



# Energy Conservation & Demand Management Plan (2019-2024)

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Prepared for:

Town of Innisfil

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## 1.0 BACKGROUND

In 2009, Ontario Regulation (O. Reg.) 397/11, required public agencies in Ontario, including municipalities, to publicly report on energy consumption and associated greenhouse gas (GHG) emissions annually, and publish and implement five-year Energy Conservation & Demand Management (CDM) Plans to monitor progress and update their Action Plans.

Starting on January 1, 2019, a new regulation was introduced, O. Reg. 507/18, which replaced O. Reg. 397/11 after the Green Energy Act was repealed. Municipalities are still required to report annually on energy use and GHG emissions and to prepare and make public updated 5-year Energy CDM Plans. As such, the Town of Innisfil continues to report annually on its energy consumption and associated GHG emissions and continues to develop and implement an Energy Conservation & Demand Management Plan every five years.

## 2.0 EXECUTIVE SUMMARY

This Energy CDM Plan (hereafter referred to as the Plan) is an updated plan that outlines resources and measures to improve energy efficiency and reduce greenhouse gas (GHG) emissions.

The Energy CDM Plan is comprised of two parts:

1. A summary of the Town of Innisfil's annual energy consumption and GHG emissions for its operations.
2. A description of previous, current and proposed measures for conserving energy and managing demand of the Town of Innisfil's operations, including a forecast of the anticipated energy savings results of current and proposed Energy Conservation Measures (ECM's).

This five-year Energy CDM Plan (2019 – 2024) presents a high-level review of the Town of Innisfil's facilities and proposes detailed energy management initiatives and ECM's to reduce energy consumption and GHG emissions in its heated and cooled buildings, as well as in its water and

wastewater treatment and pumping facilities. This Energy CDM Plan will serve as a tool for the Town of Innisfil to reduce its energy consumption and GHG emissions and a basis to ensure best practices in energy management throughout the Town's operations. The Plan will allow to position the Town of Innisfil as a leader in energy efficiency and sustainability.

The Plan includes an evaluation of past and current ECM's and an estimation of the energy savings' potential of proposed measures. Additionally, the Plan provides an analysis of the historical energy profile, which offers a better understanding of the energy performance of the Town's facility portfolio and operations.

## 2.1 RECOMMENDATIONS

The action plan and recommendations provided in the Energy CDM Plan are summarized in the following three categories:

### 2.1.1 Planning & Strategy

The most important element of a successful Energy CDM Plan is commitment. The Town of Innisfil is committed to allocate staff and funding to achieve the Plan's goals and objectives and to sustain improvements, energy savings, and reductions in GHG emissions in the long term.

To this end, the Town of Innisfil will:

- Form a dedicated Energy Management Team and appoint an Energy Management Officer in order to set goals, tracks progress, and promote the Energy CDM Plan.
- Institute a Corporate Energy Policy that will formalize the Town's senior management support and articulate the Town's commitment to energy efficiency.
- Develop an Energy CDM Plan in alignment with the strategic goals and objectives laid out in the Community Strategic Plan: *Innovative Innisfil 2030*.

### 2.1.2 Energy Auditing & Retrofits

This section of the Plan will focus on the technical measures that will be undertaken by the Town, including facility energy audits to identify opportunities and implementing energy-saving projects. Through the 2019-2024 Plan’s period, the Town of Innisfil will Identify gaps between current energy performance and the Energy CDM Plan’s set targets by reviewing the results of the energy audits and evaluating progress.

### 2.1.3 Engagement

To enhance the effectiveness of the Energy CDM Plan, the Town of Innisfil will make staff and other key stakeholders aware of the Plan’s energy goals and set responsibilities in carrying out the Plan’s initiatives.

| 2019-2014 ENERGY CDM PLAN<br>RECOMMENDATIONS & ENERGY CONSERVATION MEASURES |   |             |
|---|---|-------------|
| Category  | Measure   | When        |
| Planning & Strategy   | Form an Energy Management Team & Appoint an Energy Management Officer | Short Term  |
|   | Institute a Corporate Energy Policy                                   | Short Term  |
|   | Alignment with Community Strategic Plan 2020-2030                     | Medium Term |
| Energy Auditing and Retrofits   | Conduct Energy Audits   | Short Term  |
|   | Implement Energy Conservation Measures                                | Medium Term |
| Engagement  | Employee Engagement, Awareness and Training                           | Medium Term |
|   | Energy Treasure Hunt Campaigns  | Short Term  |

Table 1 – List of Recommendations

### 3.0 INTRODUCTION

In July 2014, the Town of Innisfil prepared, submitted, and made publicly available an Energy CDM Plan to fulfil the requirements of Ontario Regulation 397/11. The 2014 Energy CDM Plan provided a comprehensive overview of Town of Innisfil’s operations, including a summary of the annual energy consumption and GHG emissions, and discussed project upgrades and Energy Conservation Measures to reduce energy consumption and GHG emissions. The 2014 Energy CDM Plan also described a target of 5% reduction in overall energy intensity over the duration of the Energy CDM Plan.

Since 2014, the Town of Innisfil has invested and implemented numerous energy efficiency projects resulting in substantial energy savings. The Town also took advantage of incentives and funding streams available through Ontario’s Save on Energy program.

