



Adel Mir (left) of Lincoln Electric Co. of Canada and Bob Storey (right) of Hatch Ltd.

Conserving for global competitiveness

Adel Mir knows he has to make his company more competitive to ensure it survives in a global environment.

“The way we see it,” said Mr. Mir, director of engineering services for Lincoln Electric Co. of Canada, “is that manufacturing in Canada is becoming scarce and companies here must become more competitive against offshore companies with lower wages.”

And one of the most effective ways to become more competitive, he believes, is through energy management.

Lincoln Electric, which produces welding equipment and welding wire in Toronto’s Leaside Business Park, is pursuing formal ISO 50001 certification – a concept the company was first introduced to through a pilot project launched by Hatch Ltd. of Mississauga and funded by the Ontario Power Authority’s Conservation Fund.

Hatch urges its clients to manage energy the way they manage safety, to make it part of their company culture, part of doing business.

“We were following the successes of projects in Europe and Texas where they used management systems standards to increase energy efficiency,” said Bob Storey, energy management consultant for Hatch, which works with the mining, metallurgical, energy and infrastructure industries. “Standards provide the framework to engage the entire organization, especially senior management, who must commit in writing to provide the necessary resources.”

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For more information on the Conservation Fund, <http://www.powerauthority.on.ca/cfund>

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COMMUNITY ENGAGEMENT Bentz to lead OPA Stakeholder Advisory Committee

Brian Bentz, CEO of PowerStream Inc. and a recognized leader in the electricity sector, has been appointed as the first Chair of the Ontario Power Authority’s Stakeholder Advisory Committee.

The announcement, made by Minister of Energy Bob Chiarelli at the annual conference of the Ontario Energy Association (OEA) on September 11, is the latest step in an initiative requested by the Minister in June to have the OPA establish a forum to receive advice and recommendations from a diverse range of interests. The committee’s mandate is to be similar to that of the Stakeholder Advisory Committee at the Independent Electricity System Operator (IESO).

Additional committee members will soon be appointed by the OPA’s board of directors. The first meeting is expected to be held in October.

Jim Hinds, Chair of the OPA board, welcomed the announcement that a committee will be formed and that it will be led by Mr. Bentz.



Brian Bentz

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This is the first issue of the OPA’s relaunched newsletter, Arc. Six times a year, it will bring to your inbox a mix of news, features and information about the OPA’s initiatives and the staff behind them. We hope you enjoy it.

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Hatch applied to the OPA's Conservation Fund in 2009 for funding to start a pilot project to test whether the international standards would work in Ontario.

"This is exactly the kind of idea we want to support," said the OPA's Vice President of Conservation, Andrew Pride. "A formal, long-term energy management system can produce significant savings, year over year, in both energy and money, especially for large users of electricity, like manufacturing plants."

At the end of the pilot project, Hatch calculated improvements in electricity use intensity at the five plants that participated ranged up to 16.5 percent and annual savings of up to \$200,000 per year. This

improved electricity use intensity translates into greenhouse gas emission reductions of as much as 950 tonnes per year.

Hatch provided each participating site with

an energy assessment of key systems, customized training, measurement and analysis support, templates, and coaching on all aspects of the requirements for attaining ISO 50001, which is a voluntary international standard.

The most important thing, said Mr. Storey, was for the companies to get enough experience working with ISO 50001 (and a predecessor standard, MSE 2000) so that Hatch could come to solid conclusions about how effective the standards could be for the Ontario manufacturing sector.

"The project fit our company model in many ways," said Mr. Mir. "We are a profit-sharing company, extremely regulated, and we pay on piece work, so we are very cost-conscious. We know energy management is a cost-containment activity, but we are stretched – we're all wearing a number of hats. This project, which wouldn't have been possible without the support of the OPA, pushed us to look for significant energy users, those places where we waste energy – light bulbs and lighting controls, motors, steam boilers, you name it."

In fact, Lincoln Electric found so many places to save that Mr. Mir says the decision to continue on beyond the boundaries of the pilot project toward formal ISO 50001 certification was easy.

Mr. Storey said any organization can use the ISO 50001 as a self-improvement guideline but formal registration by a third party drives a company to explore the nooks and crannies of their operating practices, equipment and systems that it might be tempted to gloss over.

"Lincoln Electric is not your average organization, but we believe this approach can help any company become a lot more effective in their use of energy if they are willing to dedicate some resources, and it does not have to cost a lot," he said. 

