



Energy Conservation and Demand Management Plan 2024-2028

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EDUCATION SECTOR BACKGROUND

Funding and Energy Management Planning

Each year school boards receive approximately \$1.4 billion school renewal funding from the province. In addition, school boards may receive time-limited funds over this period.

The Ministry typically announces each Board's funding allocations, for the upcoming school board Fiscal Year (September 1st to August 31st), in March-April.

While a board may have a five-year energy management strategy, the ability to implement their strategy depends on the funding that's received for each of the five years covered by their plan.

Asset Portfolios and Energy Management Planning

The education sector is unique in that a board's asset portfolio can experience important changes that crucially impact a board's energy consumption over a five-year period.

The following is a list of some of the most common variables and metrics that change in the education sector.

Facility Variables:

Construction

- Year built
- Number of floors
- Orientation of the building

Building Area

- Major additions
- Sites sold/closed/demolished/leased
- Portables
 - Installed
 - Removed
 - Areas under construction

Equipment/Systems

- Age
- Type of technology
- Lifecycle
- Percentage of air-conditioned space

Site Use

- Elementary school
- Secondary school
- Administrative building
- Maintenance/warehouse facility
- Community Hubs

Shared Site Use (For example: two or more boards share common areas and/or partnered with a municipality)

- Swimming pools
- Libraries
- Lighted sports fields
- Sports domes

Other Variables:

- Programs
 - Child care
 - Before/After School Programs
 - Summer School
 - Community Use
 - Outdoor ice rinks
- Occupancy
 - Significant increase or decrease in number of students
 - Significant increase in the hours of operation
 - New programs being added to a site
- Air Conditioning
 - Significant increase in air-conditioned space
 - Portables

PART I: A REVIEW OF PROGRESS & ACHIEVEMENTS in the PAST FIVE YEARS**1.1 The Board's Asset Portfolio**

The following table outlines the energy-related variables and metrics in the Board's asset portfolio that changed from the baseline Fiscal Year 2017 to 2018 to the end of the five-year reporting period Fiscal Year 2022 to 2023.

Table 1: Board's Asset Portfolio

Key Metrics	(Baseline Year) Fiscal Year 2017 to 2018	Fiscal Year 2022 to 2023	Variance
Total Number of Buildings ¹	81	81	0
Total Number of Portables/Portapaks	168	192	24
Total Floor Area (m ²)	399,494	402,029	2,535
Average Operating Hours	49	61.5	12.5
Average Daily Enrolment ²	30,038	30,728	690
% of Total Floor Area Air Conditioned	72.52	73.82	1.3
Number of Facilities with Mechanical Ventilation	79	80	1
Other Relevant Changes in the Operation of Assets:			
Total Floor Area Occupied by Child Care (m ²)	2,124	2,669	545
Total Floor Area heated by electric resistance (m ²)	15,134.8	16,847.2	1,712.4
Total Floor Area heated by Heat pumps (m ²)	0	6,152	6,152

¹ During the 21/22 reporting year, the Board amended the asset portfolio so that all facilities were named, classified, and measured in the same way. On the previous 5-year plan (2019-2024), the UGDSB had listed the 'Total Number of Buildings' as 84. To compare accurately, the new classification of buildings has been applied to the baseline year and 84 has been changed to 81.

² Baseline year has been amended since last 5-year report to reflect the numbers obtained from the Utility Consumption Database where ADE does not include continuing education, adult education or fee-paying students.

Table 2: Board’s Renewable Portfolio

Renewable Energy	Number of systems in asset portfolio	Total Size (kW)	Total number of ekWh generated annually	Actual or Estimated
Solar Photovoltaic (Feed-in tariff)	43	422 kW	495,000 ekWh	Actual
Solar Photovoltaic (Net meter)	3	70 kW	68,000 ekWh	Actual
Solar Air	3	-	35,000 ekWh	Estimated
Solar Water	1	-	13,800 ekWh	Estimated
Wind Turbine	1	13 kW	2,000 ekWh	Estimated

1.2 Energy Usage Data for the Board

The following table lists the “metered”¹ consumption values in the common unit of Equivalent Kilowatt Hours (ekWh) and Kilowatt Hours (kWh).

