



Energizing Our Community

Telephone: (705) 326-7315  
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November 1, 2010

**Via RESS and by courier**

Ontario Energy Board  
2300 Yonge St., 27<sup>th</sup> Floor  
P.O. Box 2319  
Toronto ON  
M4P 1E4

Attn: Kirsten Walli, Board Secretary

**Re: CDM Strategy – Orillia Power Distribution Corporation ED-2002-0530**

Dear Ms Walli:

Orillia Power Distribution Corporation (Orillia Power”) hereby submits its CDM Strategy pursuant to the requirements stated in the OEB’s Conservation and Demand Management (CDM) Code (Board File No. EB-2010-0215) and references the energy and peak demand reduction targets (Board File No. EB-2010-0216) tentatively set by the Board in its letter to all electricity distributors dated June 22, 2010.

Orillia Power was allocated by the Board a CDM target of 3 MW of peak demand savings and 15 GWh of energy savings to be achieved over a four year period from 2011 through 2014.

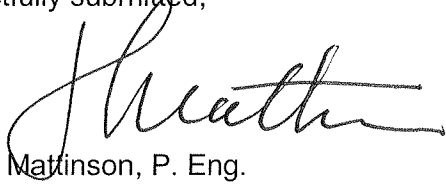
Orillia Power plans to achieve these targets through the delivery of OPA-contracted province wide (or Tier 1) programs beginning in January 2011. If necessary to achieve the targets, Orillia Power may consider the addition of Tier 2 and/or Tier 3 programs at a later date. All major customer groupings, including low income consumers, will be provided access to CDM programs over the course of the four years.

Orillia Power looks forward to working closely with customers, other distributors, the OPA and the OEB to further the objectives of conservation and demand management within its service territory.



Ms. Kirsten Walli  
November 1, 2010 – Page 2

Respectfully submitted,

A handwritten signature in black ink, appearing to read "J. Mattinson". The signature is fluid and cursive, with a large initial "J" and a long horizontal stroke at the end.

John F. Mattinson, P. Eng.  
President & Secretary  
Orillia Power Distribution Corporation

cc: P. Hurley  
T. Aung  
P. Welsh

## Orillia Power Distribution Corporation CDM Strategy

1. Outlined within this document is the 2011-2014 Conservation and Demand Management Strategic Plan (“CDM Strategy”) for Orillia Power Distribution Corporation (“Orillia Power”).
2. Orillia Power’s 4-year target for Total Reduction in Peak Provincial Electricity Demand (MW) is **3.0 MW**. This target represents 0.23% of the overall 4-year provincial demand reduction target.
3. Orillia Power’s 4-year target for Total Reduction in Electricity Consumption (kWh) is **15 GWh**. This target represents 0.25% of the overall provincial energy savings target.
4. **2011-2014 CDM Strategy Outline**

Orillia Power plans to take a measured approach to achieving the four-year targets established by the Ontario Energy Board. The company has had experience with implementing energy efficiency programs in the residential, commercial/institutional and industrial markets. Low income sector activities and demand reduction activities in all markets are relatively new to Orillia. Consequently, as shown in Table 1, energy efficiency targets are largely “front-end loaded” to take advantage of Orillia Power’s previous experience and the persistence of savings over the four year timeframe, while low income sector and demand reduction activities are scheduled to ramp up more gradually over the term. Orillia Power is planning to fully meet or exceed both its energy savings and demand reduction targets.

Implementation of Province-Wide or Tier 1 programs is expected to achieve at least 80 per cent of both energy and demand targets. Orillia Power will augment the Tier 1 results with Tier 2 and/or Tier 3 initiatives, if needed, once some further experience has been gained with Tier 1 implementation and participation figures. Orillia Power will work with the OPA and other LDCs to explore the opportunity for common Tier 2 initiatives.

