness of program design, logic, and documentation. Marketing materials, primarily consisting of program fact sheets, were evaluated for completeness, approach, and overall cohesion. Lastly, program websites were assessed in terms of their design, usability, and messaging.

3.2 Review of Offering Data

Enbridge provided data pertaining to the LEG and LUG offerings, which included:

- Participants: Participant data sets for LEG and LUG containing those who participated in the 2019 program year. The data included in the participant data sets are discussed in Section 5.
- Program staff: Names and contact information of the main LEG and LUG program design and delivery managers for each offering.
- Sales team: Names and contact information of the LEG and LUG sales team supervisors.

3.3 Sampling, Interviews, and Surveys

The process evaluation assessed the offerings' design and delivery. An offering process assessment was conducted through in-depth interviews (IDIs) and focused surveys with

relevant offering actors, including LEG and LUG offering managers and sales staff, Direct Install contractors, participant contractors, and offering participants. For each respondent type, a customized interview guide or survey instrument was developed to ensure that responses addressed specific topics and provided the ability to draw meaningful conclusions.

Table 3-1 indicates the survey methodology, the total population invited to participate in the interviews or surveys, and the total number of completed interviews and surveys. The following subsections provide context regarding each surveyed group.

Table 3-1: Process Evaluation Primary Data Sources

Respondent Type	Methodology	Completed	Population
Legacy Enbridge Gas			
Offering managers and sales staff	Phone in-depth interviews	3	3
Contractors - direct install offering	Phone in-depth interviews	2	2
Participant contractors	Phone survey	2	272
Participants	Web survey	25*	277**
Legacy Union Gas			
Offering managers and sales staff	Phone in-depth interviews	3	3
Contractors - direct install offering	Phone in-depth interviews	2	2
Participant contractors	Phone survey	1	102
Participants	Web survey	31*	349**

*At 80% confidence level, the participant sample (n=25) for LEG has a 13% precision and the LUG participant sample (n=31) has a precision of 11% when only the contacted population is considered.

**Total participant population for LEG is 1,075 and for LUG is 750, but contact information was available for 277 LEG participants and 349 LUG participants.

3.3.1 Program Managers and Sales Team Interviews

IDIs were completed with the program managers and sales team supervisors. The EGI team identified the appropriate staff to interview regarding the various offerings that were in the evaluation scope. Interview topics addressed the following:

- Offering operation, goals, and resources
- Design and delivery, including tacking and measurement, and incentives
- Internal and external engagement
- Marketing and outreach
- Customer experience and satisfaction
- Strengths and weaknesses, and suggestions for improvement

3.3.2 LEG/LUG Contractor In-Depth Interviews

For these interviews, two companies that were retained by LUG to assist with delivery of the Direct Install (DI) offerings were contacted by EGI to request their participation in an IDI. Both companies responded to the request and completed the IDIs. Interview topics addressed:

- Design and delivery
- Engagement with LEG/LUG and other third parties
- Customer engagement
- Customer experience and satisfaction
- Barriers to participation
- Suggestions for improvement

3.3.3 Participant Contractor Interview

Participant contractors are contractors who worked directly with participants and were not retained by LEG/LUG to assist in offering implementation. Since this is the first process evaluation of the commercial offerings, EGI wanted to obtain input from only a few participant contractors to gain a high level perspective of the participant contractors' involvement with, and knowledge of, the offerings. This high level perspective will inform the relevance and usefulness of interviewing or surveying participant contractors in the future. Enbridge reviewed the participants' contractors list to identify three contractors that supported LEG participants, and three contractors that supported LUG participants. The six contractors were selected based on the number of projects completed and the contractors' geographic distribution. The intent of the selection was to include participant contractors that have completed a couple of projects with participants and are distributed across the province.

For the phone interviews, the six companies were contacted by Enbridge to request their participation in the interview. The evaluation team followed up to recruit the contractors and schedule the phone interview. Two LEG participant contractors and one LUG participant contractor participated in the phone interviews. The other three participant contractors did not participate, due to retirement of key staff, non-response, and declining to participate. Interview topics addressed:

- Participants' contractor experience during participation in the offer
- Engagement with LEG/LUG
- Application and incentive processing
- Incentives
- Participant satisfaction
- Suggestions for improvement

3.3.4 Participant Survey

Enbridge contacted the 626 participants with email contact information to request their participation in a web-survey. The survey was in the field for eight weeks, from November 11, 2020 to January 5, 2021. Reminder emails were sent out one week after the survey was launched and again one week before the survey was closed, whilst response rates were actively monitored. After the survey was fielded for four weeks, the Enbridge Sales Team followed up with participants who had several projects to promote the survey's completion. A total of 56 participants completed the survey, which was comprised of 25 LEG participants and 31 LUG participants. Survey topics addressed:

- Overall customer experience and satisfaction
- Application process
- Installation process and contractor
- Incentive processing
- Suggestions for future improvements

To achieve higher participation rates the following items are recommended for future process evaluations:

- Due to frequent staff turnover at customer facilities, it is recommended to conduct process evaluation as soon as possible after project completion to minimize the amount of changes in contacts. The optimal strategy is to include survey completion as part of the project close out. This means participant surveys are conducted at the same time when the offering is being delivered, and all the survey data are compiled and analyzed at the end of the program year.
- Schedule process evaluations to occur during non-vacation periods. Avoid vacation periods that coincides with school holidays, such as November to January, Mach, and July to August. Participants and customers are more likely to be unavailable during these periods.
- Consider including an incentive amount for participants and non-participants as motivation for survey completion.
- Provide clear definition in data sets, to enable easy identification of customers to be included in the process evaluation, and include contact information, especially email addresses, for all participants and non-participants. The lack of contact information reduces the number participants to be included in the process evaluation.

3.4 Observations, Results and Recommendations

The process evaluation focus on the 2019 program year, which was a transition year where the newly formed Enbridge Gas Inc. (EGI) incorporated the teams and offers from Legacy Enbridge (LEG) and Legacy Union Gas (LUG). Changes occurred during 2019 and 2020 to align the teams, processes and offers, for example new Customer Relationship Management (CRM) software for submitting projects, and newly adopted tracking and reporting tools. This means some of the recommendations for improvement of processes as they were in 2019 might have been addressed or are being addressed. Future process evaluations will be able to assess the effectiveness of these changes.

The observations, perspectives and results of the reviews, interviews and surveys are discussed in the remainder of the report, as follows:

- Review of offering material
- Review of data
- Program and sales staff perspectives
- Direct Install contractors' perspectives
- Participant contractors' perspective
- Participants' perspectives

4 Review of Offering Material

Section 3.1 describes the reviewed program material and the review methodology. The remainder of this section discusses the observations and recommendations based on a review of the program material.

4.1 Observations

4.1.1 Offer Plans and Applications

Applications are required for LEG programs and the application material was found to be thorough, straightforward, and included expected data request fields. LUG Energy Advisors complete applications on behalf of customers who want to participate in the Prescriptive offering. Customers are required to sign a “Terms and Conditions” sheet to participate in the LUG Direct Install offering. To participate in LUG’s Custom offering, participants or contractors need to complete calculation worksheets and a “Project Information Sheet”.

Internal program reference material from both legacy utilities was examined. For LEG, this material was a summary of offer plans, and for LUG, it was in the form of individual program summary documents. Each of these sets of documents also contained process maps. The individual program summary sheets are concise, comprehensive, and serve as a useful reference for staff members while including the most up-to-date information on program design and related responsibilities.

The process maps for both LEG and LUG were sufficient to provide an overview and information to deliver the offering, though they may lack the necessary detail to evaluate any underlying problematic process elements. LUG’s process maps were offer-specific, while LEG’s were limited to each broad offer category (prescriptive, direct install, and custom). In addition, LEG’s summary offer plans contain logic models that can be a useful tool for summarizing and tracking program requirements and outputs.

4.1.2 Website

While both LEG and LUG have active websites to promote programs and offerings, the designs differ. LEG’s commercial and industrial landing page does not provide a straightforward path to navigate to efficiency offers. Nonetheless, once a user reaches this page, the presentation is dynamic, and navigation is convenient. Users can scroll down to “Commercial Sectors,” click on the appropriate sector and be presented with offers suited to that specified sector. Users can also be redirected to a page where they can view available offers by selecting either a sector or an available measure. Additionally, users have access to a variety of resources, including case studies, energy calculators, a contact link for Energy Advisors, applications, and technical information videos.

The LUG site uses a “site map” (hierarchal structuring of the website) design to facilitate user navigation, where available pages are listed. However, when completing an application, a user may become disoriented while navigating through the website’s pages, as the individual offer

pages are not nested below each offer type by default. Once the user has navigated to the appropriate pages, the specifics of the offer are transparent but are presented in a manner that invites the user to scroll down to view incentive levels and measure requirements. LUG's website offers a useful service provider directory, which is not provided on LEG's website.

4.1.3 Marketing Material

LEG had a larger number of program marketing material compared to LUG and LEG material offered modern graphic design, concise communication about offer details, and clear contact information. In general, LUG's marketing content was technology-focused and included technology specifications and the issues it can address, rather than presenting offer details.

4.2 Recommendations

4.2.1 Offer Plans and Applications

The following items are recommended to assist in the continuous improvement of offer plans and applications:

- Process maps. Process maps document each stakeholder's involvement in the program and highlight any obstacles in the program's operations. Ensure that each specific offer has a process map that is sufficiently detailed, for example it is offer-specific, does not skip or combine steps for any stakeholder and carefully documents instances where there are multiple action options arising from particular steps.
- Logic models. Each program offer should have its own logic model which provides rationale for each step in the process map. Importantly, this approach needs to consider prioritizing the customer experience with the offer. The logic model should address any obstacles and/or motivation at each step of the process map.
- Summary sheets. Individual offer summary sheets are valuable resources for monitoring essential program elements (and changes), staff roles, incentive levels, and process maps. Each offer should have an up-to-date summary sheet.
- Applications and data tracking. Program applications are useful for tracking and summarizing a customer's involvement in the program. A significant portion of documenting customer involvement is ensuring customers complete applications followed by uploading that information into the program database.

4.2.2 Website

The following is a recommendation to improve upon LEG and LUG program websites:

- Website usability and presentation. Program websites are often the first way a customer interacts with an efficiency program. The website design should consider prioritizing the customer experience. This includes making resources readily available, presenting important information at the top of the page (to limit scrolling), assuring ease of navigation, modernizing the website's template. Additionally, program marketing collateral should ensure that the branding and design accurately reflect these elements as well.

4.2.3 Marketing Material

The following is a recommendation to improve upon LEG and LUG marketing material:

- All marketing materials should distinctly reference program incentives and benefits up front. The material should also provide clear guidance for immediate action, such as contact information for assistance and information about additional resources. LEG's marketing materials offer good examples.

5 Review of Data

Section 3.2 describes the reviewed offerings data and the review methodology. The review of offering data covers the first year of the Enbridge/Union Gas merger where different data tracking systems and processes were beginning to align internally, but the delivery of offerings were still being delivered as part of two separate DSM plans. The review of the two separate tracking systems needs to be viewed within this context, and as integration continues the processes will change. The remainder of this section discusses the observations and recommendations based on a review of the data.

5.1 Observations

The main data fields provided in the data set are summarized in Table 5-1.

Table 5-1: Relevant Data Included in LEG and LUG Participant Data Set

LEG	LUG
Project number	Project number
Offer segment (Custom / Prescriptive / Direct Install)	Offer segment
Program offering (Commercial / Industrial)	Offer classification
Size of sub-sector (Large/Small)	
Customer sector	Customer sector and SIC code description
Customer contact information: customer name, address	Customer contact information: customer name, address
Measure group and name	Measure group and name, and equipment type and technology
Installation and commissioning dates	Installation and commissioning dates
Natural gas consumption and savings	Natural gas consumption and savings
Incentive per project	Incentive per project
Sales staff contact	Sales staff contact
Project contact information: name, phone number, email address	Customer decision maker contact: name, phone number, email address Customer technical contact: name, phone number, email address
Efficiency partner company contact info: name, address, phone number, and email address	Service provider contact info: company name, contact name, phone number, and email address

The review and use of the 2019 LEG and LUG participant data sets informed the following observations:

- The data sets provided for all programs lacked contact information, specifically contact name and email address, for a significant number of projects. The LEG and LUG data sets did not contain email contact information for 74% and 53% of the projects, respectively.

- The validation of contact information for both LEG and LUG data sets rests solely with the Energy Advisors (EAs), since they are the LEG/LUG representative in contact with the participant. This indicates the accuracy of the information is dependent on EAs' information capturing capability.
- For the LEG Direct Install offer, 41 projects could not be matched and have no primary contacts or incentive. These specific data fields were unpopulated.
- When comparing the LEG and LUG data sets, there are differences in data fields to collect information. For example, LEG captures the facility's size (large versus small), while LUG does not, and different sector classification is used.
- Business Intelligence (BI) did not provide a "Do Not Contact" data field at the account level, and the field was not included in the LEG data set.
- For the LUG data set, there were no accounts designated as opt-out/do not contact in the Banner or Guardian systems.[1]

5.2 Recommendations

The following items are recommended to assist in the improvement of the data sets and to consider when combining the LEG and LUG data sets:

- Ensure contact information, specifically contact name, email address and telephone number, are captured for each project. A suggestion is to make these data fields' mandatory data entry fields as the initial shared dataset lacked a significant amount of contact details.
- Since the validation of contact information for both LEG and LUG data sets rests solely on Energy Advisors, it is crucial they understand the significance of accurate information capturing.
- Review the structure of the data and define the information to be captured. Develop a data structure that captures the defined information and provide a clear definition of the data fields. This may require coordination and agreement with other internal teams to have a consistent definition of classifications, for example, for sectors and sub-sectors. The data structure also needs to address customers who do not want to be contacted again or want to opt-out of communication. This may also require coordination and agreement with other internal teams to ensure this data is captured and reported.

[1] Banner: LUG's Customer Information System, which was migrated to LEG's SAP CIS system. The systems contains all LUG customer data and billing data.

Guardian: LUG's system to manage DSM leads and projects, and provide information to generate cheques via SAP. The system tracks gas/electric/water savings and incentives.

6 Program and Sales Staff Perspectives

The following subsections outline the process evaluation results of the IDIs conducted with key program managers and sales team managers (three from LEG and three from LUG). These IDI's were conducted to achieve a comprehensive grasp of the offering's goals, operations, implementation, and the encountered challenges during the offerings' delivery. Feedback from these interviews is summarized below, centered on main themes:

- Goals, implementation and resources
- Internal team engagement and team roles
- Tracking and measurement
- Engaging contractors or trade allies
- Outreach and marketing
- Incentives
- Customer experience and satisfaction

6.1 Goals, Implementation and Resources

The feedback on goals, implementation, and resources varied among the offerings and utilities. The main goal for both LEG and LUG was to achieve energy-saving and cost-effective offerings. Such was the objective for both LEG and LUG Direct Install and Custom offerings. The LEG Prescriptive offering did not specify a key goal, while the LUG Prescriptive offering had gas-savings and cost-effectiveness targets. Additional goals for both utilities included:

- Reducing free ridership. Program net verified savings are estimated by adjusting (discounting or increasing) the gross verified savings through the application of a set of adjustment factors, including free-ridership rates, spillover effects, and rebound effects. Free-ridership is the program savings factor attributable to participants who would have implemented a program measure in the absence of the program. Though they may not be directly attributable to the evaluated program, savings occur as a result of free-ridership, and thus these effects reduce the direct impact of the program or offering.
- Integration goals for LEG and LUG commercial teams. In 2019 the goals included cross-training and knowledge transfer.

Reducing free ridership was a shared objective among the utilities, whereby both utilities applied their own distinct methodologies. LEG produced pre-screening documents and internal education sessions. The LEG delivery team also reviewed technologies to identify those that are associated with having a high free ridership rate. This led to an update of the 2019 application form to reflect the feedback from reviews of technologies. LUG's methodology was two-fold; the

customers were reviewed to ensure the appropriate ones were targeted, and there was an added focus on attracting new customers who were not exposed to the offerings before. It is believed that new customers may be less familiar with energy efficiency opportunities, which increases the chance that the customer will not be a free-rider. Enbridge continues to address free-rider mitigation strategies across the integrated team and share best practices from each of the legacy utilities.

Both utilities indicated no challenges in measuring their goals. However, the utilities reported challenges with achieving the goals. An overall challenge experienced in achieving goals is the continued competition with electricity programs. Higher electricity cost makes these projects more attractive for customers from a cost-benefit perspective. The main challenges and barriers were associated with the following items below and are described in further detail in this section:

- Budget and reporting of the previous year results
- Staffing
- Offering design and delivery
- Duration and timing of offerings

All of the following insights regarding goals, implementation and resources in this section are generally applicable to the commercial offerings unless the specific offering is indicated.

Legacy Enbridge Gas

For LEG, barriers mostly focused on budget and staffing. A challenge for the staff is the different timelines for launching of offerings and the reporting of evaluation results from the previous year. Programs are usually launched prior to when evaluation results are scheduled to be reported. This means the program delivery team worked with an assumed budget and promoted technologies with assumed low free ridership until evaluation results are reported. The evaluation results inform budgets and defining technologies with low free ridership.

A more general limitation concerning limited budget was the contracting of external staff. Staff recommend reviewing the cost-effective of contracting external staff, including the effort required to fill the vacancies when the contracts ended.

LEG expressed a challenge with achieving the Direct Install offer target due to lengthy sales cycles, especially for offerings such as the Demand Control Kitchen Ventilation (DCKV) offering.

Legacy Union Gas

LUG's challenges and barriers were multifaceted and attributed to budgets, staffing, offering design, and the offering. Limited budgets required a dedicated focus on key accounts, which are included in a limited number of sub-sectors and markets. This limited the opportunity to pursue additional customers and accounts in other sub-sectors and markets. Limiting the ability to penetrate other sectors and markets amplified the difficulty of achieving targets, which has been increasing on an annual basis as the offering targets are compounded based on results achieved from previous years. Continuous modifications in offering design (such as eligibility, measures included, budget and incentives) presented additional challenges in achieving targets.

Since the merger in 2019, LUG staff mentioned being short-staffed as a result of the changing roles. Future evaluations will be able to assess the allocation of adequate staffing resources.

LUG observed that certain Prescriptive offering technologies experienced low market penetration as they were not well known and thus not marketed or promoted well by the vendors. This was particularly observed for complex measures requiring additional engineering assistance. The variety of measures included in the Direct Install offering was perceived by the program and sales staff to be minimal.

LUG experienced challenges with the offering delivery duration and timing, which does not always align with projects' life cycles and /or customer budget planning cycles. For several customers, the planning cycles for budgets and projects extend beyond an annual calendar period. These opportunities are often not captured due to the offering's timing and duration, which is based on annual goals.

Recommendations

The following items were provided by LEG and LUG staff to address some of the challenges and barriers that were identified:

- Use internal sales staff to deliver offerings, especially for custom projects, which will make the offerings more cost-effective.
- Review and address the internal sales team resource constraints, experienced by LEG.
- Provide more communication and support to vendors, especially for the Direct Install offering, and continue to alleviate the delivery vendors' application challenges by streamlining the process. The program and sales staff observed that the streamlining of the application process was addressed after 2019. Future evaluations will be able to confirm the effectiveness of this change.
- Offer a bonus incentive to customers that act within a certain timeframe. This will incentivize participants to complete the projects within a shorter period.
- When designing and delivering the program, consider allowing longer timelines for project completion, as planning cycles for budgets and projects extend beyond an annual calendar period. This is important for time bonus offers and incentives. Customers value the certainty of knowing what the offer is and that it will still be there when making decisions in their planning. Some projects are complex and have planning cycles that span multiple years.
- Add new and emerging technologies to the offers, to expand the scope of the offerings and provide a wider selection of solutions for customers and increase participation.
- Provide clear guidance on how to screen for free-riders, including reviewing and addressing the challenge in maintaining customer relations whilst screening free-riders, to assist in reducing free-ridership.

- Provide clear definition and clarification of how savings are evaluated, especially regarding free-ridership. One aspect to address is offerings that have been in the market for a while. Customers factor in available incentives into their annual budgets. This means the offer influenced the decision of the customer to participate, but from the evaluator perspective this might be regarded as a free rider.

- Work with manufacturers to help augment efficiencies of technologies upstream, to provide a wider selection of cost-effective efficient solutions for customers and increase participation

- Utilize the Guardian tracking system to keep records updated to facilitate handovers due to changing roles.

6.2 Internal Team Engagement and Team Roles

Legacy Enbridge Gas

The LEG program established an annual program review process. During the last quarter of each year, the program team reviewed the various offering components (marketing, incentive levels, and outreach) to assess their respective effectiveness and informed program modifications prior to reintroducing the offers in January. At the beginning of each year, formal launch meetings occurred, which included the internal sales team. The offering's specifications were communicated, including the requirements, eligibility, and other relevant aspects of the implementation. The delivery team held internal monthly team meetings. Additional frequent meetings were organized to address ongoing issues and discussions. Internal communications were dynamic, and team members were contacted on an as-needed basis. The regular communication between the internal sales team and the Prescriptive and Direct Install teams was supported by an internal SharePoint site, facilitating data and content sharing.

The LEG sales staff (or Energy Advisors) worked closely with customers throughout the offer's lifecycle. The sales team was involved in engaging and recruiting customers and helping them throughout the offer cycle. The sales team followed a holistic approach in delivering the offers, as they understood the customers' needs and offered them relevant clarifications. The sales team was comprised of representatives that worked directly with business partners to reach targeted sectors and discussed available customer opportunities. The sales team's day-to-day tasks included understanding why customers were not pursuing identified opportunities and working through the opportunities with business partners to recruit customers.

For Prescriptive applications, the LEG sales team worked with the business partners to complete applications and uploaded them using the internal tracking system. For Direct Install applications, delivery vendors processed the applications with the customers and sent them directly to the project team.

The LEG program staff worked closely with the LEG sales team. The sales team often reached out to the program staff to obtain insights about program specifics and technology development. This dynamic was important when customers wanted to explore new technologies that are not in the typical DSM offer range. Another example of the teams' close interaction occurred when the Prescriptive offer team worked with the sales team to increase specific technologies' uptake.

This included developing sales support, such as orchestrating a webinar with business partners to promote the offer and technologies to a target sector. An objective of the teams working closely together was for the sales team to provide market feedback to the program team before launching the offers each year. Given the close collaboration between the sales team and the customers, the team was able to provide valuable insight into the offer's continuous improvement, especially pertaining to national accounts and large customers. The program staff also attended some customer meetings and on-site visits with the sales team to better understand the customers.

The LEG evaluation team was involved with Prescriptive and Direct Install offers. For the Prescriptive offer, the team checked incentives, ensured certain sectors were reached and ensured compliance with TRM estimates. For the Direct Install offer, the team requested that the program team ensure the delivery vendor performed the appropriate quality checks after installation, as they were compensated prior to the installation.

Legacy Union Gas

The LUG project review team held internal bi-weekly team meetings and as well as regular meetings to address ongoing issues, discussions, and updates. A team member was routinely sent to attend other teams' meetings to exchange updates and feedback. The LUG program staff and LUG sales team stayed in close communication with each other.

For internal communication, the LUG sales team communicated via regular email correspondence, weekly phone calls and joint field sales visits with energy supervisors across the province.[2] During quarterly meetings, the program team was invited to share updates and feedback from energy advisors on challenges and insights. Besides the quarterly meetings, the sales team frequently reached out to program staff for general inquiries and engaged in discussions when they received information to aid recruitment. For Custom offers, the energy advisors served as the primary contact for customers and trade allies for project-specific information.

The LUG tracking and reporting team supported program design through back-end processing and set up the reporting system to report results. The LUG evaluation team was involved with Prescriptive and Direct Install offers. For the Direct Install offer, they determined if the appropriate customers were targeted and worked towards reducing free-ridership. For the Prescriptive offer, they were closely involved in the utilization of the Technical Reference Manual (TRM). This included an understanding of any changes to the TRM and any measures that will be assessed as part of the Ontario Energy Board (OEB) evaluation to ensure an understanding of the parameters prior to designing a program or offer.

The marketing team supported the offer's promotion by aiding in the customization of the communication based on segment or business type.

[2] With the advent of COVID-19 in 2020, video conference calls were adopted and viewed as an improvement to communication, especially in terms of efficiency and effectiveness

Recommendations

Both LEG and LUG program and sales staff expressed high satisfaction with the communication and engagement amongst internal teams and provided the following recommendations for additional improvements:

- Optimize meetings based on the number of attendees and allocate adequate time for information sharing. Internal meetings with numerous participants can limit the available time for information sharing.
- Provide regular updates regarding internal communication.

6.3 Tracking and Measurement

LEG program staff perceived the tracking system as easy to operate and diligent. They went on to say that the system, runs independently, and is supported by a well-structured internal process. The sales team used the system to input project details and submit applications, while the tracking and reporting team managed the process. The tracking and reporting team reviewed the submitted applications to determine compliance with the offering's rules. The team continuously reviewed the tracking system and analyzed the major reasons for delayed applications. The tracking and reporting team also provided feedback and project status information to the sales team to assist in addressing delayed applications.

LUG used the Guardian system[3] for tracking. Prescriptive applications were forwarded to the tracking and reporting team, who verified the completeness of the applications, including the presence of all required documents. In the case of errors or missing documentation, the application was sent back to the advisor for correction or resubmission as needed. Custom applications were forwarded to the quality assurance and quality control (QA/QC) team, who reviewed calculations to ensure they were satisfactory and met the offering rules and internal standards. The applications were then sent to the tracking and reporting team for final submission or payment.

When using the tracking system, challenges were identified along with their respective recommendations, which include:

- LEG program staff was challenged when creating a customer list to provide to delivery agents for the Direct Install offer. The program staff had to ensure they were not providing the same contacts that the LEG internal sales team is working with. To address this challenge, the LEG program staff recommended the following:
  - More resources allocated to the tracking and reporting team to help with the Direct Install offer.

[3] Guardian: LUG's system to manage DSM leads and projects, and provide information to generate cheques via SAP. The system tracks gas/electric/water savings and incentives.

    - When creating customer lists for Direct Install delivery agents, review these lists, and coordinate with the internal sales team to ensure there is no duplication with the internal sales team customer list.

- When project edits and updates were required to be made in the CRM it often resulted in added effort and time. To address this challenge, the following is recommended:

    - Allow the tracking and reporting team to edit and adjust the CRM when feedback is provided by the sales team, rather than waiting for the sales team to execute these changes.

6.4 Engaging Contractors or Trade Allies

Both LEG and LUG retained contractors (also referred to as business partners, service providers, or trade allies) for the Direct Install offers. LEG and LUG staff's perception is that participants had a high level of satisfaction with Direct Install contractors as staff were asked to rate customer's satisfaction with their contractors.

Challenges raised by program and sales staff when engaging with contractors included:

- When working with a contractor, the program team believes that their influence on customers is weakened as they have no direct interaction with customers, and sometimes customers are not aware of LEG/LUG.

- Contractors are specialized in a specific technology, and they may not have a holistic understanding of natural gas usage and the offerings. This requires additional effort from the sales team who needs to educate the contractors.

Neither LEG nor LUG had a formal trade ally network. A formal trade ally network is a roster of contractors or vendors that is maintained by a utility (or energy efficiency agency). The contractors on the roster are vetted by utility, and the trade allies work as trusted partners with the utility to identify, sell and implement energy efficiency upgrades in support of achieving program and offering goals. Some LEG/LUG staff believes that having a formal trade ally network would be valuable to deliver results and recruit additional businesses/customers. The teams also believe that having a formal trade ally network will attract small to medium-sized businesses and offer a level of consistency in the quality and efficiency of services provided by contractors. Suggestions by the program and sales team to consider when developing a formal trade ally network include having a defined registration and performance criteria and promoting the value of the trade ally network (for example, training and education, streamlined tools and application forms, etc.), which will add value to contractors' business.

The following are recommendations by LEG and LUG program staff to improve contractors' engagement:

- Create a joint online portal where contractors can submit applications to internal energy advisors.

- Provide performance-based compensation to contractors to provide additional motivation to increase participation.
- Provide an increased budget that would allow for sufficient education and training of contractors to aid them in promoting and delivering the offerings.
- Provide more engagement with, and assistance for, contractors (especially in midstream type offers) to improve supply chain processes for targeted customers.

6.5 Outreach and Marketing

Legacy Enbridge Gas

During the design of LEG Prescriptive and Direct Install offerings, there was no separate marketing department. Marketing was an imbedded role of the program design team.

The LEG Prescriptive offering was released into the market by the internal sales team and promoted through commercial and industrial contractors (or business partners). The offering was also promoted through associations for targeted sectors. According to the program and sales staff, reaching out to contractors was an effective approach due to the contractors' close working relationship with customers and leveraging contractors' involvement with different associations to promote the offering. The Direct install offering followed a similar approach as the Prescriptive offering. The difference was that Direct Install vendors were selected through a procurement process involving a request for proposal (RFP) process. For the Direct Install offering, the contractors (or delivery agents) were the main channel of outreach and marketing to customers. The contractors used LEG branding material and communicated directly with customers on a one-on-one basis.

The LEG sales team's recruitment and marketing approach for all the offerings was diversified and depended on the targeted sector and the customer's natural gas usage. For larger accounts, one-on-one relations were developed with dedicated LEG account managers. For smaller accounts, mass marketing approaches were used, including direct email, social media, and newsletters. Additional marketing to customers included quarterly newsletters, and promotional material such as bill inserts. Additionally, the offering's website is user-friendly and easy for customers to access. The program and sales staff perceived the effectiveness of some of the marketing strategies as follows:

- Social media campaigns are effective at driving traffic to offer website.
- Direct mail was used for the Direct Install offering to target customers, and was found to be effective.
- For the Prescriptive offering, working with trade allies is more effective than a mass-market approach, as they are knowledgeable of the offerings. It was challenging to ensure the right customers are targeted through a mass market approach.

LEG program and sales staff indicated it was challenging to manage the outcome and effectiveness of marketing strategies, given that information was not available to understand the direct influence of different marketing strategies on program results. The program staff observed

a temporary uptake in certain measures and technologies that can be linked to a targeted campaign, such as an incentive increase campaign.

A challenge experienced with the Direct Install offering is that some customers would question the legitimacy of the offer, as it was not presented directly by Enbridge, but by a contractor (or vendor).

Legacy Union Gas

LUG marketing approaches are built on previous success stories and the relationships with specific types of business, associations, contractors (or business partners), stakeholders that assisted in influencing customer decision.

The LUG Prescriptive offerings were released into the market by the LUG internal sales team. Communication outlining offerings for the year was issued to contractors (or business partners) through sales materials and brochures, which also guided contractors and participants to the website where they could find additional information. Broader communication included promotional material, such as bill inserts.

The LUG Direct Install offerings employed targeted communication only to identified accounts. This targeted communication was comprised of direct mail communication through contractors (or vendors) who were in charge of conducting the offering's outreach and recruitment.

In general, LUG staff considered the most effective marketing approaches to be direct forms of marketing, such as targeted email and mail campaigns, advertising and digital campaigns. According to the program staff general online marketing was less effective due to the diversity of the commercial sector. A single marketing message does not apply to all customer groups within the commercial sector.

Recommendations

The program and sales staff provided the following recommendations to consider for enhancing customer outreach and marketing:

- Improve communication of the benefits of offerings' technology to decision-makers by making the communication more specific and meaningful for targeted sectors.
- Develop more communications and marketing material.
- Provide consistent and regular communications to customers for Prescriptive and Direct Install offerings, and ensure the Enbridge brand is associated with the offering.
- Develop more customer case studies and examples of success stories detailing the equipment, financial benefit, and satisfaction with the projects.

6.6 Incentives

The Prescriptive and Custom offers provide incentives to eligible businesses that meet the offer criteria. The Direct Install offer provides up to 90% of the cost of the equipment and installation. There were three incentive levels for the LEG Prescriptive offer (per unit incentives for

customers, contractors, and distributors). The Prescriptive incentives were designed to be within 20%-40% of the measure's incremental cost. In contrast, the Direct Install offers were designed to attract targeted customers with limited knowledge of the CDM offers and aimed at covering up to 90% of the total project cost.

Overall, both LEG and LUG program and sales staff perceived the incentives and incentive structures to have worked well and provided the following observations and recommendations for additional improvement:

- Incentives for mid-size projects were crucial, as they tend to be a significant part of the total project cost. For larger projects, customers explained that the technical support was more valuable, and incentives were second most important since the incentive did not constitute a significant portion of the project cost. An example of this observation is that according to the LEG/LUG staff, larger customers indicated that energy audits were more important than incentives.
- It is perceived that the distributor incentive did not work well, as it was too far down the supply chain, and hard to determine the distributors' influence. This is potentially being addressed by the implementation of a new midstream program.
- Provision of higher incentive levels would allow for engaging broader and deeper tiers of customers who have not participated yet due to lack of time, budget, and/or knowledge.
- Streamline the incentive amounts of some prescriptive technologies with variable incentives, for example, defining a minimum or consistent amount.

LEG program and sales staff identified a few challenges with incentive processing:

- Delay in payment processing was experienced, mainly due to incorrect customer addresses or important information was missing.
- Incentive cheques were mailed from Texas with limited information regarding the application or project, which creates confusion for the customers. Including a description and project information with the mailed cheques will help customers understand why they are receiving the cheques.

6.7 Customer Experience and Satisfaction

Both LEG and LUG program and sales staff perceived the participants' experience and satisfaction of participants to be very satisfied regarding the offerings themselves, interaction with the LEG/LUG sales team, contractors, and the installed technology. The sales and programs staff attribute the high level of satisfaction to the following:

- Programs were easy to participate in for Prescriptive and Direct Install offerings, as contractors managed most of the application process.

- With the Custom offering, Energy Advisors facilitated the customer experience and journey by aiding them with the calculation, compilation, and submission of the project for the incentive, keeping them engaged, and minimizing the level of effort to participate.

- Appropriate incentive levels, especially high incentive coverage for the Direct Install offer.

The program and sales staff identified the following challenges and barriers as reasons why some customers may not participate in the offerings:

- Some customers did not understand their energy consumption and thought they could not improve their energy expenditure.

- Customers were not aware of the offers. Especially smaller customer accounts because offerings are evaluated based on the volume of gas-saving, which directs the program team to focus more on larger accounts.

- Smaller accounts have a more pressing need for technical and financial assistance, due to limited human and financial resources. Larger customers tend to have their own energy managers, which is not the case for smaller customers.

- The offer's return on investment (ROI) was not in line with the customer's core objective, as the offer did not result in a pay-back period that was short enough for the participant.

- Some customers experienced a frequent change in the Energy Advisors they worked with, resulting in the customer need to develop a new relationship with a new Energy Advisor.

- Incentive processing and payment turnaround can be too long. Most offerings' processing time was six to eight weeks, and an additional month or more before the customer received a rebate or incentive payment.

The following recommendations were provided by the program and sales staff to enhance customer experience and satisfaction:

- Streamline participant signing requirements and limit the number of touch points with customers for the LEG Direct Install offering. For example, limit the instances a LEG/LUG representative goes back to the customer to verify their information.