Table 3: Metered Usage Values

Utility	Fiscal Year 2017 to 2018 (Baseline year)	Fiscal Year 2022 to 2023
Total Electricity (kWh)	26,168,303.98	25,186,639.83
Total Natural Gas (ekWh)	45,168,257.38	42,027,512.23
Total Heating Fuel (Type 1 and 2) (ekWh)	317,689.91	223,481.14
Total Propane (ekWh)	341,884.64	441,732.83

¹ Metered consumption is the quantity of energy used and does not include a loss adjustment value (the quantity of energy lost in transmission).

1.3 Weather Normalized Energy Consumption Values

In Ontario, 25% to 35% of energy consumption for a facility is affected by weather.

To demonstrate the effect of weather, the following table shows the Weighted Average Heating Degree Days (HDD)¹ and Cooling Degree Days (CDD)² for the six most common Environment Canada weather stations in the Ontario education sector.

Table 4: Ontario Degree-days

Ontario Degree Days	Fiscal Year 2017 to 2018	Fiscal Year 2018 to 2019	Fiscal Year 2019 to 2020	Fiscal Year 2020 to 2021	Fiscal Year 2021 to 2022	Fiscal Year 2022 to 2023
HDD	3989	4196	3837	3696	3799	3,611
CDD	432	334	415	392	340	267

The best way to compare energy usage values from one year to another is to use weather normalized values as they take into consideration the impact of weather on energy performance and allows an equivalent comparison of consumption across multiple years.

However, a straight comparison of Total Energy Consumed between one or more years does not take into consideration changes in a board’s asset portfolio, such as changes in buildings’ features (refer to the Facility Variables listed on pages 2 and 3), and newly implemented programs (refer to the Note to Readers on pages 8-10) which will greatly impact energy consumption.

As a result, weather normalized Energy Intensity³ is the most accurate measurement that allows the evaluation of a board’s energy use from one year to another as it cancels out any change in floor area. The unit of measurement used is either equivalent kilowatt hours per square foot (ekWh/ft2) or equivalent kilowatt hours per square metre (ekWh/m2).

¹ Heating Degree Day (HDD) is a measure used to quantify the impact of cold weather on energy use. In the data above, HDD are the number of degrees that a day’s average temperature is below 18C (the balance point), the temperature at which most buildings need to be heated.

² Cooling Degree Day (CDD) is a measure used to quantify the impact of hot weather on energy use. In the data above, CDD are the number of degrees that a day’s average temperature is above 18C, the temperature at which most buildings need to be cooled. It should be noted that not all buildings have air conditioning and some building have partial air conditioning. The UCD only applies CDD to meters that demonstrate an increase in consumption due to air conditioning.t

³ Energy Intensity (known as EI) is the quantity of total energy consumed divided by the total floor area. EI is typically expressed as equivalent kilowatt hours per square foot (ekWh/ft2), gigajoule per square metre (GJ /m2), etc., depending on the user’s preference.

Table 5: Weather Normalized Values

Weather Normalized Values	Fiscal Year 2017 to 2018 (Baseline Year)	Fiscal Year 2022 to 2023 (Most Recent Data Available)
Total Energy Consumed (ekWh)	71,996,136	71,109,547
Energy Intensity (ekWh/m ²) ¹	180.22	176.88
Total GHG Emissions (kgCO ₂)	9,137,600.00	8,500,300.00
Emissions Intensity (kgCO ₂ /m ²)	22.87	21.14

1.4 Review of Previous Energy Conservation Goals and Achievements

In 2019, the Board set annual energy conservation goals for the following five fiscal years. The following table compares the Energy Intensity Conservation Goal with the Actual Energy Intensity Reduced for each year.

Table 6: Comparison of Energy Intensity Conservation Goal and Actual Energy Intensity Reduced

Fiscal Year	Conservation Goal ekWh/m ²	Conservation Goal Percentage	Actual Energy Savings ekWh/m ²	Actual Energy Percentage
2018 to 2019	1.46	0.81%	1.90	1.06%
2019 to 2020	1.46	0.82%	20.51	11.50%
2020 to 2021	1.46	0.82%	-8.33	-5.28%
2021 to 2022	1.46	0.83%	-9.34	-5.62%
2022 to 2023	1.46	0.84%	-1.40	-0.80%

¹ Values for baseline year have been adjusted to reflect the Board's latest approach to quantifying energy consumed through the new classification of floor area and energy reported.