TURNING FRUSTRATIONS INTO THANK YOUS



It happens 25,000 times a year—that's more than 15 times an hour of every working day. That's how often someone contacts OPA reception, searching for service. Many are routine connections, but it's safe to say these "customers" are often frustrated by the complexity of what we do and how we do it.

For the past two years, Shaheen Anwar, OPA receptionist, has done her best to make sure our customers are received with empathy and, if possible, put on a course that satisfies their interests.

"I'm used to stressful situations," says Shaheen. "Before I came here, I was a clinical assistant in the psychiatric department of St. Mike's Hospital, working on patient intake."

And you can bet she hears a lot at the OPA, too. "My first job is to understand the customers' needs—to explore what they want. They often simply need some kind of physical contact. They want someone to demonstrate their needs are understood."

But just responding to their needs is only part of what Ms. Anwar does. If she keeps hearing the same sort of questions, she searches for simple ways to make the interactions more efficient.

"People often come a long way to talk to a real person," she says. She has helped develop "takeaways" that address frequently asked questions and contacts for more information. "They often just want to leave with something in their hands."

"Shaheen continuously supports process improvement—ways to make reception more effective," says Rita Ignas, manager, office and facility management, and Ms. Anwar's supervisor.

"A small example that comes to mind: we wanted to improve our sign-in system, so Shaheen created an Excel-based process that is more efficient and more secure."

There are times when Ms. Anwar needs help with the volume. "Sure, it can get overwhelming and extremely crazy," she says. When a FIT application window is closing, she calls on a team of two or three people to help. "We have line-ups of applicants, boxes of information, trolleys—it can be a madhouse. But we've developed an effective process and we all work together to get it done."

What makes her feel good about her customer service role? Getting feedback from people she has served. "Sometimes, people make a point of calling me after I've helped, just to say thank you. Very satisfying."

And Kim Marshall, Vice President, Business Strategies and Solutions, believes the results are evident: "The thing that pleases me most is not that we get people what they need—that's great—but we are also getting better and better at it every day. What more can we ask?" 

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“This is the way to go, this is the right orientation for the OPA,” he said. “It is hugely important to have outside voices contribute to our organization.”

Mr. Chiarelli said stakeholder engagement is “an integral part of decision making in Ontario’s electricity sector.” He said he expected the SAC to provide timely policy level advice directly to the OPA board and executive on a wide range of issues, including the planning of the power system, procurement of generation resources and the ongoing management of these contracts, as well as the

design, delivery, funding and evaluation of conservation programs.

Mr. Bentz, who is outgoing chair of the OEA, said the SAC will provide broad-level policy advice directly to the board and also to the executive.

“Those are the high-level goals that we are trying to achieve” he said, adding that he is excited by the number of talented people who have volunteered to serve on the committee.

Mr. Bentz has previously served as chair of the IESO SAC, the Electricity Distributors

Association and MEARIE Group. He is a member of the board of directors of the Electrical Safety Authority, the board of governors of the National Quality Institute, the executive steering committee of the IESO Electricity Market Forum and the Coalition of Large Distributors’ CEO committee.

The new SAC builds on existing OPA outreach activities, including the Advisory Council on Conservation, the First Nation and Métis Advisory Group and bi-monthly teleconferences with senior managers. 

CONSERVATION OPA offers ideas for renewed conservation vision

The OPA has submitted to the Ontario government its suggestions for a new conservation and demand management framework.

The input was offered in response to the release in July of the government’s discussion paper, *Conservation First*. Formal submissions were invited from Ontarians through the Environmental Registry by September 16. The suggestions received will also feed into the Long-Term Energy Plan review process being led by the government.

The paper describes what has been accomplished over the past several years and looks to how innovation can be leveraged and new approaches taken to build on the foundation already in place. It sets out a vision of even broader participation in conservation efforts, supported by important elements, such as offering targeted programs to different customers and increasing awareness of incentives.

The OPA submitted its comments on behalf of the Advisory Council on Conservation, a group it established to provide insight and recommendations on the development of conservation opportunities. The council is made up of individuals from diverse backgrounds with significant experience related to conservation.

The OPA also issued final 2012 conservation results reports to all LDCs on August 30. Many local distributors (LDCs), both large and small, continue to stay on track to meet or exceed their Ontario Energy Board targets. Over all, 2014 energy targets are forecasted to be met.

On September 11, the OPA held an all-day workshop for LDCs to discuss the results and to look into the future of Ontario’s conservation and conservation programs. More than 130 LDC and OPA staff attended the event, which featured an informative question and answer session hosted by Gord Miller, Environmental Commissioner of Ontario, and OPA CEO Colin Andersen. 