- In the LEG rate territory, add more support on larger accounts since these accounts did not receive sufficient attention in the past due to a lack of account-dedicated resources. In the LUG rate territory, it is recommended to reach out to the population of smaller commercial customers (less than 50,000 m^3) since these customers were not previously targeted.

- Although internal teams conducted customer surveys, it is recommended to consider conducting these surveys by an independent third party to increase the likelihood of a more accurate customer satisfaction representation.

6.8 Summary of Strengths, Challenges/Barriers and Recommendations

Table 6-1 summarizes the aspects of the offering delivery that have worked well, according to the program and sales staff. While, the challenges or barriers, and recommendations are summarized in Table 6-2.

Table 6-1: Program and Sales Staff Perspective - Offering Delivery Strengths

Topic	Offering Delivery Strengths	
Internal team engagement and communication	Close collaboration and frequent communication amongst the program staff	▪ Regular meetings and open lines of communications was established for LEG and LUG program staff which provided an environment for teams to address ongoing issues, discussions and updates with all parties that need to be involved. ▪ Program and sales staff frequent communication and close collaboration provides valuable insights into the continuous improvement of offers and help to address participant needs and questions.
Application and data tracking system	Well established process and tracking system that is easy to operate	▪ LEG program staff felt that the tracking system was easy to use as it runs independently and is supported by a well-established internal process. ▪ LUG program staff had an established Guardian system for application tracking, accompanied by an established internal review process.
Engaging contractors	Contractors managing application process	▪ The LEG and LUG programs staff attributed the high level of satisfaction with the Prescriptive and Direct Install offering as the ease of participation, because contractors managed most of the application process.
Energy Advisors	Energy Advisors facilitate customers with the Custom offering	▪ Program and sales staff perceived the Energy Advisors as a key element that drives the success of the Custom offerings. Energy Advisor worked to keep participants engaged by minimizing the effort to participate.
Marketing	Successful direct marketing strategies	▪ Direct marketing strategies that were named as being successful, are: ▪ Social media campaigns, which were effective at driving traffic to offer website. ▪ Direct mail to targeted customers who were on the Direct Install offer customer list. ▪ Direct marketing done by trade allies were very effective for Prescriptive offer.
Incentives	An incentive structure providing incentive for mid-size projects and technical support for larger projects	▪ Incentives for mid-size projects were very important as it tends to be a significant part of the total project cost. ▪ For larger projects, the technical support was more valuable and incentives were second most important, since the incentive did not constitute a significant portion of the project cost.

Table 6-2: Program and Sales Staff Perspective - Challenges/Barriers and Recommendations

Topic	Challenge / Barrier	Recommendation
Goals, Implementation and Resources		
Free-ridership	▪ Reducing free ridership was a shared objective among the utilities, whereby both utilities applied their own distinct methodologies.	▪ Continue to address free-rider mitigation strategies across the integrated team and share best practices from each of the legacy utilities. ▪ Provide clear definition and clarification of how savings are evaluated, especially regarding free-ridership. ▪ Provide clear guidance on how to screen for free-riders.
Budget and Resources	▪ Offerings and technologies are promoted with assumed budgets and free-ridership during the first part of the year until previous year's results are reported. This was a challenge as the savings were critically discounted, which lead to a less cost-effective offering. ▪ Contracting external staff to deliver offerings is less cost-effective compared to using internal staff. ▪ A significant effort is required to fill vacancies when contracted employees' contracts end. ▪ Limited budgets limit the opportunity to pursue additional customers and accounts besides key accounts. ▪ Goals increase on an annual basis while budgets do not.	▪ Provide fixed annual budget and information about free-ridership early in year before offerings are launched. ▪ Use internal sales staff to deliver offerings, especially for custom projects, which will make the offerings more cost-effective. ▪ Review and address the internal sales team resource constraints. ▪ In the historic LEG rate territory add more support on larger accounts, since these accounts did not receive sufficient attention in the past due to lack of account-dedicated resources. In the historically LUG rate territory reaching out to the population of smaller commercial customers (less than 50,000 m^3) is recommended, since these customers were not targeted before. ▪ Review and address resource constraints with the tracking and reporting team to help with the Direct Install offer. The perception is that the team does not have sufficient staff.
Data	▪ Developing a customer list to provide to delivery agents for the Direct Install offer, may conflict with internal sales team customer lists.	▪ When creating a customer list for Direct Install delivery agents, segment these lists and coordinate with the internal sales team to ensure there is no duplication with the internal sales team customer list.
Offering Design	▪ Continuous modifications in offering design presented additional challenges in achieving targets. ▪ The variety of measures include in the Direct Install offering was minimal.	▪ When design changes are contemplated, promote collaboration between internal program and sales teams to define and plan implementation strategies. ▪ Add new and emerging technologies to the offers, to expand the scope of the offerings and provide a wider selection of solutions for customers and increase participation.

Topic	Challenge / Barrier	Recommendation
		▪ Work with manufacturers to help augment efficiencies of technologies upstream, to provide a wider selection of cost-effective efficient solutions for customers and increase participation
Offering Implementation	▪ The offering delivery duration and timing, does not always align with projects' life cycles and /or customer budget planning cycles, resulting in customers not participating in offerings.	▪ When designing and delivering the program, consider allowing longer timelines for project completion, as planning cycles for budgets and projects extend beyond an annual calendar period. ▪ Offer a bonus incentive to customers that act within a certain timeframe. This will incentivize participants to complete the projects within a shorter period. ▪ Utilize the Guardian tracking system to keep records updated to facilitate handovers due to changing roles.
Application Process	▪ Edits and updates in the CRM required LUG staff to make changes, which often results in extra effort and time.	▪ Allow tracking and reporting team to edit and adjust in the CRM when clarification is provided from the sales team, and not wait on the sales team to execute these changes.
Internal Team Engagement and Team Roles		
Communication	▪ Internal meetings with numerous participants can limit the available time for information sharing.	▪ Optimize meetings based on the number of attendees and allocate adequate time for information sharing. ▪ Provide regular updates regarding internal communication.
Engaging Contractors or Trade Allies		
Engagement, Communication and Training	▪ The program team's influence on customers is diluted when working with contractors. Team has no direct interaction with customers, and sometimes customers are not aware the utility's role when working through a contractor. ▪ Contractors may not have a holistic understanding of overall natural gas use and offered programs. ▪ Prescriptive offering technologies were not well known and thus not marketed or promoted well by the vendors.	▪ Provide more communication, training and support to vendors, especially for the Direct Install offering, and continue to alleviate the delivery vendors' application challenges by streamlining the process. The staff observed that the streamlining of the application process was addressed after 2019. ▪ Consider creating a joint online portal, where contractors can submit applications to internal Energy Advisors. ▪ Provide performance-based compensation to contractors to provide more motivation to increase participation. ▪ An increased budget that would allow for sufficient education and training of contractors to aid them in promoting and delivering the offers and resulting in increased participation. ▪ More engagement with, and assistance for, contractors (especially in distributor type offers) to improve supply chain process for targeted customers.

Topic	Challenge / Barrier	Recommendation
		▪ Consider developing a formal trade ally network.
Outreach and Marketing		
Communication, Content and Branding	▪ Customers were not aware of the offers. Especially smaller customer accounts are not aware of the offerings, because they are not targeted. ▪ Diversity in the commercial sector presents a challenge for online general marketing, because a single defined marketing message does not apply to all customer groups within the commercial sector. ▪ Customers would question the legitimacy of the offer when it is not presented directly by LEG/LUG, but by a contractor (or vendor).	▪ Develop more communications and marketing. ▪ Ensure contractors have EGI branded material and can direct the customer to an EGI representative to verify the legitimacy of the offering. ▪ Provide more consistent and regular communications to customers for Prescriptive and Direct Install offers, to ensure the EGI name and brand are associated with the offers. ▪ Develop more customer case studies and examples of success stories detailing the equipment, financial benefit and their satisfaction with the projects. ▪ Improve communicating the benefits of offer technology to decision-makers by making the communication more novel and meaningful.
Research	▪ It was a challenge to manage the outcome and effectiveness of marketing strategies, since no information was available to understand the direct influence of different marketing strategies on program results.	▪ Conduct research studies to define the influence and impact of different marketing strategies on program results, which will guide the selection of the most effective strategies.
Incentives		
Incentive Structure	▪ It is perceived that the distributor incentive did not work well as it was too far down the supply chain, and hard to determine what influence the distributors have. ▪ The offer return on investment (ROI) was not in line with the customer's core objective. ▪ Improvements can be made to the incentive structure to increase participation.	▪ The issues with the distributor incentives is potentially being addressed by the implementation of a new midstream program. ▪ Provision of higher incentive levels would allow for engaging broader and deeper tiers of customers who have not participated yet due to lack of time, budget and/or knowledge. ▪ Streamline the incentive amounts of some prescriptive technologies that have variable incentives, for example define a minimum or consistent amount.
Incentive Processing	▪ Incentive processing and payment turnaround can be too long. ▪ Delay in payment processing, mainly due to incorrect customer addresses or important information was missing.	▪ Review the incentive processing and payment steps to identify areas to increase efficiency and turnaround time. ▪ Implement quality control and checks to ensure correct customer contact information is captured. ▪ Including a description and project information with the mailed cheques will help customers understand why they are receiving the cheques

Topic	Challenge / Barrier	Recommendation
	▪ Incentive cheques included limited information regarding the application or project, which created confusion with customers.	
Customer Experience and Satisfaction		
Support and Engagement	▪ Smaller accounts have a more pressing need for technical and financial assistance, due to limited human and financial resources. ▪ Some customers experienced a frequent change in the Energy Advisors they worked with, requiring the customer to develop a new relationship with a new Energy Advisor. ▪ Improvements can be made to the customer experience.	▪ Consider including in offerings a cost-effective strategy to provide technical support for smaller accounts. ▪ Review and address turnover of Energy Advisor staff and develop a strategy to maintain customer and Energy Advisor relationship. ▪ Streamline participant signing requirements and limiting the number of touch points with customers, for example, limit the times a LEG/LUG representative has to go back to the customer to verify their information. ▪ Although customer surveys were conducted by internal teams, it was recommended to consider conducting these surveys by an independent third party to increase the likelihood of a more accurate representation of customer satisfaction.

7 Direct Install Contractors Perspectives

LUG and LEG retained contractors to deliver the Direct Install offerings. To gain contractors' perspective with the Direct Install offerings, EGI identified two contractors to be interviewed. Both Direct Install contractors had delivered the offering since 2016. The contractors also had extensive experience with other LEG/LUG commercial offerings.

The contractors' awareness of the 2019 offerings stems from past familiarity with the Direct Install offerings. The contractors were initially introduced to the offerings as follows:

- A manufacturer referred the contractor to the offering.
- The contractor is kept up to date with offerings through various channels, and became aware of the Direct Install offering delivery opportunity when the request for proposal (RFP) was issued.

The Direct Install contractor interviews focused on the contractors' experience with the offerings and their role in delivering the offerings. The topics included:

- Application and incentive processing
- Outreach and marketing
- Offer design
- Customer engagement and satisfaction
- Interaction with LEG and LUG

These topics are discussed in the remainder of this section.

7.1 Application and Incentive Processing

When asked about their experience with the application and incentive processing, the contractors identified the following challenges and recommendations:

- LEG and LUG had different information requirements for application and incentive approval:
  - LEG required a significant amount of paperwork, which included extensive technical and participant information, and multiple participant signatures at different stages of the application process and during project completion. This required a considerable effort from the contractor to complete the paperwork for incentive payment processing. In 2019, LEG also required pre-existing and post-installation photos of the equipment and required the completion of a technical questionnaire. According to

the contractors, these requirements were removed in 2020, which resulted in a more efficient process.

- LUG had a more efficient process compared to LEG, as they required less information and had optimal applicant signature requirements. The quotation, which is signed when the customer agrees to participate, includes all the required legal, financial, and participant information. The invoice was the only document required following the project's completion for incentive payment processing.

The contractors recommend EGI optimizing and streamlining the application and incentive approval process. This includes having the customer sign-off, and approval of the project at the "confirmation of participation" stage, instead of requiring multiple participant touchpoints and extensive documentation. This process is similar to the process LUG had in place in 2019.

- LEG required batch invoicing, which included invoices for multiple projects from different participants in one batch submission. The contractors experienced significant delays with incentive payments, as the payment is dependent on having all invoices within the batch to be approved. If there was an error with any, the payment of all invoices in the batch is delayed until the issue is resolved. The contractors also found updating the invoicing spreadsheet confusing and time-consuming.

  Prior to 2019, project invoices were submitted and processed individually. This incentive payment process was more efficient. The contractors recommended a similar process to allow project invoices to be processed individually. An option is to simplify the Direct Install invoicing spreadsheet to make it more user-friendly, which would allow issues to be resolved for one invoice without delaying the processing of other invoices.

- Incentives for the Direct Install offering measures were determined using fixed criteria. For example, the incentive for air curtains was based on specific door size. The features of customers' facilities often did not match the fixed criteria, where door sizes differed from the offering's specified door sizes. In these cases, the participant did not receive the maximum quoted incentive when they enrolled in the offering. The contractors recommend providing a margin of difference with the fixed criteria to allow participants to receive the full quoted incentive amount or as close to the amount as possible.

Contractors believed that the offering's incentive are sufficient and an important selling feature in securing customer participation.

7.2 Outreach and Marketing

Both contractors identified their sales team as the key driving force in reaching out to customers. Most sales team members have been involved in delivering the offering for many years. According to the contractors, having properly trained sales staff played a vital role in successfully recruiting participants.

Both LUG and LEG provided contractors with a customer list based on their delivery territory. The list mainly contained the company name and an account number but did not contain contact

information. The company names on the lists were used during research to find customer contacts and contact information. Customers on the list were mainly contacted using a mass marketing telephone campaign. To improve the effectiveness of the provided customer lists, the contractors recommended:

- Providing an updated customer list mid-year. Contractors observed the customer lists became outdated within a few months. An updated contact list will provide new customers to target for recruiting.
- Providing contact information. Contact information will reduce the contractor's effort to identify the correct customer contact person. Ideally, include information of decision makers or energy mangers.

The contractors believe recruiting customers can be achieved by understanding their immediate needs and educating them on the offering's financial benefits. The following strategies were used by the contractors during the recruitment process:

- Showcasing the offered technology using videos or demonstrating the product's functionality at the contractor's facility or at participant's site nearby.
- Scripted emails outlining the offering's details and providing quotes that clearly highlight the financial benefit of the offered technology, for example the return on investment (ROI).
- On-site, real-time quotations using an automated quoting process.
- Face to face interaction and continuous follow-up.

The contractors had a challenge with recruiting customers due to the offering cut-off dates. The cut-off dates forced the contractors to only have 2-3 months of recruitment, as the remainder of the time is required for project implementation and approval to claim the incentive. The contractors observed that consistency and continuity of the offering over the years increases the efficiency and effectiveness of recruiting due to customer's familiarity with the offering and the ability to work with customers to plan for participation in the future.

Marketing material for both utilities was readily available, accessible, and included electronic and printed material. The contractors indicated they provided input as EGI developed the offering marketing material and marketing strategies. According to the contractors, it was an efficient collaboration that resulted in successful marketing campaigns. The contractors recommended continued collaboration with the EGI marketing team. The contractors expressed an interest in having a role in the early marketing and design stages when modifications to the offering are contemplated. Engaging the contractors in the initial stages of the design or augmentation of an offering can benefit from the contractors' practical experience to inform eligibility and how to showcase the technology.

The contractors observed that the marketing campaigns have high success levels within the first few weeks of their release. To take advantage of these events, contractors recommended

synchronizing the frequency of these campaigns with the contractor's key sales period, which tends to be seasonal.

The contractors were very satisfied with the marketing material and marketing strategies. They believed it should remain focused on highlighting the benefits of the offering for the customer in terms of cost and energy savings and positive environmental impacts. The contractors recommended additional marketing and an increased frequency of marketing campaigns.

7.3 Offer Design

In reference to the measures included in the Direct Install offering, the contractors had the following observations and recommendations:

- The dock seal offering creates confusion in terms of eligibility and incentive amounts. For example, not all dock doors can accommodate the top part of the dock door seals, due to the door's size. The eligibility criteria need to be revised based on understanding the components of a dock seal and how it fit into specific dock door sizes. This revision will facilitate the process of qualifying a project where the dock door size differ from the fixed criteria door sizes. Reducing the time to confirm eligibility will ensure fewer customers decline participation due to long approval wait times. The contractors also recommended accommodating participants with non-standard door sizes to be eligible for the maximum incentive amount of 90% of the cost.

- In 2019, the offering included primarily smaller doors, such as loading dock doors, resulting in lower capital cost to the customer, as the project's cost would be significantly lower. In 2020 the offering will focus on larger doors.

- The contractors recommended including additional measures in the offering and to consider new and emerging technologies, for example, High Volume Low Speed (HVLS) fans. According to the contractors, including additional measures will increase the options customers have, resulting in greater participation and energy savings.

7.4 Customer Engagement and Satisfaction

The contractors perceived participants to be very satisfied with the Direct Install offering, and the main motivational factors that lead customers to participate include:

- Customers were familiar with the LUG and LEG brands and their good reputation.

- The contractors consider the incentive structure and amounts as the key strength of the Direct Install offering. Both contractors identified the participants' perception of the offer as "too good to be true."

The contractors identified the following challenges or barriers in reference to customer participation:

- The turnaround time to approve an application was sometimes three to four weeks. During this period, some customers lost interest.

- The measure implementation cost was sometimes a barrier to participation because the customer did not perceive the return on investment to be worth the effort.
- Customers often did not own the facility and were renting or leasing the space. In some cases, the building owner did want to invest in the leased space, or in others, the customer's relationship with the landlord was strained.
- Sometimes it was not physically possible to install the equipment in the facility.
- Some customers were unable to participate in the offering because they participated in other offerings in previous years. Although it was a completely different offering, they were disqualified.

7.5 Interaction with LEG and LUG

Both contractors had frequent communication with LEG and LUG. Their interaction with LEG and LUG Energy Advisors was stated to be beneficial. The Energy Advisors collaborated with the contractors to develop strategies and resolve issues regarding participation and closing projects at year-end. Collaboration with the marketing team was also valuable, as discussed in Section 7.2.

To further enhance the interaction with LEG and LUG, the contractors recommended:

- Develop a process, for example, using a Responsible, Accountable, Consulted, Informed (RACI) chart approach, to manage customer interaction between EGI Energy Advisors and contractors. This will define touchpoints and handoff to ensure the customer receives the most benefit of the offering and both parties work effectively and efficiently towards shared objectives.
- Streamline the turnaround response process for participant eligibility approval and develop a service level agreement (SLA) between internal departments to expedite the eligibility approval response turnaround time. Short turnaround times will improve customer satisfaction and increase offering participation.
- Clearly define the customers that contractors can recruit. Contractors believed a significant number of the pursued customers were ineligible for the Direct Install offering because they could potentially take opportunities away from a LEG or LUG Energy Advisor

7.6 Summary of Strengths, Challenges/Barriers and Recommendations

The Direct Install contractors viewed the following processes and aspects of the offering delivery to have worked well or to be strengths of the offering (Table 7-1). While, the challenges and barriers, and recommendations are summarized in Table 7-2.

Table 7-1: Direct Install Contractors Perspective - Offering Delivery Strengths

Topic		Offering Delivery Strengths
Energy Advisors	Support from Energy Advisors	▪ Direct Install Contractors found it was beneficial to collaborate with Energy Advisors, especially the EAs assisted with the development of strategies, resolved issues regarding participation and closing projects at year-end.
Marketing	Marketing material accessibility and collaborative development of marketing strategies	▪ Marketing material for both utilities was readily available, accessible, and included electronic and printed material. ▪ The contractors provided input as EGI developed the offering marketing material and marketing strategies. This collaboration resulted in successful marketing campaigns according to the Direct Install contractors.
	Customers familiarity with the LUG and LEG brands	▪ Direct Install contractors reported that their customers were familiar with the LEG and LUG bran. Their customers linked the LEG and LUG brands to reputable establishments and this brand recognition drove motivation to participate in the offering.
Incentive	Incentives covering most of the project cost	▪ LEG and LUG Direct Install Contractors regarded the offering's incentives, which provides up to 90% of the cost of the equipment and installation, as the key strength and selling feature of the Direct Install offering.

Table 7-2: Direct Install Contractors Perspective - Challenges/Barriers and Recommendations

Topic	Challenge / Barrier	Recommendation
Interaction with LEG and LUG		
Energy Advisors	▪ Continuous improvement of engagement between contractors and Energy Advisors	▪ Develop a process, for example, using a Responsible, Accountable, Consulted, Informed (RACI) chart approach, to manage customer interaction between EGI Energy Advisors and contractors.
Energy Advisors	▪ Customers were ineligible for the Direct Install offering because they would potentially take opportunities away from a LEG or LUG Energy Advisor.	▪ Clearly define the customers that Direct Install contractors can recruit.
Offer Design		
Measures	▪ Continuous improvement of offer design	▪ Include additional measures in the offering and consider new and emerging technologies.
Incentive	▪ Measure implementation cost was sometimes a barrier to participation.	▪ Review incentives and offering benefits, especially for low incentivized measures.
Inventive Structure	▪ Incentives for the Direct Install offering measures were determined using fixed criteria. Often participants did not receive the maximum quoted incentive due to not exactly matching the fixed criteria.	▪ Provide a margin of difference with the fixed criteria to allow participants to receive the full quoted incentive amount or as close to the amount as possible.
Eligibility	▪ Some customers were unable to participate in the offering because they participated in other offerings in previous years	▪ Review and clearly define customer eligibility when participating in different offerings.
Outreach and Marketing		
Customer Lists	▪ Customer lists provided by LEG and LUG mainly contained company names but did not contain contact information.	▪ Provide contact information, which will increase participant recruitment efficiency.
Customer Lists	▪ Customer lists became outdated within a few months.	▪ Provide an updated customer list mid-year.
Facility Ownership	▪ Customers often did not own the facility and were renting or leasing the space.	▪ Pre-screen customers and prioritize owner-occupied facilities. This information can potentially be included as a data entry requirement.

Topic	Challenge / Barrier	Recommendation
Offering Timelines	▪ The contractors had a challenge with recruiting customers due to the offering cut-off dates.	▪ Review the offering timelines to accommodate projects that carry over from one year to the next. ▪ Ensure consistency and continuity of the offering over years to increases the efficiency and effectiveness of offering delivery.
Continuous Improvement	▪ Continuous improvement of marketing.	▪ Synchronizing the frequency of marketing campaigns with the contractor's key sales period, which tends to be seasonal. ▪ Additional marketing and an increased frequency of marketing campaigns. ▪ Include contractors in the early marketing and design stages when modifications to the offering are contemplated.
Application and Incentive Processing		
Overall Process	▪ LEG and LUG had different information requirements for application and incentive approval.	▪ Optimize and streamline the application and incentive approval process. A good example is the process LUG had in place in 2019.
Overall Process	▪ Long turnaround time to approve an application resulted in some customers losing interest to participate.	▪ Streamline the turnaround response process for participant eligibility approval and develop a service level agreement (SLA) between internal departments to expedite the eligibility approval response turnaround time.
Invoicing	▪ Batch invoicing, causes significant delays with incentive payments, as the payment is dependent on having all invoices within the batch approved.	▪ Prior to 2019, project invoices were submitted and processed individually. This incentive payment process was more efficient. Implement a similar process to allow project invoices to be processed individually.

8 Participant Contractors Perspectives

It is common practice for customers participating in the Custom or Prescriptive offering; particularly small and medium customers, to retain a contractor who works directly with Enbridge on the project details and incentives. These contractors, hired by the customer, are referred to as Participant Contractors.

In-depth interviews (IDIs) were conducted with the participant contractors to understand their experience with the offering and their involvement with participants. This section discusses the observations from the IDIs.

8.1 Firmographics

Of the three participant contractors interviewed, two contractors worked with LUG customers, and one worked with LEG customers. The two LUG participant contractors provided a perspective of a long history of participating in gas programs and offerings. In contrast the LEG participant contractors was new to participating in the gas offerings with 2019 being the first year of participation. The two LUG participant contractors worked on relatively large projects and large facilities, such as hospitals, universities and schools, while the LEG participant contractor worked with customers, which can be considered as medium and small-sized. Two of the participant contractors worked with an EGI Energy Advisor, while the third participant contractor has no direct relationship with an EGI energy advisor or representative.

8.2 Participant Contractors Feedback and Observations

Working with an EGI Energy Advisor is seen as a significant benefit in providing support for participant contractors. The participant contractors who worked with an Energy Advisory was very satisfied with the engagement with the Energy Advisor and identified the following strengths:

- They worked collaboratively to identify customers to recruit for participation in the offering.
- The Energy Advisor continuously provided offering updates and modifications, such as changes in incentives. The contractor relied on this information to develop marketing material and business cases customer recruitment.
- Regular communication between the Energy Advisor and contractor, which included a one-hour meeting scheduled for every two months, ensured:
  - The contractor was informed about any changes with the offering.
  - The list of participants' projects was reviewed to address the projects' business cases, the accuracy of the estimated incentives, and expedite incentive processing and payment.

- The Energy Advisor managed a participant project tracking sheet, which was regularly reviewed and updated to ensure continuous follow up with the participants on all projects. This management strategy allowed for project completion within an optimized schedule.

- The Energy Advisor filled in applications, which reduced the level of effort required by the contractor, who only needed to provide technical data and engineering drawings.

The participant contractors were very satisfied with the following program elements:

- The application process. The contractor perceived the application process to be straightforward and required a level of effort that is aligned with the complexity levels of projects. Support provided by Energy Advisor with completing the applications significantly reduced the contractors' level of effort, compared to the period before electronic applications were implemented and when the contractor had to complete the applications.

- Incentive processing and payment. The processing and payment of incentives were considered to be relatively fast. According to the participant contractors, participants expressed a high level of satisfaction with the incentive processing and payment turnaround time.

- Incentive amount. According to the participant contractors, participants expressed a high level of satisfaction with the incentive amount, which contributed to making the project much more cost-effective and affordable.

- The Energy Advisor and the participant project tracking sheet. The benefits and advantages the Energy Advisor and tracking sheet provided are discussed in the preceding listed bullet points in this section.

According to the participant contractors, the Prescriptive offering is straightforward, and this simplicity is one of the offering's main strengths. In contrast, according to the participant contractors, the Custom offering required detailed information and a significant level of effort. For some larger projects, the level of effort required to provide the detailed technical information was onerous and significant in terms of labour cost. The level of effort could be reduced if the information is collected while the project implementation is in progress. If data is collected only after completion of the project, it requires the contractor to search for historical information, which is inefficient and labour intensive. The participant contractors observed a trend in the input complexity required for Custom offering applications, where it was simpler in the past but is progressively becoming more onerous. The contractors' main recommendation for improvement is to simplify the Custom offering, especially in terms of information requirements. Increased effort, which leads to higher labour costs, decreases the benefit of the incentive.

Participant contractors observed that some customers did not participate in the offering because the effort required to complete the application outweighed the benefit of the incentive amount. This is especially applicable to smaller projects. The participation labour cost can also be too high if an engineer is required due to high engineering rates.

The following additional recommendations were made by the participant contractors:

- Make participant contractors aware of EGI branded marketing material. One of the participant contractors was not aware of any EGI branded marketing material to be used when recruiting customers.
- Consider including new technologies in the offerings, which would assist in making the offering attractive for more customers.

All the participant contractors expressed a desire to continue participating in the gas offering.

8.3 Summary of Strengths and Challenges/Barriers

The participant contractors viewed the following processes and aspects of the offering delivery to have worked well or to be strengths of the offering (Table 8-1). While the single main challenge the contractors experience was an increased level of technical detail required, which became onerous and significant in terms of labour cost for larger projects. One strategy to reduce the level of effort could be if the information is collected while the project implementation is in progress.

Table 8-1: Participant Contractors Perspective - Offering Delivery Strengths

Topic		Offering Delivery Strengths
Energy Advisor	Dedicated Energy Advisor supporting the contractor	▪ Energy Advisors were perceived as an invaluable benefit to participant recruiting contractors as they worked to assist contractors with recruitment, sharing offering updates, managed project tracking sheets and took on the task of filling in applications. Ultimately lessening the effort required to participate in the offering.
Application	Straightforward application process	▪ The contractor perceived the application process to be straightforward and required a level of effort that is aligned with the complexity levels of projects.
Incentive process	Fast incentive processing and payment	▪ The processing and payment of incentives turnaround time was considered to be relatively fast which contributed to the participants high level of satisfaction with the incentive process.
Incentive	Satisfactory incentive amount	▪ According to the participant recruiting contractor, participants expressed a high level of satisfaction with the incentive amount as they felt it was satisfactory.

9 Participants Perspectives

The following subsections highlight the feedback received from the participant survey. The survey asked participants various questions to understand their experience and gauge their satisfaction with the offering. Questions examined how participants became aware of the offerings and their decision to participate in the program. The questions also focused on learning about their experience and satisfaction with different offering components, including accessing online resources, working with Energy Advisors, the application process, installation and contractors, and the incentive processing.

A firmographic profile was developed to describe the survey respondents and is discussed first (Section 9.1). The firmographic profile is followed by the results and observations of all responses, combined for all three offerings for each of the utilities (Section 9.2). The portfolio level analysis informs observations about the all respondents experience with LEG and LUG offerings.

Subsequent to the portfolio level discussion, the results and observations for each offering is discussed separately:

- Prescriptive offering (Section 9.3)
- Direct Install offering (Section 9.4)
- Custom offering (Section 9.5)

9.1 Firmographics

A total of 56 participants completed the survey, comprised of 25 LEG participants and 31 LUG participants. When split by offering, this total number presents a distribution of 25 Prescriptive offering participants, 14 Direct Install offering participants, and 17 Custom offering participants (Figure 9-1).

Figure 9-1: Total Number of Participants Broken by Offering

Offering Name	LEG	LUG	Total
Commercial Prescriptive/ Prescriptive	6	19	**25**
Commercial Direct Install/ Direct install	10	4	**14**
Commercial Custom/ Custom	9	8	**17**
Total	**25**	**31**	**56**

The profiles of the survey participants were analyzed to identify the following firmographics:

- Job titles and decision-makers
- Commercial sub-sector
- Number of employees
- Occupancy status

The profiles of the participants are summarized in the remainder of this section.

9.1.1 Job Titles and Decision Makers

The survey results depicted a variety of job titles. The most mentioned job titles were President, CEO, or owner (18%) or were job titles related to business management or administration (18%). Figure 9-2 illustrates the variety of job titles that were reported by participants.

The split of job titles by utility depicts that those who participated in the LEG offering did not include sustainability professionals or project managers compared to LUG participants that included 10% of sustainability professionals and 6% of project management. LEG participants contained more job titles relating to business administration or management (32%) than LUG participants (6%).

Those who participated in the LUG offering did not include Energy Managers or Quality Managers when compared to LEG participants that included 8% of Energy Managers and 4% of Quality Managers.[1] LUG participants contained more job titles of President, CEO or owner, and Facility Manager than LEG participants. Figure 9-3 demonstrates the reported job titles according to utility and the key dissimilarities found.

[1] This analysis was based on a total of 25 completed LEG participant survey responses and 31 completed LUG participant survey responses.

Figure 9-2: Participant Job Titles (n=56)

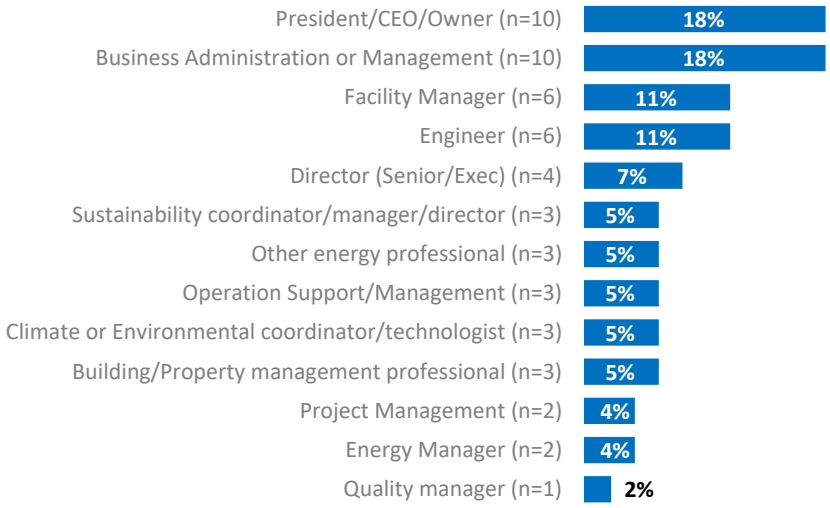
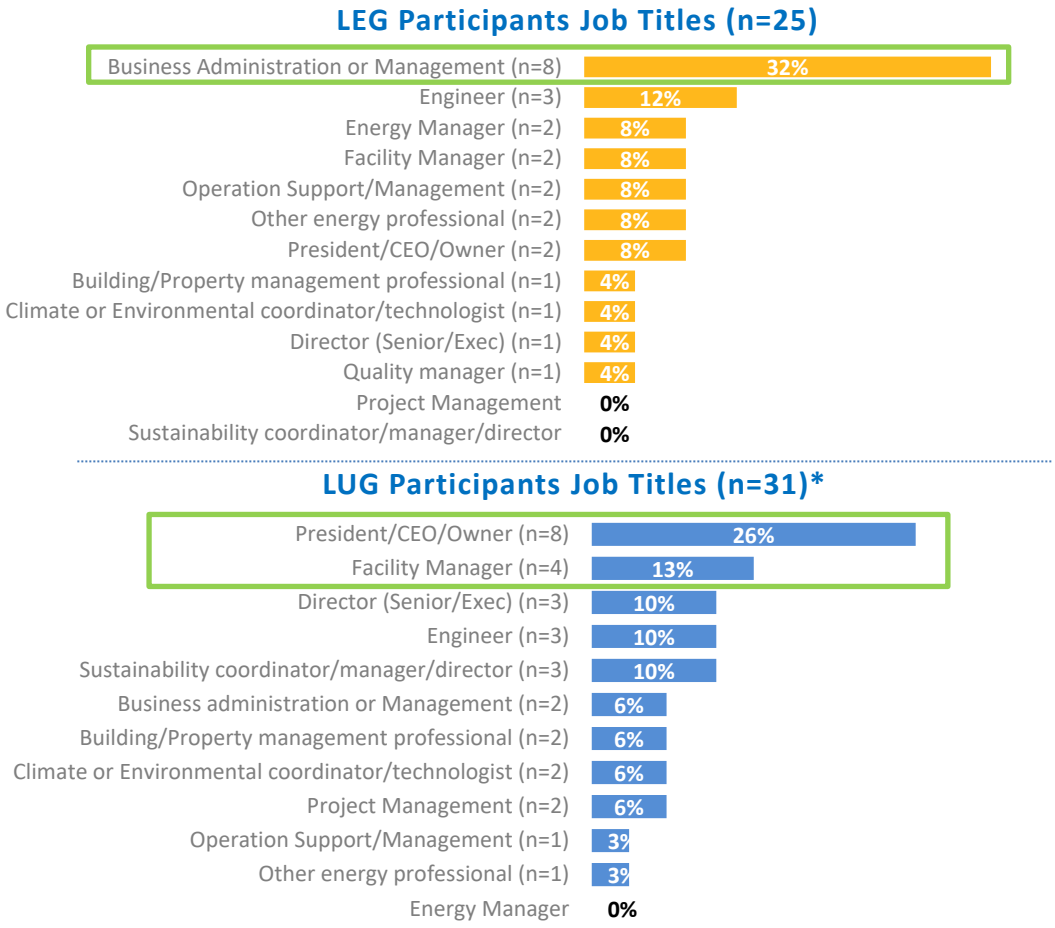


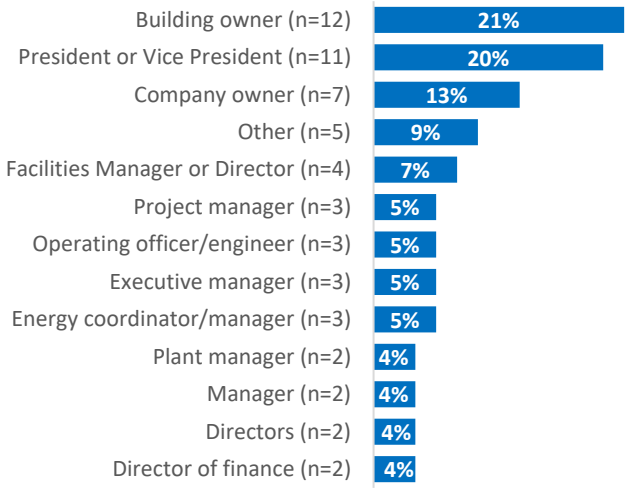
Figure 9-3: Job Titles Broken Down by Utility



*Responses do not exactly equal to 100% due to rounding.