NOTE TO READERS:

When reviewing annual Actual Energy Savings and Actual Energy Percentage across the five (5) years in the chart above, the following should be considered:

- Conservation goals in the above chart were forecast in Spring 2019 based on the assumption that operational parameters would remain consistent from FY2019 through FY2023. However, the pandemic that arrived in early 2020, significantly changed how schools operated and impacted their energy consumption.
- As a result of significant operational changes from one year to the next from FY2019 to FY2023, an equivalent comparison of Energy Intensity (ekWh/m² – the quantity of energy consumed per area) is not possible.
 - Factors that reduced energy consumption include:
 - temporary school closures in FY2020 and FY2021, due to the pandemic
 - boards with centralized Building Automation Systems (BAS) that could be remotely programmed to “unoccupied set points”, should show a reduction in consumption
 - temporary suspension of community use of schools, before/after school programs, childcare programs, continuing education and summer school programs
 - for schools with these programs, the number of “occupied set point” operating hours would be significantly reduced
 - Factors that increased consumption include:
 - Implementation of new health and safety factors in FY2021 through FY2023 to address pandemic issues, such as:
 - increased ventilation (intake of fresh air),
 - increased filtration requirements
 - expanded operating hours of HVAC equipment

A board’s ability to achieve their 2019 forecasted Conservation Goals may be limited by some or all the above factors.

In addition to the pandemic-related factors outlined above, there are a number of other factors that regularly impact a board’s ability to achieve their conservation goals, including:

Before and After School Programs

Before-School and After-School Programs need a facility's Heating, Ventilation, and Air Conditioning (also known as HVAC) system to operate for an extended period of time on a daily basis, which increases the overall energy intensity.

Community Use of Schools

Both indoor and outdoor school space is available to not-for-profit community groups at reduced rates, outside of regular school hours. The use of spaces in schools, typically gymnasiums and libraries, has increased over time. The use of these spaces during non-school hours requires a facility's HVAC system to operate for an extended period on a daily basis, which will increase the overall energy intensity.

Community Hubs

Many schools now offer a greater range of:

- events (cultural),
- programs (arts, recreation, childcare), and
- services (health, family resource centres).

The dramatic increase in community use means that many schools now run from 6:00 a.m. until 11:00 p.m. during weekdays and are open many times on weekends. The use of these spaces during non-school hours requires a facility's HVAC system to operate for an extended period on a daily basis, which will increase the overall energy intensity.

Air Conditioning

Historically, schools have not had air conditioning, or it has been a minimal space in the facility. However, with changing weather patterns, "shoulder seasons" such as May, June and September are experiencing higher than normal temperatures and there is an increased desire for schools to have air conditioning. Air conditioning significantly increases a facility's energy use, specifically electricity consumption.

Compliance with current Ontario Building Code (also known as OBC)

When renovations or an addition is built onto an existing school, in-place equipment such as HVAC systems, lighting etc., may be required to meet current OBC standards which may result in increased energy use.

For example, under the OBC, buildings built today have increased ventilation requirements, meaning more outside air is brought into a facility. As a result, HVAC systems need to work longer to heat or cool the outdoor air to bring it to the same temperature as the standard indoor temperature for the building.

Pandemic

When reviewing year-over-year value, it should be noted that FY2020 values will be lower as schools were closed due to the pandemic (March 2020 until June 2020). During that time, the sector saw a decrease of 16% in electricity consumption and 3% in natural gas consumption. The difference in the percentage for the two utilities, reflects that natural gas is primarily used for heating and April, May and June do not have the same heating demands due to weather.

In FY2021 consumption values were typically higher than FY2020, but due to limited occupancy as a result of the ongoing pandemic, lower than previous consumption levels.

Ventilation and Filtration

In consultation with the Office of the Chief Medical Officer of Health, the Ministry of Labour, Immigration, Training and Skills Development and others, school boards have been expected to continue to build on established practices to optimize air quality to support healthy and safe learning environments for students and staff.

Many of these new recommendations/requirements can impact utility consumption. For instance, the implementation of standalone HEPA filtration units has impacted energy consumption, primarily electricity.

1.5 Cumulative Energy Conservation Goal

The following table compares the 2019 Forecasted Cumulative Energy Intensity Conservation Goal with the Actual Cumulative Energy Intensity Reduced Savings.