Table 1 - CDM Programs Rollout Strategy

	RESIDENTIAL		COMMERCIAL/ INSTITUTIONAL		INDUSTRIAL		LOW INCOME <sup>1</sup>	
	Proportion of Res. Target		Proportion of C&I Target		Proportion of Inst. Target		Proportion of LI Target	
	Demand	Energy	Demand	Energy	Demand	Energy	Demand	Energy
<b>TIER 1</b>	80%		80%		80%		80%	
Year 1	10%	25%	5%	25%	10%	15%	5%	5%
Year 2	20%	25%	15%	25%	15%	25%	20%	20%
Year 3	20%	20%	25%	20%	25%	20%	25%	25%
Year 4	25%	10%	35%	10%	35%	10%	30%	30%
<b>TIER 2</b>	20%		20%		20%		20%	
<b>TIER 3</b>								
<b>TOTAL</b>	100%	100%	100%	100%	100%	100%	100%	100%

1. Assume mid-2011 introduction of Low Income program

## 5. 2011-2014 OPA-Contracted Province-Wide CDM Programs

Orillia Power intends to take advantage of the full suite of OPA-contracted province-wide CDM programs.

### Industrial Program

In order to meet and exceed CDM targets, Orillia Power plans to begin seeking participants to commence in the CDM Industrial Program in December 2010 for program commencement in January 2011 through to 2014. The initial focus will be on largest industrial consumers (based on demand and consumption), and progress through to smaller potential participants. Table 2 provides the detailed assumptions for program implementation in the industrial sector:

Table 2 – Industrial Program Details

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)
2011	1034.17	0.18
2012	2550.60	0.27
2013	4067.03	0.27
<b>2014</b>	<b>5585.73</b>	<b>0.52</b>

Enroll Industrial customers in each of:

1. DR3 Program
2. DR1 Program
  - Industrial customers which are not suitable candidates for DR3
3. Industrial Accelerator Program
  - Provide capital incentive and enabling initiatives
4. Industrial Equipment Replacement Programs

Commercial and Institutional Program

Similar to the Industrial Program, Orillia Power will initially focus on the largest commercial and institutional consumers (based on demand and consumption), and progress through to smaller potential participants. Commercial and Institutional customers’ consumption and peak demand make up a fair portion of Orillia Power’s customer base, and will be significant target for successful fulfillment of targets. Table 3 provides detailed assumptions for program implementation in the commercial/institutional markets:

Table 3 – Commercial/Institutional Program Details

	<b>PROJECTED REDUCTION IN CONSUMPTION (MWH)</b>	<b>PROJECTED REDUCTION IN PEAK DEMAND (MW)</b>
2011	728.92	0.25
2012	2211.19	0.50
2013	3719.78	0.58
<b>2014</b>	<b>5194.77</b>	<b>1.78</b>

Enroll Commercial & Institutional customers in each of:

1. Existing Building Retrofit Programs
2. New Construction Programs
3. DR3 Program
4. DR1 Program
  - a. Industrial customers which are not suitable candidates for DR3
5. Capability Building Programs

Residential Program

As Orillia Power does not have many large industrial customers, focusing on a high level of penetration at the commercial and industrial, as well as residential level will be crucial. Table 4 provides implementation details for program implementation in the residential sector:

Table 4 – Residential Program Details

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)
2011	370.36	0.10
2012	1124.12	0.25
2013	2219.39	0.39
<b>2014</b>	<b>3654.52</b>	<b>0.53</b>

Enroll Residential customers in each of:

1. Appliance Retirement/Exchange Events
2. Instant Discounts (Rebates)
3. HVAC Discounts (Rebates)
4. Midstream Incentives
5. New Construction
6. Enabling Tools

Low Income program

As information is not yet available for OPA’s province-wide Low Income program, it is not yet clear what the projected budget, or expected demand/consumption may be. A significant proportion of Orillia Power’s customer base is comprised of Low Income households, and as a result these programs will likely be marketed more aggressively. Low income implementation details will be provided once the Low Income program design is made available by the OPA.

Portfolio Roll Up

Table 5 provides a “roll up” of the entire Tier 1 program portfolio and demonstrates that Orillia Power’s intent is to maximize the energy savings and demand reduction potential of the Tier 1 portfolio. Tier 2 and 3 initiatives will be considered and developed in the event they are needed to augment results from Tier 1 programs and/or to exceed targeted results.