#### 3.1 TOWN OF INNISFIL COMMITMENT

The Town of Innisfil’s general approach to strategy is reflected in the following documents:

- **Community Strategic Plan:**

This document sets the strategic direction for the Town of Innisfil by adopting a vision and mission for the community and defining the values that guide us as we work to grow, connect and sustain the community through the realization of our strategic objectives. Titled “Innovative Innisfil 2030”, the Town of Innisfil’s updated Community Strategic Plan is guided by Council and captures the hopes and dreams of our community following numerous engagement and master plan exercises.

- **Corporate Strategic Plan:**

This provides staff and leaders with clear guidance for how we will innovate, change and work together collaboratively. Our Corporate Strategic Plan helps us to unlock our potential to execute the vision of Innovative Innisfil 2030 and exceed expectations.

– **Implementation Plans:**

As part of the multi-year budget cycle, staff from the “One Town, One Team” will work together to develop Implementation Plans specifically designed to deliver on the strategic goals and objectives of *Innovative Innisfil 2030*.

– **Energy CDM Plan:**

The Town of Innisfil is committed to meeting the requirements of Ontario Regulation 507/18 to report on energy consumption and GHG emissions annually and make the Plan and the energy consumption report available on the Town’s website. The Town of Innisfil will ensure that the Energy CDM Plan is monitored and updated every five years.

### 3.1.1 Vision

The Town of Innisfil is committed to providing service to residents in a responsible manner that supports a sustainable community. With this commitment in mind, the Town will strive to reduce energy consumption and GHG emissions in order to mitigate energy costs and the environmental effects of the Town’s operations and activities. This will be achieved through a concerted effort to raise awareness about energy conservation and developing Implementation Plans aligned with the aim to deliver on the strategic goals of the Energy CDM Plan.

### 3.1.2 Objectives

The Plan’s objectives are set to provide direction to the Energy CDM Plan and include the following:

- Provide a framework for managing energy consumption and implementing energy efficiency measures and engaging with partners and stakeholders to conserve energy.
- Reduce energy use and greenhouse gas emissions throughout the Town of Innisfil’s facilities and operations.
- Implement a platform to monitor energy consumption and GHG emissions, update the Energy CDM Plan on a regular basis, and seek the support of staff, decision-makers and key

stakeholders to execute the ECM’s identified in the Energy CDM Plan in alignment with the Town’s general strategy Town Council’s priority objectives.

### 3.2 ENERGY MANAGEMENT PLAN APPROACH

The proposed Energy CDM Plan will be delivered based on the principle of performance-based energy management. This approach relies on identifying main building categories and benchmarking energy data sets with comparable buildings to identify energy performance, set energy efficiency targets for each facility, and establish GHG emissions reduction targets.

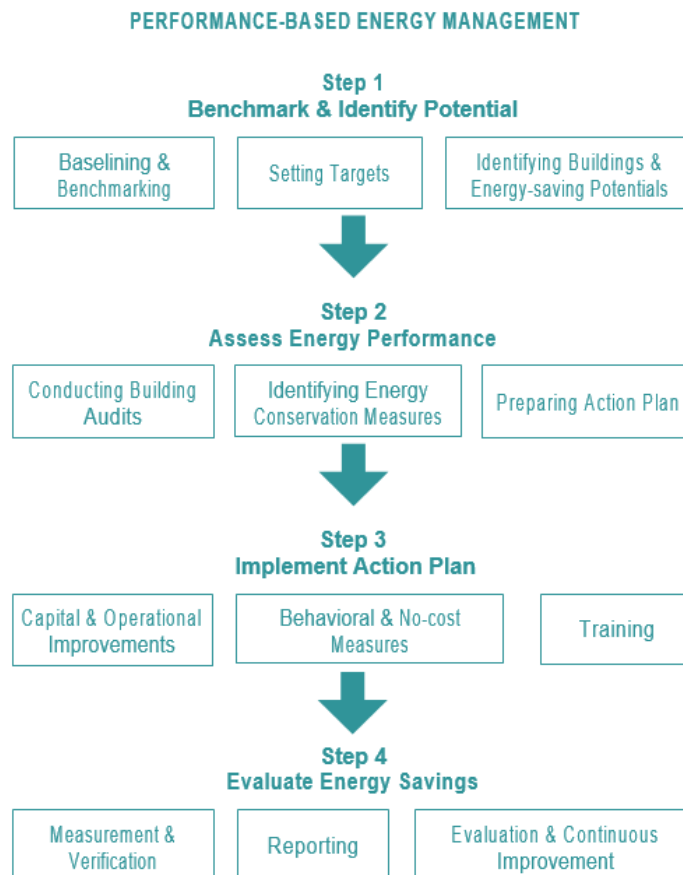


Figure 1 – Performance-based Energy Management Process



### 3.2.1 Assessment of Energy Performance

The Town of Innisfil will conduct energy audits in the facilities identified in Step 1 of the Performance-based Energy Management Process, to assess the energy performance of equipment, processes and systems to help identify opportunities for improvement.

