

5 Year STRATEGIC ENERGY MANAGEMENT PLAN 2014 - 2019

THE OTTAWA HOSPITAL – CIVIC CAMPUS



Hard copy of this plan is available at Engineering & Operations, please call x14281 to get a copy

STRATEGIC ENERGY MANAGEMENT PLAN (SEMP) FOR 2014 TO 2019

TABLE OF CONTENTS

- Commitment and senior management approval
- Previous Letter of Commitment
- Introduction
- The Ottawa Hospital's values related to Energy Management
- Guiding Principles for Strategic Energy Management
- The Business Case for Strategic Energy Management
- Business Proposition
- Energy Management Goals
- Previous Energy Savings Projects
- Baseline Energy Use
- Factors affecting Energy consumption changes / growth
- Energy End Use Breakdown
- TOH energy savings streams to achieve plan targets

Commitment and senior management approval:

The Ottawa Hospital – Civic campus (OCH) will allocate the necessary resources to develop and implement an Energy Conservation and Demand Management Plan as required under Regulation 397/11 of the Green Energy Act. Energy management planning helps to avoid cost increases, improves service delivery, and supports local industry while protecting human health and the environment. Our Energy Conservation and Demand Management Plan will reduce our energy consumption and its related environmental impact as outlined in our overall target. Senior management will support Engineering and Operations, and other departments in any recommended work towards achieving the objectives presented in this plan and progress towards those objectives is monitored on an ongoing basis. The plan will be updated as required under Regulation 397/11 of the Green Energy Act or any subsequent legislation.

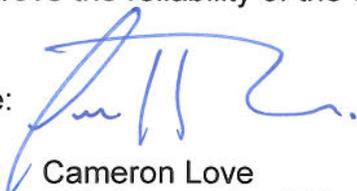
We will strive to continually reduce our total energy consumption and associated greenhouse gas emissions (GHGs) through wise and efficient use of energy and resources, while still maintaining an efficient and effective level of service for our patients, stakeholders and the general public. This will involve a collaborative effort to increase the education, awareness, and understanding of energy management within the hospital. Total energy consumption includes electricity, natural gas, and oil. While commitment from Senior Management is crucial, everyone has a role in the wise use of energy and demonstrating appropriate leadership within corporate facilities and operation.

OCH will work towards integrating energy efficiency into all areas of our organization, including human resources management procedures, procurement practices, financial management and investment decisions, and facility operations and maintenance. As a major component of the operating costs of municipal facilities and equipment, energy costs will be factored into the lifecycle cost analysis, asset management analysis and policies of the hospital.

The OCH Energy Conservation and Demand Management Plan aims to reduce our overall energy consumption by 5% from 2014 (based on baseline data) to 2019 with the following goals:

1. Maximize fiscal resources and avoid cost increases through direct and indirect energy savings.
2. Reduce the impact on the environment.
3. Increase the comfort and safety of staff and stakeholders.
4. To create a culture of conservation within the hospital.
5. To improve the reliability of the equipment and reduce maintenance requirements.

Signature:



Name: Cameron Love
Title: Chief Operating Officer
Date: 20 June 2014

Previous Letter of Commitment:

The Ottawa Hospital - Civic campus provided the minister of Natural Resources Canada with the commitment letter below to show our dedication to the environment on June 11, 2003.



11 June 2003

Minister
Natural Resources Canada
580 Booth Street
Ottawa ON K1A 0E4

Dear Minister:

The *Ottawa Hospital – Civic Campus* resolves to voluntarily assist the Government of Canada's international commitment to reduce greenhouse gas emissions by taking measures to increase our organization's energy efficiency.

In this regard, I am pleased to confirm that we commit to undertake the following actions:

- appoint (Jean Dostaler, P.Eng, tel. (613)798-5555 x 17508, fax (613)761-5375, e-mail jdostaler@ottawahospital.on.ca) as our representative to liaise with Natural Resources Canada and to oversee the successful implementation of this energy efficiency venture;
- develop a long-term corporate energy management plan identifying a full set of options in all facilities owned, managed or built by our organization that will reduce our energy use;
- set quantitative targets to reduce energy consumption and monitor progress toward achieving them;
- participate in activities aimed at promoting energy efficiency to employees or tenants; and
- systematically register our progress in realizing energy savings in an annual report to Natural Resources Canada.

In pursuit of this commitment, we are interested in joining the Energy Innovators Initiative. *If available:* To initiate our organization's participation, we would like to provide you with basic information about our facilities. The Civic Campus has a floor space of about 164,277 m² and our annual energy consumption is approximately \$5,640,458.

I understand that we may also register this commitment with Canada's Climate Change Voluntary Challenge and Registry Inc. (VCR Inc.) in support of Canada's National Action Program on Climate Change.

In addition, I am enclosing reproduction graphics of our corporate logo for use with our permission in recognizing and promoting our support for the Energy Innovators Initiative.

Sincerely,

Wendy Nicklin
Lead Executive The Ottawa Hospital – Civic Campus

Introduction

The purpose of OCH's energy management plan and policies is to promote responsible stewardship of our environment and community resources. In keeping with our core values of Efficiency and Financial Responsibility, OCH's energy management program will reduce operating costs and enable us to provide quality service to a greater number of persons in the community in addition to complying with the recent regulation 397/11.

- Utility and energy related costs are a significant part of overall operating costs.
 - Utility costs in 2013/14 were approximately \$8.1 M.
 - The Hospital's Energy Use Index (EUI) was 2.75 eGJ/m² (765 ekWh/ft²).
 - Facility related O&M costs are \$11.1 M annually.
 - Facility capital project costs are projected at \$24M over 5 years.
- By integrating energy management with business decisions, OCH can expect the following results:
 - 2% reduction in annual energy use with total of 10% over 5 years.
 - \$120,000 annual savings to the bottom line (\$600,000 over 5 years).
 - Energy investments will get a 15% internal rate of return (IRR).
- Recent activity associated with managing these costs include:
 - Replacing the control air compressors with smaller capacity, energy efficient units with VFD in 2013.
 - Upgrading the chiller plant and ancillaries in phases from 2010-2013.
 - Replacing 2 boilers with energy efficient models with 10 combustion stages and economizers in 2007.
 - Switching A19, PAR lights and MR16 to LED.
 - Installing approximately 800 occupancy sensors to control the lights.
 - Applying for the 'saveONenergy' incentive program for all of the above.
- To further strengthen and obtain full value from energy management activities, a strategic approach will be taken to fully integrate energy management into its business decision-making, policies, and operating procedures.
- Active management of energy related costs and risks in this manner will provide a significant economic return to the organization and will support other key organizational objectives.

The Ottawa Hospital values related to Energy Management

The Ottawa Hospital (TOH) has the following vision, mission and core values:

Vision

To provide each patient with the world-class care, exceptional service and compassion we would want for our loved ones.