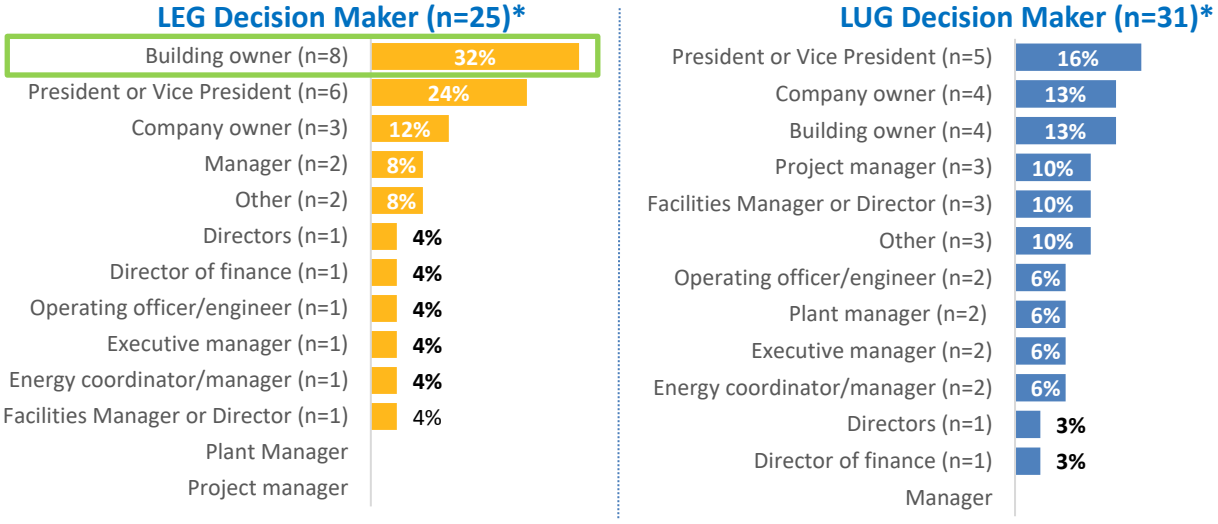
When participants were asked “who was the final decision-maker to approve the project and participation in the offering”, various job titles were stated. The top three most mentioned final decision-makers were the building owner (21%), President or Vice President (20%), or company owner (13%) (Figure 9-4). When responses are broken out by utility, most participants who reported the building owner as the final decision maker were LEG Participants (Figure 9-5).

Figure 9-4: Final Decision Maker (n=56)*



*Responses do not equal to 100% as some participants mentioned more than one decision maker.

Figure 9-5: Final Decision Maker by Utility



*Responses do not equal to 100% as some participants mentioned more than one decision maker.

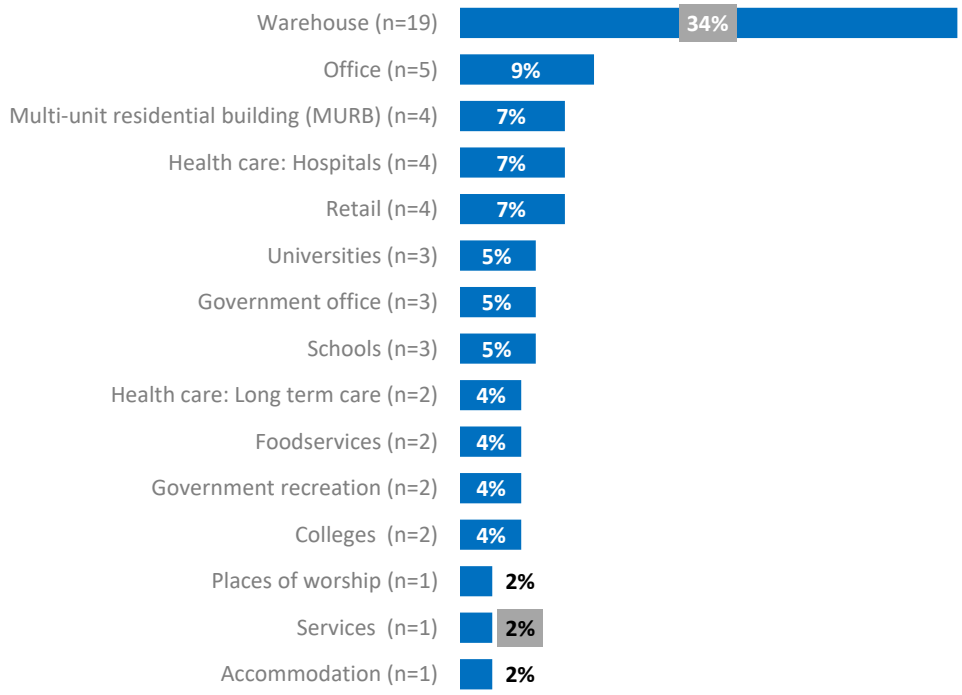
9.1.2 Commercial Sub-sector

Participants reported on the sub-sector of the facility where the offering upgrades were completed. Generally, the identified sub-sectors varied, with the warehouse as the most reported (34%) sub-sector (Figure 9-6).

The customer makeup is different for each legacy utility which is reflected in the breakdown of sub-sectors that responded to the survey.

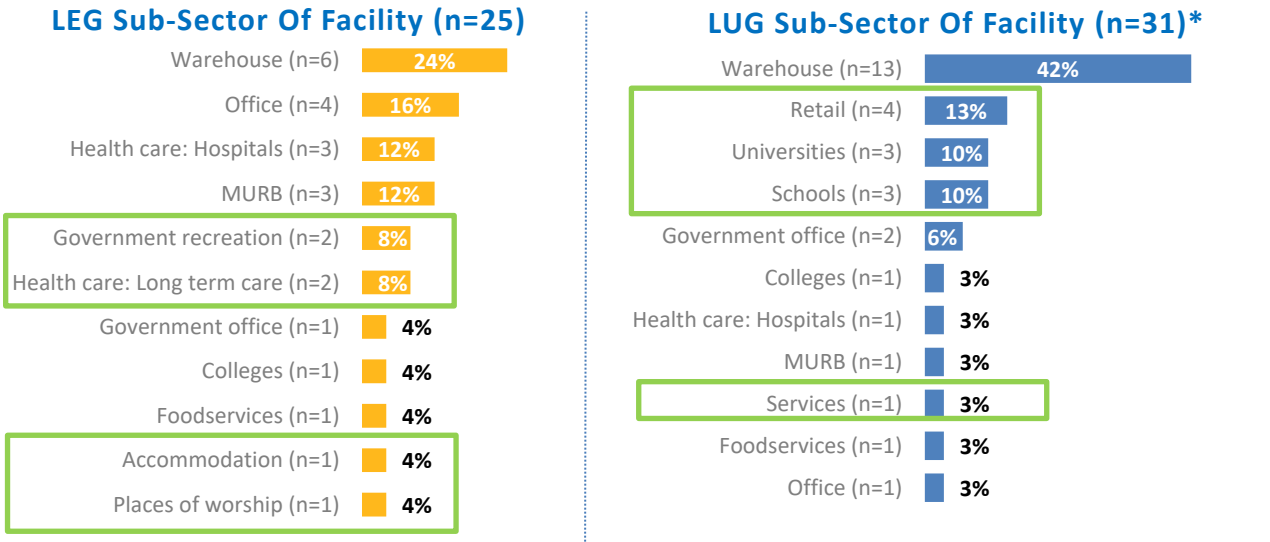
Places of worship, accommodation, long term health care, and government recreation sub-sectors were only reported by LEG participants. Whereas service, school, retail, and university subsectors were only reported by LUG participants. Additionally, LEG participants defined their sub-sectors' size, where 15 of the total of 25 LEG participants reported "large" and ten reported "small." Figure 9-7 illustrates the sub-sector data broken out by utility and the observed differences.

Figure 9-6: Sub-sector of Facility Where Upgrades Were Completed (n=56)*



*Responses do not exactly equal to 100% due to rounding.

Figure 9-7: Sub-sector of Facility Where Upgrades Were Completed by Utility



*Responses do not exactly equal to 100% due to rounding.

9.1.3 Number of Employees

Participants reported the estimated number of employees at their companies. Half of the participants stated their company had more than 200 employees. While 11% reported 51-100 employees and 20% reported 101-200 employees. The remaining 19% of participants had less than 50 employees. Figure 9-8 represents the estimated employee count reported by participants.

The split of employee count by utility depicts that LEG participants' companies in the range of 101-200 employees (28%) are greater in comparison to LUG participants (13%). In contrast, LUG participants' companies with more than 200 employees (58%) are greater in comparison to LEG participants (40%). Figure 9-9 illustrates the employee count by the utility.

Figure 9-8: Estimated Number of Employees (n=56)

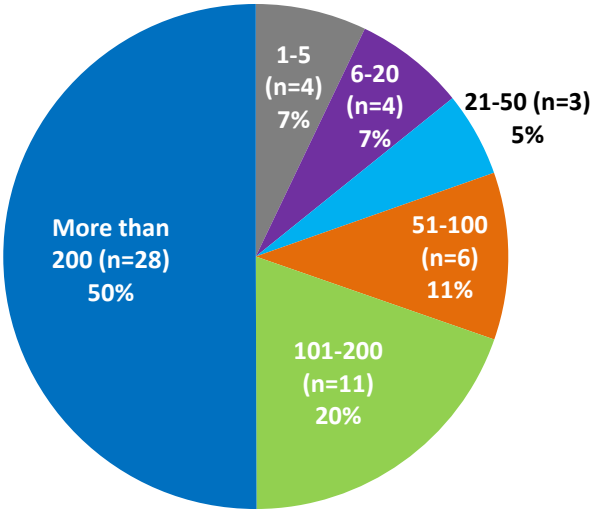
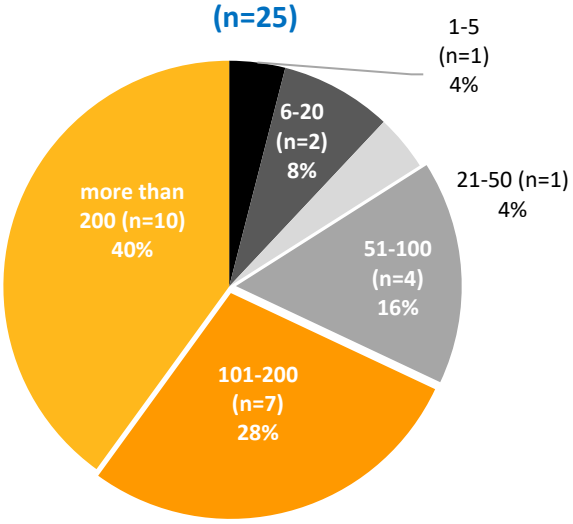
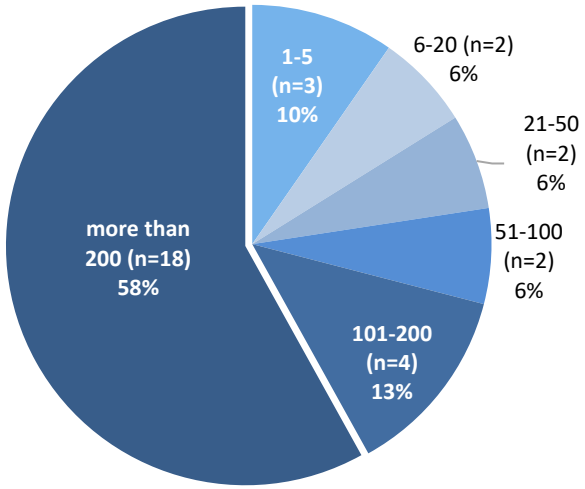


Figure 9-9: Estimated Number of Employees by Utility

LEG Estimated Number of Employees (n=25)



LUG Estimated Number of Employees (n=31)*



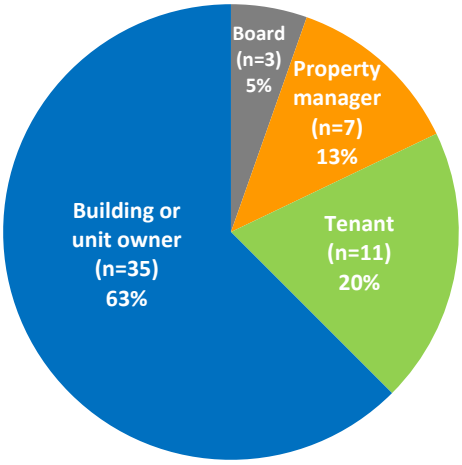
*Responses do not exactly equal to 100% due to rounding.

9.1.4 Occupancy Status

The survey asked participants to identify their occupancy status at the facilities where the offering upgrades were completed. The majority (63%) stated they were the building or unit owner, while 20% reported they were tenants, 13% were property managers, and 5% were board members (Figure 9-10).

The split of occupancy statuses by utility depicted a considerable variation in occupancy status between utilities. LEG participants' occupancy statuses that are either property managers (20%) and tenants (28%) are greater when compared to LUG participants. In contrast, the majority (71%) of LUG participants were identified as building or unit owners. Only LUG participants were identified as board members.

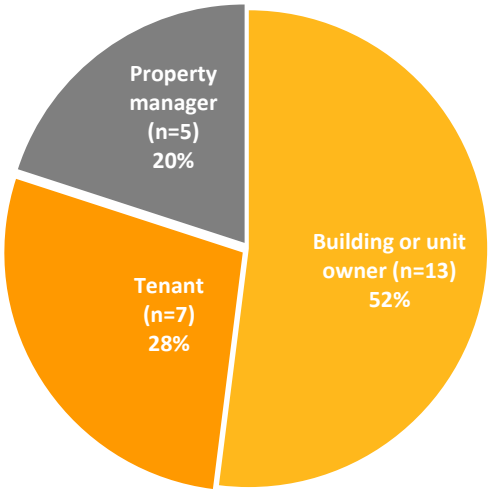
Figure 9-10: Occupancy Status in Offering Facility (n=56)*



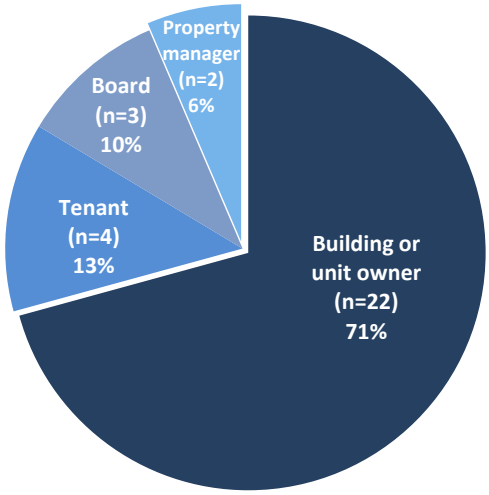
*Responses do not exactly equal to 100% due to rounding.

Figure 9-11: Occupancy Status in Offering Facility by Utility

LEG Occupancy Status in Offering Facility (n=25)



LUG Occupancy Status in Offering Facility (n=31)



9.2 Portfolio Level Responses and Observations

The following section discusses the aggregated key findings from all the completed participant survey responses. Portfolio level responses were also broken out by offering for analysis and as a result this if significant insights were found in comparing program response to the overall response numbers it is indicated in this section.

9.2.1 Overall Customer Experience and Satisfaction

Overall, participants became aware of their respective offerings from the following three source:

- Enbridge Advisors (54%)
- Trade allies or contractors (25%)
- Emails (16%)

Other methods participants became aware of program offerings include word of mouth (9%), advertisements (9%), online (4%) and other resources (7%).[2] When split by offering, LEG Commercial Custom participants and LUG Direct Install participants did not include emails as a source awareness of the offering.

Three (3) offering features contributed “extremely influential roles” or a “significant role” in participants’ decisions to participant in their respective offerings:

- Program incentive. The program incentive offering feature was the most rated as having an “extremely influential role” in participants’ decisions, with 56% rating it as “extremely influential” and 38% rating it as having a “significant role” in their decisions.
- Previous experience with an energy saving offering.
- Information or recommendation provided to by a LEG/LUG advisor.

Figure 9-12 illustrates the various offering features and their influence on respondents’ decisions to participate.

When responses were split based on offerings, some variations were realized. For LUG Prescriptive participants (67%), LEG Direct Install participants (50%) and LUG Prescriptive participants (42%), the “program incentive” was rated as influential to their decision to participate in the offering. In contrast, 25% of LEG Prescriptive participants rated “program incentive” was influential to their decision to participate in the offering. In addition only 20% of LEG Commercial Direct Install participants, 11% of LEG Commercial Custom participants and 13% of LUG Custom participants stated the “program incentive” played a “partial role” in their decision to participate in the offering.

[2] The percentages do not total 100% as the survey question allowed participants to select more than one option

LUG Custom participants were more likely to state that information or recommendations provided by a LEG/LUG advisor had a “partial role” (38%) in their decision to participate in the offering than the overall responses which saw only 21% of participants stating it had a “partial role”. LEG Direct Install participants rated their “previous experience with an energy saving offering” differently from the overall responses, as they were more likely to state it had a “partial role” (50%) in their decision making while of the overall responses only 18% gave this feature the same rating. Figure 9-13 illustrates the influence ratings provided for the top three most influential offering features on participants’ decisions for each offering.

Figure 9-12: Offering Features Influencing Decision to Participate in Offering (n=56)[3]

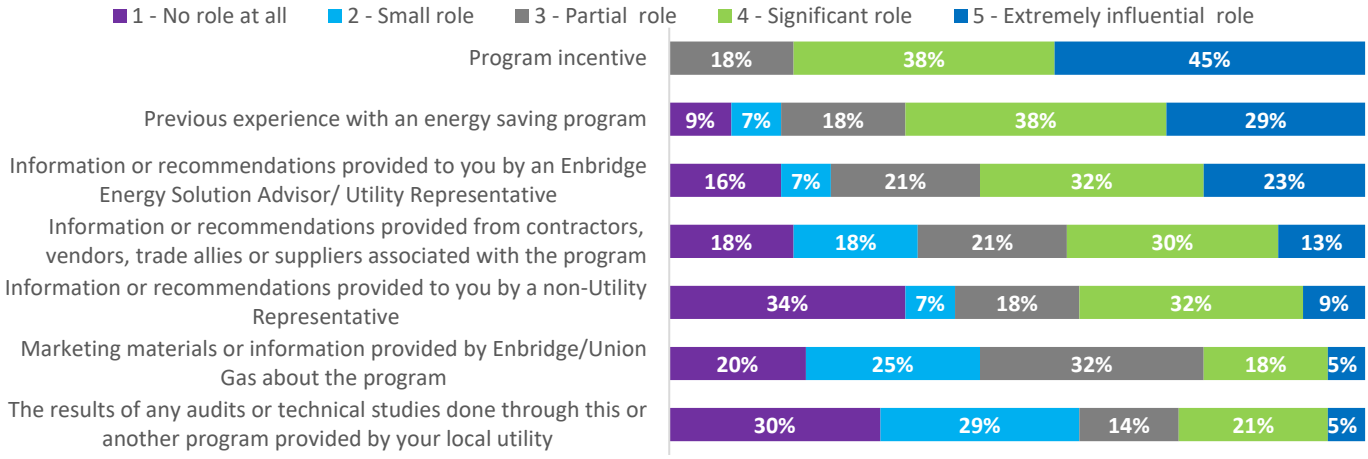
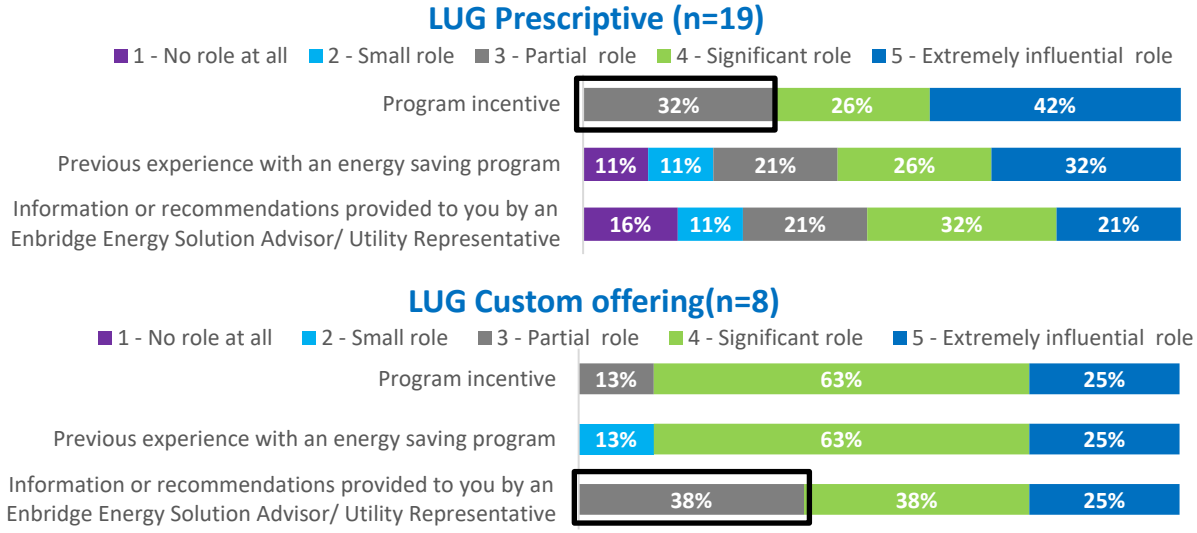
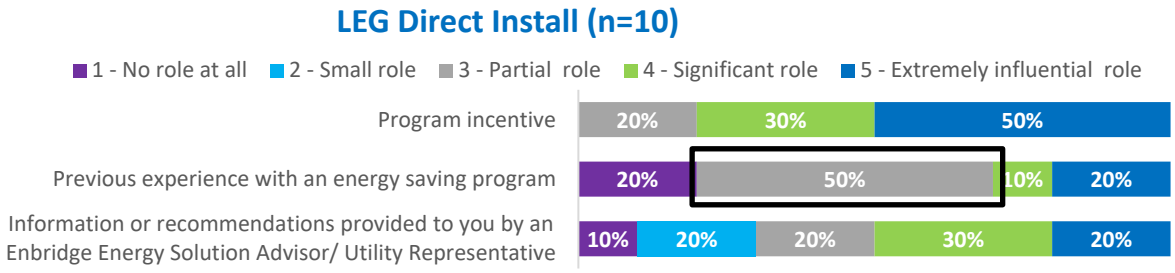


Figure 9-13: Different ratings of the Top Three Most Influential Offering Features Influencing Decision to Participate in Offering

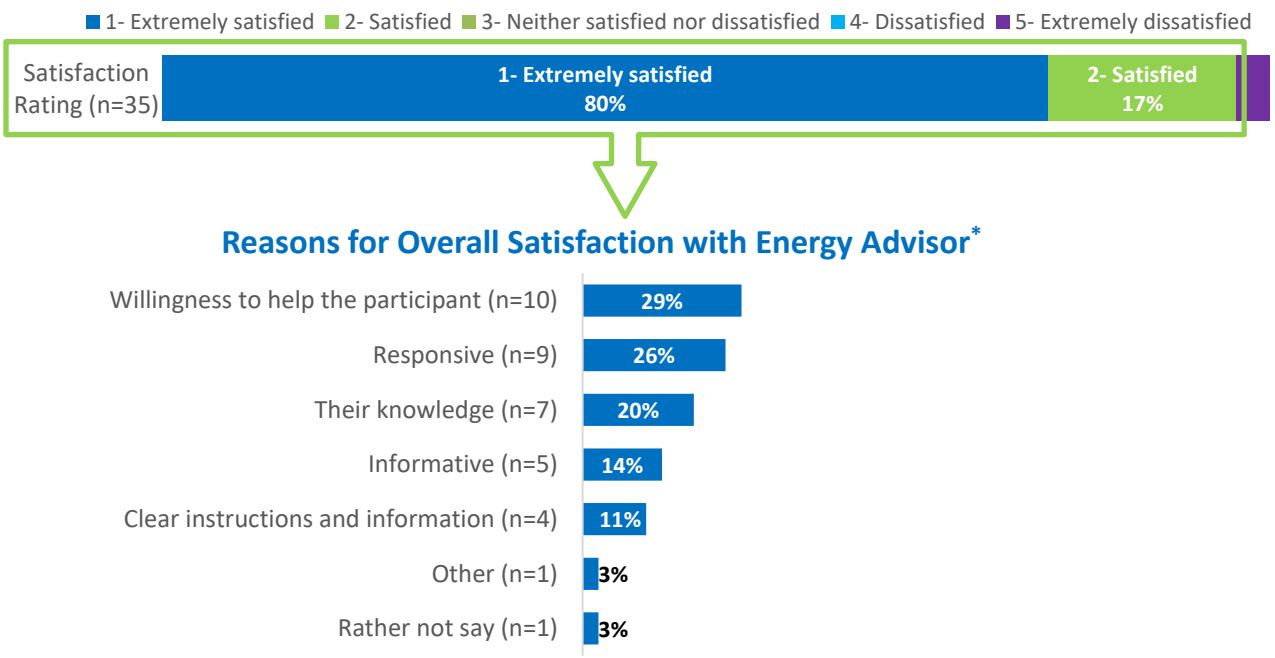


[3] Non-utility representatives are program delivery partners, which would include contractors hired by LEG/LUG to deliver programs.



While participating in the offering, 63% of all respondents interacted or worked with a LEG/LUG advisor. When asked about their level of satisfaction, respondents stated they were either "extremely satisfied" (80%) or "satisfied" (17%), citing the LEG/LUG advisor's helpfulness, responsiveness, and knowledge (Figure 9-14). This level of satisfaction was consistent across all offerings.

Figure 9-14: Participant Satisfaction with Energy Advisor (n=35)

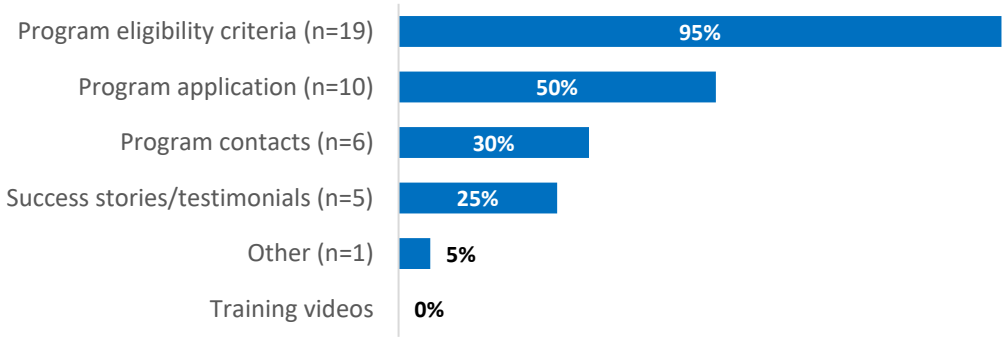


*Responses do not equal to 100% as some participants mentioned more than one reason.

While participating, 36% of respondents reported they accessed offering information online. The offering information accessed online by participants included offering eligibility criteria (95%), offering application (50%), offering contacts (30%) and success stores or testimonials (25%) (Figure 9-15). When participants were asked to rate their level of difficulty to access this online information, they reported it was "extremely easy" (21%) and "easy" (42%), citing the assistance from a LEG/LUG advisor and clear website navigation as the main reasons for their ratings

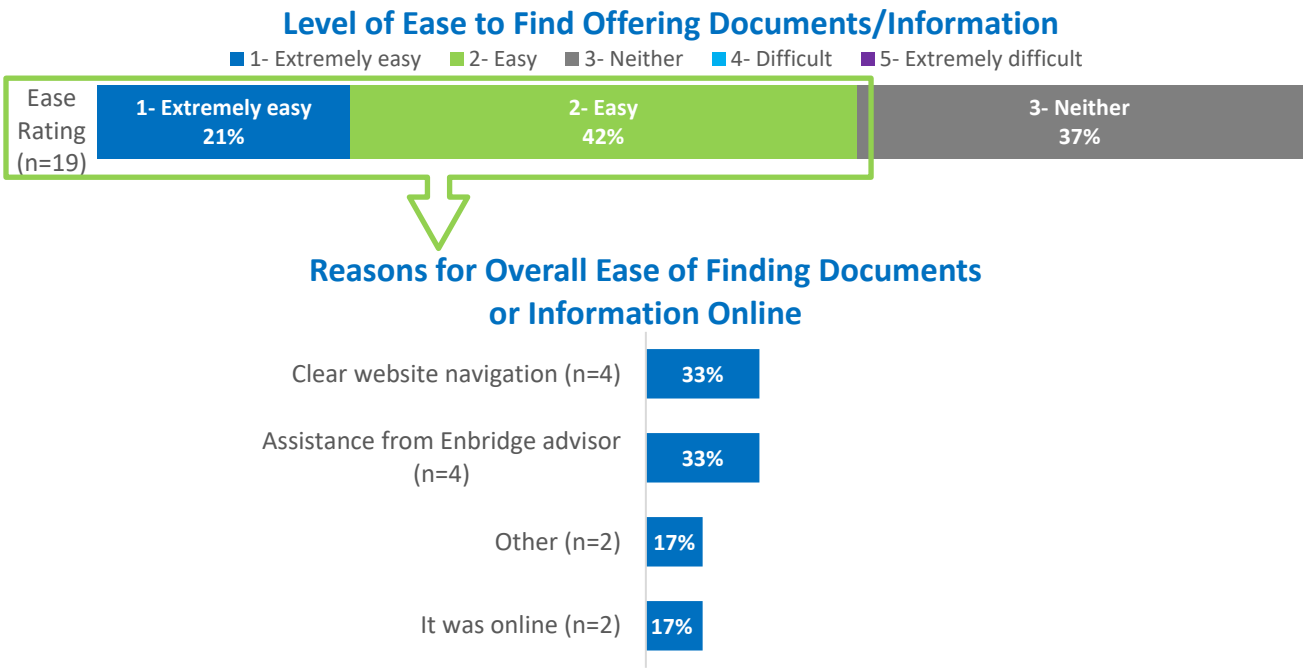
(Figure 9-16). The remaining 37% of participants that accessed online information found that it was neither easy nor difficult to find this online information. This level of satisfaction was consistent across all offerings.

Figure 9-15: Documents or Information Accessed Online (n=20)*



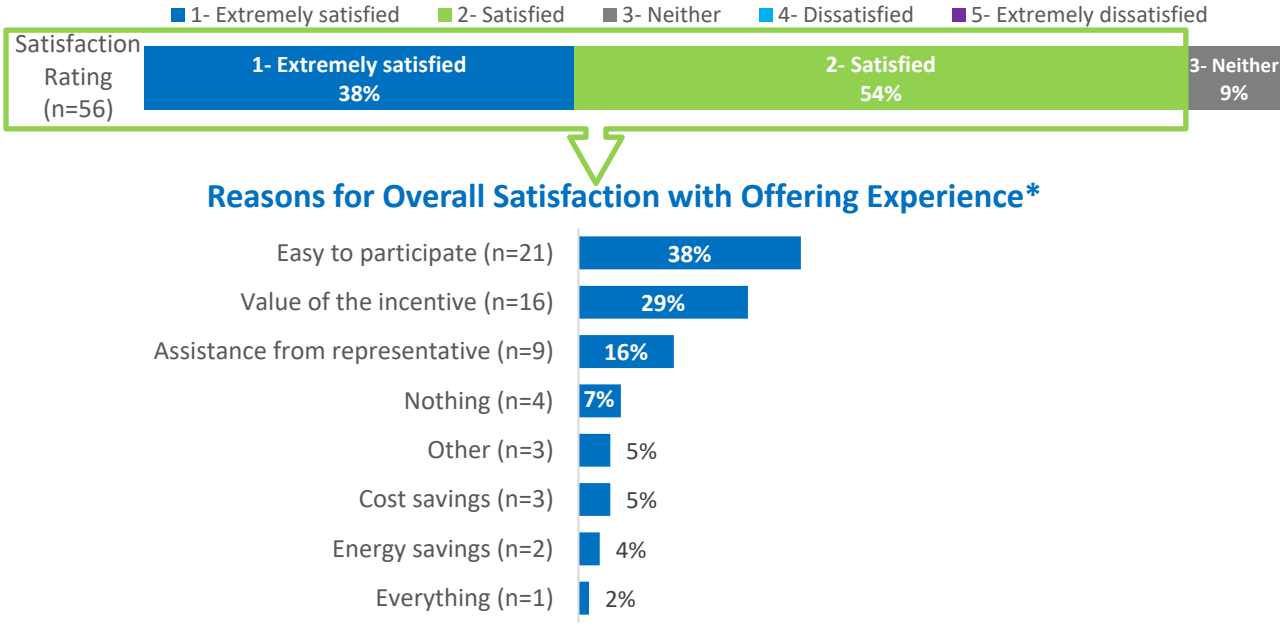
*Responses do not equal to 100% as some participants selected more than one document or piece of information.

Figure 9-16: Ease in Finding Offering Documents or Information Online



These participants were then asked to rate how satisfied they were with their overall offering experience. Nearly two-fifths of respondents (38%) reported they were “extremely satisfied” and 54% were “satisfied,” citing the ease of participation, value of the incentive, and assistance from an Enbridge Advisor (Figure 9-17). This level of satisfaction was consistent across all offerings.