The energy assessments will be conducted on three main building types and, depending on each building type and related building systems and technologies, the energy audits and investigations will focus on:

For Water & Wastewater Treatment Facilities:

- Water and wastewater treatment process improvements
- Pumping and fan applications
- Lighting upgrades
- HVAC
- Employee engagement, awareness and training

For Municipal Buildings and Recreational Centres:

- HVAC, boiler and chiller systems
- BAS and energy management systems
- Lighting upgrades
- Pumping and fan applications
- Employee engagement, awareness and training

Based on the energy audit results and recommendations, detailed energy management and action plans will be prepared, including energy conservation and GHG reduction measures, equipment retrofits, and operational and behavioral changes that reduce energy use. All action plan recommendations will include budget estimates and resource requirements for implementing the energy conservation and GHG reduction measures.

### **3.2.2 Implementation of Action Plan**

To implement a successful Action Plan, the Town of Innisfil will act on the findings and recommendations of the energy audits by developing a Communication Plan with the objective of gaining support and input from key people at different levels within the Town of Innisfil. The Town of Innisfil will make targeted efforts to increase awareness of facility energy use, which will help build support for the energy management and Action Plan.

Additionally, the Town will develop a tracking system, which will be used to measure progress towards established targets and assess how project milestones and deadlines are met. After implementation of the ECM's, the Town will conduct periodic reviews to update the Energy CDM Plan and continually meet energy performance goals.

### **3.2.3 Evaluation of Energy Savings**

As mentioned above, the Town of Innisfil will maintain a tracking/monitoring system to evaluate the energy management activities and identify any corrective actions to meet the energy performance targets.

The Town of Innisfil will evaluate progress by conducting technical reviews of energy data following the implementation of the ECM's identified in the energy Action Plan. The Town of Innisfil will gather energy use data and compare the results to energy performance goals to determine accomplishments, create new Action Plans, and set new performance goals.

### **3.2.3 Employee Engagement, Awareness & Training**

Employee engagement, education, and awareness on energy conservation is an integral part of the Energy CDM Plan, with the goal of achieving and sustaining reductions in energy use and GHG emissions.

To involve internal staff and engage senior management in the process of finding operational and behavioural energy savings opportunities, the Town of Innisfil will implement awareness programs

that will reinforce the link between individual behaviour and the potential for energy savings. Energy Treasure Hunt campaigns will be conducted in select facilities, which will provide the opportunity to create teammate engagement, motivate employees to adopt and pursue energy efficiency, and establish a culture of continuous improvement.

## **4.0 ENERGY CDM PLAN DEVELOPMENT**

The 2014-2019 Energy CDM Plan served as a starting point in the development of this Plan update. The 2014 Plan was developed with the help of Innisfil Hydro Distribution (InnPower), which conducted an energy audit and identified Energy Conservation Measures that informed the Town's Action Plan from 2014 to 2019. The current Plan update identifies further measures and activities that aim to establish a comprehensive approach to energy management, implement best practices available in the municipal sector, and continually consult with internal staff and external stakeholders to achieve the Plan's objectives and goals.

### **4.1 MAKING A COMMITMENT**

The Town of Innisfil believes that successful energy management is based on a collaborative approach and efforts spanning all the Town's departments and resources as well as key external partners. The success of the Energy CDM Plan is based on regularly evaluating energy performance and executing steps to increase energy efficiency. To establish the Plan, the Town will institute a Corporate Energy Policy that will have a clear and measurable objective that reflects the Town of Innisfil's commitment. The Policy will include provisions for evaluating and updating the Policy to reflect changing needs and priorities.

Furthermore, the Town of Innisfil will form a dedicated Energy Management Team that will be responsible for executing energy management activities across the Town's different operations and ensuring integration of best practices. The Town of Innisfil will also appoint an Energy Management Officer that will help set goals, track progress, and promote the Energy CDM Plan.

## 4.2 IESO & InnPower

From 2014 to 2019, the Independent Electricity System Operator (IESO) Save on Energy program, delivered through the Local Distribution Company, InnPower, provided valuable incentives for energy conservation projects implemented by the Town of Innisfil. Since 2014, the Town has participated in 19 energy efficiency upgrades through the Save on Energy program. InnPower has been a key partner and technical resource that helped the Town manage project incentive applications and secure Save on Energy funding. InnPower provided essential input for the Town of Innisfil with utility bill data collection, data tracking, and supporting the Energy CDM Plan. Going forward, The Town will continue to seek Save on Energy incentives and other Provincial and Federal funding streams for all its retrofit and new construction projects.

## 4.3 ENERGY AUDITING

To support and help inform the Energy CDM Plan with recommendations for energy efficiency and project upgrades, the Town of Innisfil will complete detailed energy audits for its buildings and facilities. The energy audits will cover all water and wastewater treatment and pumping facilities, administration buildings, community centres and recreation facilities, and other buildings such as fire stations, and libraries. The ASHRAE Level 2 audits will help identify both capital and operational improvements, including detailed energy calculations and financial analysis of proposed energy efficiency measures. The audits will provide detailed financial analysis for each proposed ECM based on implementation cost estimates, energy and operating cost savings, and the Town's investment criteria, with sufficient project details to proceed to implementation.