Table 7: Cumulative Energy Intensity Goal from Fiscal Year 2018 to 2019 through Fiscal Year 2022 to 2023

Cumulative Energy Intensity	(ekWh/m2)	Variance
Forecasted Cumulative Energy Intensity Conservation Goal of Fiscal Year 2018 to 2019 through Fiscal Year 2022 to 2023	7.30	
Forecasted Cumulative Energy Intensity Conservation Goal as a Percentage		4.12%
Actual Cumulative Energy Intensity Reduced or Increased from Fiscal Year 2018 to 2019 through Fiscal Year 2022 to 2023 – Weather Normalized	3.34	
Variance between 2019 Forecast Cumulative Conservation Goal and Actual Cumulative Energy Intensity– Weather Normalized	-3.96	
% of Cumulative Energy Intensity Conservation Goal Achieved - Weather Normalized		45.78%

1.6 Measures Implemented from Fiscal Year 2018 to 2019 to Fiscal Year 2022 to 2023

A list of the measures implemented, the related costs, and the fiscal year that the measure was implemented within the Board are outlined in **Appendix A: Investments in Energy Efficiency between Fiscal Year 2019 and Fiscal Year 2023.**

NOTE TO READERS:

Important Consideration - It takes a minimum of one full year after an energy management strategy has been implemented before an evaluation can measure the related actual energy savings achieved.

PART II – ENERGY CONSERVATION and DEMAND MANAGEMENT PLAN for FISCAL YEAR 2022 to 2023 to FISCAL YEAR 2027 to 2028

Part II outlines the board's plan to reduce energy consumption through renewable energy and energy management strategies including:

1. Design, Construction and Retrofit;
2. Operations and Maintenance; and lastly
3. Occupant Behavior.

The UGDSB employs a full time Energy Manager, Energy Coordinator and a Capital Assistant & Energy Technician.

Energy management strategies fall into four key categories:

1. Renewable Energy
2. Design/Construction/Retrofit
3. Operations and Maintenance
4. Occupant Behaviour

2.1 Renewable Energy

Definition

Renewable energy is a strategy to cut down a board's energy use from the province's electricity grid and includes:

- solar panels
- wind turbines, etc.

For a list of the Board's renewable energy projects, please refer to the Calculating Energy Conservation Goals Fiscal Year 2024 to Fiscal Year 2028 explained in Appendix B: Renewable Energy.

2.2 Design/Construction/Retrofit

Definition

Design, construction, and retrofit includes the original and ongoing intent of how a building and its systems are to work through the combination of disciplines such as architecture and engineering. For the Board's relevant projects over the next five years, please refer to **Calculating Energy Conservation Goals Fiscal Year 2023 to 2024 to Fiscal Year 2027 to 2028, Appendix C: Design, Construction, and Retrofit.**

2.3 Operations and Maintenance

Definition

Operations and maintenance include the strategies the Board uses to make sure that the existing buildings and equipment performs at maximum efficiency. For the Board's relevant projects over the next five years, please refer to **Calculating Energy Conservation Goals Fiscal Year 2023 to 2024 to Fiscal Year 2027 to 2028, Appendix D: Operations and Maintenance.**

2.4 Occupant Behaviour

Definition

Strategies that the Board uses to teach occupants, including staff, students and community users, with an emphasis on changing specific actions to reduce energy consumption. For the Board's relevant projects over the next five years, please refer to **Calculating Energy Conservation Goals Fiscal Year 2023 to 2024 to Fiscal Year 2027 to 2028, Appendix E: Occupant Behaviour.**

2.5 Future Energy Conservation Goals

The Board has set out the following energy intensity reduction conservation goals for the next five fiscal years (taken from **Appendix F: Conservation Goals**).

Table 8: Annual Energy Intensity Conservation Goals

Annual Energy Intensity Conservation Goal	Fiscal Year 2023 to 2024	Fiscal Year 2024 to 2025	Fiscal Year 2025 to 2026	Fiscal Year 2026 to 2027	Fiscal Year 2027 to 2028
ekW/m ²	4.72	5.91	5.05	4.45	0.66
Percentage Decrease	2.79	3.50	2.99	2.64	0.39

The following table shows the Board's Cumulative Energy Intensity Conservation Goal for the next five fiscal years.

Table 9: Cumulative Conservation Goal

Cumulative Conservation Goal	Fiscal Year 2023 to 2024 through Fiscal Year 2027 to 2028
ekWh/m ²	20.79
Percentage Decrease	12.31

2.6 Environmental Programs

In Fiscal Year 2022 to 2023, schools within the Board participated in environmental programs. There were 29 schools enrolled in the Eco School certification. Other programs include CELP, SHSM and the Akinomaagayegaamikoong (formerly known as the Island Lake Outdoor education centre).