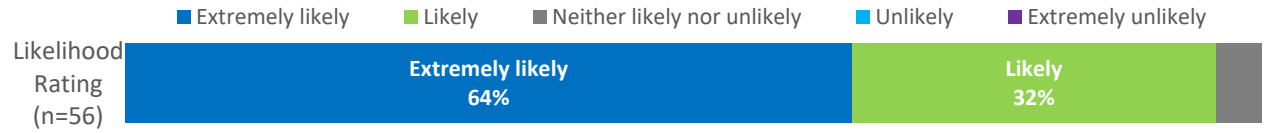
Figure 9-17:
Satisfaction of Overall Offering Experience



*Responses do not equal to 100% as some participants mentioned more than one reason.

When participants were asked how likely they would be to participate in a future EGI program, 64% were “extremely likely” and 32% were “likely”. The majority of participants (89%) stated they would recommend offerings to their network (89%). This level of satisfaction was consistent across all offerings.

Figure 9-18: Likelihood to Participate in Future EGI Energy Efficiency Initiatives



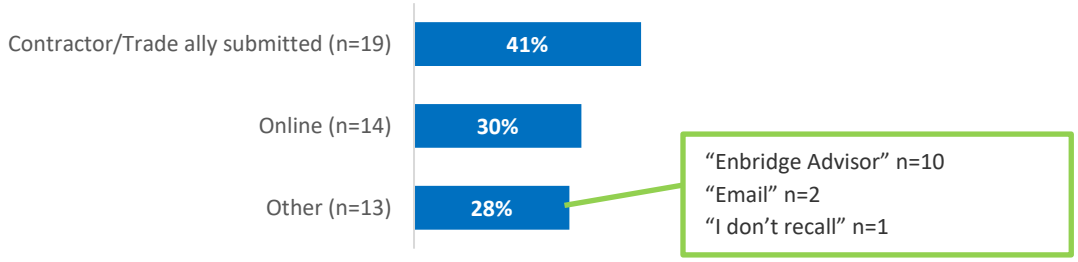
9.2.2 Application Process

The majority of the participants that completed the survey were involved in the offering application submission process. Over two-fifths (43%) of participants had primary responsibility for submitting the application, 39% had shared responsibility, and 20% were not involved. The reported main methods of application submission were through their contractor or trade alley (41%), online (30%), and “other methods” (28%) which mainly consisted of assistance from or through a LEG/LUG advisor. Figure 9-19 illustrates the main methods of application submission for all participants.

When responses were split by offering, LEG Direct Install participants were more likely to have shared responsibility (60%) of submitting the offering application. The main application submission method for LEG Direct Install participants was through their contractor or trade ally

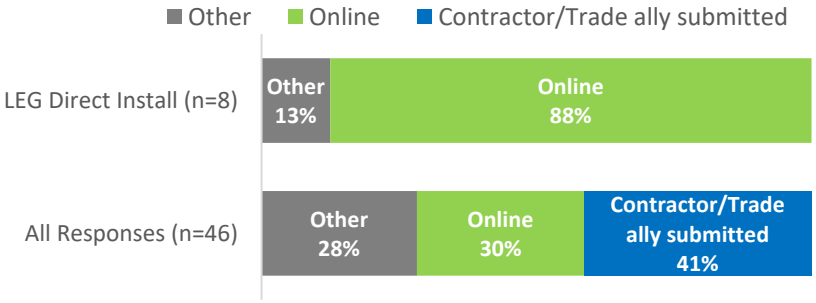
(88%). Figure 9-20 demonstrates how LEG Direct Install participants submitted their offering applications compared to all participants' submission methods.

Figure 9-19: Method of Overall Offering Application Submission



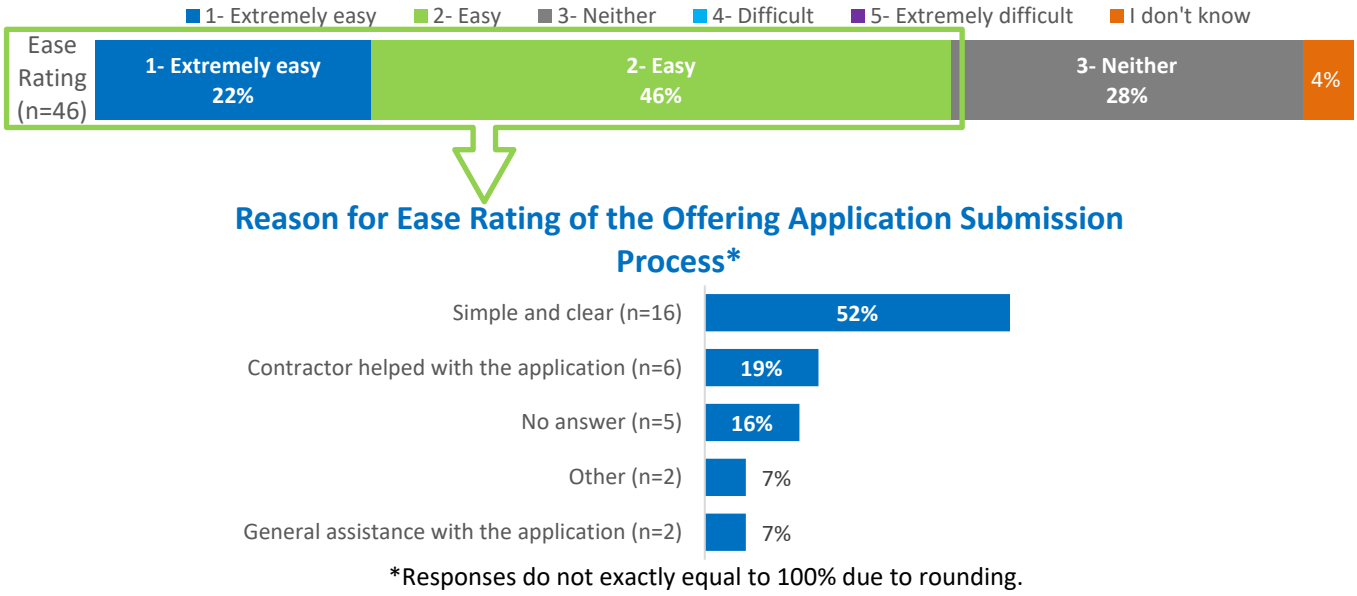
*Responses do not exactly equal to 100% due to rounding.

Figure 9-20: Method of LEG Commercial Direct Install vs. Overall Offering Application Submission



Participants involved in the offering application submission were asked to rate the level of difficulty of the process. Over one-fifth of participants (22%) stated the application process was "extremely easy," 46% stated the process was "easy," and 28% were neutral. Two participants (4%) did not know how to rate the ease of the application process. The main reasons for the ease of the application process were the simplicity of the application and the contractor's assistance. Figure 9-21 presents the level of difficulty of the application submission process by participants.

Figure 9-21: Ease Rating of Application Submission Process (n=46)



*Responses do not exactly equal to 100% due to rounding.

9.2.3 Installation Process and Contractors

Overall, participants were satisfied with their contractors work and the completed upgrades. This level of satisfaction was consistent across all offerings.

The majority of participants (89%) reported that the installation process did not create any disruptions to their business. Five participants (9%) indicated disruptions, including the installation took longer than expected or needing to shut down a section of their business for the day.

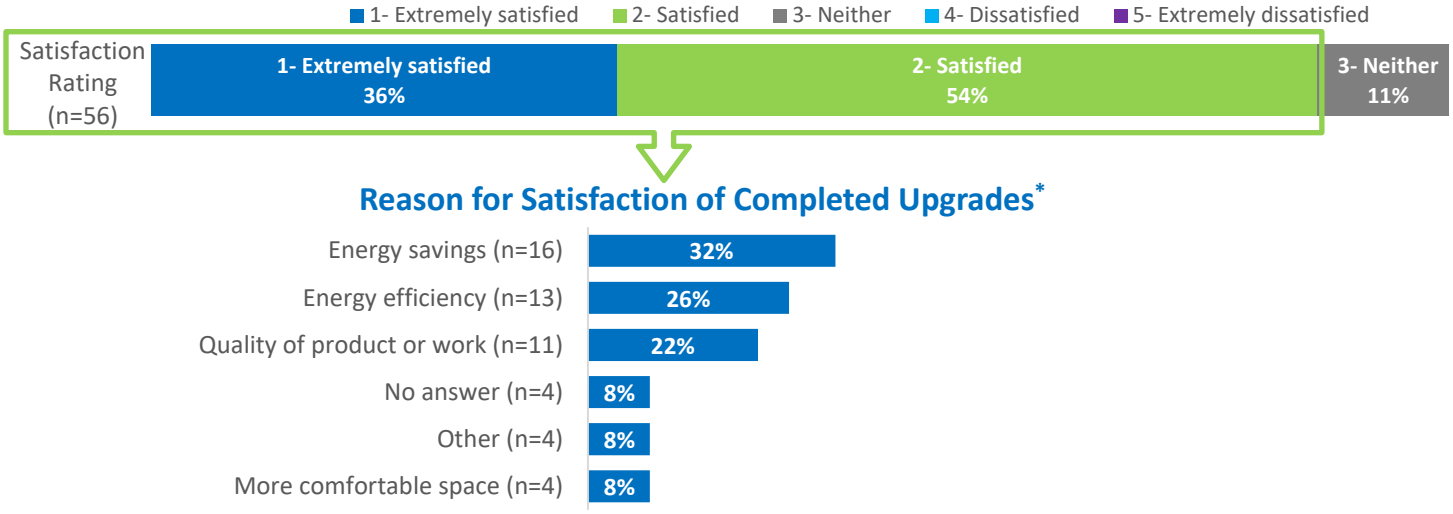
Participants were then asked how satisfied they were with the quality of their contractors' work. Participants reported they were "extremely satisfied" (34%), "satisfied" (50%), and neutral (11%). When participants were asked why they provided these ratings, reasons included the work was completed on schedule and the high quality of the contractor's work. Figure 9-22 presents participants' satisfaction rating of their offering contractor's quality of work and their reasoning.

Figure 9-22: Overall Satisfaction with Offering Contractors Work and Reasons

*Responses do not equal to 100% as some participants mentioned more than one reason.

Generally, all respondents were was satisfied with the completed upgrades. Participants reported they were “extremely satisfied” (36%), “satisfied” (54%), and neutral (11%). The participants’ reasoning for these ratings included the energy savings they incurred (32%), the energy efficiency gained (26%), and the overall quality of their product or work (22%). Figure 9-23 presents participants’ satisfaction rating of the completed upgrades and their reasoning.

Figure 9-23: Overall Satisfaction with the Completed Upgrades (n=56)

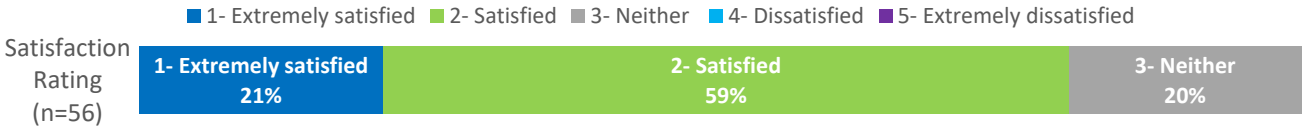


*Responses do not equal to 100% as some participants mentioned more than one reason

9.2.4 Incentive Processing

Generally, participants had no challenges with the incentive paperwork and payment processing. Participants reported they were “extremely satisfied” (21%), “satisfied” (59%), or neutral (20%) when asked about their level of satisfaction with incentive paperwork turnaround time (Figure 9-24).

Figure 9-24: Overall Satisfaction with Incentive Paperwork Turnaround Time



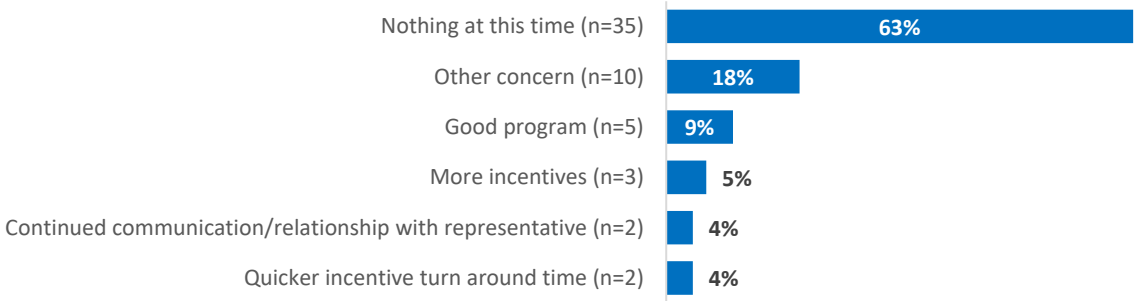
Similarly, participants were satisfied with the offering incentive payment processing turnaround time. Participants rated their level of satisfaction with the offering incentive payment process turnaround time as “extremely satisfied” (23%), “satisfied” (50%), or neutral (25%) (Figure 9-25). One participant (2%) from the LUG Prescriptive offering stated they were “extremely dissatisfied” because they did not install the equipment they qualified for.

Figure 9-25: Overall Satisfaction with Incentive Payment Processing Turnaround Time

9.2.5 Suggestions for Future Improvements

Overall, there were not many suggestions for improvements or feedback that participants shared in the survey, which was consistent across all offerings. When participants were asked if there were anything they would like to share, the majority (63%) stated they had nothing to share at this time. Those few who provided feedback mentioned more incentives (5%), continued communication with Energy Advisors (4%), and quicker incentive turnaround time (4%). Figure 9-26 presents the general feedback and future offering improvements shared by the participants.

Figure 9-26: General Feedback or Improvements for the Future of Offerings (n=56)*



*Responses do not equal to 100% as some participants mentioned more than one reason

9.3 Prescriptive Offering

The following section discusses the key findings from the participant surveys of both LEG Prescriptive and LUG Prescriptive offerings. Of the 84 LEG Prescriptive participants who were contacted to participate in the survey, 6 participants responded, resulting in a response rate of 7%. Of the 282 LUG Prescriptive participants invited to participate in the survey, 19 participants responded, resulting in a response rate of 7%.

Table 9-1 presents the roles of the Prescriptive offering respondents. Five (5) LEG participants (83%) had primary or shared responsibility for making budget or program participation decisions. Similarly, 18 LUG participants (95%) have reported the same roles.

Table 9-1: Prescriptive Offering Respondent Roles

Respondent Title	LEG	LUG	Total
Environmental, Energy, Sustainability Managers	3	3	**6**
President/CEO/Owner	0	4	**4**
Facility or Business Manager	1	2	**3**
Director	1	2	**3**
Project Management Professional	0	3	**3**
Engineer	1	1	**2**
Building/Property Management Professional	0	2	**2**
Energy Technician/Analyst	0	2	**2**
Total	**6**	**19**	**25**

9.3.1 Overall Customer Experience and Satisfaction

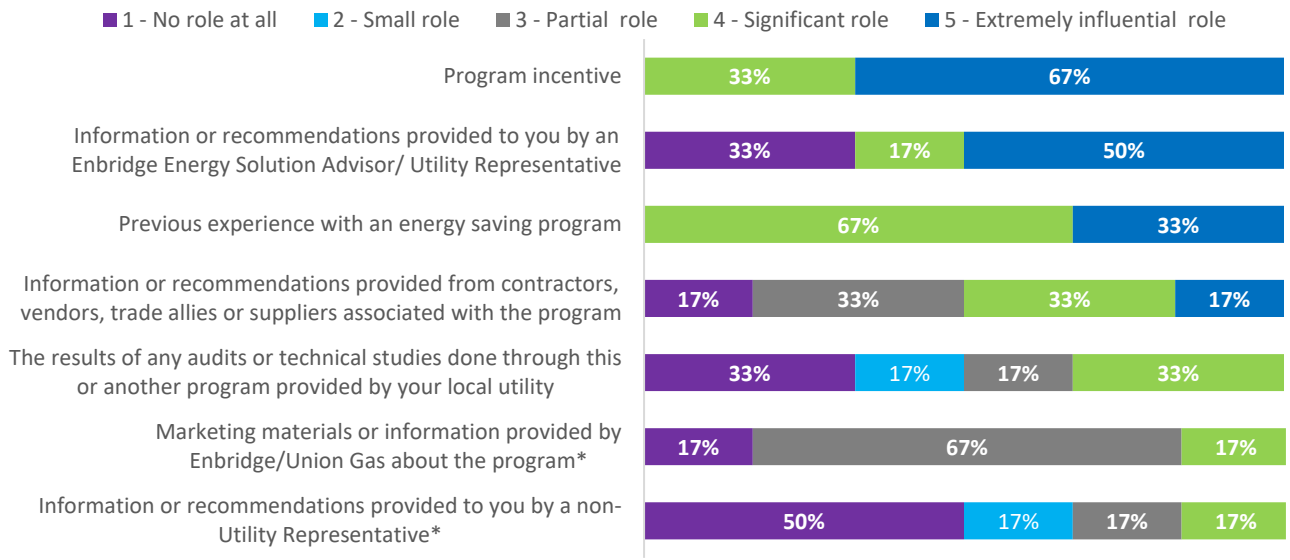
In multiple response questions, Prescriptive offering participants were asked how they became aware of the offering. For LEG Prescriptive participants, a majority of participants heard about the offering either through an email (25%), trade allies or contractors (25%), or Energy Advisors (25%). One LEG Prescriptive participant heard about the offering through word of mouth, and another participant through a previous employment position. For LUG Prescriptive participants, 50% of participants indicated they heard about the offering through Energy Advisors. Four LUG Prescriptive participants (17%) heard about the offering through email, four participants heard about the offering from contractors, and one participant (4%) through word of mouth. Two LUG Prescriptive participants (8%) reported they could not remember how they first became aware of the program.

On a five-point scale, participants were asked to rate how several factors influenced their company's decision to participate in the offering. The majority (67%) of LEG Prescriptive participants stated that program incentives played an extremely influential role in their decision

making. While 50% (three participants) of LEG Prescriptive participants cited information or recommendations provided to them by an Energy Advisor as “extremely influential.” Additionally, every participant that rated the offering feature of “previous experience with an energy saving program”, which refers to any program and not only Enbridge offerings, reported that it played either a “significant role” (67%) or “extremely significant role” (33%) in their decision-making. Figure 9-27 presents the influence level various offering features had on LEG Commercial Prescriptive participants’ decision.

Similarly, LUG Prescriptive participants rated the offering’s incentives influence as “extremely influential” (42%) to their decision to participate in the offering. However, their ratings of the most influential offering features on their decision-making varied compared to LEG participants. This variation may be attributed to the larger sample size of participants. Overall, LUG Prescriptive participants rated their previous experience with an energy saving offering as either “extremely influential” (32%) or played a “significant role” (26%) in their decision-making. Information or recommendations from a non-utility representatives[4] also influenced their decision, playing a “significant” (37%) or “extremely influential” (11%) role. Figure 9-28 presents the influence level various offering features had on LUG Prescriptive participants’ decision.

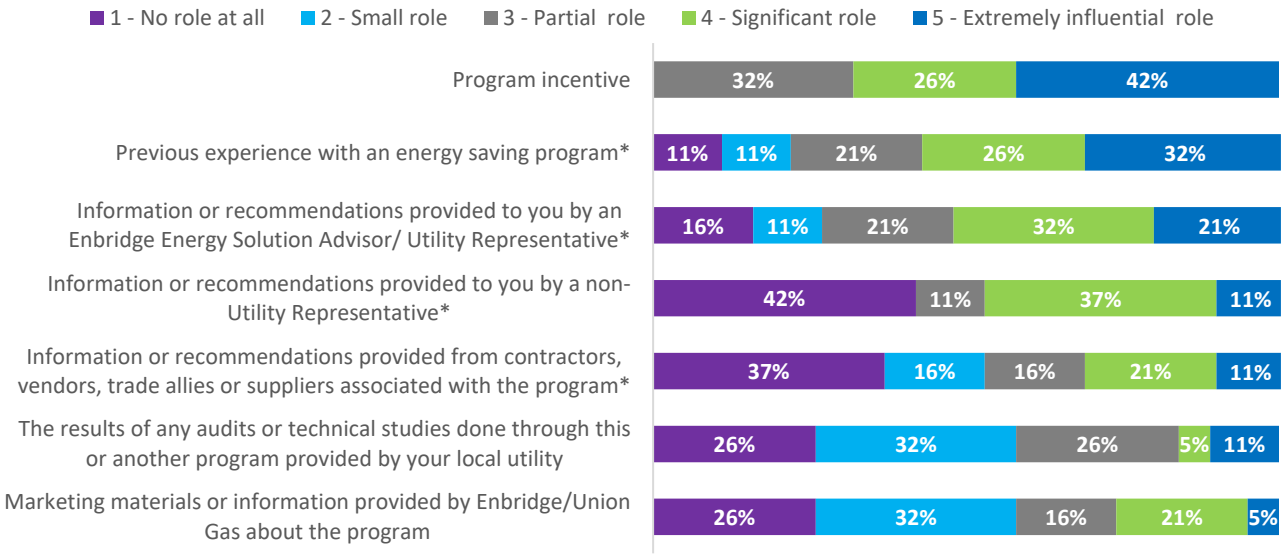
Figure 9-27: Offering Features Influencing Decision to Participate in LEG Prescriptive Offering (n=6)



*The responses for these two offering features do not exactly equal to 100% due to rounding.

[4] Non-utility representatives are program delivery partners, which would include contractors hired by LEG/LUG to deliver programs.

Figure 9-28: Offering Features Influencing Decision to Participate in LUG Prescriptive Offering (n=19)



*The responses for these two offering features do not exactly equal to 100% due to rounding.

Participants were also asked if they had worked with an Energy Advisor throughout their offering experience. 67% (four responses) of LEG prescriptive participants and 63% of LUG participants reported they worked with an Energy Advisor. These participants were then asked how satisfied they were with their interactions with the Energy Advisor, and why, on a scale from one (1) to five (5), where one is “Extremely satisfied” and five is “Extremely dissatisfied.” All four (4) LEG prescriptive participants (100%) were “extremely satisfied” with their interactions. When asked why they provided these satisfaction ratings, they cited the Energy Advisors’ professionalism and responsiveness. Figure 9-29 illustrates the satisfaction ratings provided by the LEG prescriptive participants that interacted with an Energy Advisor and their explanation for their rating.

A total of eight (8) LUG participants (67%) were “extremely satisfied” with their Energy Advisor interaction, 25% (three responses) were “satisfied” and only one participant was “very dissatisfied.” When asked why they provided these satisfaction ratings, the main reasons were the Energy Advisors’ helpfulness, responsiveness, professionalism, and availability. Figure 9-30 illustrates the satisfaction ratings provided by the LUG prescriptive participants that interacted with an Energy Advisor and their explanation for their rating.

Figure 9-29: Satisfaction with Interaction with LEG Energy Advisor (n=4)

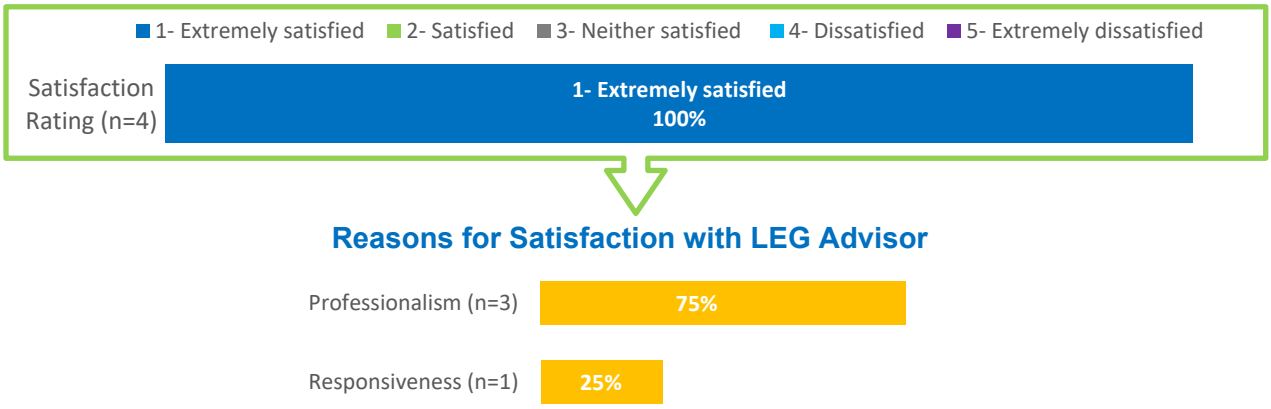
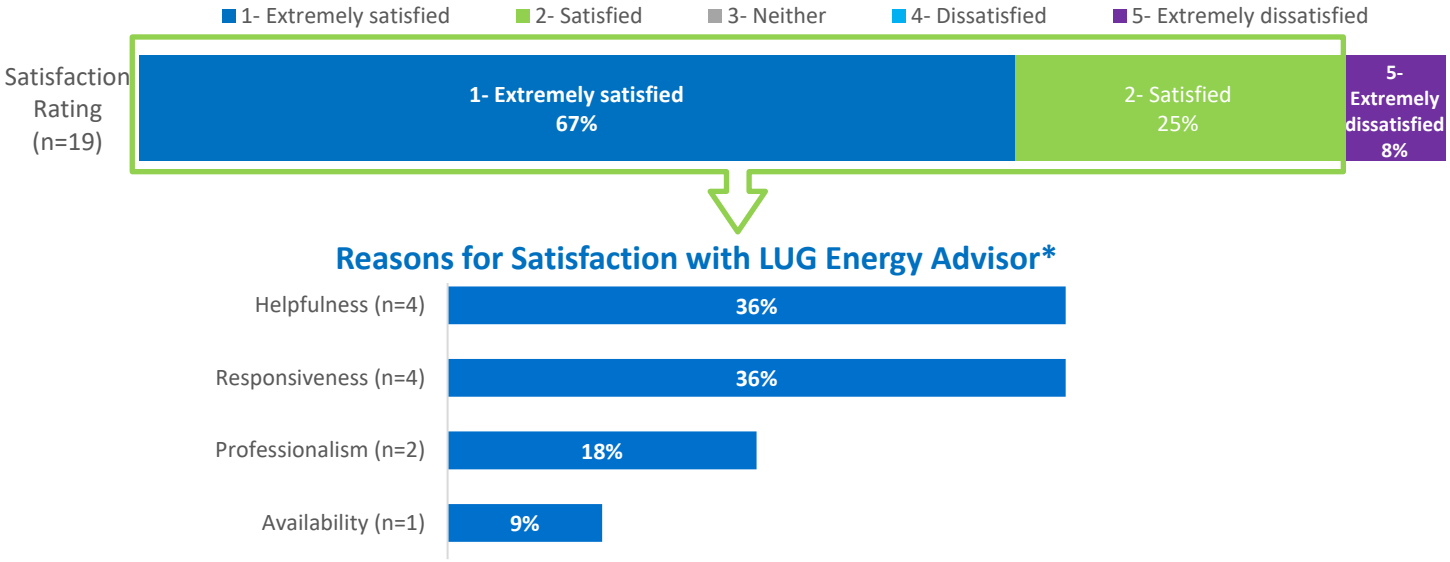


Figure 9-30: Satisfaction with Interaction with LUG Energy Advisor (n=19)



*Responses do not exactly equal to 100% due to rounding.

Prescriptive participants also mentioned they accessed offering resources online during their program experience. A total of three (3) LEG Commercial Prescriptive participants (50%) stated they mostly accessed offering eligibility criteria, contacts, and applications.[5] When these participants were asked to rate how easy it was to find the information or documents they accessed, the majority found that it was “extremely easy” (33%) or “easy” (33%) due to help from an Enbridge Advisor or the fact that the information was online, while the rest of the participants found it neither easy or difficult (33%).

[5] This analysis was based on a total of three LEG Commercial Prescriptive participant’s completed survey response of those who did access offering resources online. These participants were then able to select multiple documents or information they were searching for resulting in a choice total of nine.

Nearly half of LUG Prescriptive participants (47%) stated they accessed online offerings resources. All participants (100%) were searching for offering eligibility criteria. Other documents or information accessed was offering applications, contacts and success stories or testimonials.[6] When these participants were asked to rate how easy it was to find the information or documents they accessed, the majority stated it was “extremely easy” (13%), “easy” (50%) or found it was neither easy nor difficult (38%). Of those participants that found it was “extremely easy” or “easy”, they explained it was due to the help from their contractor or advisors and the clear website navigation.[7]

Overall, participants were highly satisfied with the Prescriptive offering. On a scale from one (1) to five (5), where one is “extremely satisfied” and five is “extremely dissatisfied.” Half of LEG Prescriptive participants (50%) reported that they were “extremely satisfied”, as did 32% of LUG Prescriptive participants. In addition, the other half of LEG Prescriptive participants (50%) reported that they were “satisfied”, along with 53% of LUG Prescriptive participants. The remaining 16% of LUG Prescriptive participants reported being “neither satisfied nor dissatisfied”. Moreover, when both LEG and LUG participants were asked about the reason for their satisfaction levels, two (2) of LEG Prescriptive participants cited the value of the incentive (33%), while two (2) noted the cost savings (33%) and two (2) cited technical knowledge and overall assistance and from the Energy Advisors (33%).[8] Seven (7) LUG Prescriptive participants reported that the ease of participation (44%) motivated their satisfaction rating, two (2) noted that the support and involvement of the Energy Advisors (13%) influenced their high satisfaction, while three (19%) appreciated the value of the incentive.

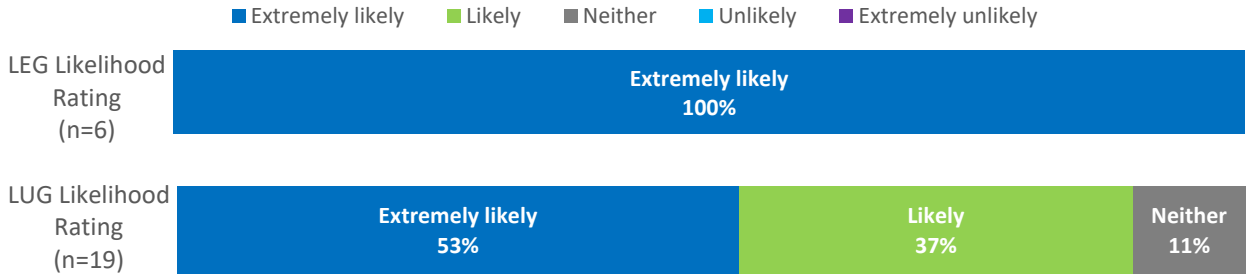
Lastly, when participants were asked how likely they would be to participate in a future EGI program, all LEG Prescriptive participants reported they would be “extremely likely” to do so, while LUG Prescriptive participants said that they were either “extremely likely” (53%) or “likely” (37%) to do so (Figure 9-31). Additionally, all six (6) LEG Prescriptive participants (100%) reported that they would recommend the offering to a colleague, as would 82% of LUG Prescriptive participants. This combination of results indicates that customers are very satisfied with their experience of the Prescriptive offering.

[6] This analysis was based on a total of nine LUG Prescriptive participant’s completed survey response of those who did access offering resources online. These participants were then able to select multiple documents or information they were searching for resulting in a choice total of 18.

[7] This analysis was based on a total of five LUG Prescriptive participant’s completed survey response of those of those who found it was easy to find the offering resources online.

[8] This percentages do not equal to 100% due to rounding.

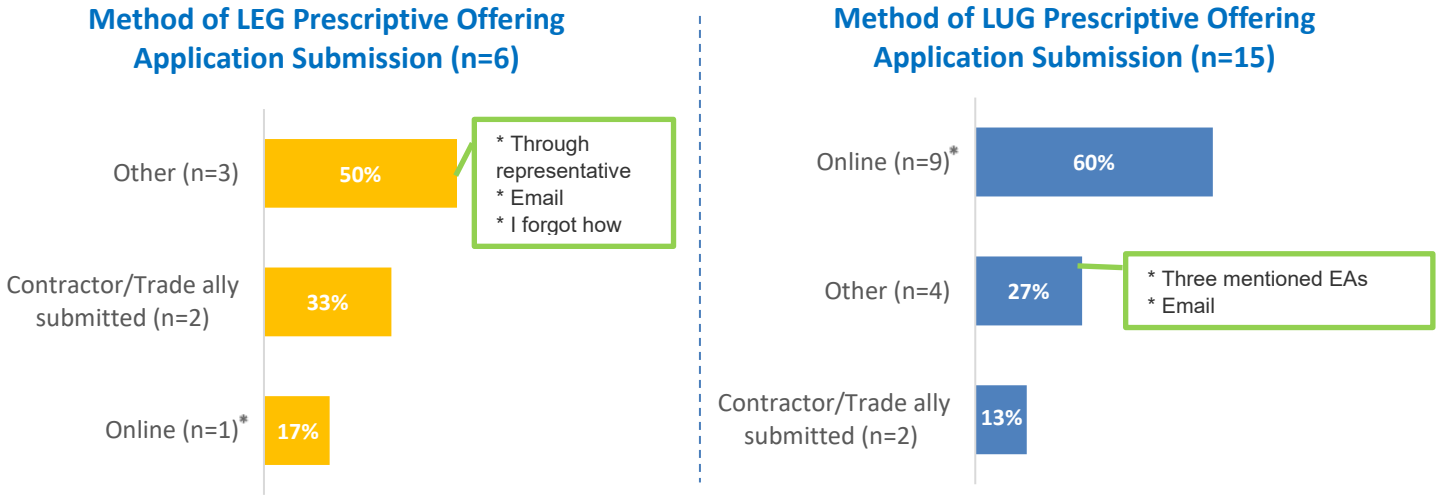
Figure 9-31: Likelihood to Participate in Future EGI Energy Efficiency Initiatives



9.3.2 Application Process

About half of both LEG (53%) and LUG (47%) Prescriptive participants were primarily responsible for submitting the application. The remaining three (3) LEG Prescriptive participants (50%) and six (6) LUG Prescriptive participants (32%) reported they had shared responsibility for submitting the offering application. A total of four (4) LUG Prescriptive participants (21%) reported not having any application submission responsibility. The participants who had full or partial responsibility were then asked how their applications were submitted. LEG Prescriptive participants reported submission methods of "other," mentioning Energy Advisors, or through their contractor or trade ally. LUG Prescriptive participants reported they submitted their offering application either online or through "other" methods, citing Energy Advisors. Figure 9-32 demonstrates the main application submission methods by LEG and LUG Prescriptive participants.

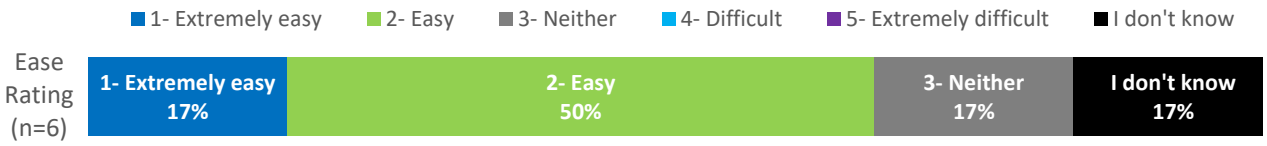
Figure 9-32: Method of Program Application Submission



*The "online" method here was a selection option presented to the participant with no other explantion. However, the selection of this option indicates any online experience the participant my have had during the application process.