For more information about the new conservation vision:

<http://www.energy.gov.on.ca/en/conservation-first/>

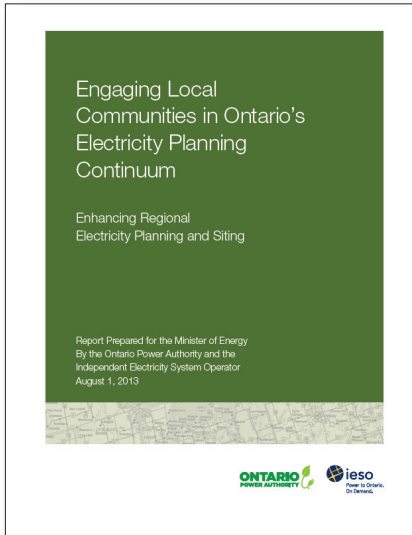


These are the highlights of the submission:

- conservation is the first resource considered in planning decisions at the provincial and regional level and it remains the most cost-effective resource
- conservation is an investment that supports many important social, environmental and economic goals in addition to benefiting customers and the electricity system
- to create a stable environment for investment in conservation and conservation program delivery, there is a need for sustainability and certainty in programming, funding and corresponding resource commitments
- building on the strengths and experiences of local distribution companies, offering a mix of services in implementing the next conservation framework is recommended
- the design and delivery of conservation programs should reflect customer preferences and choice.

PLANNING

OPA and IESO recommend improvements to regional electricity planning and siting



The OPA and IESO have submitted to Energy Minister Bob Chiarelli 18 recommendations for an enhanced, integrated regional energy planning process with a focus on improving how large energy infrastructure projects, such as natural gas plants, are sited in Ontario.

Their joint report, titled *Engaging Local Communities in Ontario's Electricity Planning Continuum*, was submitted on August 1 in response to a request from the Minister in early May.

Three “core” recommendations, presented by OPA CEO Colin Andersen at a September 12 Ontario Energy Association event, stress the need for community outreach early and often, local voice/local responsibilities and inter-ministerial coordination.

The recommendations that follow are organized into four categories: bringing communities to the table, linking local and provincial planning, reinforcing the planning/siting continuum and enhancing electricity awareness and improving access to information. They are consistent with other work being done in the sector, for example by the [Ontario Energy Association](#) and [The Mowat Centre for Policy Innovation](#). For a summary of the recommendations, [click here](#).

The recommendations were developed following a province-wide engagement initiative by the OPA and IESO. This included a dedicated website, online survey, written submissions, webinars and face-to-face meetings. Between mid June and the end of July, the OPA and IESO heard from more than 1,250 Ontarians.

In addition to the discussions held with First Nation and Métis communities, municipalities, stakeholders and the public at large, the OPA and IESO also conducted research into the planning and site selection practices of jurisdictions outside Ontario.

For a copy of the full report, including a summary of feedback, web survey results and written submissions, [click here](#).

For more information about the initiative:

<http://www.onregional-planning-and-siting-dialogue.ca/>

PROCUREMENT

PANDA POWER - ZooShare to sell biogas power into Ontario grid

ZooShare Biogas Co-operative Inc. has received a FIT Program contract offer from the OPA to build a biogas plant at the Toronto Zoo that will generate electricity from animal manure and food waste.

The contract for the 500-kilowatt (kW) plant was awarded in the first round of Small FIT contract offers issued on July 3. It is expected that the plant will be operational in 2014.

“This is truly a first of its kind for the FIT Program,” said Shawn Cronkwright, director of renewable procurement at the OPA.

He said the OPA has seen many applications for on-farm biogas projects using waste from dairy or other cattle operations but that the ZooShare project is unique because it will be using waste material from zoo animals.

“It will be interesting to see if future decisions on which animals to showcase at the zoo could in part be influenced by the need for a consistent, steady feedstock,” said Mr. Cronkwright.

ZooShare is funding the project through the sale of bonds to Ontarians who want to help the environment, support the zoo, and at the same time make a healthy return on their investment. The bonds pay seven percent per year for seven years and purchasers need to be a ZooShare co-op member to get them.

Each year, Canada’s first co-operatively owned biogas plant will turn the zoo’s manure output (equal to the weight of 15 pandas) and food waste from grocery stores around the Greater Toronto Area into enough clean, renewable electricity for 250 homes. Resulting emission reductions are equivalent to removing 2,100 cars from the road and it’s anticipated that electricity sales will net the zoo at least \$50,000 a year.

ZooShare’s 127 members have invested \$460,000 and the co-op has secured \$172,000 in grants from the Community Energy Partnerships Program and the Toronto Community Foundation.