Table 5 – Tier 1 Portfolio Roll Up:

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)
2011	2133.46	0.52
2012	5885.92	1.01
2013	10006.21	1.23
<b>2014 TOTAL</b>	<b>14435.02</b>	<b>2.83</b>
2014 Target	15000.00	3.00
2014 Difference	-564.98 (96.2% of target)	-0.17 (94.2% of target)

Please note:

1. Consumption projections reflect cumulative energy savings, with savings in the first years, persisting through subsequent years
2. Low Income program is not yet included in these projections

## **6. 2011-2014 Potential Board-Approved CDM Programs**

As mentioned earlier in this document, Orillia Power intends to consider implementing board-approved CDM programs focusing on aspects specific to the customer base of Orillia Power and similar LDC's in the surrounding area. Pending cost effectiveness testing, Orillia Power will make decisions on which program(s) to approach the Board with for approval. Should any potential Tier 2 program(s) be published which may be advantageous for Orillia Power's service territory, these too will be considered for implementation. In the first year (2011), Orillia Power will focus its efforts on getting Tier 1 initiatives up and running smoothly, while it considers potential Tier 2 or 3 program possibilities, as many of the existing OPA-contracted province-wide programs are not yet implemented for Orillia Power's customer base. Emphasis will be placed on aggressively marketing province-wide programs and maximizing participation, particularly for initiatives which provide incremental and persistent energy savings over the four-year term.

There are a relatively large number of new construction projects underway or planned in the near future in the City of Orillia. Members of Orillia Power's team will be in communication with the City Economic Development Manager, the Director of Parks & Recreation and the Manager of Special Projects for more input on City of Orillia plans. Potential Board-approved CDM programs which may be considered in the future would target new building construction/renovation, such as alliances with manufacturers for energy efficient construction materials. More detail will be provided at the time of the first CDM plan amendment, which should allow for introduction of any Tier 2 or 3 programs the second year. Areas of potential focus include geothermal and solar PV fuel switching initiatives, distributed energy opportunities and enhanced appliance exchange opportunities. Also, as mentioned earlier, a significant portion of Orillia Power's customer base is comprised of Low Income customers. Depending on what the OPA offers in terms of its province-wide Low Income program, Orillia Power may choose to introduce complementary activities to further advance efficiency measures for low income consumers.

Further details of program descriptions, the metrics associated with implementation and collaboration opportunities will all be provided when and if Board-approved program proposals are deemed necessary.

## **7. 20011-2014 CDM Program Mix**

Orillia Power intends to offer energy savings program activities and measures to all customer types as outlined in the Tier 1 program descriptions. Some specific demand reduction activities, such as demand response initiatives, may be somewhat less ubiquitously offered in some customer groupings (e.g. low income) based upon low expected take up, but demand reduction will be sourced to some extent from all customer types.

Orillia Power's implementation activities will be conducted through a combination of internal staff and 3<sup>rd</sup> party contractors. Internal staff will focus on marketing, customer care and program/portfolio coordination activities while 3<sup>rd</sup> party contractors will engage in sales, measure implementation and evaluation, measurement and verification (if needed).

## **8. 2011-2014 CDM Programs Co-ordination**

Orillia Power has collaborated with other like-minded utilities, government agencies and local governments to improve the design and implementation of all types of customer-focused program initiatives. This collaboration will continue to improve understanding by customers (education and marketing), drive implementation efficiencies (e.g. common contractors operating in multiple jurisdictions to improve the economics of service delivery) and avoid duplication of effort. Initiatives have already begun in the low income sector, for example, to contact local social service agencies to assist with identification and referral of qualifying low income customers.

Orillia Power staff and contactors are also participating fully in webinars/seminars provided by the OPA to enhance understanding of the Tier 1 initiatives, to conduct cost effectiveness tests for potential Tier 2 and 3 initiatives and to fully utilize the OPA's iCon system for inputting data and tracking program initiatives.





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February 14, 2011

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P.O. Box 2319  
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Attn: Kirsten Walli, Board Secretary

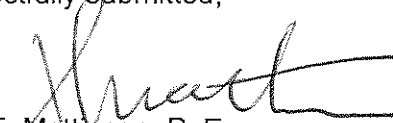
**Re: CDM Strategy Addendum – Orillia Power Distribution Corporation  
Board File No. EB-2010-0215**

Dear Ms Walli:

As directed in the Board's letter dated November 23, 2010, Orillia Power Distribution Corporation (Orillia Power") hereby submits an Addendum to its CDM Strategy that contains program descriptions and estimated, prospective budget for OPA-Contracted Province-Wide CDM Programs.