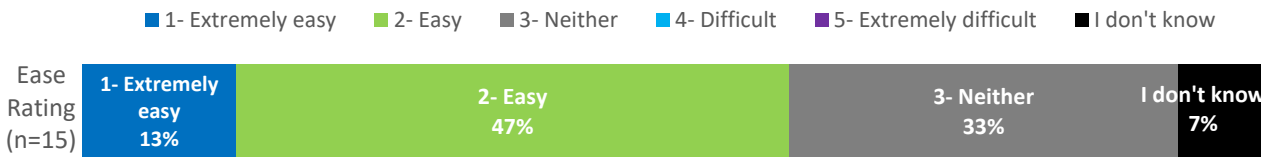
The participants were asked the level of difficulty of the overall application process. LEG Prescriptive participants noted that the process was "extremely easy" (17%) or "easy" (50%) (Figure 9-33). LUG Prescriptive participants also found the application process "extremely easy" (13%) or "easy" (47%) (Figure 9-34).

Figure 9-33: Rating of Ease of LEG Application Process (n=6)*



*Responses do not exactly equal to 100% due to rounding.

Figure 9-34: Rating of Ease of LUG Application Process (n=15)



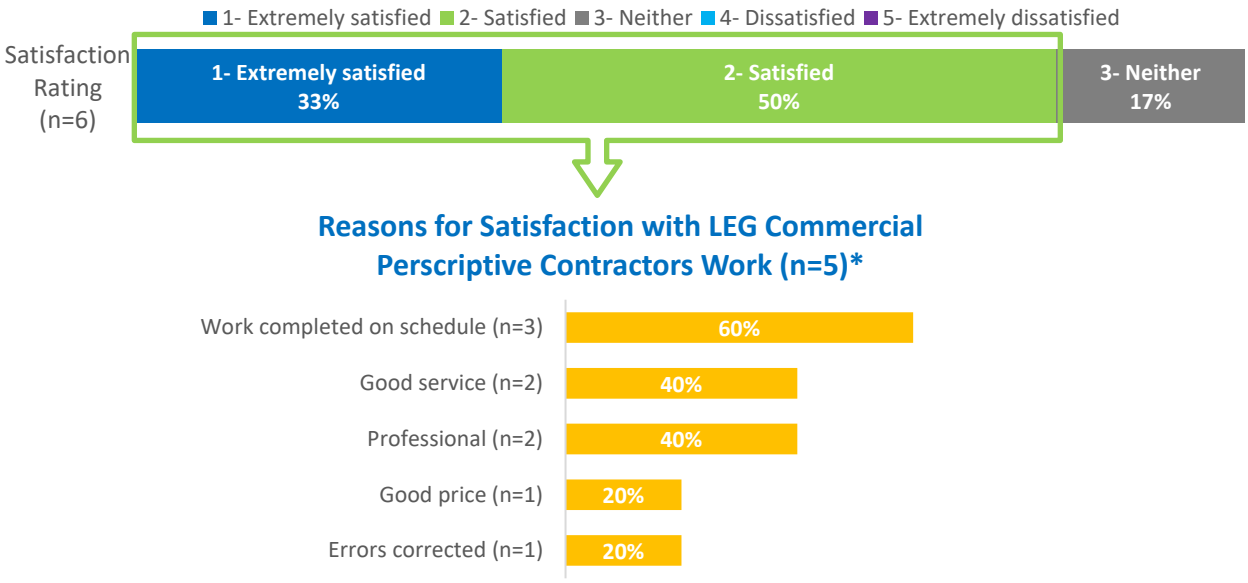
When asked why they provided these answers, LEG Prescriptive participants indicated the primary reasons were the assistance they received from their Energy Advisor, the simplicity of the actual application as well as the entire participation process. Similarly, LUG Prescriptive participants predominantly noted the application and participation process is clear and straightforward. One LUG Prescriptive participants responded that their contractor had completed the necessary paperwork.

9.3.3 Installation Process and Contractor

Both LEG and LUG Prescriptive participants reported few disruptions to their business due to their participation in the offering, with only one (1) respondent from each utility reporting a disruption. Overall, LEG Prescriptive participants were satisfied with their contractor's quality of work, reporting they were "extremely satisfied" (33%) and "satisfied" (50%). These participants attributed their ratings to the completion of the work on schedule and their contractors' professional service (Figure 9-35).

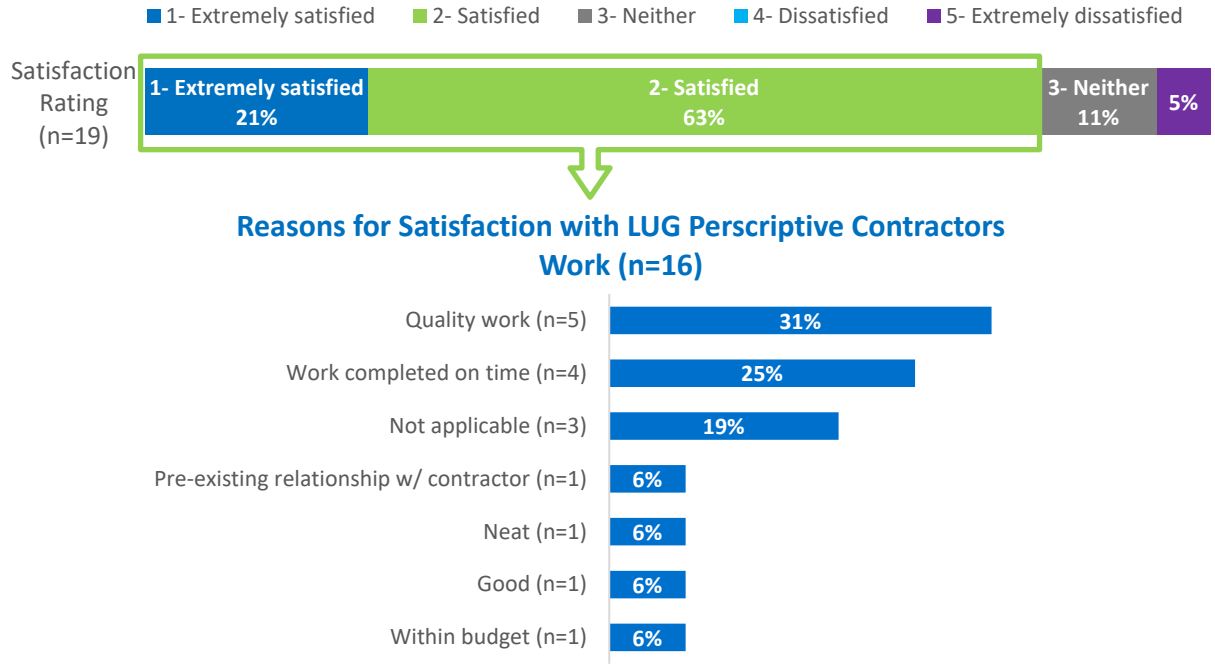
LUG Prescriptive participants reported they were "extremely satisfied" (21%) and "satisfied" (63%) with their contractor's quality of work. These LUG Prescriptive participants' reasons for satisfaction were the completion of the work on schedule and their contractors' good and professional services (Figure 9-36).

Figure 9-35: Satisfaction with LEG Prescriptive Program Contractors Work and Reasons (n=6)



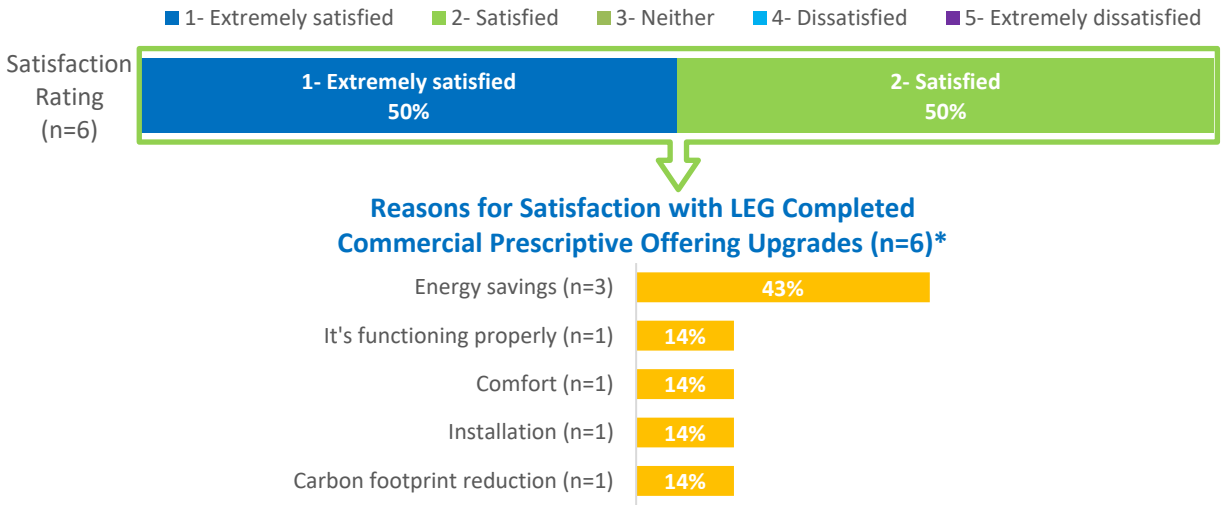
*Responses do not equal to 100% as some participants mentioned more than one reason.

Figure 9-36: Satisfaction with LUG Prescriptive Program Contractors' Work and Reasons (n=19)



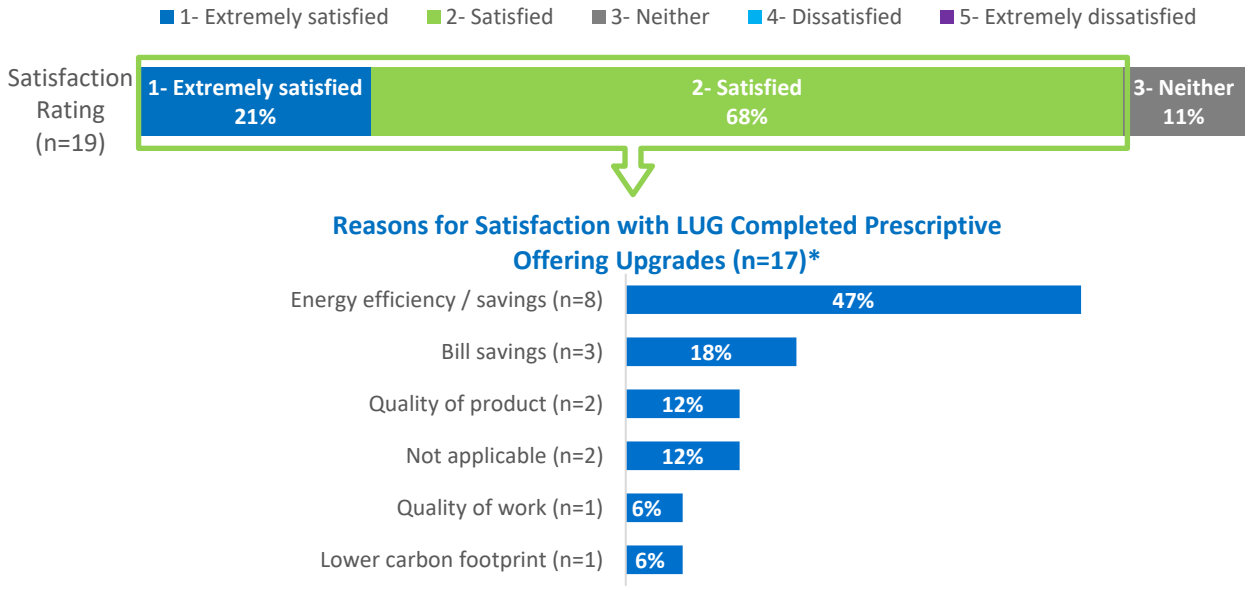
Both LEG and LUG participants were highly satisfied with the installed equipment through the Prescriptive offer. All LEG Prescriptive participants (100%) were either “extremely satisfied” (50%) or “satisfied” (50%) with their new equipment. While a total of 89% of LUG participants also reported they were either “extremely satisfied” (21%) or “satisfied” (68%) with their new equipment. The primary reasons customers rated a high satisfaction was due to either energy efficiency or savings. Figure 9-37 and Figure 9-38 present LEG and LUG Prescriptive participants’ satisfaction with the completed upgrades and the reason for providing this rating.

Figure 9-37: Satisfaction with LEG Completed Prescriptive Offering Upgrades (n=6)*



*Responses do not equal to 100% as some participants mentioned more than one reason.

Figure 9-38: Satisfaction with LUG Completed Prescriptive Offering Upgrades (n=19)



*Responses do not equal to 100% as some participants mentioned more than one reason.

9.3.4 Incentive Processing

Neither LEG nor LUG participants reported any significant dissatisfaction with the incentive processing. A total of 67% of LEG Prescriptive participants and 74% of LUG Prescriptive participants were either “extremely satisfied” or “satisfied” with paperwork turnaround time. Figure 9-39 illustrates LEG Prescriptive participants’ satisfaction, and Figure 9-40 illustrates the LUG Prescriptive participant’s satisfaction.

Figure 9-39: Satisfaction with LEG Prescriptive Offering Incentive Paperwork Turnaround Time (n=6)

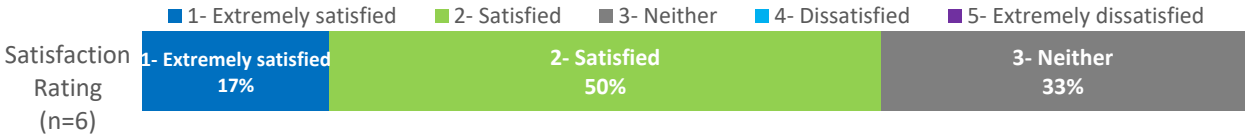
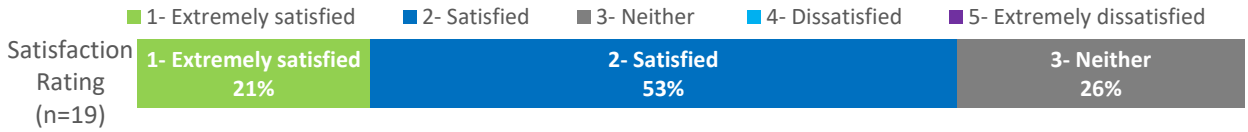


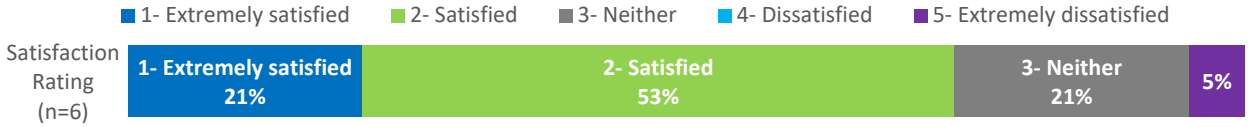
Figure 9-40: Satisfaction with LUG Prescriptive Offering Incentive Paperwork Turnaround Time (n=19)



Participants were also asked how satisfied they were with the incentive turnaround time. Responses from both sets of participants indicated a reduction in satisfaction compared to previous offering components. Two (2) LEG Commercial Prescriptive participants indicated they were “satisfied” (33%) and four (4) indicated they were “neither satisfied nor dissatisfied” (67%) (Figure 9-41). Responses from LUG Prescriptive participants indicated four (4) “extremely satisfied” (21%) ten (10) were “satisfied” (53%) and four (4) were “neither satisfied nor dissatisfied” (21%) (Figure 9-42).

Figure 9-41: Satisfaction with LEG Prescriptive Incentive Processing Turnaround Time (n=6)

Figure 9-42: Satisfaction with LUG Prescriptive Incentive Processing Turnaround Time (n=19)



9.3.5 Suggestions for Future Improvements

Lastly, participants were asked if they had any suggestions for improving the Prescriptive offering or any general feedback. Five (5) LEG Prescriptive participants offered comments, which are summarized below:

- Incentive payout period could be improved by streamlining the process. More follow-up communication.
- More LEG staff with “boots on the ground” experience in the field should be involved in order to evaluate the legitimacy of and viability of projects.

Nine (9) LUG Prescriptive participants offered recommendations, which are summarized below:

- The operations and delivery of the offering is very good and should be continued.
- The incentive amount was good and did not need to change.
- More choices of equipment to receive incentives.
- A clear explanation of the process in obtaining the incentive such as being a payee of Enbridge.
- Improve communication with participants.
- Aim to minimize disruption to business operations.

9.4 Direct Install Offering

The following section discusses the key findings from the participant surveys of both LEG and LUG Direct Install offerings. Of the 122 LEG Direct Install participants who were contacted to participate in the survey, ten (10) participants responded, resulting in a response rate of 8%. Of the 33 LUG Direct Install participants invited to participate in the survey, four (4) participants responded, resulting in a response rate of 12%.

Table 9-2 presents the roles of the Direct Install offering participants. A total of four (4) LEG Direct Install participants (40%) had the primary responsibility for making budget or program participation decisions, five (5) participants (50%) had shared responsibility and one (1) participant (10%) had no responsibility. For LUG Direct Install participants, a total of three (3) participants (75%) had the primary responsibility and one (1) participant (25%) had shared responsibility for making budget and program participation decisions.

Table 9-2: Direct Install Offering Respondent Roles

Respondent Title	LEG	LUG	Total
Business Administration or Management	3	1	**3**
Engineer	2	0	**2**
Facility or Business Manager	0	1	**1**
Operation Support/Management	2	1	**3**
President/CEO/Owner	1	1	**2**
Quality manager	1	0	**1**
Regional FM	1	0	**1**
Total	**10**	**4**	

9.4.1 Overall Customer Experience and Satisfaction

Direct Install participants were asked how they became aware of the offering. For LEG Direct Install participants, majority (40%) heard about the offering through an Enbridge Advisor. Other methods through which LEG Direct Install participants became aware of the offering include emails (20%), trade allies or contractors (20%), word of mouth (10%) and advertisements (10%).

On a five-point scale, participants were asked to rate how several factors influenced their company's decision to participate in the Direct Install offering. Offering incentive was identified as the most influential factor for LEG respondent's participation. When asked how influential the program incentive was in their decision to participant in the offering, 50% stated that it was "extremely influential." When asked to rate how influential "information or recommendations provided from contractors, vendors, trade allies or suppliers associated with the offering" was to their decision to participate in the offering, 40% reported it had a "significant role." Figure 9-43 presents the influence level offering features had on LEG Direct Install participant's decision.

LUG Direct Install participants reported they became aware of the offering through a few methods. Two (2) participants reported that advertisements (50%) were the source of their awareness. Whereas one (1) respondent reported trade allies or contractors (25%) as their main source of awareness and one (1) other respondent cited Energy Advisors (25%).

Similar to LEG Direct Install participants, when LUG Direct Install participants were asked to rate the influence program incentive had on their decision to participate in the offering, 25% reported it was "extremely influential" and 75% stated it had a "significant role." Other offering features that influenced LUG Direct Install participants' decision making were "marketing materials or information provided by LUG about the offering" and their "previous experience with an energy saving program." Figure 9-44 presents the influence level offering features had on LUG Direct install respondent's decisions.

Figure 9-43: Offering Features Influencing Decision to Participate in LEG Commercial Direct Install Offering (n=10)

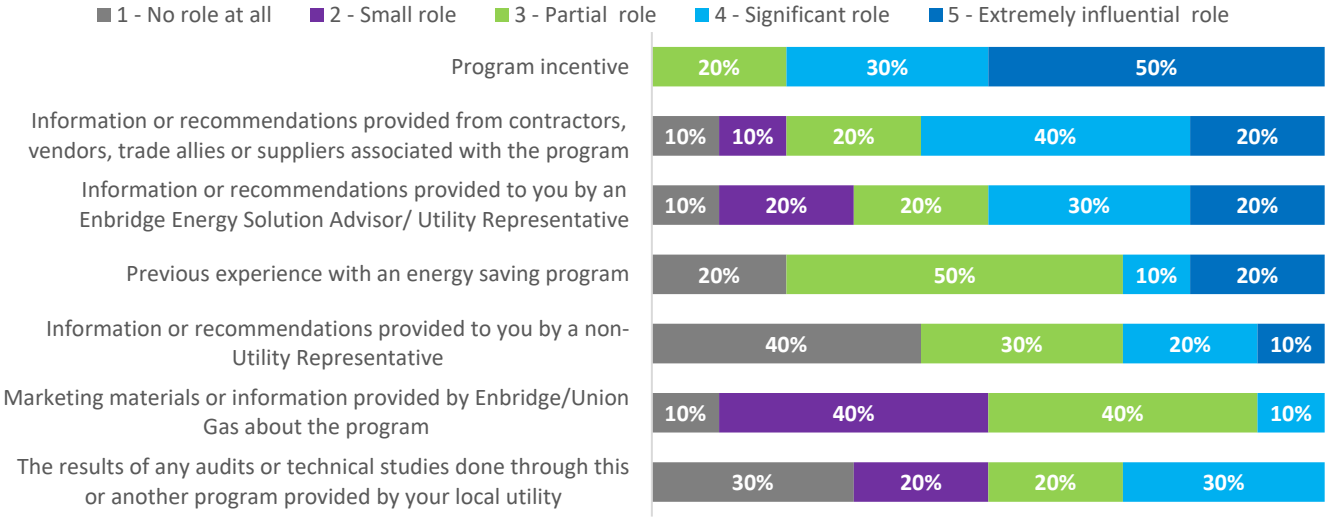
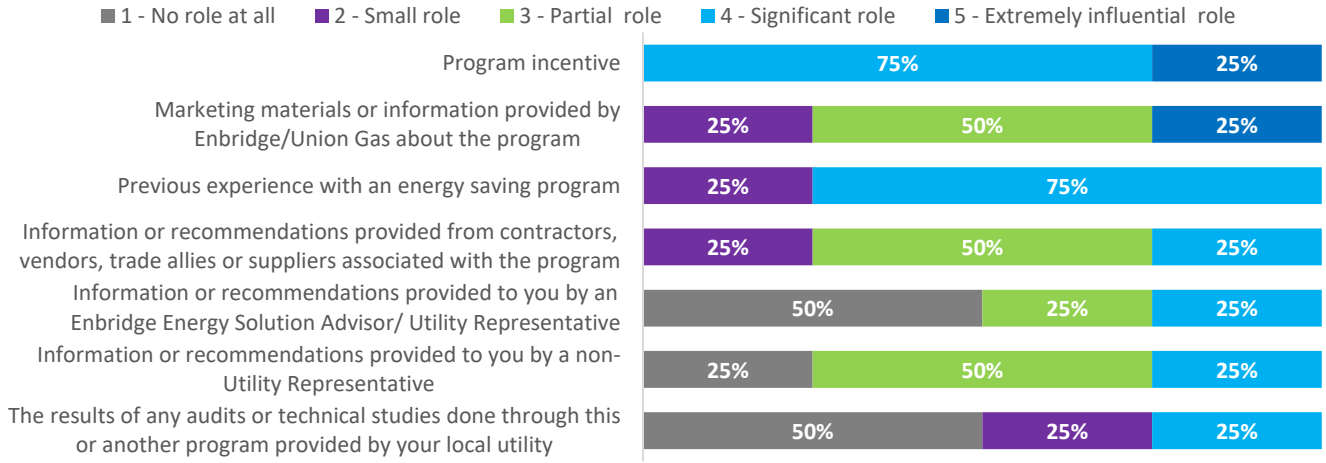
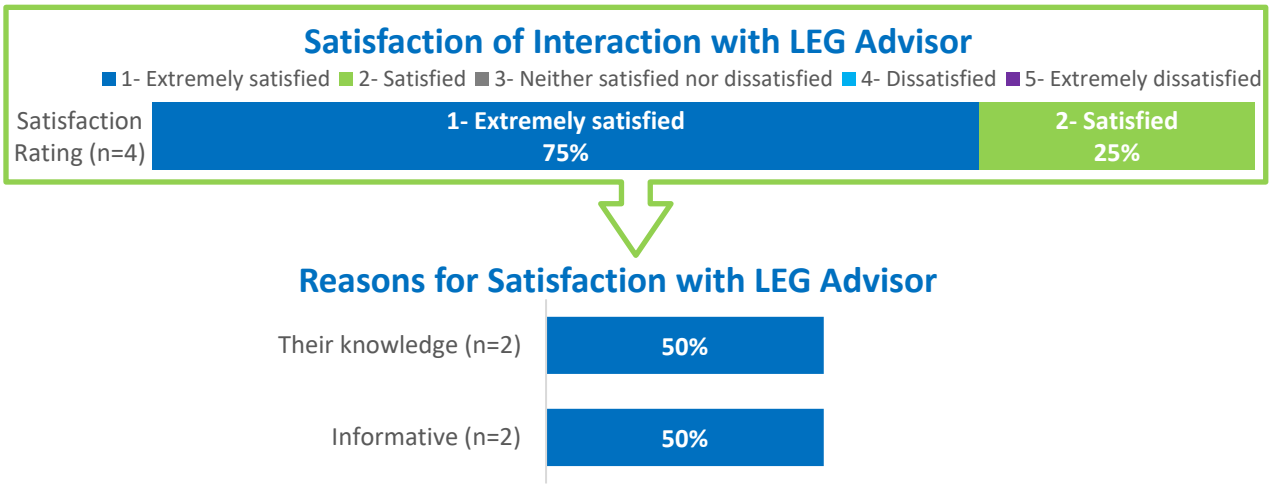


Figure 9-44: Offering Features Influencing Decision to Participate in LUG Direct Install Offering (n=4)



While participating in the offering, four (4) LEG Direct Install participants reported they worked with Enbridge Advisors (40%). All four participants stated they were either “satisfied” (25%) or “extremely satisfied” (75%) with their interaction citing advisors’ knowledge and the quality of information they provided are the reasons for their level of satisfaction (Figure 9-45). None of the four LUG Direct Install participants that completed the survey worked with an Enbridge Advisor.

Figure 9-45: Participant Satisfaction with LEG Advisor (n=4)



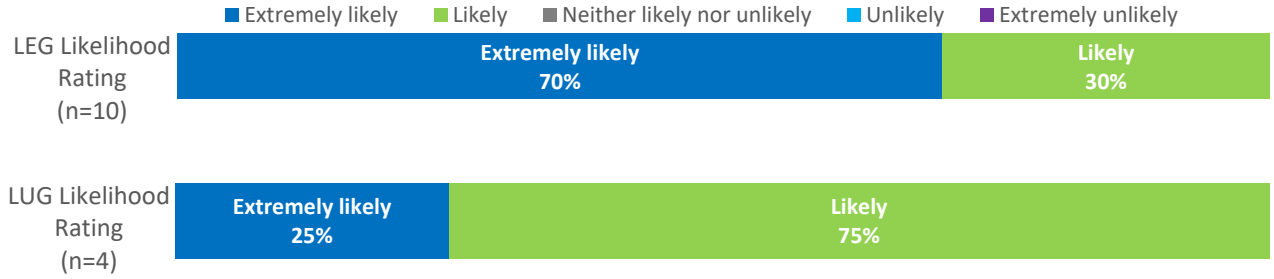
Direct Install participants also mentioned they accessed offering resources during their program experience. A total of four (4) LEG Direct Install participants accessed offering information or documents online (40%), which included offering applications, offering eligibility criteria, success stories or testimonials, and offering contacts. When these four (4) participants were asked to rate the level of difficulty of accessing these offering documents or information, one (1) participant stated it was “extremely easy”(25%), another stated it was “easy” (25%) and two (2) participants found it was neither easy nor difficult (50%). Only one (1) LUG Direct Install participant reported they accessed online offering information or documents searching for “offering eligibility criteria” and stated it was “neither easy nor difficult” to access.

Overall, LEG and LUG Direct Install participants were satisfied with their offering experience. When LEG Direct Install participants were asked how satisfied they were with their overall offering experience, 40% were “extremely satisfied,” 50% were “satisfied” and 10% (1) participant was neutral. LUG Direct Install participants were also “satisfied” with their offering experience, with three (3) reporting they were “satisfied” (75%) and one (1) participant was neither satisfied nor dissatisfied (25%). When participants were asked what aspects of the offering experience contributed to their satisfaction, two (2) LEG Direct Install participants mentioned the value of the incentive (22%), five (5) mentioned the ease of participating in the offering (56%) and two (2) cited the assistance they received from a Enbridge Advisor (22%). LUG Direct Install participants cited similar reasons with all participants mentioning the value of the incentive (100%) and one (1) mention of the ease of participating in the offering (33%).[9]

Lastly, when participants were asked how likely they would be to participate in a future EGI program, the majority of LEG and LUG Direct Install participants reported high ratings of likelihood. LEG Direct Install participants stated they were “extremely likely” (70%) or “likely” (30%) to do so. LUG Direct Install participants reported they were “extremely likely” (25%) or “likely” (75%) (Figure 9-46). The majority of LEG Direct Install (70%) and all LUG Direct Install participants (100%) stated they would promote the offering to their network.

[9] This analysis is based on a total of three LUG Direct Install program participant responses that report they were satisfied. Also, responses do not equal to 100% as participants mentioned more than one reason.

Figure 9-46: Likelihood to Participate in Future EGI Energy Efficiency Initiatives

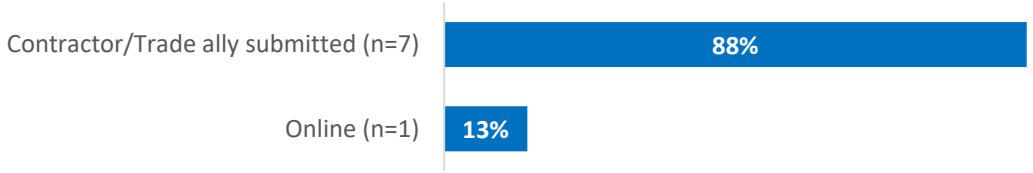


9.4.2 Application Process

More than half of LEG Direct Install participants were involved in the application submission process (80%). One-fifth (20%) of these LEG participants had primary responsibility for submitting the application, while 60% had shared responsibility and 20% were not involved. For the LUG Direct Install offering, one (1) participant was involved in the application submission process, having shared responsibility for submission.

The main method of application submission for the majority of LEG Direct Install participants that were involved in the process was through their contractor or trade ally (88%). The single LUG Direct Install participant that was involved in the application submission process reported they submitted the application through their contractor or trade ally. Figure 9-47 illustrates how the offering applications were submitted for LEG Direct Install participants.

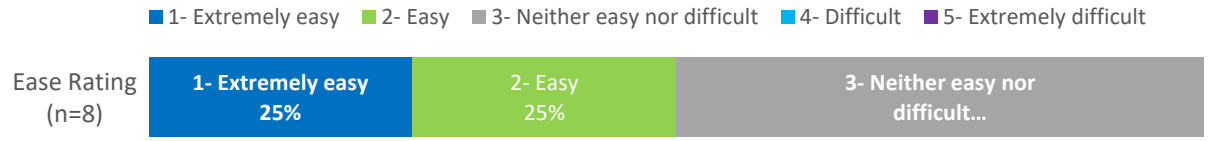
Figure 9-47: Method of LEG Commercial Direct Install Offering Application Submission*



*Responses do not exactly equal to 100% due to rounding.

In general, participants indicated an easy application process. LEG Direct Install participants stated the process was “extremely easy” (25%), “easy” (25%), or were neutral (50%) (Figure 9-48). The single LUG Direct Install participant also found that the process was “easy.” The LUG participant indicated the primary reasons for the ease of the application process were the contractor’s assistance with the application submission and the process’s straightforward nature.

Figure 9-48: Ease Rating of LEG Commercial Direct Install Application Submission Process



9.4.3 Installation Process and Contractors

Generally, participants of both the LEG and LUG Direct Install offering were satisfied with the installation process and the contractors that completed the installation. When asked if the installation created disruptions in their business, the majority of LEG Direct Install participants (90%) reported it did not, and all four (4) LUG participants had the same experience.

Participants were then asked how satisfied they were with the quality of the contractors' work. Overall the participants stated they were satisfied. LEG Direct Install participants identified they were either "extremely satisfied" (50%), "satisfied" (30%), or neutral (20%). When asked why they provided these answers top reasons included the contractors' knowledge and competency (30%), work completed on time (20%) and their contractor resolved issues (10%) (Figure 9-49).

Similarly, LUG Direct Install participants were satisfied with the quality of their contractors' work. Two (2) participants were "satisfied" (50%), while one (1) participant was neutral (25%). When these participants were asked why they provided these ratings, reasons included the work was completed on schedule. One (1) participant was "dissatisfied" (25%) with the quality of their contractor's work and conveyed the installed equipment did not work properly due to a "poor install" (Figure 9-50).