Mission

- The Ottawa Hospital is a compassionate provider of patient-centered care with an emphasis on tertiary-level and specialty care, primarily for residents of Eastern Ontario.
- The Ottawa Hospital educates future health-care professionals in partnership with the University of Ottawa and other affiliated universities, community colleges and training organizations.
- The Ottawa Hospital develops, shares and applies new knowledge and technology in the delivery of patient care through world-leading research programs in partnership with the Ottawa Hospital Research Institute (OHRI).

The Ottawa Hospital also plays an active role in promoting and improving health within our community. The Ottawa Hospital collaborates with a wide range of partners to address the needs of the community and to build a strong, integrated system for regional health-care delivery.

The Ottawa Hospital functions in English and French while striving to meet the needs of the culturally diverse community we serve.

Core Values

- Compassion
- A Commitment to Quality
- Working Together
- Respect for the Individual

The above statements for vision, mission and core values targets a world class care also to develop, share and apply new technologies to deliver patient care. Since our facilities are a primary source of providing care and an integral part of the healing environment, we should be able to use our facilities efficiently and effectively. This results in TOH being able to direct more resources toward patient care. Not only that, but by reducing our environmental footprint, we are also doing our part to create a healthier environment. Something that is essential to the people we serve and that which helps them to lead healthier lives.

TOH started investing in energy reduction projects in 2003 when an RFP was posted to retain the services of ESCO. Our goal was to reduce the energy consumption through HVAC and lighting upgrades, building envelope upgrades and water conservation.

Reducing energy waste through infrastructure improvement, policy and process changes, and embracing best practice and cutting- edge technology align well with TOH's vision, mission and core values.

Guiding Principles for Strategic Energy Management

OCH's energy management plan will be guided by these principles:

Taking A Strategic Approach: OCH actively manages energy costs by implementing opportunities as they are identified. By acting strategically, OCH can significantly improve its energy-related performance. Integrating energy management into our organization's every-day decision-making, policies, and operating procedures will help assure substantial and long-lasting reductions in energy use throughout the campus.

Supporting Mission-Critical Goals: Strategic energy management will directly support OCH's mission-critical goals of caring for the environment and the community, optimizing the healing and working environment, improving the hospital's financial bottom line by reducing unnecessary energy costs, and optimizing the capacity of existing energy systems to meet current and expanding operational needs. The impacts of OCH's energy management efforts will be tracked and reported wherever possible.

Pursuing Long-Term Change to Core Business Practices: The core of our strategic approach is the consistent incorporation of energy management into our organization's practices and decision making such as the strategic planning and budgeting processes. Change in energy-related business practice will cover all applications of energy management – new construction and major renovations, existing facility operations and upgrades, and the economic analysis and procurement practices underlying these practices.

Fostering Organizational Commitment and Involvement: Executive and organizational commitment and involvement is critical to successful strategic energy management. Management at OCH will work with facility managers and other key staff to ensure that adequate organizational support and resources are provided to maximize the benefits of energy management to OCH. Energy management will be integrated into the strategic planning and capital budgeting processes.

Obtaining Solid Economic Returns: Energy management investments will yield solid economic returns that meet OCH's standard [Internal Rate of Return][Return on Investment] requirements applied through the hospital's capital budgeting process. OCH will apply consistent financial analysis methods that consider life-cycle costing to reduce total cost of facility ownership and operation.

Using Available Resources and Assistance: Use national, regional, and local sources of strategic, technical, and financial assistance to help achieve our energy management goals. These include utilities and the 3 levels of government.

The Business Case for Strategic Energy Management

Below are the central business arguments for OCH's pursuit of strategic energy management. The next section presents the business proposition – the results of analysis of the energy efficiency opportunities and their associated costs and internal rate of return.

Strengthened Community Leadership and Environmental Stewardship

Energy management is a visible, public commitment to the community and environment. Through aggressive energy management, OCH can provide leadership in promoting sustainable communities, efficient business practices, and environmental stewardship. Faced with a tough market that has forced cut backs on hospital support staff, this is an excellent opportunity to provide leadership and reduce costs at the same time.

Enhanced Healing and Working Environment

In existing facilities, efficient operating practices improve patient as well as employee comfort with more stable air temperature, and better indoor air quality and lighting. In new facilities that meet new codes, more daylight and smarter control of occupant comfort contribute to a healing and patient-focused environment and an improved working environment. Recent research has found that daylight eases surgical pain and contributes to substantial savings in pharmacy costs.

Improved Financial Health and Operating Cost Reduction

Strategic energy management presents a highly leveraged opportunity to reduce operating costs and positively impact OCH's bottom line. Further, investments in energy projects typically have a lower risk of performance over time relative to other investments. Savings from energy projects are easier to forecast reliably than savings or revenue increases expected from more uncertain types of investments.

Optimization of Capacity to Meet Current and Expanding Operational Needs

Energy efficiency / retro commissioning and Energy audits optimize inefficient or poorly designed and operated equipment /systems. The increased system capacity due to working in optimum working parameters can be reclaimed to avoid expanding operational needs. This "free capacity" can eliminate the need to add major new energy capacity and be much less expensive.

Business Proposition

- If energy management considerations are integral to relevant business practices, policies, procedures, and decision-making processes, OCH's energy-related costs can be reduced by an *additional* 10% over a 5-year period.
- Based on 2013 utility rates, this will result in \$120,000 in annual value to the bottom line based, or a total \$600,000 over a 5-year period. Integration of energy management into organizational decision making and business practices will continue to produce value annually for a much longer period of time.
- To support the achievement of these financial benefits, OCH will invest up to \$24 million in energy-related capital and operating improvements, meeting an Internal Rate of Return (IRR) of 15% or better over the 5-year period (2014-2019).

Energy Management Goals

The following outlines some of the energy management goals that will be adopted by OCH. They include, but are not limited to, the following:

- SEMP Approval, Resources to Implement
- Implement Financial Practices and Decision Making Processes
- Establish Purchasing Specifications for Energy Efficient Equipment and Services
- Goal: Implement Enhanced Design & Construction (D&C) Practices
- Goal: Improve Building Operating Performance
- Goal: Implement Cost-Effective Facility Upgrades
- Goal: Actively Manage Energy Commodity
- Goal: Monitor, Track, and Reward Progress

Goal: SEMP Approval, Resources to Implement

- Executive approval process adjustments and resource allocations to support initiatives
- Support from key staff (financial management, purchasing/procurement, capital renewal, building operations, etc.)
- Creation of mechanisms/processes to make resources available
- Clarification and communication of staff roles and responsibilities, performance goals, and energy management reporting

Goal: Implement Financial Practices and Decision Making Processes

- Money spent to achieve energy efficiency is viewed as an investment, not a cost
 - Financial decision makers consistently use life cycle cost analysis (LCCA) on all new construction, major renovations, and equipment replacements over lower costs

- Internal rate of return (IRR) as “pre-approved” by the Hospital administration or board
- Train staff on life cycle cost analysis and financial requirements and decision making process
- Decisions about energy management investments will be part of OCH’s high-level, long range process of budgeting for capital and operations

Goal: Establish Purchasing Specifications for Energy Efficient Equipment and Services