“The ZooShare Biogas partnership will incorporate a unique community funding model that will showcase waste management best practices to the public,” said John Tracogna, chief executive officer of the Toronto Zoo. “This closely aligns with the Toronto Zoo’s education and sustainable environmental programs.”

For more information, click here:

www.zooshare.ca

www.facebook.com/zooshare

www.twitter.com/zooshare

PROCUREMENT

Solar energy helps youth make power plays



Energy Minister Bob Chiarelli (centre, in sweater) with SolPowered CEO Mike Perrault (third from left, middle row) and other supporters of the Casselman project.

SolPower Energy Corporation's new 200-kilowatt rooftop solar array at J.R. Brisson Arena in Casselman has been generating clean solar energy since June 28. In the three months since, the project has been reducing carbon dioxide emissions at a rate equivalent to more than 73,000 kilograms annually.

In addition to providing environmental gains, this project is also generating revenues that provide an important benefit to the community. The Village of Casselman, east of Ottawa, expects to receive over \$1 million in profits over the 20-year lifetime of this project, which is supported by the OPA's Feed-in Tariff (FIT) Program. The money will be dedicated to upgrading the arena and improving local youth hockey programs.

Projects such as this illustrate the important role that renewable energy plays in Ontario's electricity system and its benefits to individual households, communities and the province. In addition to helping protect our environment, renewable energy projects generate economic benefits for communities right across the province.

JoAnne Butler, the OPA's VP of Electricity Resources, attended the ribbon-cutting ceremony. "It was great to be involved in such an important grassroots event in a welcoming community, and with a project where the municipality benefits and supports local youth through their hockey programs," she said.

Click here for more information:

http://solpowered.com/pdf/presskit_en.pdf.

LARGE PROJECTS

OPA engages stakeholders in developing a new competitive process to procure large renewable projects

The OPA has submitted to the Ministry of Energy 18 interim recommendations dealing with a new competitive procurement process for large renewable-energy projects.

This followed a ministerial directive issued on June 12, 2013 in which Energy Minister Bob Chiarelli directed the OPA to make changes to the Feed-in Tariff (FIT) Program. These changes include removing large projects from the program and providing a new competitive procurement process that considers input from a variety of sources in helping to identify appropriate locations and siting requirements for these projects.

Last summer, the OPA facilitated various engagement activities for municipalities, Aboriginal communities, industry associations, the general public and other stakeholders. This included nine meetings and three webinars. More than 50 written submissions were received.

Seven recommendations dealt with the period up to the launch of the procurement, including a suggestion for a new round of consultation and engagement for the fall of 2013 and another that generation procurement follow provincial or regional needs. A further 11 proposals offered suggestions about how the procurement process should work. The OPA advocated continued use of an RFP model and community acceptance criteria.

Shawn Cronkwright, the OPA's director of renewable procurement, singled out several recommendations -- that procurement should follow need, the importance of defining a successful outcome and the need for local outreach prior to procurement commencement.

As requested, the OPA provided interim recommendations to the Minister of Energy on August 30. Plans for a second phase of engagement are being finalized and will be announced shortly.

Click here for more information, including the interim report:

<http://www.powerauthority.on.ca/renewable-energy-competitive-procurement-process>.

LTEP - COMMUNITY ENGAGEMENT OPA involved in update to Long-Term Energy Plan

An update to the Long-Term Energy Plan (LTEP) is expected to be released this fall.

The Ministry of Energy's LTEP review was launched in April, with the goals of sharing information, engaging with Aboriginal communities and leaders and encouraging input from the public, municipalities and the energy sector on an updated version of the 2010 LTEP.

The OPA, along with the Independent Electricity System Operator (IESO), played a key role in the public consultation that took place in 12 Ontario communities. The sessions consisted

of technical discussions during the day and public open houses in the evening. The OPA's Amir Shalaby, Vice-President of Power System Planning, and Chuck Farmer, director of conservation integration, gave presentations at the daytime sessions attended by more than 600 stakeholders. In addition, more than 300 people visited the open houses.

The OPA also participated in First Nation and Métis community engagement sessions across the province, hearing from nearly 230 representatives from more than 80 Aboriginal communities and groups.

Ontarians were also invited to provide feedback related to the LTEP review by taking the ministry's online survey and by providing a formal submission through the Environmental Registry (EBR) by September 16. More than 7,800 online responses and more than 1,000 formal EBR submissions were received.

Visit the Ministry of Energy website for updates on these and other consultation initiatives:

<http://www.energy.gov.on.ca/en>.