## 5.0 ENERGY CONSERVATION MEASURES

### 5.1 PREVIOUS & CURRENT MEASURES

#### 5.1.1 Energy Efficiency

Over the period 2014-2019, the Town of Innisfil has been active in implementing energy efficiency projects. In 2013, InnPower (formerly Innisfil Hydro Distribution) prepared an Energy Assessment Report detailing numerous energy conservation recommendations and cost reduction initiatives. By 2014, the Town of Innisfil had already implemented several of the Report’s recommendations, including lighting upgrades in multiple facilities, and participation in the Demand Response Program, which provided steady compensation for reducing electrical demand at specific times of power system need.

After 2014, the Town of Innisfil continued its efforts to be more energy efficient and implemented many energy efficiency upgrades as outlined in the following table:

| DEPARTMENT                       | PROJECTS   | DESCRIPTION   | INCENTIVES | ENERGY SAVINGS      |
|----------------------------------|------------|---|------------|---------------------|
| Recreation Facilities            | 7 Projects | <ul style="list-style-type: none"> <li>- LED Lighting retrofit upgrades</li> <li>- Participation in both the Retrofit and Small Business Lighting programs</li> </ul>                                     | \$10,760   | 94,700 kWh/ year    |
| Administration & Other Buildings | 6 Projects | <ul style="list-style-type: none"> <li>- LED Lighting retrofit upgrades</li> <li>- Participation in both the Retrofit and Small Business Lighting programs</li> </ul>                                     | \$319,800  | 994,150 kWh/ year   |
| Water Facilities                 | 1 Project  | <ul style="list-style-type: none"> <li>- LED Lighting retrofit upgrades</li> <li>- Participation in the Retrofit program</li> </ul>   | \$1,200    | 14,010 kWh/ year    |
| Wastewater Facilities            | 3 Projects | <ul style="list-style-type: none"> <li>- LED Lighting retrofit upgrades</li> <li>- Process equipment upgrades</li> <li>- Participation in both the Retrofit and Process &amp; Systems programs</li> </ul> | \$234,030  | 1,912,200 kWh/ year |

Table 2 – Past & Current Energy Conservation Measures

Overall, the Town has implemented over 18 retrofit projects in several facilities, including the LED upgrade of the Town’s streetlighting system. This investment generated over 3,000,000 kWh/year in electricity savings, or \$360,000 in annual electricity cost savings, and secured more than \$560,000 in Save On Energy incentives.

A summary of the change in overall energy consumption by department from 2014 to 2019 is shown in the figures below.