- Establish and consistently use purchasing specifications that minimize life-cycle costs for energy efficient equipment and services
 - Establish efficiency specifications for standard equipment routinely replaced (e.g. lights, motors, and unitary HVAC equipment)
 - Establish efficiency guidelines that apply LCCA for custom equipment purchases (e.g. chillers)
 - Increase the awareness of purchasing staff to work with Engineering to apply for available incentives by the utilities to be included when doing the LCCA
 - Establish efficiency standards for design and construction, and for building operations and maintenance services

Goal: Implement Enhanced Design & Construction (D&C) Practices

- Implement improved construction practices in all large capital projects that specify early team collaboration and “integrated design” (ID).
 - Integrated design required for funding
 - RFPs, contract terms & conditions, & fee structures will support ID.
 - Apply LCCA and financial hurdle rates described above to support decisions
 - Apply established purchasing procedures and specifications
 - Include incentives and tax credits wherever available
 - Educate all owner’s project managers or construction managers and contractors on integrated design and their respective roles in master planning pre-design, design, construction, testing, commissioning, and monitoring
- Set and meet clear energy performance targets for new buildings; measure and improve over time
 - Establish baseline for measuring performance goals (e.g. CSA code, or national reference standards like ASHRAE 90.1)
 - Set target to implement energy efficiency measures to achieve at least by stimulation more efficient building compared to a standard reference like MNEC for buildings
 - Measure performance and improve over time
- Specify commissioning as a standard procedure.
 - Retain the services of an independent third-party commissioning agent

- 100 percent of fundamental building systems and elements will be designed, installed, and calibrated to operate as designed
- Design team, commissioning agent, and building operators will work closely throughout the design process and occupancy to ensure good transition

Goal: Improve Building Operating Performance

- Equipment tune-up and improved operations and maintenance (O&M) will achieve the following results while supporting patient care, facility comfort and safety
 - Achieve reductions in operating costs for existing facilities by an average of 10% over 5 years and continue to improve by 1% per year for 5 years thereafter
 - Reduce the system-wide EUI from 2.75 eGJ/m² to 2.57 eGJ/m² by 2019. The EUI will be adjusted for variances in patient days and IT intensity in addition to the other projects that are implemented during the 5 year term that would change the energy consumption at the hospital. International Protocols for Measurement & verification will be used to estimate the EUI at 2019
 - Reduce energy consumption by 800,000 kWh per year
 - Consider ENERGYSTAR as TOH is an active Energy Star participant and so far it is the only hospital in Ontario that is participating

Goal: Implement Cost-Effective Facility Upgrades

- Implement equipment and system upgrades where justified by life-cycle cost analysis
- Expand use of qualified service providers as needed. Develop standard RFP documents, contract terms, and reporting standards

Goal: Actively Manage Energy Commodity

- Minimize utility costs and exposure to market risks. Utility costs include natural gas, electricity, oil, water, and sewer
- Participate in the energy/utility regulatory process

Goal: Monitor, Track, and Reward Progress

- Track progress on SEMP
- Track energy reductions [quarterly][annually]
- Reward staff for successes

Previous Energy savings projects:

The following table (1) shows the previous energy savings projects and the ones under construction with the estimated utilities savings and the year it was implemented.

Table (1) Previous energy savings projects at OCH

Year	Project / Program	kWh saved	m ³ gas saved
1991	Flue gases heat recovery - boiler plant		22,387
1994	First steam trap survey		125,029
1997	300 ton-R winter Free cooling - Chiller # 7	60,000	
2001	Steam traps repairs		136,985
2002	Upgrade Medical air compressors to air cooled	223800	
2003	HVAC upgrades bldg. 10		87,904
2004	Steam traps repairs		54,241
2004	ESCO contract	12,346,148	1,492,066
2006	Building Envelope improvements Lab Med building		18,278
2008	Steam traps repairs		34,510
2008	Phase 1 chillers upgrade	216,000	
2008	Exterior lighting upgrades - 64 Bollard lights	28,645	
2009	Replace 2 boilers		526,978
2009	Steam trap repairs		224,927
2010	Steam traps repairs		81,521
2010	High Pressure steam trap monitoring (Steam Eye)		50,000
2010	New Steris Cage / bottle washer at the HI-S level	10,460	
2010	Decommissioning 2 x 400 ton chillers / Pavillion bldg.	54,125	
2011	Lighting upgrades for the Gift shop	10,000	
2011	Steam Traps repairs		40,040
2012	OCH - Melink Kitchen Fume hood VFD	139,889	75,931
2012	Install 300 occupancy sensors	155,000	
2012	Upgrade 2 x 75 HP control air comp. to 2x40 HP w/V	242,240	
2012	Clothes shop lighting upgrades	6,318	
2012	Upgrade 3 outdoor signs to LED	62,414	
2012	Steam traps repairs		67,733
2012*	Honeywell Phase 2*	628,169	
2013	Lighting upgrades PAR38 to LED	80,028	
2013	Flower shop lighting upgrades	13,203	
2013	Steam trap repairs		49,793
2013*	Lighting upgrades 600 A19,500 PAR20 to LED	138,493	
2013*	Lighting upgrades 200 A19 to LED	42,924	
2013*	Install 33 occupancy sensors	7,704	
2013*	Lighting upgrades A19,Chandelier,G25 to LED	732,675	
2013*	Install 75 occupancy sensors	17,510	
2013*	Lighting upgrades PAR,MR16 to LED	237,688	
	TOTAL	15,453,433	3,088,322

***Project under construction**

Baseline Energy Use

The baseline energy profile has been selected using the calendar year utility data 2012. This baseline was used to calibrate energy end-use estimates and as the reference case for calculating energy savings. Exhibit 1 presents the baseline energy use; Exhibits 3, 4, and 5 present the data in graphic format.

Key Observations:

A review of the baseline energy profile reveals that:

The annual electrical consumption is 43,540 MWh

The annual gas consumption is 7,039,749 m³ gas

The total site energy intensity is at 2.75 GJ/m² (765 ekWh/m² yr).

RET screen uses 709 ekWh/m² as an average for ON acute care hospitals.

OHA scorecard uses approx. 2.5 eGJ/m² yr (694 ekWh/m² yr) as an average for ON hospitals who contributed to the scorecard survey.

Enerlife Consulting Inc. analyzed 2011 acute care ministry of Energy submission for 69 ON acute care hospitals and concluded that the median is at 66.2 ekWh/ft² (713 ekWh/m² yr or 2.57 eGJ / m² yr)

Using the lowest energy intensity as a reference (OHA scorecard at 694 ekWh / m² yr), this places The Ottawa Hospital – Civic campus behind other Ontario peer hospitals by approx. 10.2%.

The water use intensity is 2.2 m³ / m² yr, approximately at the average Ontario acute care hospitals as reported in the OHA scorecard for 2012 data.

Factors affecting Energy consumption changes / growth:

1. The weather: Each year is different in terms of Heating Degree days, Cooling Degree days, rain precipitation, etc. The weather has major impact on the HVAC loads in order to provide the required inside air conditions like temperature and relative humidity.