Figure 9-49: Satisfaction with LEG Commercial Direct Install Offering Contractors Work and Reasons

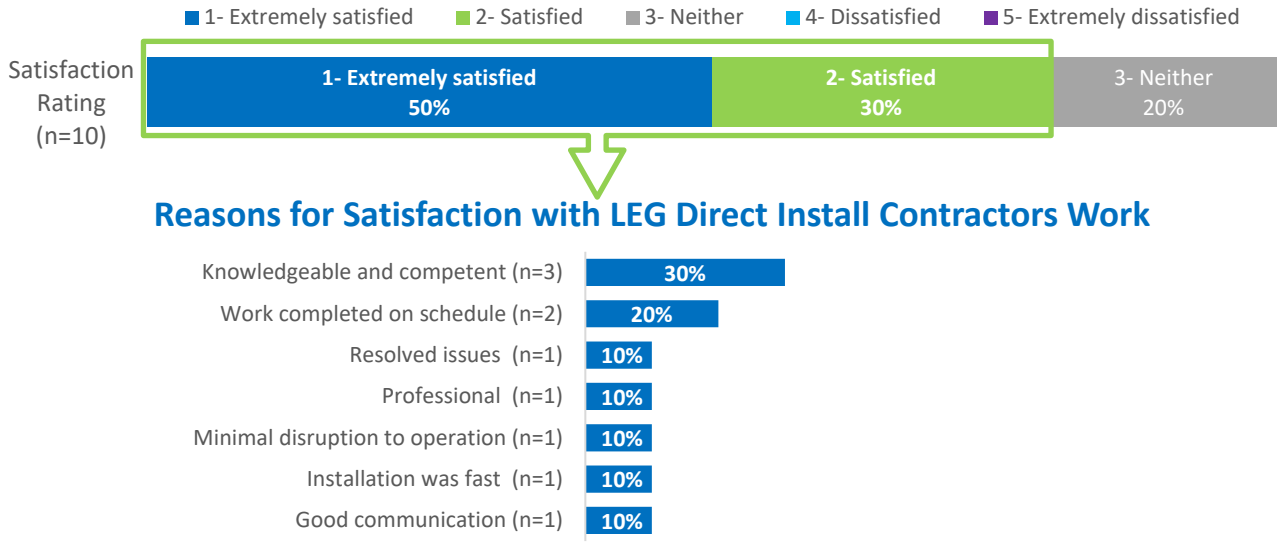
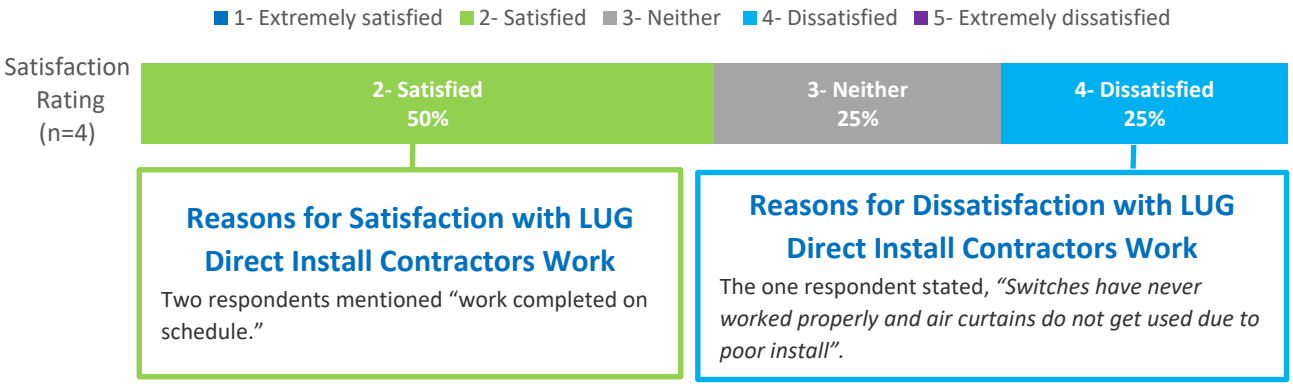


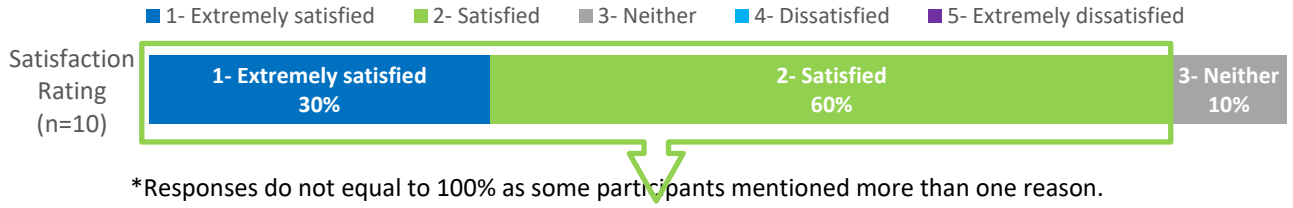
Figure 9-50: Satisfaction with LUG Direct Install Offering Contractors Work and Reasons



Satisfaction with the completed upgrades was generally positive among both LEG, and LUG Direct Install participants. LEG Direct Install participants stated they were either "extremely satisfied" (30%) or "satisfied" (60%) due to energy savings and a more comfortable space (Figure 9-51). In this context "energy savings" relates to the reduction in energy use, which usually results in cost savings, while "energy efficiency" is connected to the characteristics of the measure or equipment itself. For example, installing an energy efficient measure that is larger compared to the existing equipment may not result in energy savings when compared to existing smaller equipment.

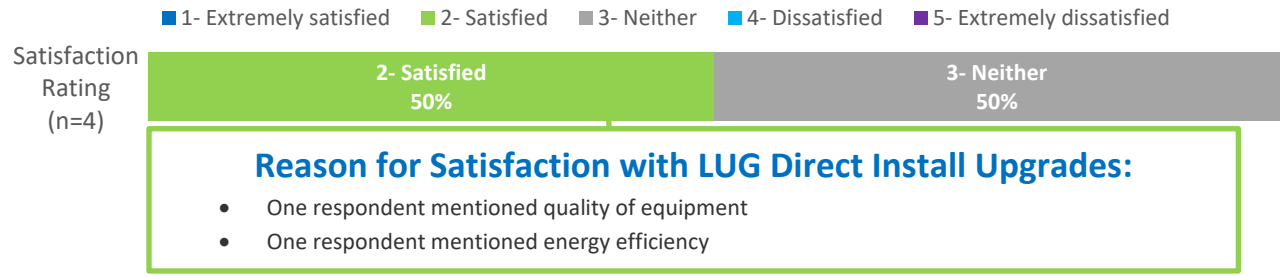
LUG Direct Install participants were also satisfied with the completed upgrades. Two participants reported they were "satisfied," stating the quality of the product installed and the achieved energy efficiency as the main reasons for their satisfaction. Two participants mentioned their satisfaction was neutral. Figure 9-52 presents LUG Direct Install participants' satisfaction rating and their corresponding reasons for this satisfaction.

Figure 9-51: Satisfaction with LEG Completed Direct Install Offering Upgrades



*Responses do not equal to 100% as some participants mentioned more than one reason.

Figure 9-52: Satisfaction with LUG Completed Direct Install Offering Upgrades



9.4.4 Incentive Processing

Both LEG and LUG Direct Install participants had no challenges with the incentive paperwork and payment processing. LEG Direct Install participants reported they were either “extremely satisfied” (20%), “satisfied” (70%), and one (1) respondent (10%) was neutral (Figure 9-53). LUG Direct Install participants reported they were “satisfied” (75%) and one (1) respondent (25%) was neutral (Figure 9-54).

Figure 9-53: Satisfaction with LEG Commercial Direct Install Offering Incentive Paperwork Turnaround Time

Figure 9-54: Satisfaction with LUG Direct Install Offering Incentive Paperwork Turnaround Time

When participants were asked about their satisfaction with the offering incentive payment processing turnaround time, there were no dissatisfied participants. LEG Direct Install participants rated their level of satisfaction as either “extremely satisfied” (20%), “satisfied” (60%), or neutral (20%) (Figure 9-55). While LUG Direct Install participants reported they were “extremely satisfied” (25%), “satisfied” (50%), or neutral (25%) (Figure 9-56).

Figure 9-55: Satisfaction with LEG Commercial Direct Install Offering Incentive Processing Turnaround Time

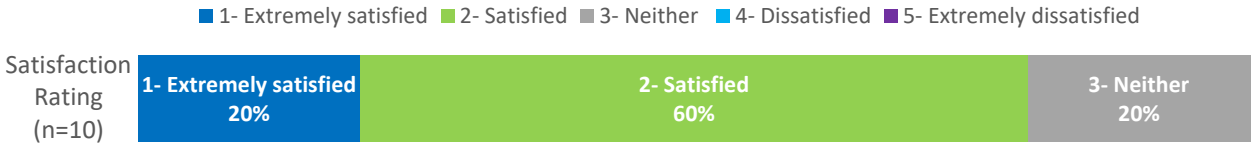
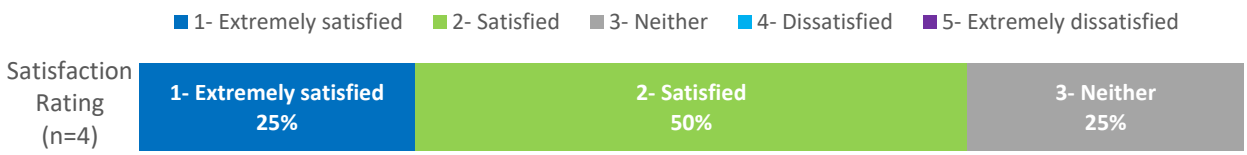


Figure 9-56: Satisfaction with LUG Direct Install Offering Incentive Processing Turnaround Time



9.4.5 Suggestions for Future Improvements

When participants were asked if there was anything they would like to improve or any feedback they wanted to provide, there were no responses.

9.5 Custom Offering

The following section discusses the key findings from the participant surveys of both LEG and LUG Custom Offerings. Of the 71 LEG Custom participants who were contacted to participate in the survey, nine (9) participants responded, resulting in a response rate of 13%. Of the 34 LUG Custom participants invited to participate in the survey, eight (8) participants responded, resulting in a response rate of 24%.

Table 9-3 presents the roles of the Custom Offering Participants. A total of three (3) LEG Custom Participants (33%) had the primary responsibility for making budget or program participation decisions, five (5) participants (67%) had shared responsibility. Of the total of five (5) LUG Custom participants (63%) had the primary responsibility, two (2) participants (25%) had shared responsibility and one participant (13%) could not recall their responsibility.

Table 9-3: Custom Offering Respondent Roles

Respondent Title	LEG	LUG	Total
Energy Manager	2	0	**2**
President/CEO/Owner	1	3	**4**
Facility Manager	1	2	**3**
Director	0	1	**1**
Building/Property Management Professional	1	0	**1**
Business Administration or Management	4	0	**4**
Engineer	0	2	**2**
Total	**9**	**8**	

9.5.1 Overall Customer Experience and Satisfaction

Custom participants were asked how they became aware of the offering. For LEG Custom participants, the majority (56%) heard about the offering through an Enbridge Advisor. Other methods through which Custom participants became aware of the offering include trade allies or contractors (33%) or word of mouth (11%).

On a five-point scale, LEG participants were asked to rate how several factors influenced their company's decision to participate in the Custom offering. Offering incentive was identified as the most influential factor for LEG respondent's participation (56%), followed by previous experience with an energy saving program (44%). When asked to rate how influential information or recommendations provided from a non-utility advisor was on their participation

decision, 22% reported it played an “extremely influential” role. Figure 9-57 presents the influence level offering features had on LEG Custom participant’s decision.

For LUG Custom participants, the majority heard about the offering through an Energy Advisor or consultant (75%). Other methods through which LUG participants became aware of the offering include trade allies or contractors (25%), advertisements (25%) and word of mouth (25%).

Similar to LEG Custom participants, when LUG Custom participants were asked to rate the influence of various offering’s features, 25% rated the offering’s incentive, and 25% rated previous experience with an energy saving program as the most influential features. When asked to rate how influential information or recommendations from LUG advisors was on their decision, 25% reported it was “extremely influential.” Program marketing materials or information was rated as having a “significant role” in influencing participants’ decisions (38%). Figure 9-58 presents the influence level offering features had on LUG Custom participant’s decision.

Figure 9-57: Program Features Influencing Decision to Participate in LEG Commercial Custom Offering (n=9)

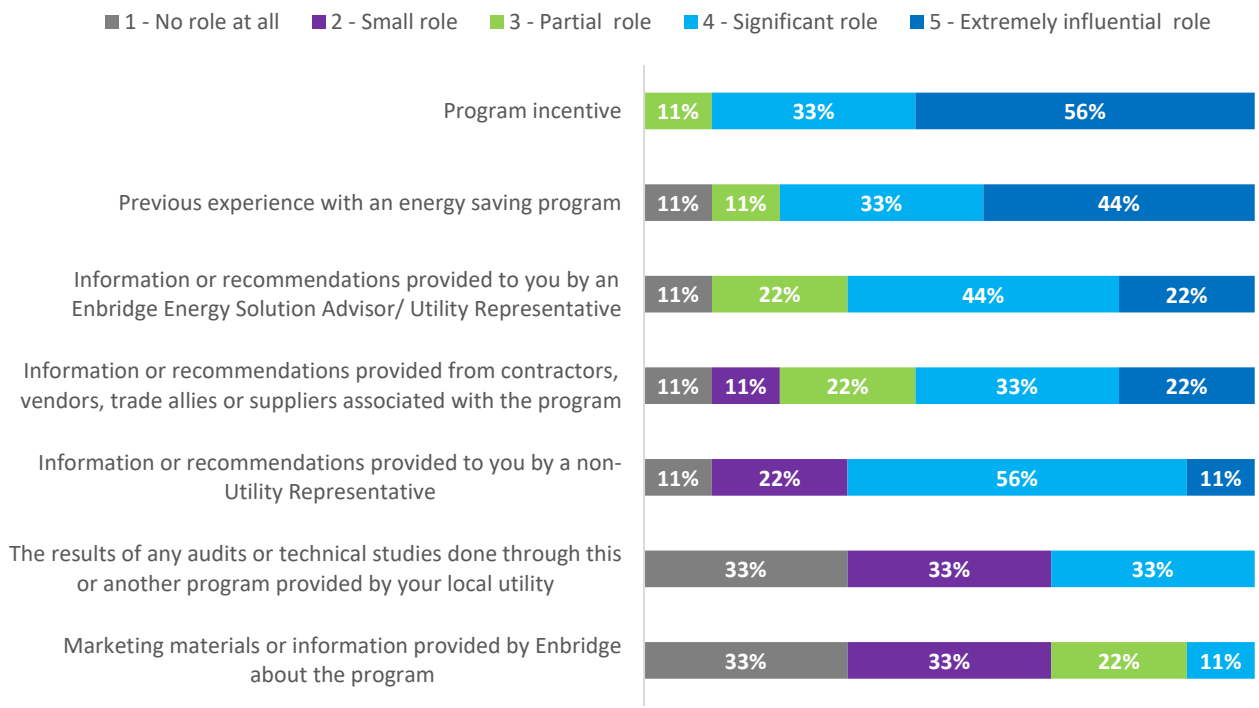
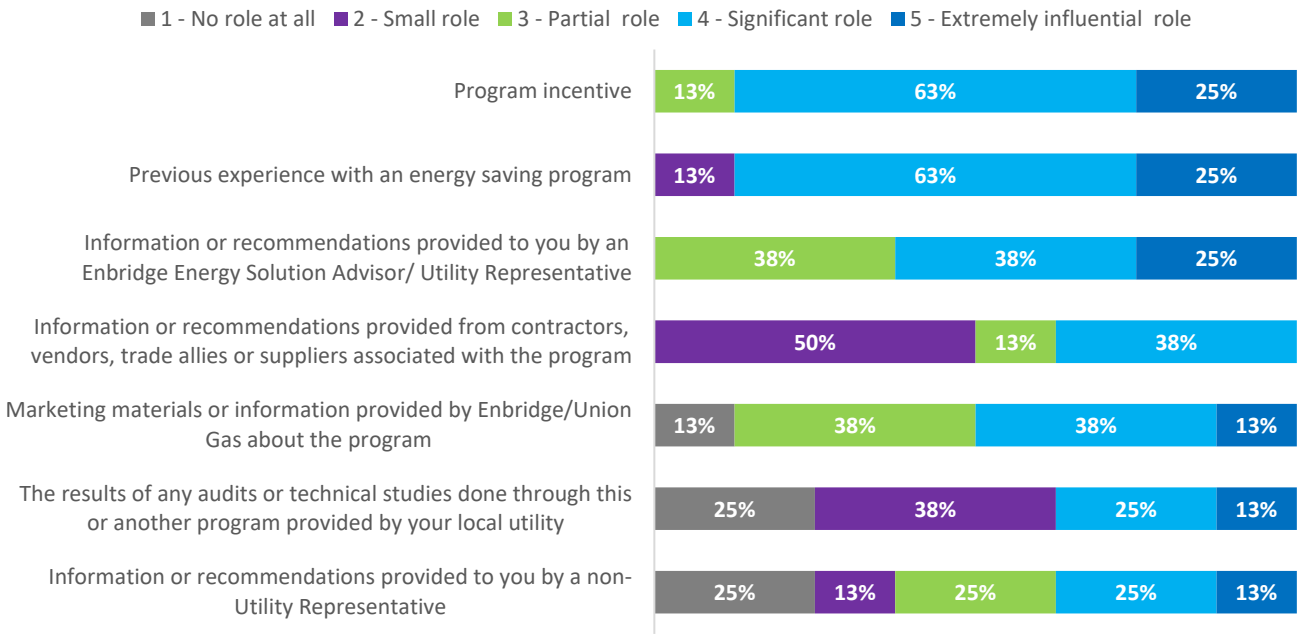
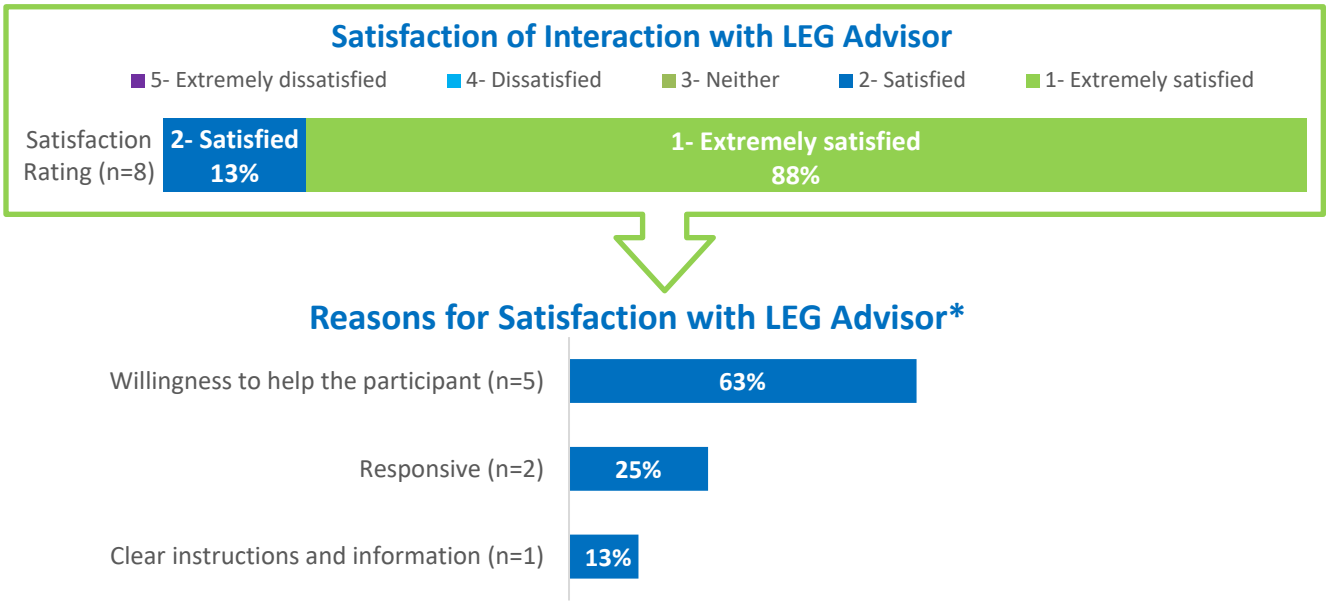


Figure 9-58: Program Features Influencing Decision to Participate in LUG Custom Offering (n=8)



While participating in the offer, the majority of LEG Custom participants (89%) reported they worked with an Enbridge Advisor. All participants stated they were either “extremely satisfied” (88%) or “satisfied” (13%) with their interaction, citing advisors’ willingness to help them as the main reason for their satisfaction (Figure 9-59).

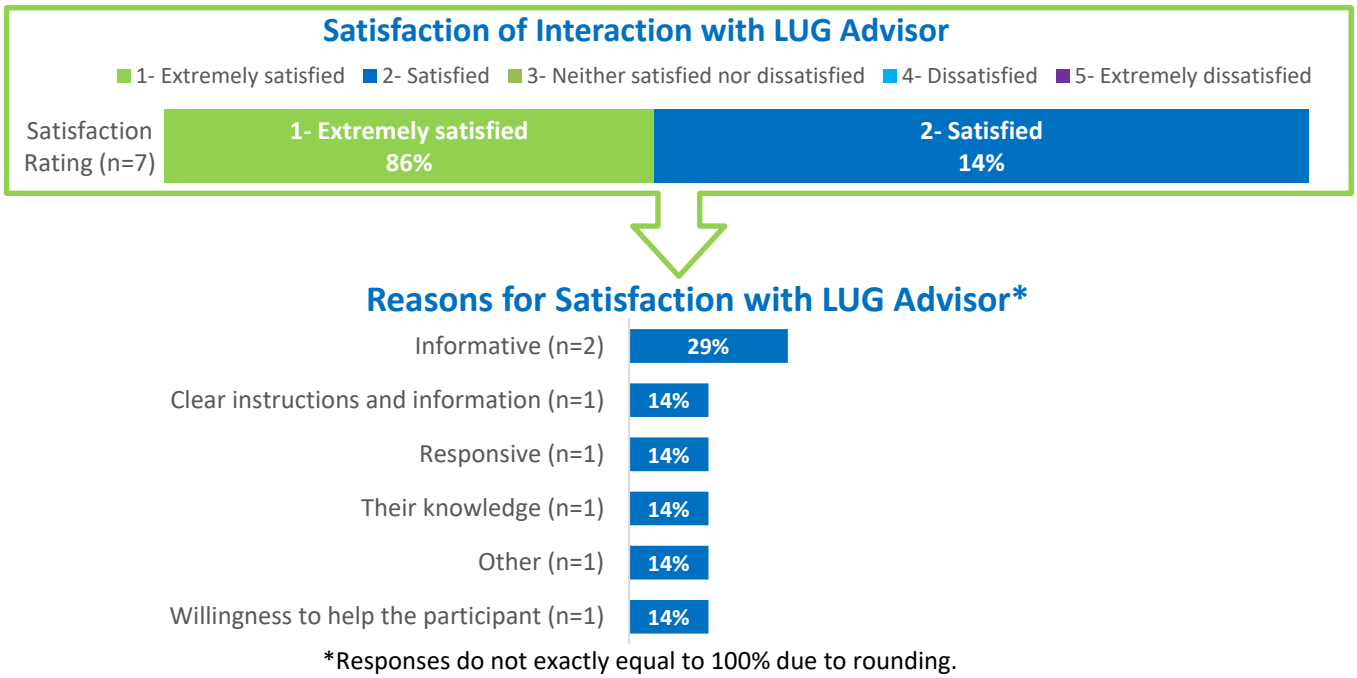
Figure 9-59: Participant Satisfaction with Enbridge Advisor (n=9)



*Responses do not exactly equal to 100% due to rounding.

The majority of LUG Customer participants (88%) also interacted with a utility advisor throughout the program and reported they were either “extremely satisfied” (86%) or “satisfied” (14%) with their interaction. LUG participants’ reasons for satisfaction varied. Figure 9-60 presents the various reasons LUG Custom participants provided for their satisfaction.

Figure 9-60: Participant Satisfaction with LUG Advisor (n=7)



*Responses do not exactly equal to 100% due to rounding.

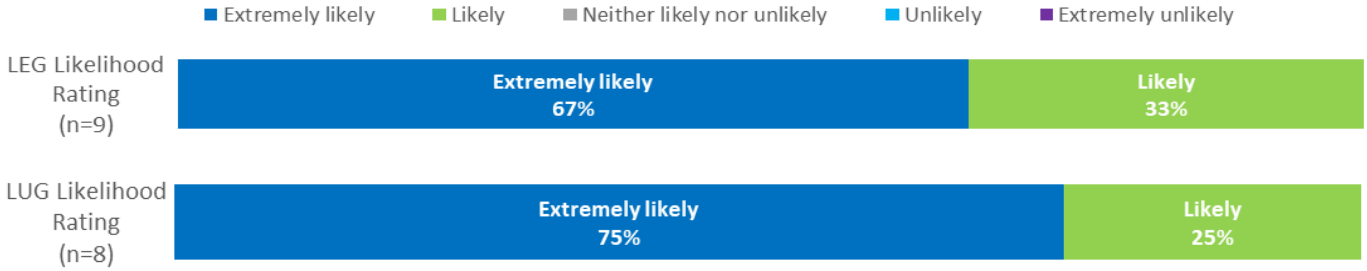
Custom participants also mentioned they accessed offering resources during the program. A total of two (2) participants (22%) accessed online program resources and searched for program eligibility criteria information. The participants reported that this information was “easy” or “extremely easy” to locate due to the website’s simple and straightforward layout. Only one of the LUG Custom participants accessed online program resources, searching for the program application or eligibility criteria. They also reported this information was easy to locate.

Overall, LEG and LUG Custom participants were satisfied with their offering experience. When LEG Custom participants were asked how satisfied they were with their overall offering experience, 67% indicated they were “satisfied,” and 33% reported they were “extremely satisfied.” LUG Custom participants were also satisfied with their offering experience, with 63% reporting they were “extremely satisfied” and 38% reporting they were “satisfied.” When participants were asked what aspects of the offering contributed to their satisfaction, both LEG (40%) and LUG Custom (20%) participants mentioned the value of the incentive and ease of participating in the offering. Three (3) LUG Custom participants noted that assistance from an advisor (30%) also contributed to their satisfaction with the offering experience.

Lastly, when participants were asked how likely they would be to participate in a future EGI program, both LEG and LUG Custom participants reported high ratings of likelihood. LEG Custom participants stated they were “extremely likely” (67%) or “likely” (33%) to do so. LUG

Custom participants reported they were “extremely likely” (75%) or “likely” (25%) (Figure 9-61). LEG and LUG Custom participants stated they would promote the offering to their network.

Figure 9-61: Likelihood to Participate in Future Energy Efficiency Initiatives

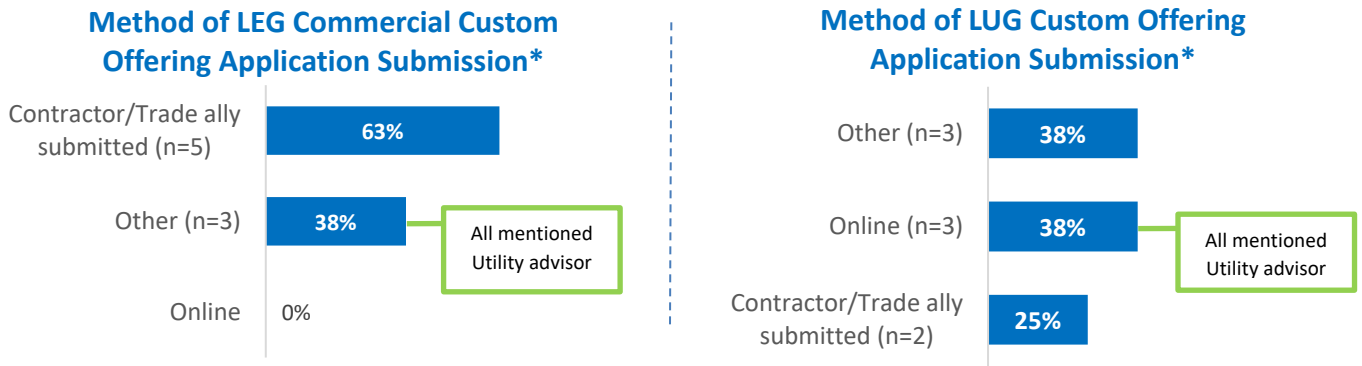


9.5.2 Application Process

More than half of LEG and LUG Custom Participants were involved in the application submission process. More than half (56%) of the LEG Custom participants had primary responsibility for submitting the application, while 33% had shared responsibility and 11% were not involved. For LUG Custom participants, 63% had primary responsibility for submitting the application, while 8% had shared responsibility for the application submission.

LEG Custom participants' main application submission methods were through their contractor or trade ally (63%) or their utility advisor (38%). For LUG Custom participants, application submission methods included through their contractor or trade ally (25%) or utility advisor (38%), and submitting online (38%). Figure 9-62 illustrates how the offering applications were submitted for both LEG and LUG participants.

Figure 9-62: Method of Program Application Submission



*Responses do not exactly equal to 100% due to rounding.

In general, participants indicated an easy application process. LEG Custom participants stated the process was “extremely easy” (63%) or “easy” (38%) (Figure 9-63). LUG Custom participants found the application process “easy” (63%) or were neutral (38%) (Figure 9-64).

Figure 9-63: Ease Rating of LEG Application Submission Process

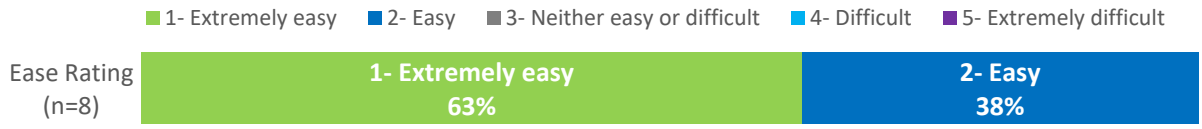
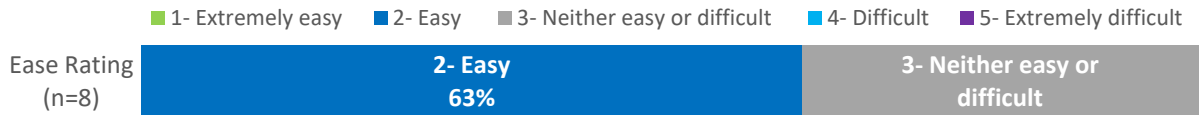


Figure 9-64: Ease Rating of LUG Application Submission Process



LEG Custom participants indicated the primary reasons for the ease of the application process was the received assistance with application submission and the straightforward process. LUG Custom participants reported that they found the process clear and simple.

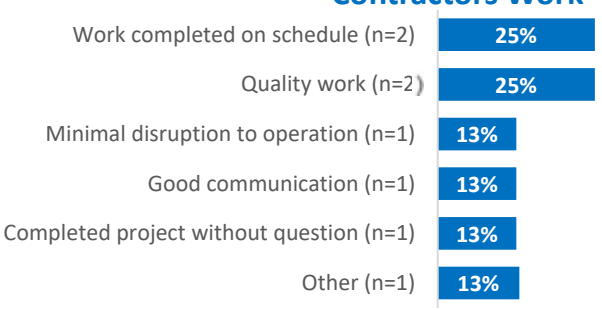
9.5.3 Installation Process and Contractors

Overall, participants of both the LEG and LUG Custom offerings were satisfied with the installation process and the contractors that completed the installation. When asked if the installation created disruptions in their business, 89% of LEG participants and 75% LUG participants reported it did not.

Participants were then asked how satisfied they were with the quality of the contractors' work. LEG Commercial Custom participants reported they were either "extremely satisfied" (56%) or "satisfied" (44%) with the quality of their contractors' work (Figure 9-65). When asked why they provided these answers, reasons included completion of the work on time (25%). Figure 9-65 presents LEG participants' main reasons for satisfaction with their contractor's work quality.

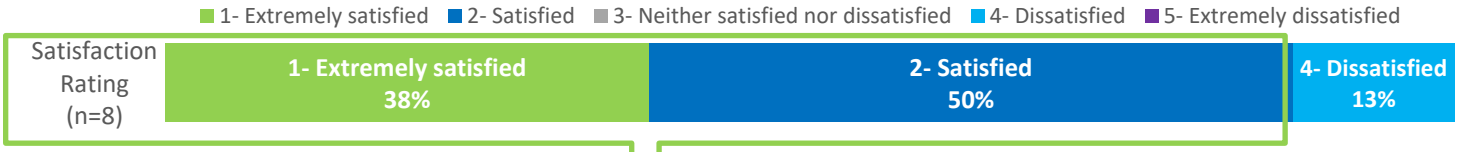
Similarly, LUG Custom participants were satisfied with the quality of their contractors' work. Nearly two-fifths 38% reported they were "extremely satisfied," and 50% reported they were "satisfied" (Figure 9-66). When asked why they provided these answers, reasons included the contractors' knowledge (33%). Only one (1) LUG Custom participant was "dissatisfied" with their contractors' work quality, citing the project exceeded timelines and the contractors were unprofessional (Figure 9-66).

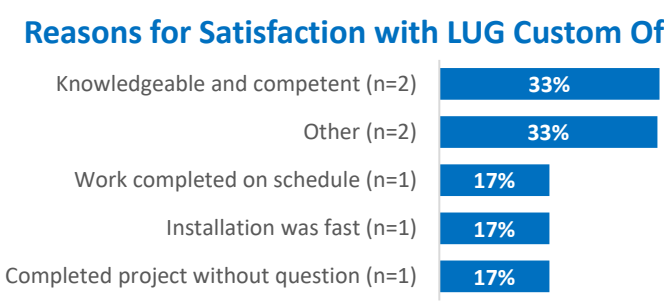
Figure 9-65: Satisfaction with LEG Commercial Custom Program Contractors Work and Reasons



*Responses do not equal to 100% as some participants mentioned more than one reason.

Figure 9-66: Satisfaction with LUG Custom Offering Contractors Work and Reasons





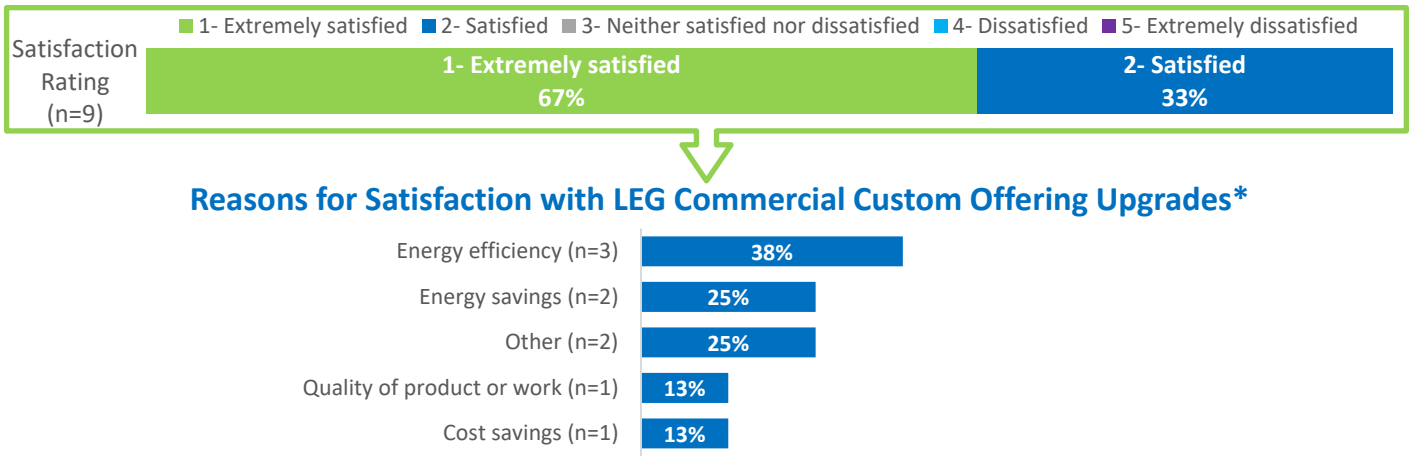
*Responses do not equal to 100% as some participants mentioned more than one reason

Satisfaction with the completed upgrades was generally positive among both LEG and LUG Custom participants. LEG Custom participants stated they were either “extremely satisfied” (67%) or “satisfied” (33%) with the upgrades due to the energy and cost savings they would experience (Figure 9-67).