Orillia Power has no plans for Board-Approved CDM Programs at this time but may reconsider, if needed, once further experience has been gained with OPA-Contracted Province-Wide CDM Program implementation and participation.

Respectfully submitted,

  
John F. Mattinson, P. Eng.  
President & Secretary  
Orillia Power Distribution Corporation

cc: P. Hurley  
T. Aung



Orillia Power Distribution Corporation CDM Strategy  
Addendum

**Foreword:**

As per the Ontario Energy Board’s directive on November 23<sup>rd</sup>, 2010, for Orillia Power Distribution Corporation to file an addendum to its CDM Strategy, please find below CDM program descriptions and estimated, prospective budget.

**Addendum to Section 5: 2011-2014 OPA-Contracted Province-Wide CDM Programs**

Orillia Power intends to take advantage of the full suite of OPA-contracted province-wide CDM programs.

Industrial Program

In order to meet and exceed CDM targets, Orillia Power plans to begin seeking participants to commence in the CDM Industrial Program in December, 2010 for program commencement in January, 2011, through to 2014. The initial focus will be on largest industrial consumers (based on demand and consumption), and progress through to smaller potential participants. Table 1 provides the detailed assumptions for program implementation in the industrial sector:

Table 1 – Industrial Program Details

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)	ESTIMATED ADMINISTRATIVE BUDGET
2011	1034.17	0.18	\$17,600
2012	2550.60	0.27	\$13,200
2013	4067.03	0.27	\$8,800
2014	5585.73	0.52	\$4,400
<b>TOTAL</b>			<b>\$44,000</b>

Initiatives in which Industrial clients will be enrolled:

1. DR3 Program

Demand Response 3 (DR3) is an initiative available to Industrial customers who will mandatorily curtail or generate electricity when activated during times of



peak provincial demand. Participants receive an availability payment for participating as well as a utilization payment when the program is called. Clients participating in this initiative will be enrolled and managed via an appointed Aggregator. Orillia Power intends to seek DR3 participation more aggressively than DR1, as the peak demand savings towards our overall target represents a larger contribution.

2. DR1 Program

Demand Response 1 (DR 1) is an initiative where distribution-connected electricity customers voluntarily provide DR capability to reduce system peak demand and increase system reliability. Orillia Power will likely work with an Aggregator to register customers to which are not suitable candidates for DR3.

3. Industrial Accelerator and Equipment Replacement

This initiative is aimed at improving the energy efficiency of equipment and production processes of industrial clients. Accelerator offers capital incentive for equipment replacement as well as enabling initiatives, which include Engineering Studies, Energy Managers, Key Account Managers, Monitoring and Targeting Systems, Metering and Instrumentation Library, as well as various forms of training.

Commercial and Institutional Program

Similar to the Industrial program, Orillia Power will initially focus on the largest commercial and institutional consumers (based on demand and consumption), and progress through to smaller potential participants. Commercial and Institutional clients’ consumption and peak demand make up a fair portion of Orillia Power’s client base, and will be significant target for successful fulfillment of targets. Table 2 provides detailed assumptions for program implementation in the commercial/institutional markets:

Table 2 – Commercial/Institutional Program Details

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)	ESTIMATED ADMINISTRATIVE BUDGET
2011	728.92	0.25	\$136,000
2012	2211.19	0.50	\$102,000
2013	3719.78	0.58	\$68,000
<b>2014</b>	<b>5194.77</b>	<b>1.78</b>	<b>\$34,000</b>
<b>TOTAL</b>			<b>\$340,000</b>

The Program focuses on the following end-uses and measures for new construction, as well as existing C&I buildings of various sizes:

- Lighting

the Program uses a segment-specific approach, for example, small business, large building, etc.