Figure (1) Changes in Heating Degree Days from 2003 – 2013

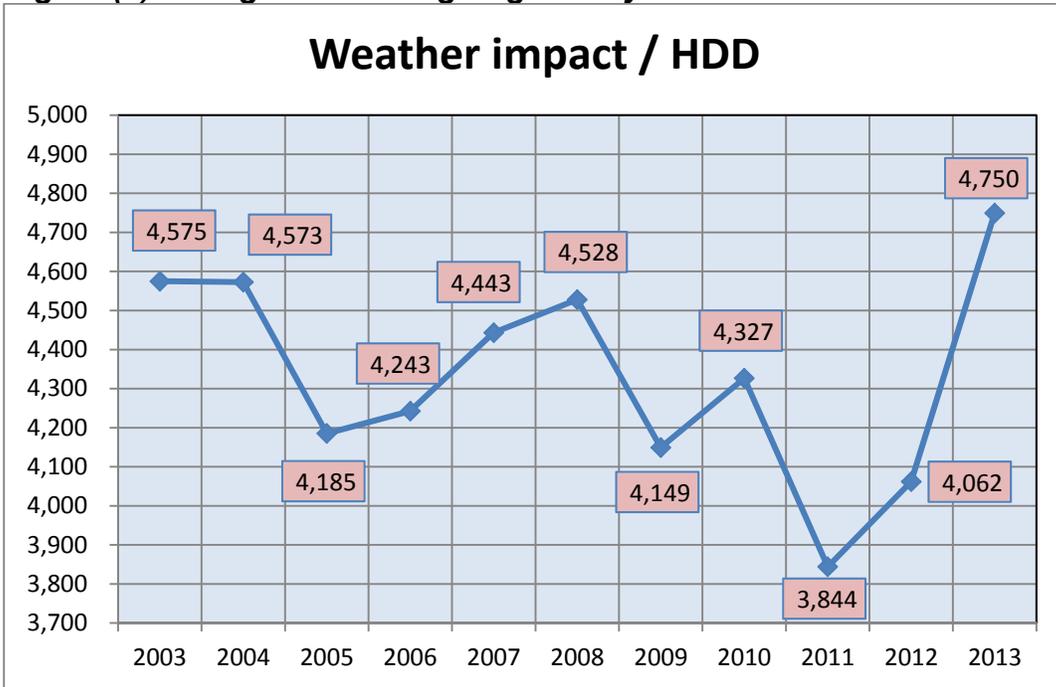
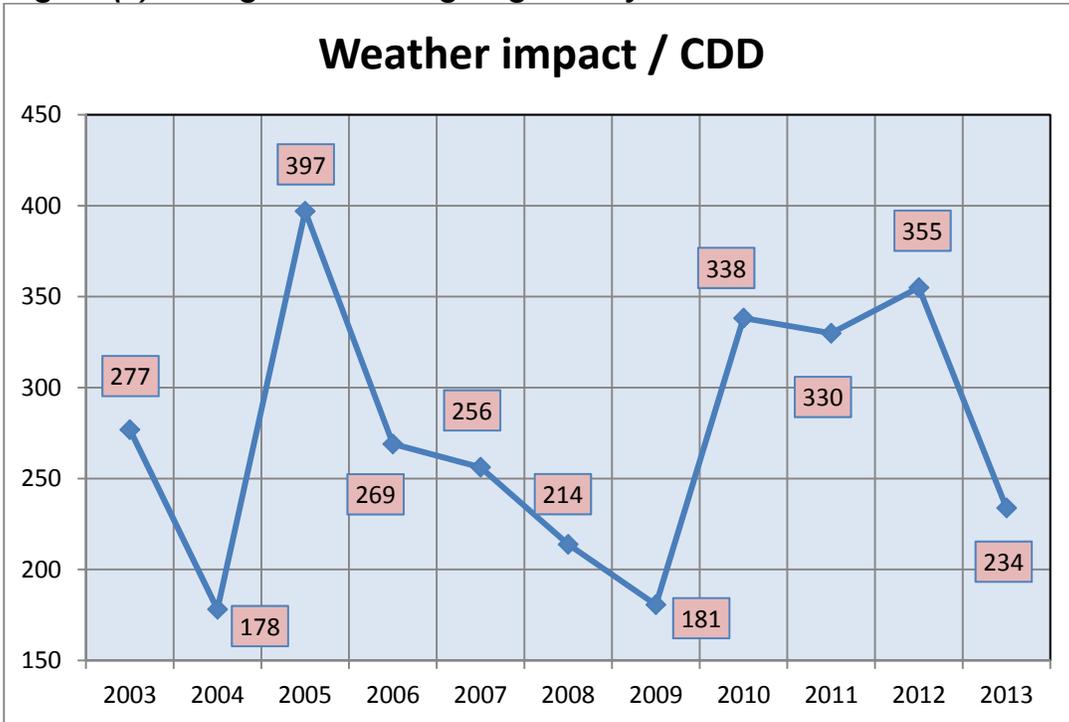
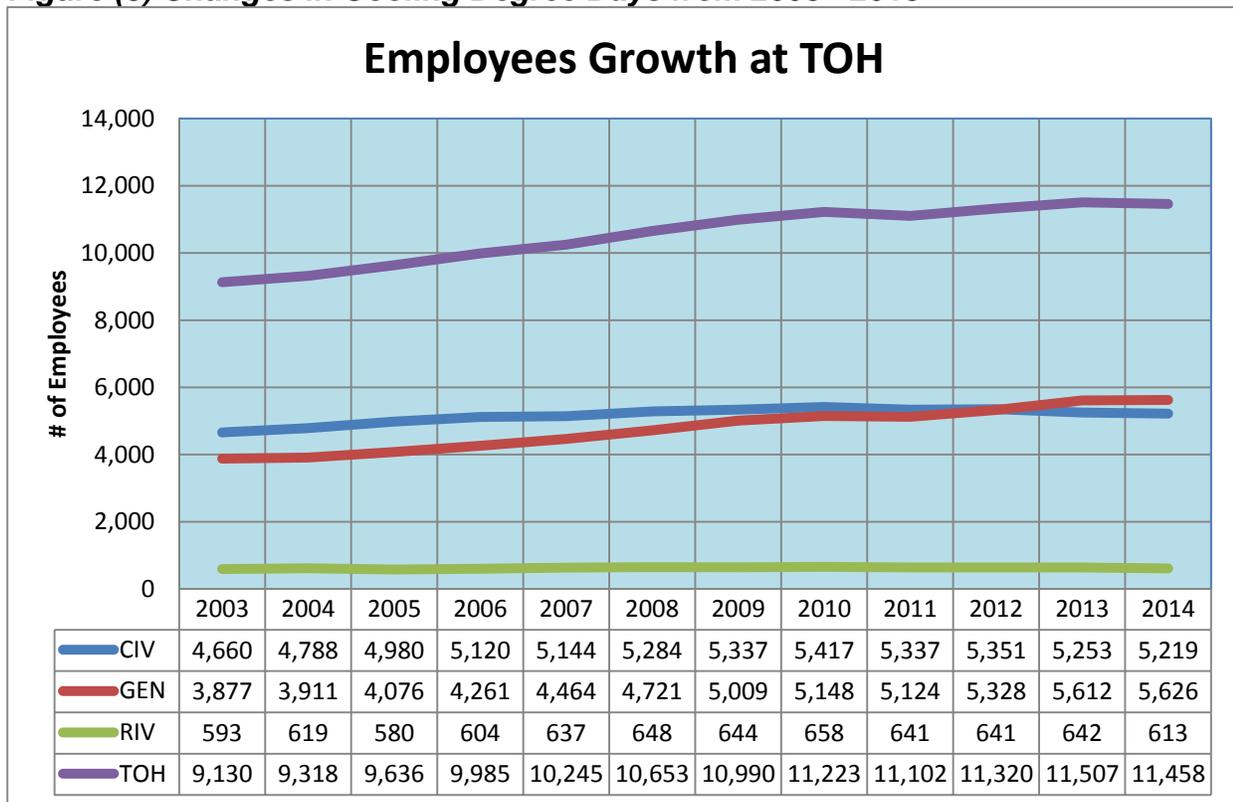