**- Administration & Other Buildings:**

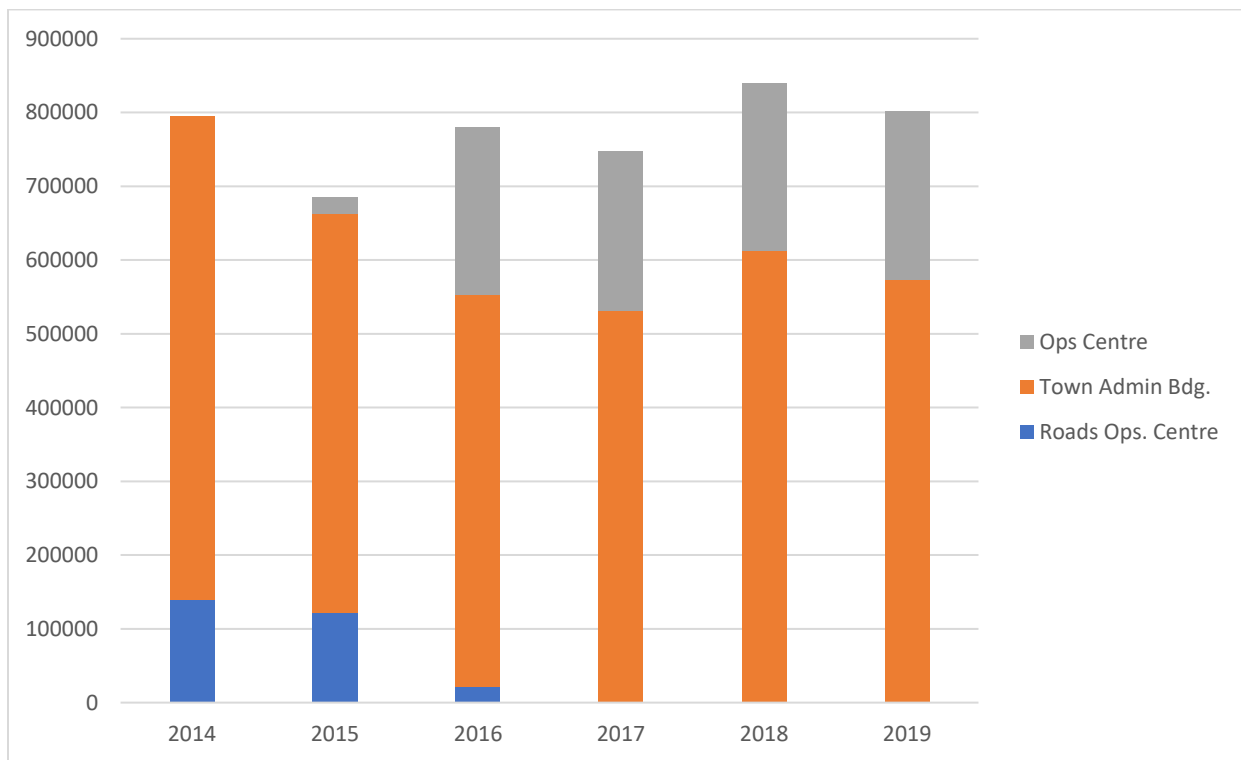


Figure 2 – Administration Buildings – 2014-2019 Electricity Consumption

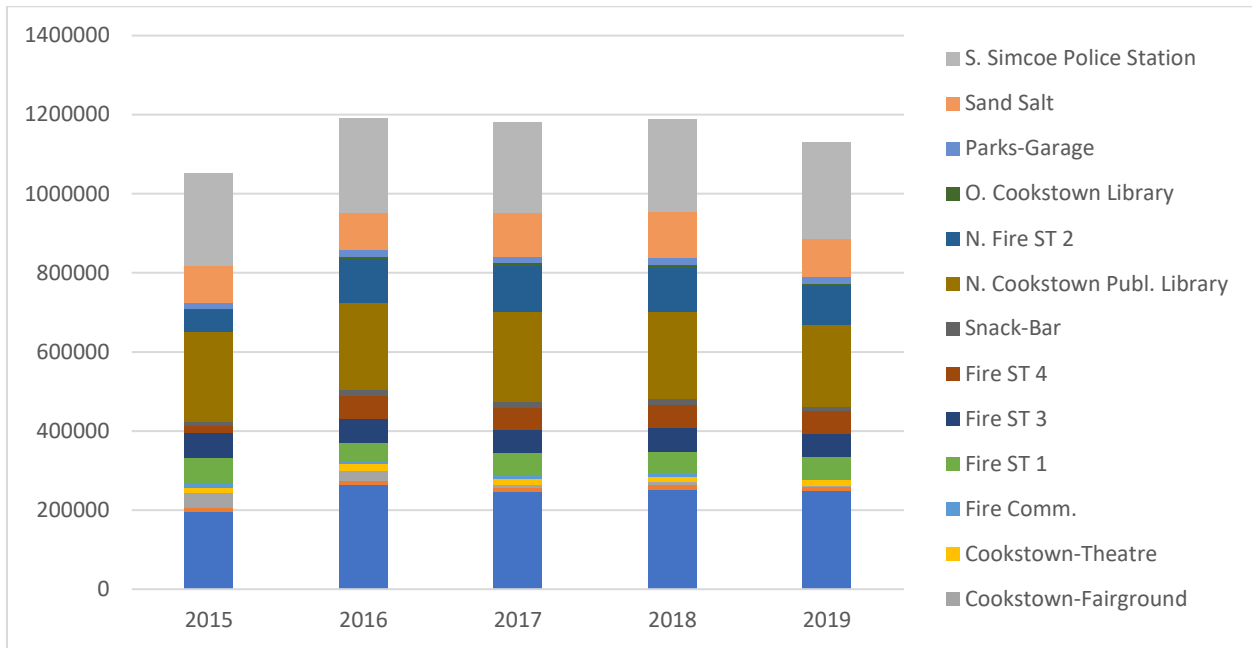


Figure 3 – Other Town Buildings – 2014-2019 Electricity Consumption

- Community & Recreation Centres:

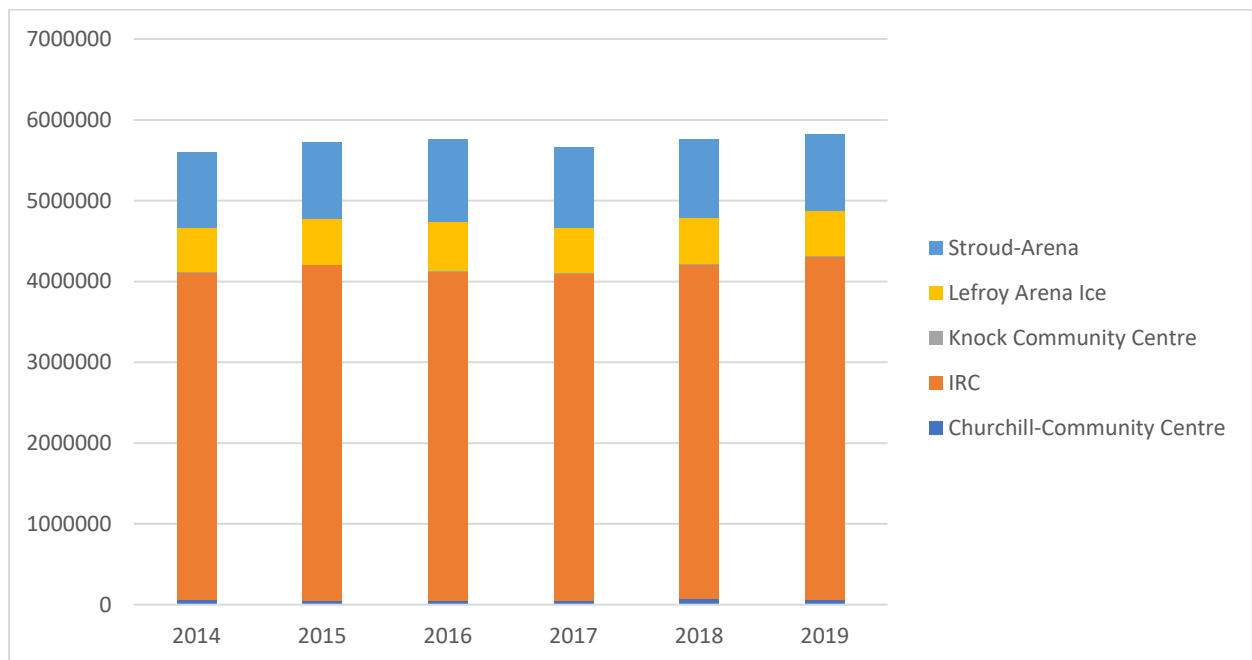


Figure 4 – Community & Recreation Centres – 2014-2019 Electricity Consumption

- Water & Wastewater Treatment & Pumping Facilities:

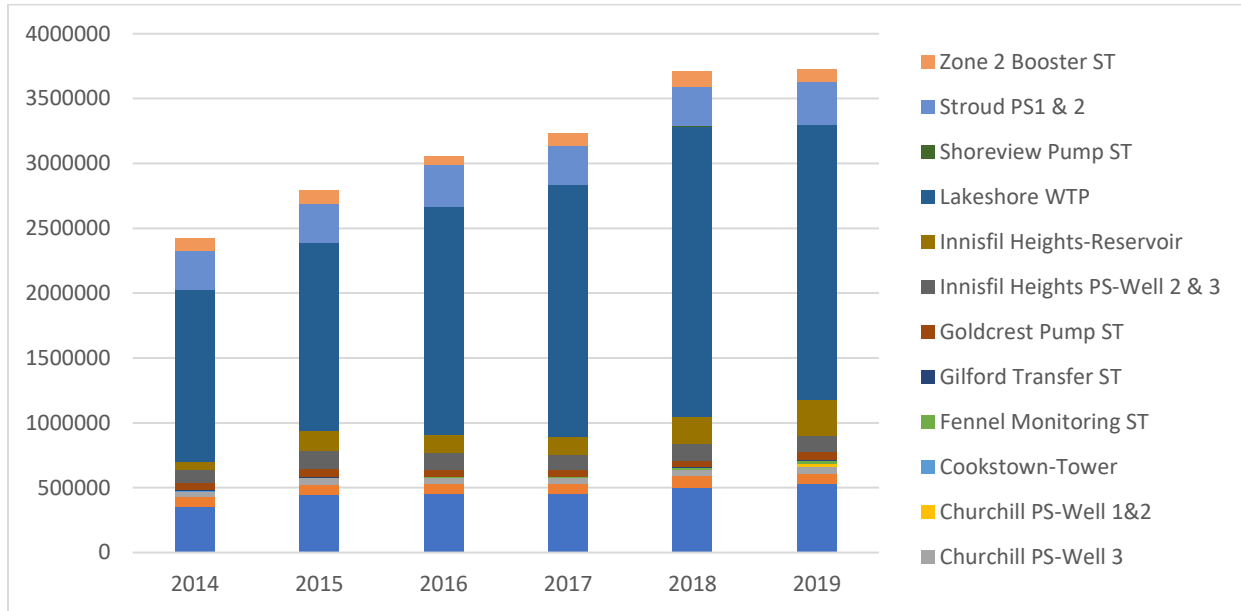


Figure 5 – Water Treatment & Pumping – 2014-2019 Electricity Consumption

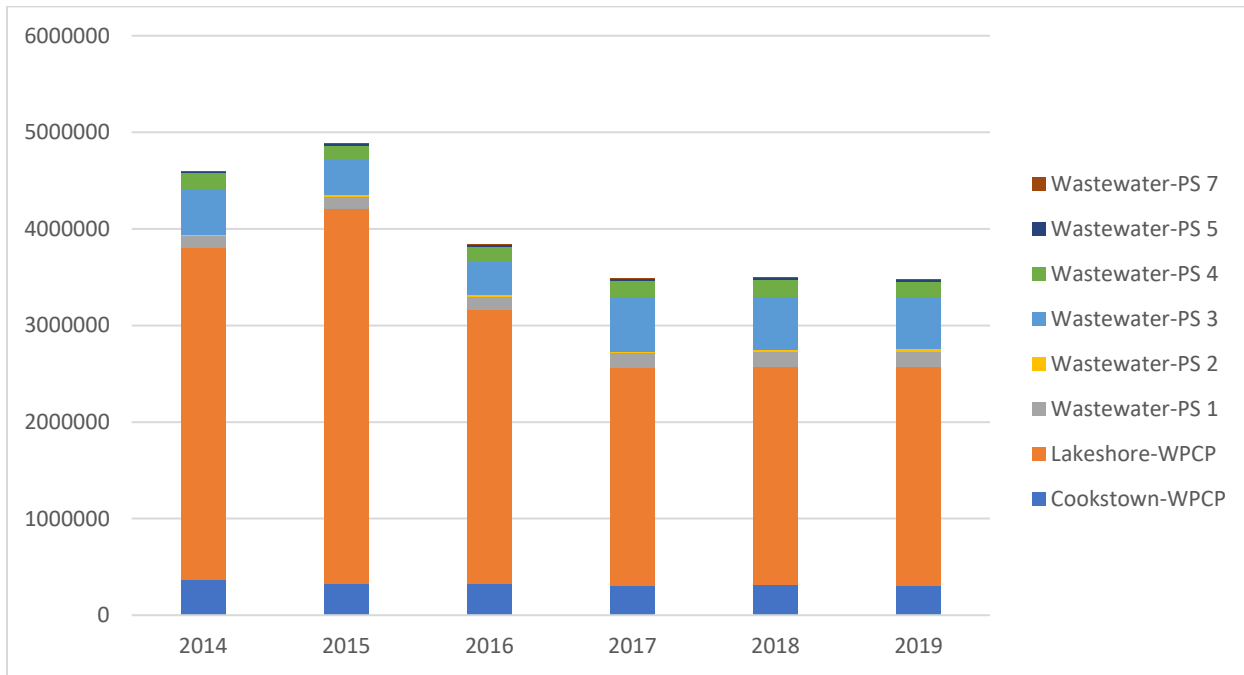


Figure 6 – Wastewater Treatment & Pumping – 2014-2019 Electricity Consumption



### 5.1.2 Renewable Energy Generation

The Town of Innisfil has three photovoltaic assets producing electricity as follows:

1. 780W off grid supplying the lighting at the Innisfil Gateway sign
2. 525W behind the meter demonstration panels at the Cookstown Library
3. 10kW MicroFIT solar tracking unit is at 2147 Innisfil Beach Road

Currently, the Town does not have any plan for more Feed in Tariff (FIT) installations.

### 5.1.3 Ground Source & Thermal Energy

The Town has one ground-source heat pump in operation at the Cookstown Library. There are no other ground-source energy projects planned over the next five years.

The Town does not have any thermal energy harnessing by thermal air technology or thermal water technology. There are no plans to do so within the next five years.

## 5.2 FUTURE MEASURES

### 5.2.1 Energy Management Officer

The success of the Energy CDM Plan relies on a committed Energy Management Officer to achieve the Town of Innisfil's goals by establishing energy performance as a core value.

The Energy Management Officer duties include the following:

- Creating and leading the Energy Management Team
- Acting as the point of contact for Town Council and senior management
- Coordinating and directing the Energy CDM Plan
- Monitoring progress of the Energy CDM Plan
- Measuring, tracking, assessing and communicating results
- Securing resources to implement the Plan's measures and initiative
- Developing an energy awareness program, including staff training

The Energy Management Officer will be tasked with spearheading integration of energy management across all the Town's department activities and projects.

### 5.2.2 Energy Management Team

The Town of Innisfil will form a core Energy Management Team comprised of internal department staff and key external stakeholders with the responsibility of supporting the development, updating, and implementation of the Energy CDM Plan to achieve its goals and objectives. The Energy Management Team will meet on a regular basis to discuss current energy related issues and prepare updates on ongoing ECM's, as well as to recommend updates of the Energy Action Plan, including new opportunities and barriers to energy conservation.

The Energy Management Team will be comprised of the following stakeholders:

- Operations Services (Town of Innisfil)
- Planning Services (Town of Innisfil)
- Engineering Services (Town of Innisfil)
- Financial Services (Town of Innisfil)
- CAO's Office (Town of Innisfil)
- Communications Services (Town of Innisfil)
- Fire & Rescue Services (Town of Innisfil)
- Utilities (InnPower, Enbridge)

### 5.2.3 Energy and GHG Emissions Reduction Targets

Understanding current and past energy use is how the Town of Innisfil will identify opportunities to improve energy performance and set realistic energy savings targets.

Based on a review of best practices and benchmarking, the Town of Innisfil will be able to set its energy and GHG emissions reduction targets to 2024 and beyond. This approach relies on

benchmarking the Town's facilities and comparing their energy performance to each other and to similar facilities with the most energy efficient profile in the Province of Ontario.

Additionally, public reporting of building energy use and GHG emissions for the Broader Public Sector (PBS) provides a database that will be used by the Town for benchmarking by comparing the Town's buildings to the most energy efficient buildings in the Province. The benchmarking data will be used to prioritize which of the Town's facilities to focus on for improvements.

#### 5.2.4 Energy Conservation Measures

Detailed energy audits will be conducted by the Town to provide comprehensive energy reviews of the Town's operations. The audits will evaluate the actual performance of the facilities against performance level targets. The difference between the actual and target performance levels will identify the potential for energy savings and GHG emissions reductions.

The Town of Innisfil will follow the steps below for conducting energy audits:

- The appointed Energy Management Officer and the Energy Management Team will lead the energy auditing activities:

The Town of Innisfil will include assistance from the engineering and operations departments, including engineers and operations managers. Outside support may be solicited to provide in-depth expertise and an objective perspective on the Town's operations.

- The Energy Management Officer and the Energy Management Team will develop an energy audit plan:

Benchmarking results will be used to identify and prioritize buildings and facilities for evaluation. Energy Management Team members will be assigned to specific tasks, and all activities and projects timelines will be scheduled accordingly.