LUG Custom participants were similarly satisfied with the completed program upgrades. These participants reported they were either “extremely satisfied” (50%) or “satisfied” (38%) with the

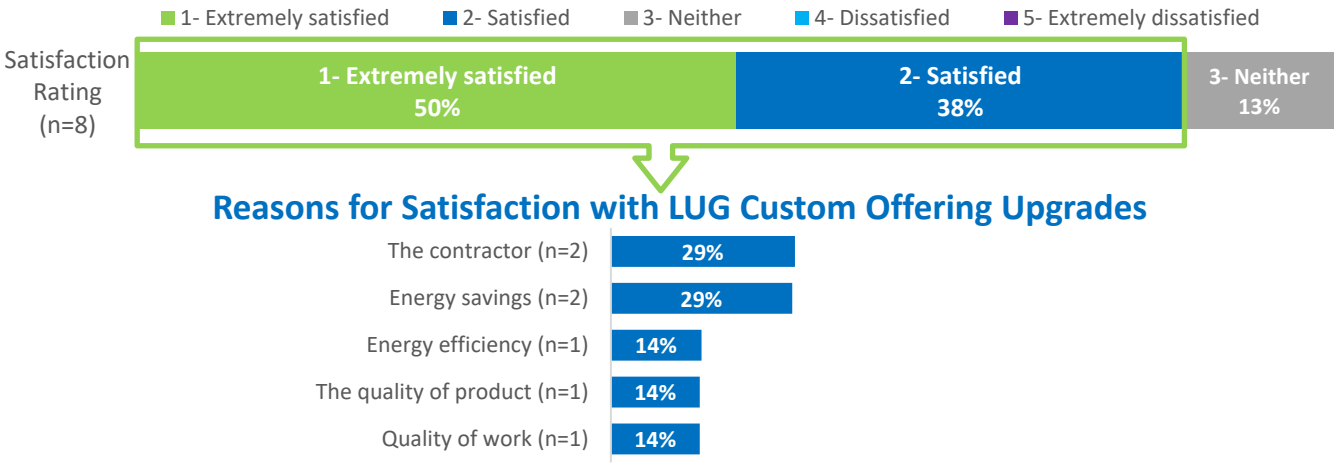
upgrades, mentioning their contractor (29%), energy savings (29%), energy efficiency (14%) and the quality of the product installed (14%), and (Figure 9-68).

Figure 9-67: Satisfaction with LEG Completed Custom Offering Upgrades



*Responses do not equal to 100% as some participants mentioned more than one reason.

Figure 9-68: Satisfaction with LUG Completed Custom Offering Upgrades

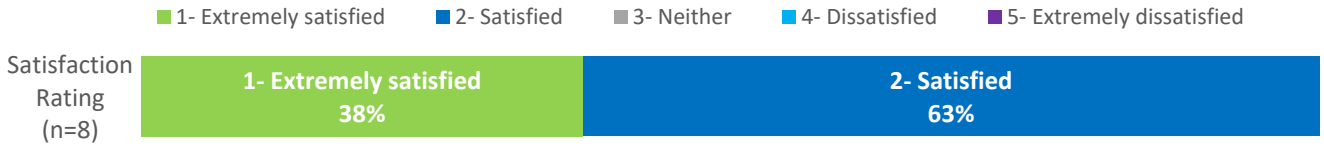


9.5.4 Incentive Processing

Both LEG and LUG Custom participants had no challenges with the incentive paperwork and payment processing. LEG Custom participants reported they were either “extremely satisfied (22%), “satisfied” (56%), or were neutral (22%) (Figure 9-69). LUG Custom participants reported they were “extremely satisfied” (38%) and “satisfied” (63%) (Figure 9-70).

Figure 9-69: Satisfaction with LEG Commercial Custom Offering Incentive Paperwork Turnaround Time

Figure 9-70: Satisfaction with LUG Custom Offering Incentive Paperwork Turnaround Time



When participants were asked about their satisfaction with the offering incentive payment processing turnaround time, there were no dissatisfied participants. LEG Custom participants reported their level of satisfaction as either “extremely satisfied” (22%), “satisfied” (44%), or were neutral (33%) (Figure 9-71). While LUG Custom participants reported they were “extremely satisfied” (50%) and “satisfied” (50%) (Figure 9-72).

Figure 9-71: Satisfaction with LEG Commercial Custom Offering Incentive Processing Turnaround Time

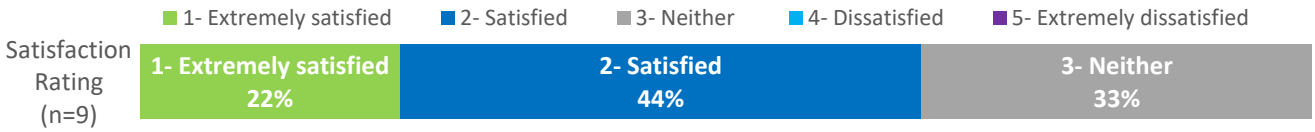


Figure 9-72: Satisfaction with LUG Custom Offering Incentive Processing Turnaround Time

9.5.5 Suggestions for Future Improvements

When participants were asked if there was anything they would like to improve or any feedback they wanted to provide, there were not many responses as the majority of participants were satisfied with the offering. Of the two LEG \ Custom participants that provided feedback, one mentioned having a shorter turnaround time on funding. The other respondent stated having more programs that offered substantial and better “payback” periods. The example provided

was having state of the art ceiling fans, which move free heat down, covered by a rebate offering.

Four (4) LUG Custom participants provided feedback, which included:

- Continue to support conducting gas leak testing.
- More promotion of the program.
- Utility advisors to reach out to customers, especially participants, every six months to keep these types of offerings at the forefront of their decision making.
- Improve estimates of initial prediction of incentives since incorrect initial estimates may negatively impact a participant's perception of the program.

10 Summary of Findings and Recommendations

To summarize the findings and recommendations of the process evaluation, the participant experience and satisfaction are summarized first. This provides a context for what the staff and contractors say. The final section summarizes the recommendations for process improvements, specifically pertaining to the offering material, data sets and future process evaluations. This section is a summary of all previous sections to consolidate all the findings and recommendations

10.1 Participant Experience and Satisfaction

Overall, 80% of the participants became aware of their respective offerings from the following source:

- Enbridge Advisors
- Trade allies or contractors

The offering features that played the most significant role in participants' decisions to participant in their respective offerings were:

- Program incentive.
- Previous experience with an energy saving offering.
- Information or recommendation provided to by a LEG/LUG Energy Advisor.

The key insights regarding the participants offering experience and satisfaction are summarized in Table 10-1. Participants did not provide many suggestions for improvement or feedback. The few who provided feedback mentioned increased incentives, continued communication with Energy Advisors, and quicker incentive turnaround time.

Table 10-1: Summary of Participant's Experience – Key Insights

Topic	Satisfaction	Insights
Overall Offering	92% of participants were either satisfied or extremely satisfied with the offerings over all.	▪ The main reasons for participant's high satisfaction rate were ease of participation, value of the incentive, and assistance from an Enbridge Advisor.
Offering Information	63% of participants rated accessing online information as easy or extremely easy.	▪ Participants cited LEG/LUG Energy Advisor and clear website navigation as the main reasons for their rating. ▪ Information accessed online the most frequently were, offering eligibility criteria, offering application, offering contacts and success stories.

Topic	Satisfaction	Insights
Energy Advisor	97% of the participants were satisfied or extremely satisfied with LEG/LUG Energy Advisor interactions.	▪ Main reasons for the high satisfaction were LEG/LUG advisor's helpfulness, responsiveness, and knowledge.
Application	68% of participants rated offering application submission process as easy or extremely easy.	▪ The main reasons for the ease of the application process were the simplicity of the application and the contractor's assistance.
Installation	89% of participants reported that the installation process did not create any disruptions to their business.	▪ Only five participants (9%) indicated disruptions as the installation took longer than expected or they needed to shut down a section of their business for the day.
Contractors	84% of participants were satisfied or extremely satisfied with the quality of the contractors' work. 90% of participants reported they were satisfied or extremely satisfied with the completed upgrades.	▪ Main reasons for these ratings included the energy savings they incurred, the energy efficiency gained, and the overall quality of their product or work.
Incentive Process	80% of the participants were satisfied or extremely satisfied with the incentive paperwork turnaround time. 73% of the participants were satisfied or extremely satisfied with incentive payment processing turnaround time.	

10.2 Recommendations from Program and Sales Staff

Program and sales staff recommendations are summarized in Table 10-2.

Table 10-2: Program and Sales Staff Recommendations

Topic	Recommendation
Goals, Implementation and Resources	
Free-ridership	▪ Continue to address free-rider mitigation strategies across the integrated team and share best practices from each of the legacy utilities. ▪ Provide clear definition and clarification of how savings are evaluated, especially regarding free-ridership. ▪ Provide clear guidance on how to screen for free-riders.
Budget and Resources	▪ Provide fixed annual budget and information about free-ridership early in year before offerings are launched. ▪ Use internal sales staff to deliver offerings, especially for custom projects, which will make the offerings more cost-effective. ▪ Review and address the internal sales team resource constraints.

Topic	Recommendation
	▪ In the historically LEG rate territory add more support on larger accounts, since these accounts did not received sufficient attention in the past due to lack of account-dedicated resources. In the historically LUG rate territory reaching out to the population of smaller commercial customers (less than 50,000 m3) is recommended, since these customers were not targeted before. ▪ Review and address resource constraint with tracking and reporting team to help with the Direct Install offer.
Data	▪ When creating a customer list for Direct Install delivery agents, segment these lists and coordinate with the internal sales team to ensure there is no duplication with the internal sales team customer list.
Offering Design	▪ Internal program and sales teams to work collaboratively to define and plan implementation strategies when design changes are contemplated. ▪ Add new and emerging technologies to the offers, to expand the scope of the offerings and provide a wider selection of solutions for customers and increase participation. ▪ Work with manufacturers to help augment efficiencies of technologies upstream, to provide a wider selection of cost-effective efficient solutions for customers and increase participation
Offering Implementation	▪ When designing and delivering the program, consider allowing longer timelines for project completion, as planning cycles for budgets and projects extend beyond an annual calendar period. ▪ Offer a bonus incentive to customers that act within a certain timeframe. This will incentivize participants to complete the projects within a shorter period. ▪ Utilize the Guardian tracking system to keep records updated to facilitate handovers due to changing roles.
Application Process	▪ Allow tracking and reporting team to edit and adjust in the CRM when clarification is provided from the sales team, and not wait on the sales team to execute these changes.
Internal Team Engagement and Team Roles	
Communication	▪ Optimize meetings based on the number of attendees and allocate adequate time for information sharing. ▪ Provide regular updates regarding internal communication.
Engaging Contractors or Trade Allies	
Engagement, Communication and Training	▪ Provide more communication, training and support to vendors, especially for the Direct Install offering, and continue to alleviate the delivery vendors' application challenges by streamlining the process. The staff observed that the streamlining of the application process was addressed after 2019. ▪ Consider creating a joint online portal, where contractors can submit applications to internal Energy Advisors. ▪ Provide performance-based compensation to contractors to provide more motivation to increase participation. ▪ An increased budget that would allow for sufficient education and training of contractors to aid them in promoting and delivering the offers and resulting in increased participation. ▪ More engagement with, and assistance for, contractors (especially in distributor type offers) to improve supply chain process for targeted customers. ▪ Consider developing a formal trade ally network.
Outreach and Marketing	

Topic	Recommendation
Communication, Content and Branding	▪ Develop more communications and marketing material. ▪ Provide more consistent and regular communications to customers for Prescriptive and Direct Install offers, to ensure the EGI name and brand are associated with the offers. ▪ Develop more customer case studies and examples of success stories detailing the equipment, financial benefit and their satisfaction with the projects. ▪ Improve communicating the benefits of offer technology to decision-makers by making the communication more novel and meaningful. ▪ Conduct research studies to define the influence and impact of different marketing strategies on program results, which will guide the selection of the most effective strategies. ▪ Ensure contractors have EGI branded material and can direct the customer to an EGI representative to verify the legitimacy of the offering.
Incentives	
Incentive Structure	▪ The issues with the distributor incentives is potentially being addressed by the implementation of a new midstream program. ▪ Provision of higher incentive levels would allow for engaging broader and deeper tiers of customers who have not participated yet due to lack of time, budget and/or knowledge. ▪ Streamline the incentive amounts of some prescriptive technologies that have variable incentives, for example define a minimum or consistent amount.
Incentive Processing	▪ Review the incentive processing and payment steps to identify areas to increase efficiency and turnaround time. ▪ Implement quality control and checks to ensure correct customer contact information is captured. ▪ Including a description and project information with the mailed cheques will help customers understand why they are receiving the cheques
Customer Experience and Satisfaction	
Support and Engagement	▪ Consider including in offerings a cost-effective strategy to provide technical support for smaller accounts. ▪ Review and address turnover of Energy Advisor staff, and develop a strategy to maintain customer and Energy Advisor relationship. ▪ Streamline participant signing requirements and limiting the number of touch points with customers, for example, limit the times a LEG/LUG representative has to go back to the customer to verify their information. ▪ Although customer surveys were conducted by internal teams, it was recommended to consider conducting these surveys by an independent third party to increase the likelihood of a more accurate representation of customer satisfaction.

10.3 Direct Install Contractors Recommendations

Direct Install contractors recommendations are summarized in Table 10-3.

Table 10-3: Direct Install Contractors Recommendations

Topic	Recommendation
Application and Incentive Processing	
Overall Process	▪ Optimize and streamline the application and incentive approval process. A good example is the process LUG had in place in 2019. ▪ Streamline the turnaround response process for participant eligibility approval and develop a service level agreement (SLA) between internal departments to expedite the eligibility approval response turnaround time.
Invoicing	▪ Prior to 2019, project invoices were submitted and processed individually. This incentive payment process was more efficient. Implement a similar process to allow project invoices to be processed individually.
Outreach and Marketing	
Customer Lists	▪ Provide contact information, which will increase participant recruitment efficiency. ▪ Provide an updated customer list mid-year.
Facility Ownership	▪ Pre-screen customers and prioritize owner-occupied facilities.
Offering Timelines	▪ Review the offering timelines to accommodate projects that carry over from one year to the next. ▪ Ensure consistency and continuity of the offering over years to increases the efficiency and effectiveness of offering delivery.
Continuous Improvement	▪ Synchronizing the frequency of marketing campaigns with the contractor's key sales period, which tends to be seasonal. ▪ Additional marketing and an increased frequency of marketing campaigns. ▪ Include contractors in the early marketing and design stages when modifications to the offering are contemplated.
Offer Design	
Measures	▪ Include additional measures in the offering and consider new and emerging technologies.
Incentive	▪ Review incentives and offering benefits, especially for low incentivized measures.
Inventive Structure	▪ Provide a margin of difference with the fixed criteria to allow participants to receive the full quoted incentive amount or as close to the amount as possible.
Eligibility	▪ Review and clearly define customer eligibility when participating in different offerings.
Interaction with LEG and LUG	
Energy Advisors	▪ Develop a process, for example, using a Responsible, Accountable, Consulted, Informed (RACI) chart approach, to manage customer interaction between EGI Energy Advisors and contractors. ▪ Clearly define the customers that Direct Install contractors can recruit.

10.4 Participant Contractors Recommendations

The main challenge the contractors experience was an increased level of technical detail required, which became onerous and significant in terms of labour cost for larger projects. One

strategy to reduce the level of effort could be if the information is collected while the project implementation is in progress.

10.5 Process Improvement Recommendations

Recommendations resulting from the process evaluation of offering material and data are summarized in Table 10-4.

Table 10-4: Process Evaluation of Offering Material and Data Recommendations

Topic	Recommendation
Offering Material	
Offer Plans and Applications	▪ Ensure that each specific offer has a process map that is sufficiently detailed. Process maps document each stakeholder's involvement in the program and highlight any obstacles in the program's operations. ▪ Each program offer should have its own logic model which provides rationale for each step in the process map. ▪ Each offer should have an up-to-date summary sheet. Individual offer summary sheets are valuable resources for monitoring essential program elements (and changes), staff roles, incentive levels, and process maps. ▪ Implement applications and data tracking for all offerings.
Website	▪ Improve website usability and presentation.
Marketing Material	▪ Ensure marketing materials include pertinent information in a clear manner.
Data Sets	
Contact Information	▪ Ensure contact information, specifically contact name, email address and telephone number, are captured for each project. A suggestion is to make these data fields mandatory on the application form. ▪ Ensure Energy Advisors understand the significance of accurate information capturing, since the validation of contact information for both LEG and LUG data sets rests solely on Energy Advisors.
Data Set Structure and Content	▪ Review the structure of the data and define the information to be captured. Develop a data structure that captures the defined information and provide a clear definition of the data fields. ▪ Review how data is captured for the LEG Direct Install offer and revise how data is captured to avoid overstating incentives due to data duplication.
Process Evaluation	
Scheduling	▪ Conduct process evaluation as soon as possible after project completion to minimize the amount of changes in contacts.
	▪ Schedule process evaluations to occur during non-vacation periods.
Incentive	▪ Consider including an incentive amount for participants and non-participants as motivation for survey completion.
Data Sets	▪ Provide clear definition in data sets to enable easy identification of customers to be included in the process evaluation.
	▪ Provide contact information, especially email addresses, for all participants and non-participants.

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EGD RATE ZONE: ACCOUNT BALANCES AND APPROVALS SOUGHT

1. Account Balances for Disposition

1. The EGD rate zone account balances set out in Table 1 are consistent with the EC's Verification Report and the EC's opinion on energy savings, lost revenue, shareholder incentive amounts and cost-effectiveness.

Table 1
2021 DSM Deferral and Variance Account Balances – EGD Rate Zone

Account	Total
DSM Variance Account	$1,862,404
DSM Incentive Deferral Account	$4,961,553
LRAM Variance Account	$37,476
Interest	$203,040
Total	$7,064,473

The final 2021 DSM Annual Report is set out at Exhibit A, Tab 4, Schedule 1.

2. Approvals Sought

2. Enbridge Gas is seeking the following approvals:
   - Approval of the EGD rate zone's DSMVA, DSMIDA, and LRAMVA balances as set out in Table 1.
   - An Order providing for the clearance through to rates of the amounts set out in Table 1 as a one-time adjustment to be cleared within Enbridge Gas's next available QRAM application following the OEB's approval, effective as early as October 1, 2023.

EGD RATE ZONE: RATE ALLOCATION

1. The following evidence describes the three DSM-related deferral and variance accounts specific to the EGD rate zone for which Enbridge Gas requests clearance of balances recorded relating to 2021 DSM activities. This evidence also describes the basis on which these amounts will be allocated to rate classes within the EGD rate zone, as well as the methodology for incorporation into rates.

1. Demand Side Management Variance Account (DSMVA)

2. The EGD rate zone DSMVA balance for 2021 is a debit of $1.862 million before interest. The DSMVA is used to track the variance between actual DSM spending by rate class versus the budgeted amount included in rates by rate class. The actual DSMVA spending variance amount relative to the amount budgeted for each rate class is allocated to that rate class for disposition purposes.[1]

3. Enbridge Gas followed the OEB-approved methodology for the EGD rate zone to calculate the 2021 DSMVA balances. All DSM costs are allocated to rate classes based on the allocation of customer incentive costs between rate classes, with the exception of Low Income Program Costs, which are allocated based on OEB approved LEAP revenues.[2]

1.1 DSMVA 15% Overspend

4. As per the Guidelines, Enbridge Gas is eligible to recover up to an additional 15% overspend above its annual OEB-approved DSM budget through the DSMVA as long as its overall weighted scorecard target on a pre-audited basis for one or more of its scorecards has been achieved, provided the overspend was on program expenses.[3] Enbridge Gas utilized this DSMVA mechanism to overspend on the

[1] Guidelines, pp. 36-38.
[2] Guidelines, pp. 36-38; EB-2015-0049, EGD 2015-2020 DSM Plan, Exhibit B, Tab 2, Schedule 4, p.14.
[3] Guidelines, pp. 36-38.

Resource Acquisition scorecard in the EGD rate zone in the 2021 DSM program year**.** The scorecard achieved a pre-audit result of 114%, which is above the weighted scorecard target required for the 15% overspend to be accessed.

1.2 Energy Leaders

5. Enbridge Gas proposed the Energy Leaders offering as part of its EGD rate zone 2015-2020 DSM Plan. The OEB approved the offering and an annual budget of $0.4 million for 2016 to 2018 but noted the offering will be evaluated at the mid-term to determine if it should continue for the remainder of the Multi-Year Plan.[4] As part of its Mid-Term Review submissions, Enbridge Gas demonstrated the successes of the offering and proposed that the approved annual Energy Leaders budget of $0.4 million remain appropriate for the remainder of the Multi-Year Plan.[5]

6. In its Mid-Term Review Report, the OEB supported this budget request. The OEB further indicated that Enbridge Gas is to track the costs of this offering within the DSMVA and seek approval of recovery of the amounts as part of the annual DSM deferral and variance account application.[6] Consistent with this request, Enbridge Gas has included program expenditures of $0.251 million for this offering in the DSMVA for the Enbridge rate zone and is seeking recovery of these costs through this proceeding.

1.3 Budget Transfers Between Programs

7. Section 6.6 of the Guidelines states that Enbridge Gas should inform the OEB and stakeholders in the event that cumulative fund transfers among OEB-approved DSM programs exceed 30% of the approved annual DSM budget for an individual DSM program. Enbridge Gas did not transfer more than 30% of program budget funds

[4] EB-2015-0029/0049, Decision and Order, January 20, 2016
[5] EB-2017-0127 / EB-2017-0128, DSM Mid-Term Review Submissions of Enbridge Gas Distribution Inc., October 2, 2017
[6] EB-2017-0127/0128, Report of the Ontario Energy Board – Mid-Term Review of the Demand Side Management (DSM) Framework for Natural Gas Distributors (2015-2020), November 29, 2018.

between programs in the 2021 DSM program years for the EGD rate zone.

1.4 Deferred Incentives

8. Consistent with section 5.3.2 of the OEB's Mid-Term Review Report and the OEB-approved DSMVA Accounting Orders as set out in the OEB's Decision and Order on Enbridge Gas's (EGD rate zone) 2016 DSM Deferral and Variance Account Disposition Proceeding (EB-2018-0301),[7] Table 8.7 of the final 2021 DSM Annual Report for the EGD rate zone includes amounts for customer incentive spend deferred to future years for offerings where incentives are paid when future milestones/activities are reached.

9. Table 1, at Appendix 1, provides a continuity schedule of the deferred incentive balances for the Residential Savings by Design (RSBD), the Commercial Savings by Design (CSBD) and the Affordable Housing New Construction (AHNC) offerings for the 2021 DSM program year in the EGD rate zone being tracked within the DSMVA.

2. Demand Side Management Incentive Deferral Account (DSMIDA)

10. The EGD rate zone DSMIDA balance for 2021 is $4.962 million before interest. The purpose of the DSMIDA is to record the shareholder incentive amount earned by a natural gas utility as a result of its DSM programs.[8] DSM shareholder incentive amounts are allocated to the rate classes in proportion to the actual DSM spending by rate class in 2021.

11. Table 8.0 to Table 8.3 of the final 2021 DSM Annual Report for the EGD rate zone provide details of the DSM incentive achieved by scorecard.

[7]EB-2018-0301, OEB Decision and Order, April 11, 2019.
[8]Guidelines, p. 39.

3. Lost Revenue Adjustment Mechanism Variance Account (LRAMVA)

12. The EGD rate zone LRAMVA balance for 2021 is $0.037 million before interest. The LRAMVA is used to track, at the rate class level, the variance between the actual impact of DSM activities (volume savings) undertaken by the natural gas utility and the forecasted impact included in distribution rates.[9] The LRAMVA balance is allocated to rate classes on the same basis as lost revenues were experienced such that the LRAMVA provides a true-up by rate class.

13. Consistent with historical practice, the annual rate setting process in the EGD rate zone includes a DSM volumetric adjustment for the expected natural gas savings that are partially effective for the current year, and the balance of DSM volumes not captured in the previous years' base rate volumes. Therefore, the 2021 LRAMVA balance contains a variance related to the 2021 DSM program year only. See Exhibit B, Tab 2, Schedule 1, Appendix 2 for a detailed presentation of the 2021 LRAMVA balance of $0.037 million for the EGD Rate Zone, before interest. Additionally, see Table 8.4 of the final 2021 DSM Annual Report for further information on LRAM for the 2021 DSM program year.

4. Rate Allocation

14. Table 2 summarizes the allocation of Enbridge Gas's EGD rate zone-related DSM deferral and variance account balances, prior to interest, for the 2021 DSM program years to rate classes.

[9] Guidelines, p. 39.

Table 2

2021 DSM Deferral and Variance Account Balances by Rate Class – EGD Rate Zone

Rate Class	DSMVA	DSMIDA	LRAMVA [1] [2] [3]	TOTAL DEFERRAL/ VARIANCE BALANCE
RATE 1	$10,262,930	$3,539,717	N/A	$13,802,647
RATE 6	($3,645,441)	$1,242,075	N/A	($2,403,366)
RATE 9	($569)	$169	$0	($400)
RATE 100	$128,094	$9,129	$0	$137,223
RATE 110	($755,621)	$71,011	$10,826	($673,784)
RATE 115	($738,779)	$41,352	($1,257)	($698,684)
RATE 125	($21,331)	$6,325	$0	($15,006)
RATE 135	$185,975	$31,444	$24,003	$241,422
RATE 145	($1,500,974)	$6,871	$3,786	($1,490,317)
RATE 170	($2,043,063)	$10,846	$118	($2,032,099)
RATE 200	($7,395)	$2,192	$0	($5,203)
RATE 300	($1,422)	$422	$0	($1,000)
TOTAL	**$1,862,404**	**$4,961,553**	**$37,476**	**$6,861,433**

Notes:
1. Rate 1 and Rate 6 are not included in the LRAM amount as these rate classes are covered under the Average Use True-Up Variance Account ("AUTUVA").

2. Rates 9, 125, 200 & 300 do not have any LRAM component in the rate allocation since customers in these rate classes are not eligible for DSM programs. These rate classes will however be subject to rate allocations for DSMVA and applicable DSMIDA related to Low Income Programs.

3. Rate 100 does not have any LRAM component in the rate allocation since the distribution margin for these customers is recovered through fixed charges.

5. Disposition Methodology

15. Enbridge Gas proposes to dispose of the 2021 DSM-related deferral and variance account balances as a one-time billing adjustment. For all customers in the EGD rate zone, the one-time billing adjustment will be derived for each customer individually by applying the disposition unit rates to each customer's actual consumption volume for the period January 1, 2021 to December 31, 2021.

16. Enbridge Gas proposes to dispose of the approved 2021 DSM deferral and variance account balances with the first available QRAM application following the OEB's approval, as early as October 1, 2023.

17. The allocation of 2021 DSM Deferral and Variance account balances and the derivation of clearance unit rates for the EGD rate zone are consistent with the treatment in prior years. The 2021 disposition unit rate for each rate class and type of service is set out at Exhibit B, Tab 2, Schedule 1, Appendix 3.

18. Exhibit B, Tab 2, Schedule 1, Appendices 4 to 6 provide details of the derivation of proposed unit rates:
    - Appendix 4 determines the balances (principal and interest) to be cleared for each DSM deferral and variance account for the 2021 DSM program year
    - Appendix 5 shows the account balance allocations by rate class and type of account based on cost drivers for each type of account for the 2021 DSM program year; and
    - Appendix 6 illustrates the derivation of unit rates for the 2021 DSM program year, based on the balances and actual 2021 consumption volumes for each rate class and service type.

Table 1
Continuity Schedule for Deferred Incentive Balances

Offering ($MM)	TOTAL	2017				2018				2019				2020				2021	TOTAL	*2021 Deposit Expiration*
	Beginning of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Deposits	End of Year Balance	
			Utilized	Expired			Utilized	Expired			Utilized	Expired			Utilized	Expired				
	a	*b*	*c*	*d*	*e = b - c - d*	*f*	*g*	*h*	*i = f - g - h*	*j*	*k*	*l*	*m = j - k - l*	*n*	*o*	*p*	*q = n - o - p*	*r*	*s = e + i + m + q + r*	
RSBD	$3.76	$0.00	$0.00	$0.00	$0.00	$0.13	$0.13	$0.00	$0.00	$1.63	$0.62	$0.00	$1.01	$2.00	$0.08	$0.00	$1.93	$1.40	$4.34	31-Dec-24
CSBD	$0.27	$0.00	$0.00	$0.00	$0.00	$0.03	$0.03	$0.00	$0.00	$0.14	$0.08	$0.00	$0.06	$0.11	$0.02	$0.00	$0.09	$0.05	$0.20	31-Dec-26
AHNC	$2.97	$0.34	$0.00	$0.00	$0.34	$0.80	$0.09	$0.00	$0.71	$0.81	$0.00	$0.00	$0.81	$1.02	$0.00	$0.00	$1.02	$1.03	$3.91	31-Dec-26
TOTAL	$7.00	$0.34	$0.00	$0.00	$0.34	$0.95	$0.25	$0.00	$0.71	$2.57	$0.69	$0.00	$1.88	$3.13	$0.09	$0.00	$3.04	$2.48	$8.44	

ENBRIDGE GAS INC.
EGD RATE ZONE
2021 LRAMVA Balance

Line No.	Particulars	2021 Audited Volumes [1] 10^3 m^3	2021 LRAM Volumes in 2021 Rates 10^3 m^3	2021 Volume Variance 10^3 m^3	2021 Distribution Margin $/10^3$ m^3	2021 LRAMVA ($)
		(a)	(b)	(c) = (a) - (b)	(d)	(e) = (c) x (d)
1	Rate 110	3,283	1,464	1,820	5.950	10,826
2	Rate 115	1,219	1,833	(614)	2.047	(1,257)
3	Rate 135	1,738	383	1,355	17.711	24,003
4	Rate 145	108	-	108	34.933	3,786
5	Rate 170	214	172	42	2.831	118
6	Total	6,562	3,852	2,711		37,476

Notes:
[1] Volumes reflect 2021 audited volumes, adjusted for month of install.

EGD RATE ZONE
UNIT RATE AND TYPE OF SERVICE: CLEARING IN OCTOBER 2023

		COL.1
		Unit Rate (¢/m³)
Bundled Services:		
RATE 1	- SYSTEM SALES	0.2879
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	0.2879
	- DAWN T-SERVICE	0.2879
	- WESTERN T-SERVICE	0.2879
RATE 6	- SYSTEM SALES	(0.0501)
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	(0.0501)
	- DAWN T-SERVICE	(0.0501)
	- WESTERN T-SERVICE	(0.0501)
RATE 9	- SYSTEM SALES	(11.6128)
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	0.0000
	- DAWN T-SERVICE	0.0000
	- WESTERN T-SERVICE	0.0000
RATE 100	- SYSTEM SALES	0.3934
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	0.3934
	- DAWN T-SERVICE	0.3934
	- WESTERN T-SERVICE	0.0000
RATE 110	- SYSTEM SALES	(0.0586)
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	(0.0586)
	- DAWN T-SERVICE	(0.0586)
	- WESTERN T-SERVICE	(0.0586)
RATE 115	- SYSTEM SALES	(0.1738)
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	(0.1738)
	- DAWN T-SERVICE	(0.1738)
	- WESTERN T-SERVICE	0.0000
RATE 135	- SYSTEM SALES	0.3776
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	0.0000
	- DAWN T-SERVICE	0.3776
	- WESTERN T-SERVICE	0.3776
RATE 145	- SYSTEM SALES	0.0000
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	0.0000
	- DAWN T-SERVICE	(5.8236)
	- WESTERN T-SERVICE	0.0000
RATE 170	- SYSTEM SALES	(0.7698)
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	(0.7698)
	- DAWN T-SERVICE	(0.7698)
	- WESTERN T-SERVICE	0.0000
RATE 200	- SYSTEM SALES	(0.0025)
	- BUY/SELL	0.0000
	- ONTARIO T-SERVICE	(0.0025)
	- DAWN T-SERVICE	(0.0025)
	- WESTERN T-SERVICE	0.0000
Unbundled Services (Billing based on CD):		
RATE 125	- All	(0.1514)
RATE 300	- All	(5.9872)
RATE 332	- All	0.0000

EGD RATE ZONE
DETERMINATION OF BALANCES TO BE CLEARED
2021 DSM DEFERRAL AND VARIANCE ACCOUNTS

ITEM NO.		COL.1 PRINCIPAL FOR CLEARING ($000)	COL.2 INTEREST ($000)	COL.3 (COL.1 + COL.2) TOTAL FOR CLEARING ($000)
1.	DEMAND SIDE MANAGEMENT (DSMVA)	1,862.4	(57.6)	1,804.8
2.	LOST REVENUE ADJ MECHANISM (LRAMVA)	37.5	1.6	39.1
3.	DEMAND SIDE MANAGEMENT INCENTIVE (DSMIDA)	4,961.6	259.0	5,220.6
4.	TOTAL	6,861.4	203.0	7,064.5

EGD RATE ZONE
2021 CLASSIFICATION AND ALLOCATION OF DEFERRAL AND VARIANCE ACCOUNT BALANCES

ITEM NO.	CLASSIFICATION	COL.1 TOTAL ($000)
1.	DEMAND SIDE MANAGEMENT (DSMVA)	1,804.8
2.	LOST REVENUE ADJ MECHANISM (LRAMVA)	39.1
3.	DEMAND SIDE MANAGEMENT INCENTIVE (DSMIDA)	5,220.6
4.	TOTAL	7,064.5

	ALLOCATION	COL.A DSMVA ($000)	COL.B LRAMVA ($000)	COL.C DSMIDA ($000)	COL.D = A +B + C TOTAL ($000)
1.1	RATE 1	9,945.6	0.0	3,724.5	13,670.1
1.2	RATE 6	(3,532.7)	0.0	1,306.9	(2,225.8)
1.3	RATE 9	(0.6)	0.0	0.2	(0.4)
1.4	RATE 100	124.1	0.0	9.6	133.7
1.5	RATE 110	(732.3)	11.3	74.7	(646.3)
1.6	RATE 115	(715.9)	(1.3)	43.5	(673.7)
1.7	RATE 125	(20.7)	0.0	6.7	(14.0)
1.8	RATE 135	180.2	25.0	33.1	238.3
1.9	RATE 145	(1,454.6)	3.9	7.2	(1,443.4)
1.10	RATE 170	(1,979.9)	0.1	11.4	(1,968.4)
1.11	RATE 200	(7.2)	0.0	2.3	(4.9)
1.12	RATE 300	(1.4)	0.0	0.4	(0.9)
1.13	RATE 332	0.0	0.0	0.0	0.0
1.14	TOTAL	1,804.8	39.1	5,220.6	7,064.5

EGD RATE ZONE
2021 ALLOCATION AND UNIT RATE DERIVATION BY TYPE OF SERVICE

		COL.1	COL.2	COL.3 (COL.1 / COL.2)
		TOTAL BALANCE ($000)	2021 VOLUME (m^3)	UNIT RATE (¢/m^3)
Bundled Services:				
RATE 1	- SYSTEM SALES	13,432.0	4,665,991,961	0.2879
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	0.2	58,138	0.2879
	- DAWN T-SERVICE	199.1	69,171,587	0.2879
	- WBT	38.9	13,500,442	0.2879
RATE 6	- SYSTEM SALES	(1,374.1)	2,740,101,454	(0.0501)
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	(22.9)	45,676,184	(0.0501)
	- DAWN T-SERVICE	(758.8)	1,513,078,914	(0.0501)
	- WBT	(70.0)	139,575,630	(0.0501)
RATE 9	- SYSTEM SALES	(0.4)	3,217	(11.6128)
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	0.0	0	0.0000
	- DAWN T-SERVICE	0.0	0	0.0000
	- WBT	0.0	0	0.0000
RATE 100	- SYSTEM SALES	50.7	12,898,915	0.3934
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	6.4	1,614,497	0.3934
	- DAWN T-SERVICE	76.6	19,480,585	0.3934
	- WBT	0.0	0	0.0000
RATE 110	- SYSTEM SALES	(48.8)	83,260,436	(0.0586)
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	(33.4)	56,934,851	(0.0586)
	- DAWN T-SERVICE	(556.9)	949,589,433	(0.0586)
	- WBT	(7.1)	12,104,952	(0.0586)
RATE 115	- SYSTEM SALES	(1.7)	1,002,251	(0.1738)
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	(230.1)	132,411,386	(0.1738)
	- DAWN T-SERVICE	(441.9)	254,283,750	(0.1738)
	- WBT	0.0	0	0.0000
RATE 135	- SYSTEM SALES	9.9	2,624,407	0.3776
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	0.0	0	0.0000
	- DAWN T-SERVICE	227.7	60,292,545	0.3776
	- WBT	0.7	195,539	0.3776
RATE 145	- SYSTEM SALES	0.0	0	0.0000
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	0.0	0	0.0000
	- DAWN T-SERVICE	(1,443.4)	24,785,091	(5.8236)
	- WBT	0.0	0	0.0000
RATE 170	- SYSTEM SALES	(48.5)	6,302,330	(0.7698)
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	(1,116.6)	145,049,763	(0.7698)
	- DAWN T-SERVICE	(803.3)	104,348,843	(0.7698)
	- WBT	0.0	0	0.0000
RATE 200	- SYSTEM SALES	(3.5)	137,779,217	(0.0025)
	- BUY/SELL	0.0	0	0.0000
	- T-SERVICE EXCL WBT	(0.0)	1,852,644	(0.0025)
	- DAWN T-SERVICE	(1.3)	52,377,810	(0.0025)
	- WBT	0.0	0	0.0000
Unbundled Services: (Billing based on CD)				
RATE 125	- All	(14.0)	9,260,357	(0.1514)
RATE 300	- All	(0.9)	15,600	(5.9872)
RATE 332	- All	0.0	31,144,563	0.0000
TOTAL		7,064.5		

EGD RATE ZONE: ESTIMATED ANNUAL BILL IMPACT

1. For a Rate 1 customer in the EGD rate zone with annual consumption of 2,400 m^3, the one-time billing adjustment is a charge of approximately $6.91.