Figure (2) Changes in Cooling Degree Days from 2003 - 2013



2. Growth of staff: TOH staff increased from 9,130 to approx. 11,458 in 10 years. This requires growth in utilities such as providing new space for accommodation, lighting and IT equipment.

Figure (3) Changes in Cooling Degree Days from 2003 - 2013



3. Growth and upgrades in medical equipment. There are approximately 22,000 pieces of medical equipment available on inventory this year.
4. Increased deficiencies in equipment due to aging. HVAC equipment like motors, fans, boilers, chillers, heat exchange surfaces, and many others degrade with time. Engineering and Operations do proper maintenance on the available equipment but gaining is still an important factor for increasing energy consumption.

Exhibit 1A Site Baseline Energy consumption / Energy and water consumption history / GHG emissions from 2003(GJ/m2 units)

Year	Demand			Curt. Oil		m3 water /		Total eGJ/m2	kGHG
	kWh	(kW)	m3 gas	(l)	m3 water	Area (m2)	m2		
2003	43,599,904	78,356	7,551,438	-	419,518	154,514	2.72	2.89	18,464,287
2004	42,057,951	77,240	7,687,605	-	392,646	154,514	2.54	2.88	18,573,639
2005	42,075,273	75,176	7,792,742	360,000	346,082	154,514	2.24	3.00	19,758,734
2006	41,945,468	74,033	7,755,880	-	346,042	154,514	2.24	2.90	18,691,919
2007	42,711,692	75,386	7,846,174	-	342,980	154,514	2.22	2.94	18,936,219
2008	42,664,593	74,136	7,729,130	-	388,632	154,514	2.52	2.91	18,710,409
2009	42,688,307	74,639	6,911,618	-	324,231	154,514	2.10	2.71	17,167,077
2010	43,332,960	75,202	7,236,171	100,000	348,572	154,514	2.26	2.83	18,116,113
2011	44,573,460	77,804	6,967,956	-	353,692	155,589	2.27	2.74	17,454,641
2012	43,540,680	76,083	7,039,749	60,000	341,604	155,589	2.20	2.75	17,655,296

Exhibit 1B Site Baseline Energy consumption / Energy and water consumption history / GHG emissions from 2003(kWh/m2 units)

Year	Demand			Curt. Oil		m3 water /		ekWh		
	kWh	(kW)	m3 gas	(l)	m3 water	m2	(Hydro)	ekWh (gas)	ekWh (oil)	OCH ekWh/m2
2003	43,599,904	78,356	7,551,438	-	419,518	2.72	43,599,904	80,254,999	-	802
2004	42,057,951	77,240	7,687,605	-	392,646	2.54	42,057,951	81,702,152	-	801
2005	42,075,273	75,176	7,792,742	360,000	346,082	2.24	42,075,273	82,819,524	3,880,000	833
2006	41,945,468	74,033	7,755,880	-	346,042	2.24	41,945,468	82,427,763	-	805
2007	42,711,692	75,386	7,846,174	-	342,980	2.22	42,711,692	83,387,388	-	816
2008	42,664,593	74,136	7,729,130	-	388,632	2.52	42,664,593	82,143,470	-	808
2009	42,688,307	74,639	6,911,618	-	324,231	2.10	42,688,307	73,455,135	-	752
2010	43,332,960	75,202	7,236,171	100,000	348,572	2.26	43,332,960	76,904,412	1,077,778	785
2011	44,573,460	77,804	6,967,956	-	353,692	2.27	44,573,460	74,053,883	-	762
2012	43,540,680	76,083	7,039,749	60,000	341,604	2.20	43,540,680	74,816,883	646,667	765

Exhibit 2 History of Energy intensity starting 2003 compared to average ON acute care hospitals (709 ekWh/m2 yr RET SCREEN)