2.7 Energy Efficiency Incentives

The UGDSB has applied to incentive programs to support the implementation of energy efficient projects with the help of IESO and Enbridge service representatives. The Board has received funding for the following initiatives: audits/retro commissioning, condensing boilers, control system upgrades, energy recovery ventilators, LED lighting upgrades, roof replacements, rooftop units, and training.

From 2019 to present, the Board has received over \$630 000 in incentive funding from various agencies to support the implementation of energy efficient projects. The UGDSB is dedicated to applying to incentive programs and will continue to investigate incentive programs in the future to help support our goals.

2.8 Energy Procurement

The UGDSB procures its electricity independently with the aid of energy advisors. The Board participates in a consortia arrangement to purchase natural gas with the help of advisors selected by the Ontario Education Collaborative Marketplace (OECM). Oil and propane are purchased independently.

2.9 Demand Management

The Board uses invoices, real-time data, and online data from the Local Distribution Company (LDC) to monitor electrical Demand.

To cut down on electrical Demand, the Board employs equipment scheduling.

2.10 Senior Management Approval of this Energy Conservation and Demand Management Plan

I confirm that Upper Grand District School Board senior management has reviewed and approved this Energy Conservation and Demand Management Plan.

Signature: *Dparmar*

Full Name: Dilip Parmar

Job Title: Senior Facilities Manager

Date: June 27, 2024

APPENDICES

APPENDIX A: Investments in Energy Efficiency between Fiscal Year 2019 and Fiscal Year 2023

Investments in Energy Efficiency between Fiscal Year 2019 and Fiscal Year 2023

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Lighting / Electrical					
High Efficiency Lighting Systems (D5020, D502001, D502003, D502004)	\$ 211,564	\$ 386,608	\$ 751,498	\$ 1,810,544	\$ 2,082,609
Outdoor Lighting (D502004)	\$ 79,147	\$ 216,379	\$ 152,420	\$ 36,016	\$ -
HVAC					
High-efficiency Boilers (condensing) (D3020, D302001, D302002)	-\$ 1,717	\$ 1,306,691	\$ 838,984	\$ 1,115,067	\$ 1,522,739
Energy Efficient HVAC systems (D3050, D3040)	\$ -	\$ -	\$ 166,578	\$ 50,596	\$ 558,108
Energy Efficient Rooftop Units (D302098)	\$ 81,157	\$ 1,496,577	\$ 2,804,606	\$ 617,208	\$ 894,364
High Efficiency Domestic Hot Water (D2020)	\$ 70,000	\$ -	\$ -	\$ -	\$ 63,722
High-efficiency Motors (D304007, D303011)	\$ -	\$ 381,091	\$ 760,818	\$ 329,338	\$ 887,947
VFD (D302056)	\$ 24,349	\$ 5,330	\$ -	\$ -	\$ 33,332
Entrance Heater Controls (D302099)	\$ -	\$ 289,154	\$ 4,580	\$ -	\$ 25,574
Controls					
Building Automation Systems - Upgrade (D3060)	\$ 161,339	\$ 636,242	\$ 1,632,886	\$ 1,871,392	\$ 892,429
Building Envelope					
Increased Wall Insulation (B2010)	\$ -	\$ -	\$ -	\$ -	\$ 15,000
New Roof (B3010, B3020)	\$ 155,023	\$ 2,048,315	\$ 583,942	\$ 1,412,322	\$ 3,037,652
New Windows (B2020)	\$ -	\$ -	\$ -	\$ -	\$ 625,000
Total Investment in Design, Construction and Retrofit Strategies	\$ 780,862	\$ 6,766,387	\$ 7,696,312	\$ 7,242,483	\$ 10,638,476
Policy and Planning					
Water Leak Detection System	\$ 23,125	\$ 4,780	\$ 2,390		\$ 1,480
Energy Audits					
Engineering Audit	\$ 115,000	\$ 125,000	\$ -	\$ -	\$ -
Total Investment in Operations and Maintenance Strategies	\$ 138,125	\$ 129,780	\$ 2,390	\$ -	\$ 1,480
Total Investments in Energy Management Strategies FY 2012-13 to FY 2017-18					
Design, Construction and Retrofit Investments Total	\$ 780,862	\$ 6,766,387	\$ 7,696,312	\$ 7,242,483	\$ 10,638,476
Operations and Maintenance Investments Total	\$ 138,125	\$ 129,780	\$ 2,390	\$ -	\$ 1,480
Total Investment Per Fiscal Year	\$ 918,987	\$ 6,896,167	\$ 7,698,702	\$ 7,242,483	\$ 10,639,956