2. Bill impacts of the proposed disposition for the EGD rate zone are set out at Exhibit B, Tab 3, Schedule 1, Appendix 1.

EGD RATE ZONE
2021 DSM Deferral and Variance Account Clearing Bill
Adjustment in October 2023 for Typical Customers

ITEM NO.	COL.1	COL.2	COL.3	COL.4	COL.5	COL.6	COL.7 (COL.2 x COL.3)	COL.8 (COL.2 x COL.4)	COL.9 (COL.2 x COL.5)	COL.10 (COL.2 x COL.6)
			UNIT RATE				BILL ADJUSTMENT			
	GENERAL SERVICE	ANNUAL VOLUME m^3	Sales ¢/m^3	Ontario TS ¢/m^3	Dawn TS ¢/m^3	Western TS ¢/m^3	Sales Customers $	Ontario TS Customers $	Dawn TS Customers $	Western TS Customers $
1.1	RATE 1 RESIDENTIAL									
1.2	Heating & Water Heating	2,400	0.2879	0.2879	0.2879	0.2879	6.91	6.91	6.91	6.91
2.1	RATE 6 COMMERCIAL									
2.2	Commercial - Heating & Other Uses	22,606	(0.0501)	(0.0501)	(0.0501)	(0.0501)	(11.34)	(11.34)	(11.34)	(11.34)
2.3	General Use	43,285	(0.0501)	(0.0501)	(0.0501)	(0.0501)	(21.71)	(21.71)	(21.71)	(21.71)
	CONTRACT SERVICE									
3.1	RATE 100									
3.2	Industrial - small size	339,188	0.3934	0.3934	0.3934	0.0000	1,334	1,334	1,334	-
4.1	RATE 110									
4.2	Industrial - small size, 50% LF	598,568	(0.0586)	(0.0586)	(0.0586)	(0.0586)	(351)	(351)	(351)	(351)
4.3	Industrial - avg. size, 75% LF	9,976,121	(0.0586)	(0.0586)	(0.0586)	(0.0586)	(5,851)	(5,851)	(5,851)	(5,851)
5.1	RATE 115									
5.2	Industrial - small size, 80% LF	4,471,609	(0.1738)	(0.1738)	(0.1738)	0.0000	(7,771)	(7,771)	(7,771)	-
5.3	Industrial - large size, 80% LF	69,832,850	(0.1738)	(0.1738)	(0.1738)	0.0000	(121,355)	(121,355)	(121,355)	-
6.1	RATE 135									
6.2	Industrial - Seasonal Firm	598,567	0.3776	0.0000	0.3776	0.3776	2,260	-	2,260	2,260
7.1	RATE 145									
7.2	Commercial - avg. size	598,568	0.0000	0.0000	(5.8236)	0.0000	-	-	(34,858)	-
8.1	RATE 170									
8.2	Industrial - avg. size, 75% LF	9,976,121	(0.7698)	(0.7698)	(0.7698)	0.0000	(76,795)	(76,795)	(76,795)	-

UNION RATE ZONES: ACCOUNT BALANCES AND APPROVALS SOUGHT

1. Account Balances for Disposition

1. The Union rate zones account balances set out in Table 1 are consistent with the EC's Verification Report and the EC's opinion on energy savings, lost revenue, shareholder incentive amounts and cost-effectiveness.

Table 1

2021 DSM Deferral and Variance Account Balances - Union Rate Zones

Account	Total
DSM Variance Account	($11,372,617)
DSM Incentive Deferral Account	$1,469,503
LRAM Variance Account	$697,467
Interest	($527,617)
Total	($9,733,264)

2. The final 2021 DSM Annual Report is set out at Exhibit A, Tab 4, Schedule 1.

2. Approvals Sought

3. Enbridge Gas is seeking the following approvals:
    - Approval of the Union rate zones' DSMVA, DSMIDA, and LRAMVA balances, as set out in Table 1.
    - An Order providing for the clearance through to rates of the amounts set out in Table 1 as a one-time adjustment for all rate classes in the Union rate zones, to be cleared within Enbridge Gas's next available QRAM application following the OEB's approval, effective as soon as October 1, 2023.

UNION RATE ZONES: RATE ALLOCATION

1. The following evidence describes the three DSM-related deferral and variance accounts specific to the Union rate zones for which Enbridge Gas requests clearance of balances recorded relating to 2021 DSM activities. This evidence also describes the basis on which these amounts will be allocated to rate classes within the Union rate zones, as well as the methodology for their incorporation into rates.

1. Demand Side Management Variance Account

2. The Union rate zones DSMVA balance for 2021 is a credit of $11.373 million before interest. The DSMVA is used to track the variance between actual DSM spending by rate class versus the budgeted amount included in rates by rate class. The actual DSMVA spending variance amount relative to the amount budgeted for each rate class is allocated to that rate class for disposition purposes.[1]

3. Enbridge Gas followed the OEB-approved methodology for the Union rate zones to calculate the 2021 DSMVA balances.[2] The customer incentive was allocated based on the amount spent within each rate class. All other program costs were allocated by customer class (e.g. Residential, Commercial/Industrial) and assigned by rate class based on the percentage allocation of the customer incentive costs. All portfolio-level costs that cannot be attributed to an individual program were allocated to a rate class based on the percentage allocation of the program costs by rate class. The variance between the Low-Income DSM budget included in rates and the actual amount spent on Low-Income DSM programs is recovered in proportion to the OEB-approved distribution revenue by rate class for the respective year.

[1] Guidelines, pages 36-38.
[2] Guidelines, pages 36-38; EB-2015-0029, Union 2015-2020 DSM Plan, Exhibit A, Tab 2, Schedule 1, pages 22-23.

4. Consistent with the pooled DSM budget costs included in rates for 2021, Enbridge Gas has pooled Rate M4 and Rate M5 DSMVA balances for the purposes of disposition. Variances between the DSM budget included in rates and actual DSM spending in these rate classes has been allocated based on volumes for Rate M4 and Rate M5. Accordingly, there is a single common unit rate calculated to determine the disposition of the DSMVA balance to individual customers in these rate classes. This approach is consistent with Union's OEB-approved 2020 DSM Deferral Disposition Application (EB-2022-0007).

1.1 DSMVA 15% Overspend

5. As per the Guidelines and OEB-approved 2015-2020 DSM Plan for the Union rate zones, Enbridge Gas is eligible to recover up to an additional 15% overspend above its annual OEB-approved DSM budget through the DSMVA as long as its overall weighted scorecard target on a pre-audited basis for one or more of its scorecards has been achieved, provided the overspend was on program expenses.[3] Enbridge Gas did not utilize this DSMVA mechanism in the Union rate zones in the 2021 DSM program year.

1.2 Residential Adaptive Thermostat Offering

6. As part of the Mid-Term Review of the DSM Framework for Natural Gas Distributors (2015-2020), Enbridge Gas proposed the development and implementation of a new adaptive thermostat offering within its Residential program called the Residential Adaptive Thermostat offering for the Union rate zones.[4] As part of this proposal, Enbridge Gas requested OEB approval of an incremental $1.5M per year to facilitate this new offering for the Union rate zones.

[3] Guidelines, pages 36-38; EB-2015-0029, Union Gas Limited 2015-2020 DSM Plan, Exhibit A, Tab 2, Schedule 1, page 22-23.
[4] EB-2017-0127, DSM Mid-Term Review Part Two Requirement Two: Submission of Union Gas Limited, page 4.

7. In the Report of the OEB on the Mid-Term Review of the DSM Framework for Natural Gas Distributors (2015-2020), the OEB indicated that it supported this request. While incremental budget funds were not included in rates, the OEB directed Enbridge Gas to track program expenditures in the DSMVA for the Union rate zones.[5] Consistent with this request, Enbridge Gas has included program expenditures of $1.178 million for this offering in the DSMVA for the Union rate zones and is seeking recovery of these costs through this proceeding.

1.3 Budget Transfers Between Programs

8. Section 6.6 of the Guidelines states that Enbridge Gas should inform the OEB and stakeholders in the event that cumulative fund transfers among OEB-approved DSM programs exceed 30% of the approved annual DSM budget for an individual DSM program. Enbridge Gas did not transfer more than 30% of program budget funds between programs in the 2021 DSM program year for the Union rate zones.

1.4 Large Volume Program Budget Transfers – Rate T2 & Rate 100 Customers

9. In accordance with the OEB-approved 2015-2020 DSM Plan for the Union rate zones and the OEB-approved 2021 extension of the DSM Plan[6], Enbridge Gas (Union rate zones) continued to offer its Large Volume direct access program and adhered to the OEB-approved maximum program budget transfer rules between Rate T2 and Rate 100 in 2021.[7] The overall program underspend of $0.820 million for the Large Volume Program is credited in the DSMVA. Enbridge Gas (Union rate zones) did not transfer budget dollars from any other part of the overall DSM budget into Rate T2 or Rate 100 rate classes.

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[5] EB-2017-0127, Report of the Ontario Energy Board, Mid-Term Review of the Demand Side Management (DSM) Framework for Natural Gas Distributors (2015-2020), November 29, 2018, p. 24.
[6] EB-2019-0271, OEB Decision and Order, July 16, 2020.
[7] EB-2015-0029, OEB Decision and Order, January 20, 2016, pgs. 50–52; EB-2012-0337, 2013-2014 DSM Plan for Large Volume Customers, Exhibit A, Tab 1, Schedule 1, p.14.

1.5 Deferred Incentives

10. Consistent with section 5.3.2 of the OEB's Mid-Term Review Report and the OEB-approved DSMVA Accounting Orders as set out in the OEB's Decision and Order on Enbridge Gas's (Union rate zones) 2016 DSM Deferral and Variance Account Disposition Proceeding (EB-2018-0300)[8] Table 9.9 of the final 2021 DSM Annual Report for the Union rate zones also includes amounts for customer incentive spend deferred to future years, for offerings where incentives are paid when future milestones/activities are reached.

11. See Table 1, at Appendix 1, for a continuity schedule of the deferred incentive balances for the Commercial Savings by Design (CSBD) offering for the 2021 DSM program year in the Union rate zones being tracked within the DSMVA.

2. Demand Side Management Incentive Deferral Account

12. The Union rate zones DSMIDA balance for 2021 is $1.470 million before interest. The purpose of the DSMIDA is to record the shareholder incentive amount earned by a natural gas utility as a result of its DSM programs.[9] DSM shareholder incentive amounts are allocated to the rate classes in proportion to the actual DSM spending by rate class in 2021.

13. Tables 9.0 – 9.5 of the final 2021 DSM Annual Report for the Union rate zones provide details of the DSM incentive achieved by scorecard.

3. Lost Revenue Adjustment Mechanism Variance Account

14. The Union rate zones LRAMVA balance for 2021 is $0.697 million before interest. The LRAMVA is used to track, at the rate class level, the variance between the

[8] EB-2018-0300, OEB Decision and Order, April 11, 2019
[9] Guidelines, p. 39.

actual impact of DSM activities (volume savings) undertaken by the natural gas utility and the forecasted impact included in distribution rates.[10] The LRAMVA balance is allocated to rate classes on the same basis as lost revenues were experienced such that the LRAMVA provides a true-up by rate class.

15. There is an inherent time lag between the date that Enbridge Gas receives the audit of volume savings from the EC and the date that these audited volume savings are reflected in the Union rate zones' distribution rates. Depending on the timing of audited volume savings and Enbridge Gas's annual rate filings, the impacts captured in the LRAM variance account can span multiple DSM program years, and can include:
    - *Full-Year Impacts* - for prior DSM program years if no volume savings were reflected in rates;
    - *Partial-Year Impacts* - for the monthly impact of volume savings resulting from the current DSM program year, if no forecast volume savings were reflected in rates; and,
    - *True-Ups* - to true-up pre-audit volume savings reflected in rates with audited actual volume savings for prior DSM program years.

16. LRAM amounts are only recorded in the variance account until such time as the OEB approves new distribution rates for the utility that reflect the actual audited impact of a DSM program year's activities (volume savings). Please see Tables 2 and 3 for a summary of LRAM volume savings adjustments for each of the 2014 to 2023 DSM program years included or expected in each of Enbridge Gas's (Union rate zones) annual rates applications (2015-2023), and DSM deferral and variance

[10] Guidelines, page 39; The LRAMVA does not include volume variances for general service rate classes as these are captured in the Normalized Average Consumption (NAC) deferral account. The 2017 and 2018 balances in the NAC deferral account were disposed of in Union's 2017 (EB-2018-0105) and 2018 (EB-2019-0105) Disposition of Deferral and Variance Account Balances proceedings.

account clearance applications (2015-2023). Enbridge Gas's (Union rate zones) 2019 and 2020 Annual Volumes (as defined below) were audited as part of the 2019 and 2020 Verification Reports and are therefore not included in the 2021 Verification Reports.

Table 2

DSM Program Year LRAM Volume Adjustment Included in Rates

		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
Line No.	Rates Application	DSM Program Year LRAM Volume Adjustment								
		2015	2016	2017	2018	2019	2020	2021	2022	2023
1	**2015** *(EB-2014-0271)*	Not Included	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	**2016** *(EB-2015-0116)*	Not Included	Not Included	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3	**2017** *(EB-2016-0245)*	Pre-Audit	Not Included	Not Included	N/A	N/A	N/A	N/A	N/A	N/A
4	**2018** *(EB-2017-0087)*	Pre-Audit	Pre-Audit	Not Included	Not Included	N/A	N/A	N/A	N/A	N/A
5	**2019** *(EB-2018-0305)*	Audited	Audited	Not Included	Not Included	Not Included	N/A	N/A	N/A	N/A
6	**2020** *(EB-2019-0194)*	Audited	Audited	Not Included	Not Included	Not Included	Not Included	N/A	N/A	N/A
7	**2021** *(EB-2020-0095)*	Audited	Audited	Audited	Audited	Not Included	Not Included	Not Included	N/A	N/A
8	**2022** *(EB-2021-0147)*	Audited	Audited	Audited	Audited	Audited	Not Included	Not Included	Not Included	N/A
9	**2023** *(EB-2022-0133)*	Audited	Audited	Audited	Audited	Audited	Audited	Not Included	Not Included	Not Included

Table 3

DSM Program Year LRAM Volume Adjustment Included in LRAM Variance Account

		(a)	(b)	(b)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Line No.	DSM Deferral Application	DSM Program Year LRAM Volume Adjustment									
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1	**2015** *(EB-2017-0323)*	Full-Year	Partial-Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	**2016** *(EB-2018-0300)*	None	Full-Year	Partial-Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3	**2017** *(EB-2020-0067)*	None	True-up	Full-Year	Partial-Year	N/A	N/A	N/A	N/A	N/A	N/A
4	**2018** *(EB-2020-0067)*	None	True-up	True-up	Full-Year	Partial-Year	N/A	N/A	N/A	N/A	N/A
5	**2019** *(EB-2021-0072)*	None	None	None	Full-Year	Full-Year	Partial-Year	N/A	N/A	N/A	N/A
6	**2020** *(EB-2022-0007)*	None	None	None	Full-Year	Full-Year	Full-Year	Partial-Year	N/A	N/A	N/A
7	**2021** *(EB-2023-0062)*	None	None	None	None	None	Full-Year	Full-Year	Partial-Year	N/A	N/A
8	**2022** *(Expected)*	None	None	None	None	None	None	Full-Year	Full-Year	Partial-Year	N/A
9	**2023** *(Expected)*	None	None	None	None	None	None	None	Full-Year	Full-Year	Partial-Year

17. The 2021 LRAMVA balance for the Union rate zones is comprised of:

- Full-year audited volume savings for contract rate classes related to the 2019 and 2020 DSM program years (2019/2020 Annual Volumes) calculated using 2021 Rates for the Union rate zones (see Table 3, line 7, columns f and g).
- Partial-year monthly volume savings for contract rate classes related to the 2021 DSM program year (2021 Monthly Volumes), beginning the month that audited volume savings were realized and for the remaining months of the

2021 DSM program year, per the Guidelines, calculated using 2021 Rates for the Union rate zones (see Table 3, line 7, column h).[11]

18. The 2021 LRAMVA balance reflects the full-year impact of 2019 and 2020 audited LRAM volumes, and the partial-year (depending upon the month the DSM measure was installed) impact of 2021 audited LRAM volumes. Accordingly, the Union rate zones' 2021 LRAMVA debit balance of $0.697 million (as detailed at Exhibit C, Tab 2, Schedule 1, Appendix 2, pages 1 to 4) is comprised of:
    i) $0.287 million related to 2019 Annual Volumes of 35,443 10^3m^3 calculated using 2021 Rates for the Union rate zones;
    ii) $0.277 million related to 2020 Annual Volumes of 42,686 10^3m^3 calculated using 2021 Rates for the Union rate zones; and,
    iii) $0.133 million related to 2021 Monthly Volumes of 23,974 10^3m^3 calculated using 2021 Rates for the Union rate zones.

3.1 Future Recovery of 2020 and 2021 LRAM Volume Savings

19. The 2020 DSM audit process was not complete when Enbridge Gas filed its 2022 Rates Application (EB-2021-0147) and the 2021 DSM audit process was not complete when Enbridge Gas filed its 2023 Rates Application (EB-2022-0133). Consequently, audited LRAM volume savings have not yet been reflected in distribution rates for the Union rate zones for these respective years and will therefore be recovered through the LRAMVA as illustrated in Tables 2 and 3.

4. Rate Allocation

20. Table 4 summarizes the allocation of Enbridge Gas's Union rate zones DSM-related deferral and variance account balances, prior to interest, for the 2021 DSM program year to rate classes.

[11] Guidelines, page 39.

Table 4

2021 DSM Deferral and Variance Account Balances by Rate Class – Union Rate Zones

Rate Class	DSMVA [1]	DSMIDA	LRAMVA	TOTAL DEFERRAL/ VARIANCE BALANCE
M1	($2,430,630)	$486,739	N/A	($1,943,891)
M2	($3,728,543)	$216,475	N/A	($3,512,068)
M4	$11,907	$62,629	$515,997	$590,533
M5	($1,774,303)	$5,397	$25,461	($1,743,445)
M7	$4,538,798	$149,472	$109,989	$4,798,259
T1	($1,248,999)	$2,785	$2,206	($1,244,008)
T2	($1,240,646)	$388,390	$3,887	($848,369)
Rate 01	($2,085,709)	$42,437	N/A	($2,043,272)
Rate 10	($1,799,539)	$35,919	N/A	($1,763,620)
Rate 20	($1,219,732)	$6,029	$17,885	($1,195,818)
Rate 100	($395,221)	$73,231	$22,043	($299,947)
TOTAL	**($11,372,617)**	**$1,469,503**	**$697,467**	**($9,205,646)**

1. Allocation to Rate M4 and M5 prior to rate pooling adjustment.

5. Disposition Methodology

21. Enbridge Gas proposes to dispose of the 2021 DSM-related deferral and variance account balances as a one-time billing adjustment. The billing adjustment will be derived for each customer individually by applying the disposition unit rates to each customer's actual consumption volume for the period January 1, 2021 to December 31, 2021.

22. The Company proposes to dispose of the approved 2021 DSM-related deferral and variance account balances with the first available QRAM application following the OEB's approval, as early as October 1, 2023.

23. The allocation of 2021 DSM-related deferral and variance account balances is consistent with the treatment in prior years. The unit rates for each rate class are set out at Exhibit C, Tab 2, Schedule 1, Appendix 3. Exhibit C, Tab 2, Schedule 1,

Appendices 4 to 6 provide details of the derivation of proposed unit rates:

- Appendix 4 determine the balances (principal and interest) to be cleared for each DSM deferral and variance account for the 2021 DSM program year;
- Appendix 5 show account balance allocations by rate class for the 2021 DSM program year; and
- Appendix 6 illustrates the derivation of unit rates for the 2021 DSM program year, based on the balances and actual 2021 consumption volumes for each rate class.

Table 1
Continuity Schedule for Deferred Incentive Balances

Offering ($MM)	TOTAL	2017				2018				2019				2020				2021	TOTAL	*2021 Deposit Expiration*
	Beginning of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Beginning of Year Balance	Withdrawals		End of Year Balance	Deposits	End of Year Balance	
			Utilized	Expired			Utilized	Expired			Utilized	Expired			Utilized	Expired				
	a	*b*	*c*	*d*	*e = b - c - d*	*f*	*g*	*h*	*i = f - g - h*	*j*	*k*	*l*	*m = j - k - l*	*n*	*o*	*p*	*q = n - o - p*	*r*	*s = e + i + m + q + r*	
CSBD	$0.44	$0.00	$0.00	$0.00	$0.00	$0.12	$0.00	$0.00	$0.12	$0.14	$0.00	$0.00	$0.14	$0.19	$0.00	$0.00	$0.19	$0.14	$0.58	31-Dec-26
TOTAL	$0.44	$0.00	$0.00	$0.00	$0.00	$0.12	$0.00	$0.00	$0.12	$0.14	$0.00	$0.00	$0.14	$0.19	$0.00	$0.00	$0.19	$0.14	$0.58	

ENBRIDGE GAS INC.
UNION RATE ZONES
2021 LRAM Deferral Account Balance

Line No.	Particulars ($)	Amounts by DSM Plan Year 2019 [1]	2020 [2]	2021 [3]	Total
		(a)	(b)	(c)	(e)
	South				
1	M4	215,817	210,411	89,768	515,997
2	M5	18,716	2,544	4,200	25,461
3	M7	33,976	45,006	31,007	109,989
4	T1	729	1,369	109	2,206
5	T2	1,303	1,542	1,042	3,887
6		270,541	260,872	126,126	657,539
	North				
7	Rate 20	14,034	2,708	1,142	17,885
8	Rate 100	2,537	13,558	5,948	22,043
9		16,572	16,266	7,090	39,928
10	Total	287,112	277,138	133,216	697,467

Notes:

(1) EB-2023-0062, Exhibit C, Tab 3, Schedule 1, Appendix A1, page 2, column (e)

(2) EB-2023-0062, Exhibit C, Tab 3, Schedule 1, Appendix A1, page 3, column (e)

(3) EB-2023-0062, Exhibit C, Tab 3, Schedule 1, Appendix A1, page 4, column (e)

ENBRIDGE GAS INC.
UNION RATE ZONES
2019 LRAM Audited Revenue Impacts

Line No.	Particulars	2019 Audited Volumes [1] $10^3 m^3$	2019 LRAM Volumes in 2019 Rates $10^3 m^3$	2019 Net LRAM Volumes $10^3 m^3$	2021 Delivery Rates $/10^3 m^3$	Revenue Impact ($)
		(a)	(b)	(c) = (a) - (b)	(d)	(e) = (c) x (d)
	South					
1	M4	13,030	-	13,030	16.563	215,817
2	M5	648	-	648	28.878	18,716
3	M7	12,140	-	12,140	2.799	33,976
4	T1	654	-	654	1.114	729
5	T2	6,116	-	6,116	0.213	1,303
6		32,588	-	32,588		270,541
	North					
7	Rate 20	1,924	-	1,924	7.296	14,034
8	Rate 100	931	-	931	2.726	2,537
9		2,855	-	2,855		16,572
10	Total	35,443	-	35,443		287,112

Notes:
[1] Volumes reflect 2019 audited volumes, not adjusted for month of install.

ENBRIDGE GAS INC.
UNION RATE ZONES
2020 LRAM Audited Revenue Impacts

Line No.	Particulars	2020 Audited Volumes [1] 10^3 m^3	2020 LRAM Volumes in 2020 Rates 10^3 m^3	2020 Net LRAM Volumes 10^3 m^3	2021 Delivery Rates $/$10^3$ m^3	Revenue Impact ($)
		(a)	(b)	(c) = (a) - (b)	(d)	(e) = (c) x (d)
	South					
1	M4	12,704	-	12,704	16.563	210,411
2	M5	88	-	88	28.878	2,544
3	M7	16,081	-	16,081	2.799	45,006
4	T1	1,228	-	1,228	1.114	1,369
5	T2	7,239	-	7,239	0.213	1,542
6		37,340	-	37,340		260,872
	North					
7	Rate 20	371	-	371	7.296	2,708
8	Rate 100	4,974	-	4,974	2.726	13,558
9		5,346	-	5,346		16,266
10	Total	42,686	-	42,686		277,138

Notes:
[1] Volumes reflect 2020 audited volumes, not adjusted for month of install.

ENBRIDGE GAS INC.
UNION RATE ZONES
2021 LRAM Audited Revenue Impacts

Line No.	Particulars	2021 Audited Volumes [1] 10^3 m^3	2021 LRAM Volumes in 2021 Rates 10^3 m^3	2021 Net LRAM Volumes 10^3 m^3	2021 Delivery Rates $/$10^3$ m^3	Revenue Impact ($)
		(a)	(b)	(c) = (a) - (b)	(d)	(e) = (c) x (d)
	South					
1	M4	5,420	-	5,420	16.563	89,768
2	M5	145	-	145	28.878	4,200
3	M7	11,079	-	11,079	2.799	31,007
4	T1	98	-	98	1.114	109
5	T2	4,893	-	4,893	0.213	1,042
6		21,635	-	21,635		126,126
	North					
7	Rate 20	157	-	157	7.296	1,142
8	Rate 100	2,182	-	2,182	2.726	5,948
9		2,339	-	2,339		7,090
10	Total	23,974	-	23,974		133,216

Notes:
[1] Volumes reflect 2021 audited volumes, adjusted for month of install.

Union Rate Zones
Unit Rates for Recovery/(Refund) - Delivery
2021 DSM Deferral Account Disposition

Line No.	Particulars	Rate Class	2021 Unit Rate (cents/m^3) (1) (a)
	Union North		
1	Small Volume General Service	01	(0.2322)
2	Large Volume General Service	10	(0.5979)
3	Medium Volume Firm Service	20	(0.1982)
4	Large Volume High Load Factor	100	(0.0331)
5	Large Volume Interruptible	25	-
	Union South		
6	Small Volume General Service	M1	(0.0710)
7	Large Volume General Service	M2	(0.3333)
8	Firm Com/Ind Contract	M4	(0.1761)
9	Interruptible Com/Ind Contract	M5A	(0.2249)
10	Special Large Volume Contract	M7	0.7388
11	Large Wholesale	M9	-
12	Small Wholesale	M10	-
13	Contract Carriage Service	T1	(0.2902)
14	Contract Carriage Service	T2	(0.0191)
15	Contract Carriage- Wholesale	T3	-

Notes:
(1) Exhibit C, Tab 2, Schedule 1, Appendix A5.

Union Rate Zones
2021 DSM Deferral & Variance Account Balances

Line No.	Account Number	Account Name ($000's)	2021 Balance (a)	2021 Interest (b)	2021 Total (c)
1	179-111	Demand Side Management (DSMVA)	(11,373)	(647)	(12,020)
2	179-126	Demand Side Management Incentive (DSMIDA)	1,470	80	1,549
3	179-75	Lost Revenue Adjustment Mechanism (LRAMVA)	697	40	737
4	Total 2021 Union Rate Zones		(9,206)	(528)	(9,733)

Union Rate Zones
Allocation of 2021 DSM Deferral and Variance Account Balances

Line No.	Particulars ($000's)	Acct No.	Union North					Union South										
			Rate 01	Rate 10	Rate 20	Rate 100	Rate 25	M1	M2	M4	M5	M7	M9	M10	T1	T2	T3	Total
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)
	2021 DSM Deferral Account Balances																	
	Delivery-Related Deferrals																	
1	Demand Side Management VA (1)	179-111	(2,204)	(1,902)	(1,289)	(418)	-	(2,569)	(3,941)	(1,687)	(175)	4,797	-	-	(1,320)	(1,311)	-	(12,020)
2	Demand Side Management Incentive DA	179-126	45	38	6	77	-	513	228	66	6	158	-	-	3	409	-	1,549
3	Lost Revenue Adjustment Mechanism VA	179-75	-	-	19	23	-	-	-	546	27	116	-	-	2	4	-	737
4	Total Delivery-Related Deferrals		(2,160)	(1,864)	(1,264)	(317)	-	(2,056)	(3,713)	(1,076)	(143)	5,071	-	-	(1,315)	(898)	-	(9,733)

Notes:
(1) Demand Side Management Variance Account balances for Rate M4 and M5 are allocated based on 2021 actual volumes to derive a common unit rate for disposition for both rate classes, as illustrated below.

Rate Class	2021 Account Balances (i) ($000s)	2021 Interest ($000s)	Total Account Balances ($000s)	2021 Actual Volume (10^3m^3)	Pooled Account Balances (ii) ($000s)	Unit Rate (cents/m^3)
	(a)	(b)	(c) = (a + b)	(d)	(e)	(f)=(e/d) x 100
M4	12	1	13	610,808	(1,687)	(0.2762)
M5	(1,774)	(101)	(1,875)	63,511	(175)	(0.2762)
Total	(1,762)	(100)	(1,863)	674,319	(1,863)	

(i) - Exhibit C, Tab 2, Schedule 1, Table 4.
(ii) - Allocated in proportion to column (d).

Union Rate Zones
Unit Rates for One-Time Adjustment - Delivery
2021 DSM Deferral and Variance Account Disposition

Line No.	Particulars	Rate Class	Deferral Balance for Disposition ($000's) (1)	2021 Actual Volume (10^3m^3)	Unit Rate (cents/m^3)
			(a)	(b)	(c) = (a / b) * 100
	Union North				
1	Small Volume General Service	01	(2,160)	929,941	(0.2322)
2	Large Volume General Service	10	(1,864)	311,794	(0.5979)
3	Medium Volume Firm Service	20	(1,264)	637,600	(0.1982)
4	Large Volume High Load Factor	100	(317)	958,587	(0.0331)
5	Large Volume Interruptible	25	-	143,898	-
	Union South				
6	Small Volume General Service	M1	(2,056)	2,897,087	(0.0710)
7	Large Volume General Service	M2	(3,713)	1,113,864	(0.3333)
8	Firm Com/Ind Contract	M4	(1,076)	610,808	(0.1761)
9	Interruptible Com/Ind Contract	M5	(143)	63,511	(0.2249)
10	Special Large Volume Contract	M7	5,071	686,353	0.7388
11	Large Wholesale	M9	-	90,096	-
12	Small Wholesale	M10	-	320	-
13	Contract Carriage	T1	(1,315)	453,007	(0.2902)
14	Contract Carriage	T2	(898)	4,700,474	(0.0191)
15	Contract Carriage	T3	-	241,187	-
16	Total		(9,733)		

Notes:
(1) Exhibit C, Tab 2, Schedule 1, Appendix A4.

UNION RATE ZONES: ESTIMATED ANNUAL BILL IMPACT

1. For a Rate M1 residential customer in the Union South rate zone with annual consumption of 2,200 m^3, the one-time billing adjustment is a refund of $1.56.

2. For a Rate 01 residential customer in the Union North rate zone with annual consumption of 2,200 m^3, the one-time billing adjustment is a refund of $5.11.

3. Bill impacts of the proposed disposition for the Union rate zones are set out at Exhibit C, Tab 3, Schedule 1, Appendix 1.

Union Rate Zones
Calculation of One-Time Delivery Adjustments for Typical Customers
2021 DSM Deferral Account Disposition

Line No.	Particulars	Unit Rate (cents/m^3) (a)	Annual Volume (m^3) (b)	Bill Impact ($) (1) (c) = (a x b) / 100
	GENERAL SERVICE			
	Union North			
1	Rate 01	(0.2322)	2,200	(5.11)
2	Rate 10	(0.5979)	93,000	(556.05)
	Union South			
3	Rate M1	(0.0710)	2,200	(1.56)
4	Rate M2	(0.3333)	73,000	(243.31)
	CONTRACT SERVICE			
	Union North			
5	Small Rate 20	(0.1982)	3,000,000	(5,946)
6	Large Rate 20	(0.1982)	15,000,000	(29,730)
7	Average Rate 25	-	2,275,000	-
8	Small Rate 100	(0.0331)	27,000,000	(8,937)
9	Large Rate 100	(0.0331)	240,000,000	(79,440)
	Union South			
10	Small Rate M4	(0.1761)	875,000	(1,541)
11	Large Rate M4	(0.1761)	12,000,000	(21,132)
12	Small Rate M5 Interruptible	(0.2249)	825,000	(1,855)
13	Large Rate M5 Interruptible	(0.2249)	6,500,000	(14,619)
14	Small Rate M7	0.7388	36,000,000	265,968
15	Large Rate M7	0.7388	52,000,000	384,176
16	Small Rate M9	-	6,950,000	-
17	Large Rate M9	-	20,178,000	-
18	Rate M10	-	94,500	-
19	Small Rate T1	(0.2902)	7,537,000	(21,872)
20	Average Rate T1	(0.2902)	11,565,938	(33,564)
21	Large Rate T1	(0.2902)	25,624,080	(74,361)
22	Small Rate T2	(0.0191)	59,256,000	(11,318)
23	Average Rate T2	(0.0191)	197,789,850	(37,778)
24	Large Rate T2	(0.0191)	370,089,000	(70,687)
25	Large Rate T3	-	272,712,000	-

Notes:
(1) One-time adjustment for sales service and direct purchase customers.