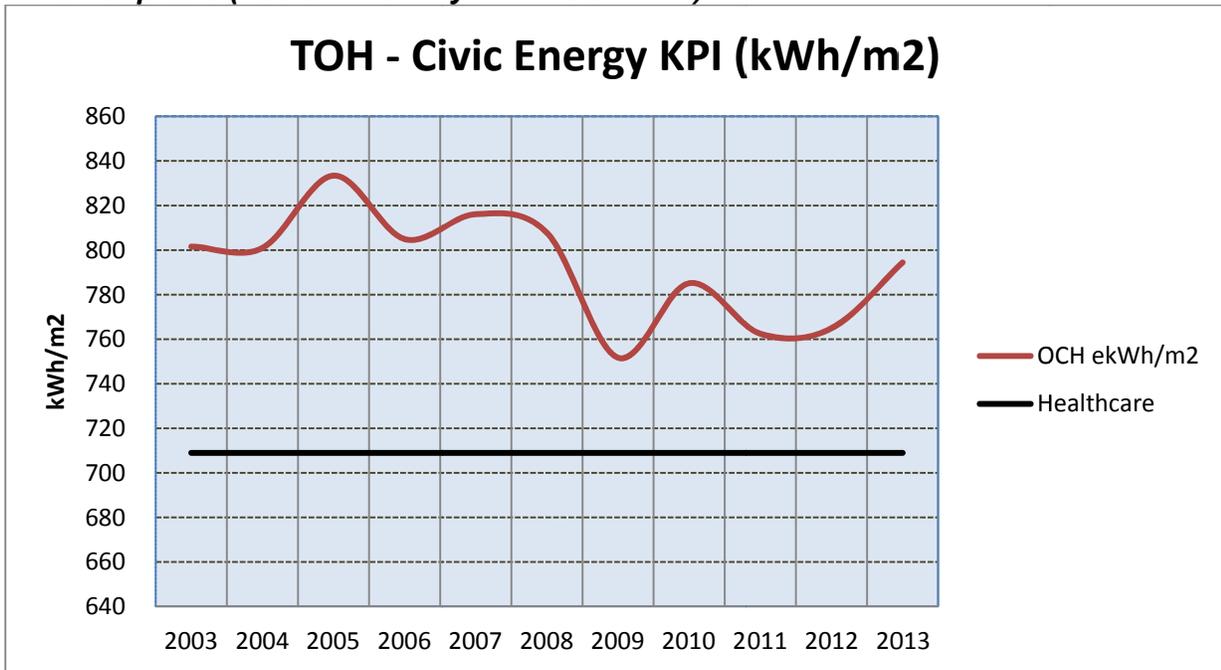
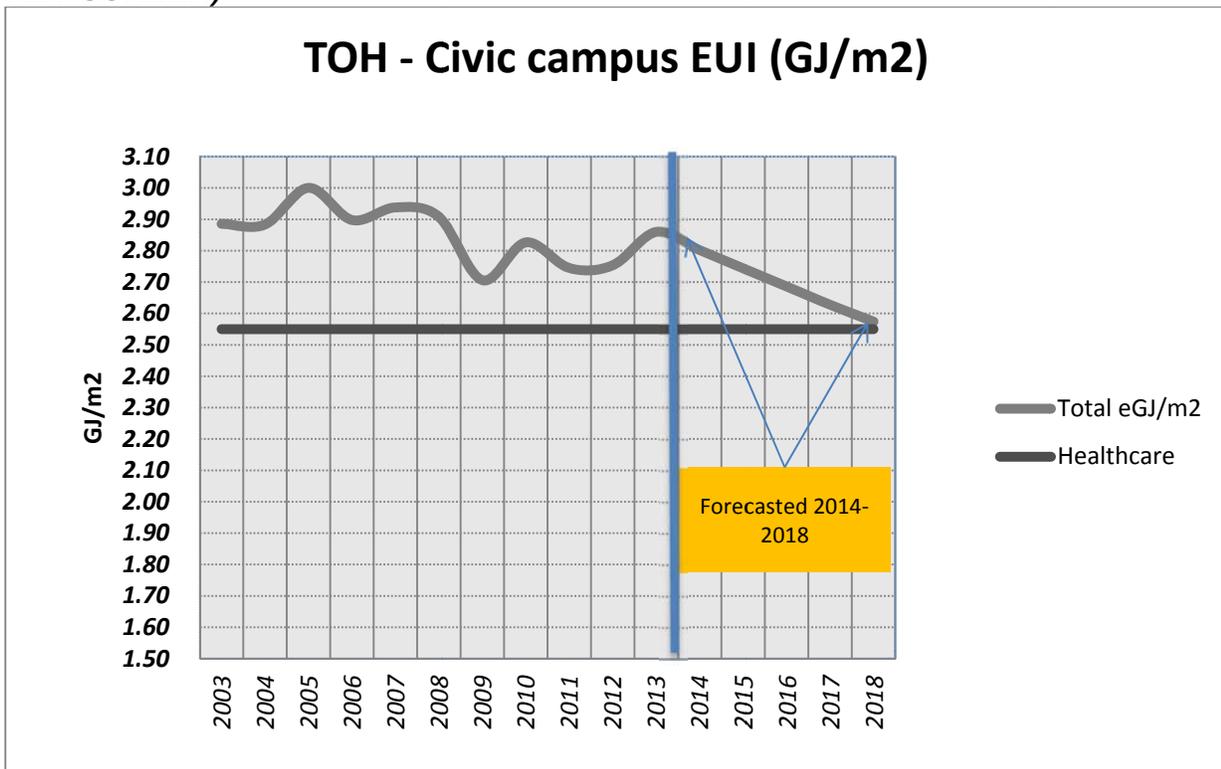


Exhibit 3 Estimated Energy intensity at the end of 2018 (end of 5 year energy management plan) compared to average ON acute care hospitals (709 ekWh/m2 yr RET SCREEN)



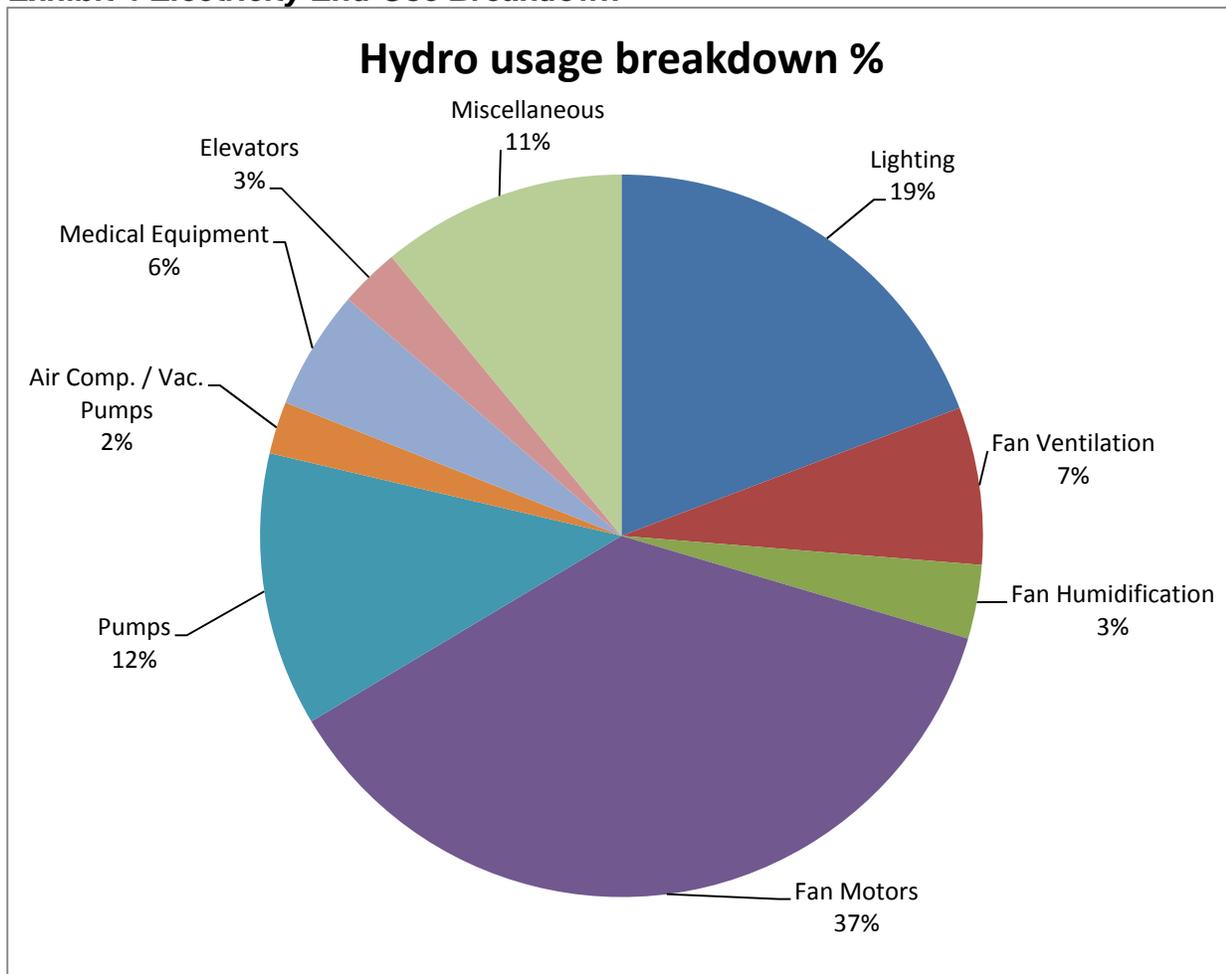
Energy End Use Breakdown

Energy end-use estimates are based on an ESCO project report that was implemented from 2003-2005. Specific energy uses that may overlap several categories are explained in their respective sections.