- Space cooling and ventilation  
the Program also uses a segment-specific approach, for example, small business, large building, etc.
- Electric auxiliary/plug load and other measures  
the Program uses a segment-specific approach, for example, creep heats for agriculture, etc.
- Direct Serviced Space Cooling  
tune-up services for small businesses with roof-top or ground-mounted air conditioning systems
- Pre-Project Assessments  
incentives for medium and large businesses to undertake energy audits
- Engineered Approach for Energy Efficient (EE) Equipment Replacement Projects  
a standard list of measures and calculations that feature more extensive options within each measure category than for Prescriptive measures
- Commissioning Projects  
for existing buildings greater than 50,000 square feet
- Project Quality Assurance/Quality Control (QA/QC)  
a consistent process for the validation of project compliance
- Project Measurement & Verification (M&V)  
standardized assessment of electricity savings of Equipment Replacement custom projects as well as Commissioning projects
- Capability Building  
for training, certifying and educating building owners, managers, operators and/or tenants

Additional Initiatives in which Industrial clients will be enrolled:

1. Small Commercial Demand Response

This initiative will be available to small commercial clients as the new version of the peaksaver program, which was not previously offered to Orillia Power customers. Launch of the new Residential and Small Commercial Demand response program is anticipated to start July 1, 2011. The initiative has been designed to offer participants real-time consumption and energy cost monitoring with or alternatively without active load control.

2. DR3 Program

Demand Response 3 (DR3) is an initiative available to Commercial customers who will mandatorily curtail or generate electricity when activated during times of peak provincial demand. Participants receive an availability payment for participating as well as a utilization payment when the program is called. Clients participating in this initiative will be enrolled and managed via an appointed Aggregator. Orillia Power intends to seek DR3 participation more aggressively

than DR1, as the peak demand savings towards our overall target represents a larger contribution.

### 3. DR1 Program

Demand Response 1 (DR 1) is an initiative where distribution-connected electricity customers voluntarily provide DR capability to reduce system peak demand and increase system reliability. Orillia Power will likely work with an Aggregator to register customers to which are not suitable candidates for DR3.

### Residential Program

As Orillia Power does not have many large Industrial clients, focusing on a high level of penetration at the Commercial and Institutional, as well as residential level will be crucial. Table 3 provides implementation details for program execution in the residential sector:

Table 3 – Residential Program Details

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)	ESTIMATED ADMINISTRATIVE BUDGET
2011	370.36	0.10	\$82,500
2012	1124.12	0.25	\$82,500
2013	2219.39	0.39	\$55,000
<b>2014</b>	<b>3654.52</b>	<b>0.53</b>	<b>\$55,000</b>
<b>TOTAL</b>			<b>\$275,000</b>

Initiatives in which Residential clients will be enrolled:

#### 1. Residential Demand Response

This initiative will be available to the residential sector as the new version of the peaksaver program, which was not previously offered to Orillia Power customers. The OPA and the Residential Demand Response Work Group have been conducting pilot projects to test new technologies for use in the future province-wide residential demand response initiative with an anticipated start of July 1, 2011. The initiative has been designed to offer participants real-time consumption and energy cost monitoring with or alternatively without active load control.

#### 2. Residential New Construction

This new initiative includes incentives for builders to construct new, single family homes that include energy efficiency standards that are above current building codes. It includes incentives for:

- i. Prescriptive measures (“All-off” Switches, ECM Motors, SEER 15 CAC, Lighting Control Products, Energy Efficient Lighting Fixtures, Residential Demand Responses Devices)

- ii. Custom Projects (incentive will be based on a per \$/kW or per \$/KWh subject to eligibility criteria)
- iii. Performance Incentives (EnerGuide 83, EnerGuide 85)
- iv. Enabling Initiatives (Training on Energy Efficiency Building Techniques and Practices, Consumer Education)

The initiative will be delivered by Orillia Power, including local marketing, approvals, data collection, and reporting. Orillia Power will also be responsible for local engagement of builders, with support from OPA air cover driving builders to their LDCs for additional information (possible air cover options include trade publications, Home Builders Associations etc.).

### 3. Mass Marketing Initiatives

- a. Appliance Retirement Events
- b. Appliance Exchange Events
- c. Instant Discounts
- d. HVAC Discounts
- e. Midstream Electronics Incentives
- f. Midstream Pool Incentives
- g. Home Energy Assessment Tools
- h. Bi-Annual Retailer Events

Each of the listed Mass Marketing Initiatives will be undertaken via utilization of the OPA's umbrella marketing strategy, as well as via simultaneous local efforts using local media as well as Orillia Power's billing system.