APPENDIX B: Renewable Energy

Renewable Energy	Estimated number of systems installed						Estimated total number of kWh generated annually					Total Size (kW)	Actual or Estimated Total Generation (kWh)
	Number of existing systems in asset portfolio (owned)	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2025 - 2026	Fiscal Year 2026 - 2027	Fiscal Year 2027 - 2028		
Solar Photovoltaic (Feed-in tariff)	43	43	43	43	43	43	498,000	498,000	498,000	498,000	498,000	422	2,490,000
Solar Photovoltaic (Net meter)	3	3	5	6	7	8	68,000	320,000	466,000	613,000	759,000	778	2,226,000
Solar air	3	3	3	3	3	3	35,000	35,000	35,000	35,000	35,000		175,000
Solar water	1	1	1	1	1	1	13,800	13,800	13,800	13,800	13,800		69,000
Wind Turbine	1	1	1	1	1	1	2,000	2,000	2,000	2,000	2,000	13	10,000
Total							616,800	868,800	1,014,800	1,161,800	1,307,800		4,970,000

APPENDIX C: Design, Construction and Retrofit Strategies

Design, Construction and Retrofit Strategies

Lighting	Quantity of Time that Measure will be in place (years)	2023-2024		2024-2025		2025-2026		2026-2027		2027-2028		2023/24-2027/28	Energy Payback Period (years)	% related to Electricity	% related to Natural Gas
		Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Saving (ekWh)	Estimated Total Accumulated Energy Savings (ekWh)			
High Efficiency Lighting Systems (D5020, D502001, D502003, D502004)	30	\$ 1,715,000	912,040	\$ 2,100,000	1,116,784	\$ 1,790,000	951,925	\$ 2,000,000	1,063,603	\$ 191,667	101,929	14,112,246	12	100	0
Outdoor Lighting (D502004)	30	\$ 40,000	36,466	\$ -	-	\$ -	-	\$ -	-	\$ -	-	182,332	7	100	0
H.V.A.C.															
Energy Efficient HVAC systems (D3050, D3040)	35	\$ 1,100,000	149,654	\$ 50,000	6,802	\$ -	-	\$ -	-	\$ -	-	775,479	75	50	50
High-efficiency Boilers (condensing) (D3020, D302001, D302002)	30	\$ 980,000	433,845	\$ 775,000	343,092	\$ -	-	\$ -	-	\$ -	-	3,541,593	50	5	95
Controls															
Building Automation Systems - New (D3060)	15	\$ 100,000	51,018	\$ -	-	\$ -	-	\$ -	-	\$ -	-	255,092	20	50	50
Building Automation Systems - Upgrade (D3060)	15	\$ 310,000	63,263	\$ 1,960,000	399,984	\$ 3,450,000	704,054	\$ 1,900,000	387,740	\$ -	-	4,803,890	50	50	50
Building Envelope															
New Windows (B2020)	32	\$ 400,000	79,635	\$ -	-	\$ -	-	\$ -	-	\$ -	-	398,176	80	20	80
New Roof (B3010, B3020)	22	\$ 620,000	49,374	\$ 3,015,000	240,100	\$ 2,625,000	209,043	\$ 2,170,000	172,809	\$ -	-	2,180,016	200	20	80
Design, Construction and Retrofit Strategies Total		\$ 5,265,000	1,775,296	\$ 7,900,000	2,106,762	\$ 7,865,000	1,865,021	\$ 6,070,000	1,624,152	\$ 191,667	101,929	26,248,825			