- The Town will act on the audit results:

Based on the energy audit results, which would include detailed operational and equipment retrofit recommendations to reduce energy use as well as estimates of resource requirements for completing ECM's, the Town will create a detailed Action Plan to improve energy performance. The scope of the Action Plan will be updated on a regular basis to reflect recent achievements and changes in energy performance and priorities. The Energy Team will communicate the Action Plan to all Town departments to get buy-in from senior management and input from all parties affected by the Action Plan.

## Appendix A – Previous & Current Measures

| Save on Energy Program | Name                     | Department     | Address                                  | Status    | Year Completed | kW Savings | kWh Savings | Incentive |
|------------------------|--------------------------|----------------|--|-----------|----------------|------------|-------------|-----------|
| Retrofit               | Town of Innisfil         | Streetlighting | 2101 Innisfil Beach Road, Innisfil       | Completed | 2015           | 0.00       | 926,422     | \$308,784 |
| Retrofit               | Town of Innisfil         | Admin          | 2101 Innisfil Beach Road, Innisfil       | Completed | 2016           | 0.00       | 3,864       | \$445     |
| Retrofit               | InnServices - WPCP       | Wastewater     | 1578 St. John's Rd, Innisfil             | Completed | 2016           | 1.34       | 5,372       | \$1,070   |
| Retrofit               | Cookstown Curling Club   | Recreation     | 18 Church St, Cookstown                  | Completed | 2017           | 8.17       | 22,354      | \$3,047   |
| Retrofit               | Cookstown Curling Club   | Recreation     | 18 Church St, Cookstown                  | Cancelled |                | 6.60       | 15,526      | \$1,211   |
| Retrofit               | Town of Innisfil         | Admin          | 2101 Innisfil Beach Road, Innisfil       | Completed | 2017           | 0.00       | 29,190      | \$2,500   |
| Retrofit               | Cookstown Curling Club   | Recreation     | 18 Church St, Cookstown                  | Completed | 2017           | 0.00       | 60,543      | \$6,054   |
| Retrofit               | Cookstown Public Library | Library        | 20 Church St, Cookstown                  | Completed | 2018           | 3.20       | 17,119      | \$1,955   |
| Retrofit               | Cookstown Public Library | Library        | 20 Church St, Cookstown                  | Completed | 2018           | 3.20       | 17,119      | \$1,955   |
| Retrofit               | InnServices - WPCP       | Wastewater     | 1578 St Johns Road, Innisfil             | Completed | 2018           |            | 12,844      | \$1,100   |
| Retrofit               | InnServices - WTP        | Water          | 2155 25 <sup>th</sup> Sideroad, Innisfil | Completed | 2018           |            | 14,011      | \$1,200   |
| PSUI                   | InnServices - WPCP       | Wastewater     | 1578 St Johns Road, Innisfil             | Completed | 2016           | 67.00      | 1,894,000   | \$231,859 |
| SBL                    | South Simcoe Theatre     | Recreation     | 1 Hamilton St, Cookstown                 | Completed | 2017           | 1.13       | 4,531       | \$478     |
| SBL                    | Lefroy Arena             | Recreation     | 1354 Killarney Beach Rd, Lefroy          | Completed | 2017           | 0.23       | 2,016       | \$400     |
| SBL                    | Innisfil Public Library  | Library        | 19 Queen St, Cookstown                   | Completed | 2017           | 0.72       | 2,629       | \$300     |
| SBL                    | Operations Centre        | Operations     | 6322 Yonge St, Innisfil                  | Completed | 2017           | 0.17       | 438         | \$78      |
| SBL                    | Innisfil Beach Park      | Recreation     | 676 Innisfil Beach Rd, Innisfil          | Completed | 2017           | 0.96       | 3,506       | \$400     |
| SBL                    | Centennial Park          | Recreation     | 7756 10 sideroad, Innisfil               | Completed | 2017           | 0.48       | 1,753       | \$200     |
| Audit Funding          | Cookstown Public School  | School         | 5088 County Rd 27, Cookstown             | Completed | 2018           | 0.00       | 0           | \$4,079   |

## Appendix B – References

- **Town of Innisfil Community Strategic Plan: Innovative Innisfil 2030:**  
<https://innisfil.ca/innovative-innisfil-2030/>
- **Town of Innisfil Asset Management Plan:**  
<https://innisfil.ca/wp-content/uploads/2019/05/AssetMgmt2014.pdf>
- **Town of Innisfil: 2014-2019 Energy CDM Plan:**  
<https://innisfil.ca/wp-content/uploads/2019/05/Energy-Conservation-and-Demand-Management-Plan.pdf>
- **NRCan: Guidelines for Energy Management:**  
[https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/pdf/EM%20Guidelines%20Eng%20Mar\\_27\\_2019.pdf](https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/pdf/EM%20Guidelines%20Eng%20Mar_27_2019.pdf)
- **Environment and Climate Change Canada, 2019: Canada’s Changing Climate Report**  
<https://changingclimate.ca/CCCR2019/>
- **Energy Use and GHG emissions for the Broader Public Sector (PBS):**  
<https://data.ontario.ca/dataset/energy-use-and-greenhouse-gas-emissions-for-the-broader-public-sector>