### Low Income program

As information is not yet available for OPA's province-wide Low Income program, it is not yet clear what the projected budget, or expected demand/consumption may be. A significant proportion of Orillia's customer base is comprised of Low Income households, and as a result these programs will likely be marketed more aggressively. Low income implementation details will be provided once the Low Income program design is made available by the OPA.

Portfolio Roll Up

Table 4 provides a “roll up” of the entire Tier 1 program portfolio and demonstrates that Orillia Power’s intent is to maximize the energy savings and demand reduction potential of the Tier 1 portfolio. Tier 2 and 3 initiatives will be considered and developed in the event they are needed to augment results from Tier 1 programs and/or to exceed targeted results.

Table 4 – Tier 1 Portfolio Roll Up:

	PROJECTED REDUCTION IN CONSUMPTION (MWH)	PROJECTED REDUCTION IN PEAK DEMAND (MW)	ESTIMATED ADMINISTRATIVE BUDGET
2011	2133.46	0.52	\$236,100
2012	5885.92	1.01	\$197,700
2013	10006.21	1.23	\$131,800
<b>2014 TOTAL</b>	<b>14435.02</b>	<b>2.83</b>	<b>\$93,400</b>
			<b>\$659,000</b>
2014 Target	15000.00	3.00	<b>\$667,807</b>
2014 Difference	-564.98 (96.2% of target)	-0.17 (94.2% of target)	-\$8,807 (98.7% of PAB)

Please note:

1. Consumption projections reflect cumulative energy savings, with savings in the first years, persisting through subsequent years
2. Low Income program is not yet included in these projections as details are not yet available



Energizing Our Community

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June 13, 2011

Ms. Kirsten Walli  
Board Secretary  
Ontario Energy Board  
P.O. Box 2319, 27<sup>th</sup> Floor  
2300 Yonge Street  
Toronto, Ontario  
M4P 1E4

Dear Ms. Walli:

**Re: Orillia Power Distribution Corporation ED-2002-0530  
CDM Strategy Addendum - Board File No. EB-2010-0215**

As per the Ontario Energy Board's directive on May 20, 2011 for Orillia Power Distribution Corporation ("Orillia") to file an addendum to its CDM Strategy, please find below OPA-Contracted Province-Wide CDM Program Administration Budget numbers and estimated numbers for Participant Based Funding, Participant Incentives, and Capability Building Funding, including figures for the Low Income Program.

Orillia is not applying for a Board Approved Program at this time. Once experience has been gained with OPA-contracted Province-Wide CDM Programs implementation and participation figures, Orillia may pursue Board Approved CDM Programs at a later date.

Respectfully submitted,

Pat Hurley, CMA.  
Chief Conservation Officer, Orillia Power Distribution Corporation

cc: John Mattinson, P. Eng., President & Secretary





**Addendum to  
Orillia Power Distribution Corporation ED-2002-0250  
CDM Strategy EB-2010-0215  
June 13, 2011**

Orillia understands that the filing of this addendum completes its CDM Strategy submission as required under the CDM Code EB-2010-0215.

Orillia has estimated its budget by multiplying the budget for the OPA-Contracted Province-Wide CDM Programs by the percentage of the provincial target which Orillia represents.

The PAB budget shown in Table 1 was provided by the OPA as part of the registration process for OPA-Contracted Province-Wide CDM Programs.

**Table 1 – PAB Funding**

Program	PAB Budget
Residential	\$278,593
Commercial & Institutional	\$343,426
Industrial	\$45,788
Low Income	\$32,921
Total	\$700,728

The following program budgets have been estimated. The OPA-Contracted Province-Wide CDM Programs budget is based on Orillia's portion of the provincial target of 0.25%. The resulting budget is shown in Table 2.

**Table 2 – Program Budgets**

Program	Total
Residential	\$1,400,000
Commercial & Institutional	\$1,382,500
Industrial	\$545,000
Low Income	\$192,500
Total	\$3,520,000

Please note that these numbers are estimates and Orillia recognizes that there are a number of factors that may alter these numbers including program uptake, previous customer participation and demographic composition of Orillia's customer base. All budget dollars will be tracked and reported as required.