APPENDIX D: Operations and Maintenance Strategies

Operations and Maintenance Strategies															
Policy and Planning	Quantity of Time that Measure will be in place (years)	2023-2024		2024-2025		2025-2026		2026-2027		2027-2028		2023/24-2027/28	Energy Payback Period (years)	% related to Electricity	% related to Natural Gas
		Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (kWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (kWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (kWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (kWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (kWh)	Estimated Total Accumulated Energy Savings (kWh)			
Nighttime Blackout of Sites - Interior	10	\$ 2,000	1,823	\$ 2,000	1,823	\$ 2,000	1,823	\$ 2,000	1,823	\$ 2,000	1,823	27,350	7	100	-
Nighttime Blackout of Sites - Exterior	10	\$ 1,000	912	\$ 1,000	912	\$ 1,000	912	\$ 1,000	912	\$ 1,000	912	13,675	7	100	-
Commissioning (retro and re)	10	\$ 110,000	112,240	\$ 10,000	10,204	\$ 10,000	10,204	\$ 10,000	10,204	\$ 10,000	10,204	663,239	10	50	50
Energy Audits															
Walk Through Audit	5	\$ 10,000	102	\$ 10,000	102	\$ 10,000	102	\$ 10,000	102	\$ 10,000	102	1,531	1000	50	50
Engineering Audit	5	\$ 10,000	102	\$ 10,000	102	\$ 10,000	102	\$ 10,000	102	\$ 10,000	102	1,531	1000	50	50
Operations and Maintenance Strategies Total		\$ 133,000	115,179	\$ 33,000	13,143	\$ 33,000	13,143	\$ 33,000	13,143	\$ 33,000	13,143	707,325			

APPENDIX E: Occupant Behaviour Strategies

Occupant Behaviour Strategies

Training and Education	Quantity of Time that Measure will be in place (years)	2023-2024		2024-2025		2025-2026		2026-2027		2027-2028		2023/24-2027/28	Energy Payback Period (years)	% related to Electricity	% related to Natural Gas
		Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Total Accumulated Energy Savings (ekWh)			
Building Operator Training	3	\$ 500	1,519	\$ 500	1,519	\$ 500	1,519	\$ 500	1,519	\$ 500	1,519	22,780	3	60	40
Ongoing Training and Awareness Programs for Energy Conservation	5	\$ 2,000	1,380	\$ 2,000	1,380	\$ 2,000	1,380	\$ 2,000	1,380	\$ 2,000	1,380	20,695	10	90	10
Detailed Information on Building Operational Costs	1	\$ 1,000	10	\$ 1,000	10	\$ 1,000	10	\$ 1,000	10	\$ 1,000	10	153	1000	50	50
Detailed Information on Energy Consumption (e.g. via the Utility Consumption Database or other database)	1	\$ 2,000	20	\$ 2,000	20	\$ 2,000	20	\$ 2,000	20	\$ 2,000	20	306	1000	50	50
Participate in Environmental Programs, such as EcoSchools, Earthcare	1	\$ 10,000	2,759	\$ 10,000	2,759	\$ 10,000	2,759	\$ 10,000	2,759	\$ 10,000	2,759	41,391	25	90	10
Occupant Behaviour Strategies Total		\$ 15,500	5,688	\$ 15,500	5,688	\$ 15,500	5,688	\$ 15,500	5,688	\$ 15,500	5,688	85,325			

APPENDIX F: Conservation Goals

Conservation Goals

	2023-2024		2024-2025		2025-2026		2026-2027		2027-2028		2023/24-2027/28
	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Cost of Implementation	Estimated Annual Energy Savings from all projects (ekWh)	Estimated Total Accumulated Energy Savings (ekWh)
Appendix B: Solar Net Metered			\$ 516,000	252,000	\$ 300,000	146,000	\$ 300,000	146,000	\$ 300,000	146,000	1,884,000
Appendix C: Design, Construction and Retrofit Strategies Total	\$ 5,265,000	1,775,296	\$ 7,900,000	2,106,762	\$ 7,865,000	1,865,021	\$ 6,070,000	1,624,152	\$ 191,667	101,929	26,248,825
Appendix D: Operations and Maintenance Strategies Total	\$ 133,000	115,179	\$ 33,000	13,143	\$ 33,000	13,143	\$ 33,000	13,143	\$ 33,000	13,143	707,325
Appendix E: Occupant Behaviour Strategies Total	\$ 15,500	5,688	\$ 15,500	5,688	\$ 15,500	5,688	\$ 15,500	5,688	\$ 15,500	5,688	85,325
TOTAL	\$ 5,413,500	1,896,164	\$ 8,464,500	2,377,593	\$ 8,213,500	2,029,852	\$ 6,418,500	1,788,983	\$ 540,167	266,760	28,925,475
Percentage reduction		2.79		3.50		2.99		2.64		0.39	12.31
Conservation Goal (ekWh/m ²)		4.72		5.91		5.05		4.45		0.66	20.79