Electricity

Exhibit 4 illustrates the electricity end-use estimated % usage by category. The following end uses shown below were identified to have an electrical impact.

Exhibit 4 Electricity End-Use Breakdown



Observations on Electrical End-Use Breakdown:

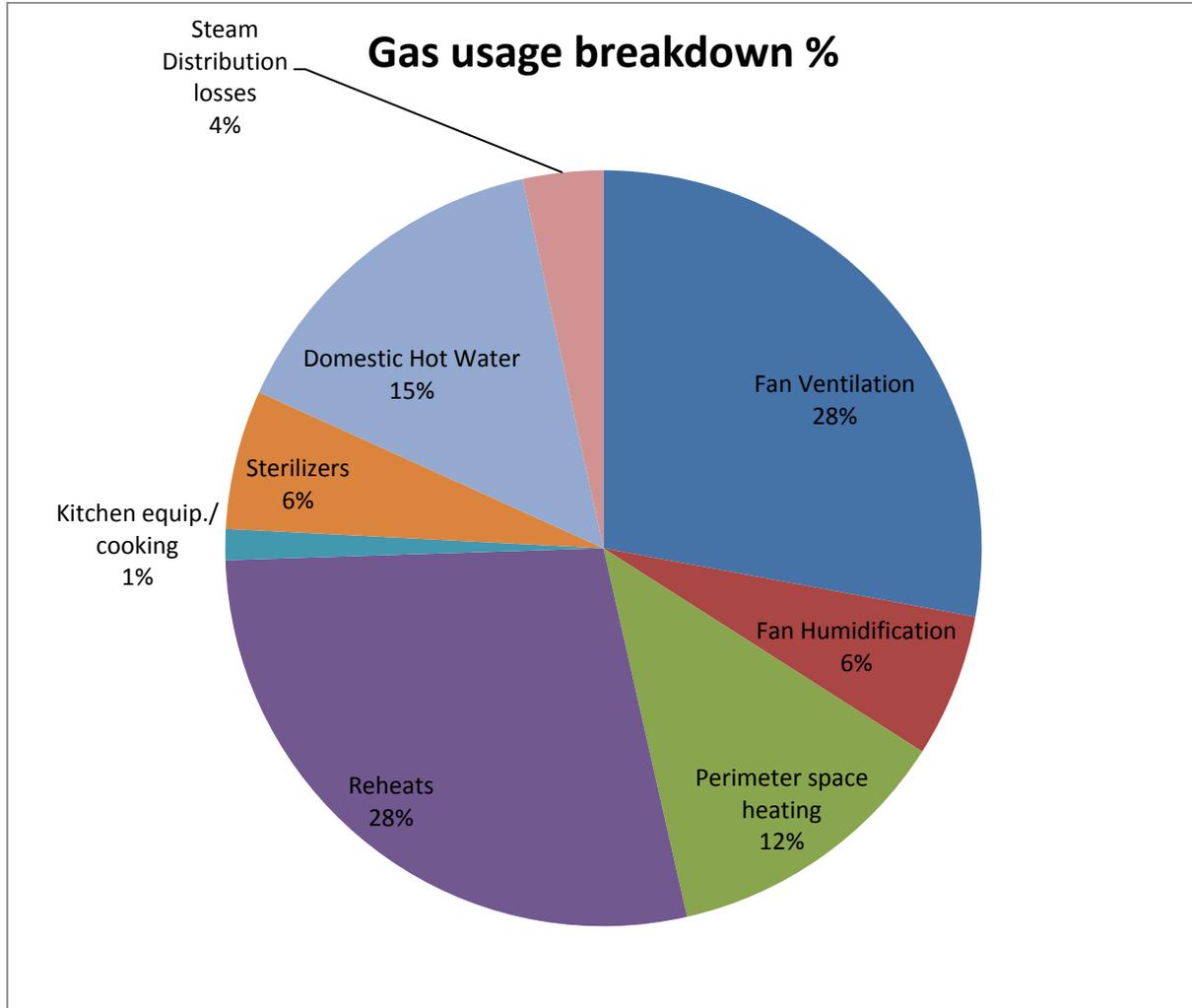
The highest 4 contributors to the hydro consumption are as follows:

1. HVAC Fans & Pumps: 59%
2. Plug Loads/Miscellaneous: 11%
3. Lighting: 19%
4. Medical Equipment: 8%

Natural Gas

Exhibit 5 illustrates the natural gas end-use distribution. The following end uses shown below were identified to impact natural gas use.

Exhibit 5 Natural Gas End-Use Breakdown



Observations on Natural Gas End-Use Breakdown:

Domestic Hot Water & Process: 28%

Process loads include steam consumption for humidification, sterilization, and cooking.

Space Heating: 72%

Space heating includes perimeter heating, reheats and HVAC (heating) loads.

Total Energy

Exhibit 6 illustrates the total energy (hydro and natural gas) end-use distribution.

Electricity represents 34% of the site energy while gas is 66%. Exhibit 7 illustrates the total energy end-use distribution.

Exhibit 6 Total utility breakdown % by type of utility

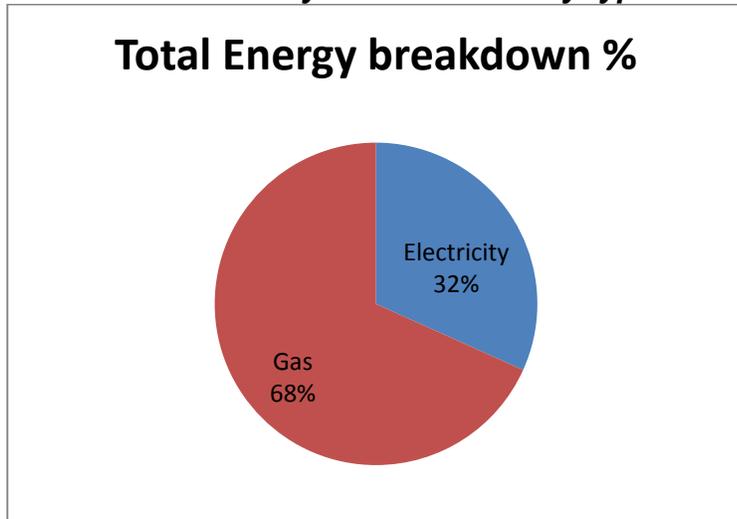
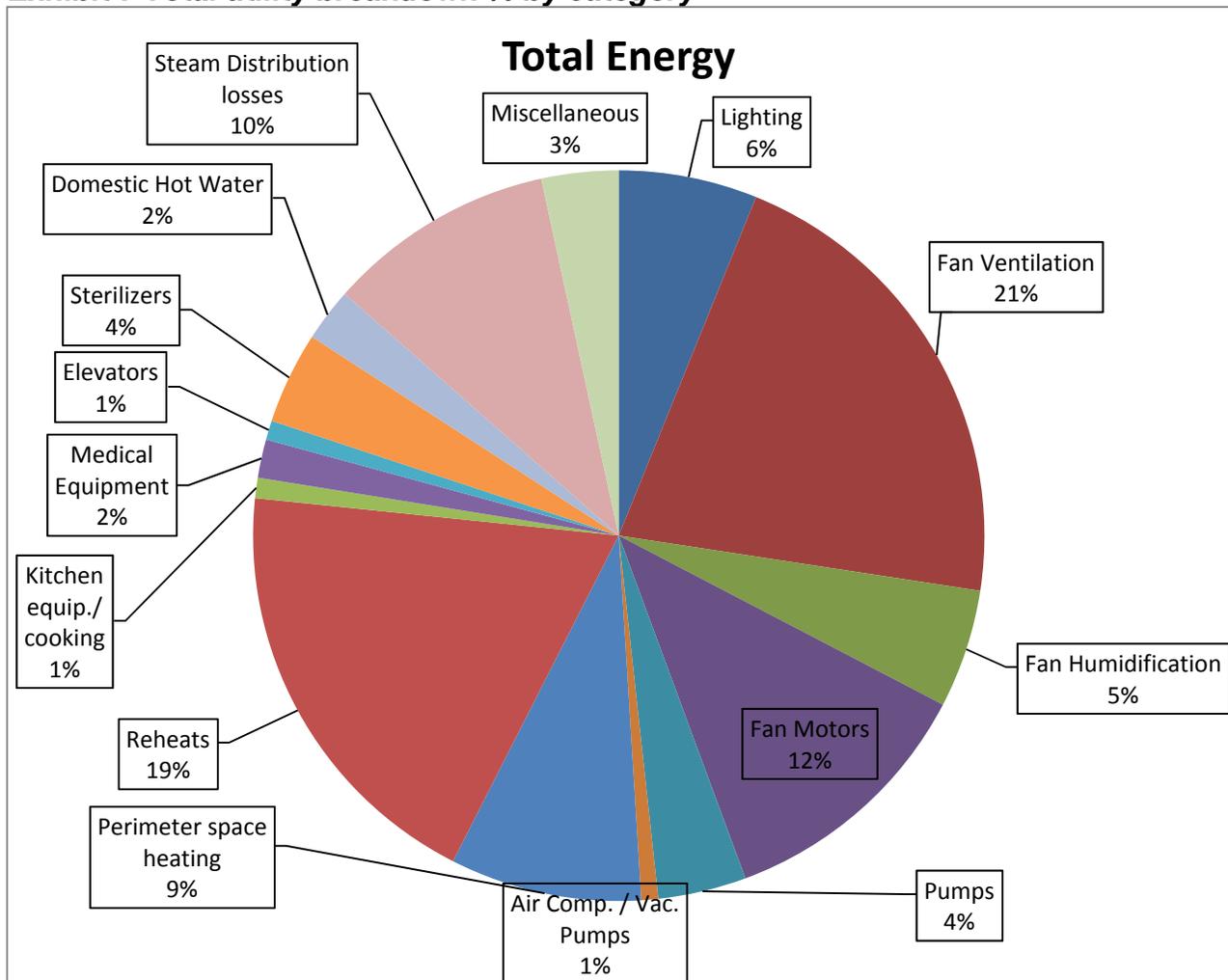


Exhibit 7 Total utility breakdown % by category



TOH energy savings streams to achieve plan targets:

The Ottawa Hospital started implementing energy savings measures in 1991 when a heat recovery heat exchanger was installed at the Civic campus to capture a good portion of the flue gases energy from the steam boilers serving the site. Projects continued to reduce the foot print of the sites with 2003 marking a \$17 million project with ESCO to save approx. \$2.7 million in utilities. The project included HVAC upgrades, lighting upgrades, water conservation and building envelope improvements.

The Ottawa Hospital continued upgrading and improving the system's efficiency after the ESCO project was done. The projects that were implemented at the Civic campus were shown in Table (1).

The benchmarking result for OCH shows that the Energy Use Index (EUI) for the site is approximately 10% higher than the average acute care ON hospitals, however, we are planning to reduce it further by considering energy efficiency to be an essential criteria in our capital projects and when the financial analysis is within the specified Internal rate of return (IRR) or simple payback limits mentioned earlier.

The main categories that we expect to invest in order to reduce our Energy Use Intensity (EUI) with good IRR or payback are in the areas of lighting, HVAC equipment and medical equipment.

The projects to be implemented in the future would rely on the following streams:

1. Steams trap audit and repairs to avoid steam loss.
2. High pressure steam traps monitoring for early detection of failures.
3. Monitoring the boiler plant efficiency and upgrade when possible.
4. Working with capital projects to implement energy efficiency.
5. Retro commissioning and commissioning the projects properly to achieve optimum performance during operation.
6. Maintaining the insulation for HVAC and steam / HW pipes in good condition.
7. Sub meter and monitor on phases the critical loads at the sites.
8. Lighting upgrades when feasible.
9. Building envelope improvements.
10. Staff involvement and awareness to help save energy.
11. Water conservation, in spite of being the only utility that is not incentivized so far, due to the high increase in the unit cost (doubled since 2002 rates), we will

continue our efforts to save water and sewer. TOH received the OHA water conservation award in 2013.

12. Chiller plant monitoring and optimization on the supply side, at the same time optimize the demand side by minimizing the Air handling Units running time through precise schedules at the Building Control Center (BCC) and to optimize the operating parameters such as the static pressure and motor speed.
13. Working jointly with other departments to implement energy efficiency like Medical Equipment upgrades (Biomedical Engineering), new buildings and renovations at the sites (Capital & Renewal), efficient new equipment based on life cycle costing (Purchasing department).
14. Energy Star equipment specification when available as TOH is the only Energy Star participant.
15. Train and refresh the training for the stationary engineers operating the equipment.
16. Apply for the available incentives programs like OPA's saveONenergy program, Enbridge gas conservation program and others if available to improve the feasibility of the energy conservation project so that it is approved for implementation faster.
17. Plan for better contribution in the Demand Side management Programs in order to reduce the demand during ON peak hours and reduce the Global adjustment charge.