

AUGUST 6, 2024

Efficient electrification workshop #3 Financial analysis with RETScreen Expert

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Agenda

- Welcome and introductions
- Quick overview of RETScreen Expert
- Overview of financial parameters and terms
- Overview of how to conduct financial analyses with RETScreen Expert
- Discussion on incorporating other costs (carbon tax, demand charges)
- Activity 1: Demonstration of Level 1 and 2, sensitivity and risk analysis
- Activity 2: Follow along case study
- Wrap-up and questions and answers



Overview of RETScreen Expert

RETScreen Expert

- Intelligent decision support tool to enable stakeholders to rapidly identify, assess, optimize and track the performance of clean energy investments over the entire project life cycle
- 38 languages covering two thirds of the world's population



RETScreen development

- Natural Resources Canada (CanmetENERGY)
- Renewable Energy and Energy Efficiency Partnership
- Independent Electricity System Operator
- United Nations Environment Programme
- National Aeronautics and Space Administration
- Global Environment Facility



Natural Resources
Canada

REEEP®



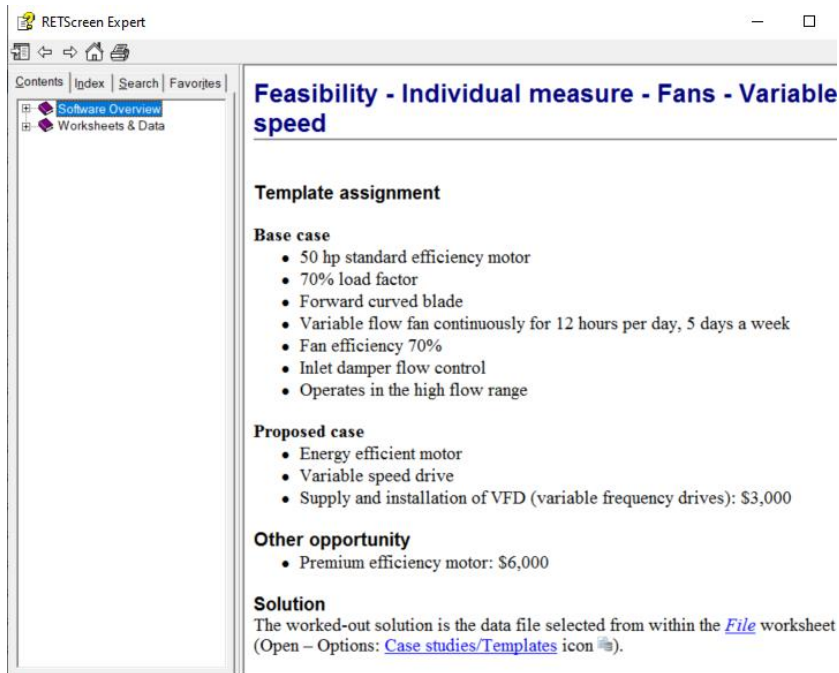
The complete toolbox! Let's take a quick look

The screenshot displays the RETScreen Expert software interface, titled "Clean Energy Management Software - Version 9.1". The interface is organized into several sections:

- Navigation Menu (Left):** Includes Home, Open, Close, Settings, Help, Subscribe, Save, Save As, and Exit.
- Getting started - Options:** Lists modules such as Virtual energy analyzer, Analysis type - Blank project, Benchmark, Feasibility, Performance, All, My files, Case studies/Templates, Portfolio analysis (My portfolio, My portfolio - Example, Net zero plan - Example).
- Workflow - Per facility:** A central circular diagram showing a workflow cycle: Start → Location → Benchmark → Facility → Energy → Cost → Emission → Feasibility → Finance → Risk → Performance → Data → Analytics → Report → Location. The cycle is divided into four quadrants: Performance Tracker (top-left), Virtual Energy Analyzer (top-right), Financial Risk Assessor (bottom-left), and Smart Project Identifier (bottom-right).
- Facility type - Examples:** Lists various facility types: Power plants, Power | Heating | Cooling, Power | Storage | Off-grid, Industrial | Agricultural, Commercial/Institutional, Residential, Military, Individual measure, Transportation, and User-defined.
- Integrated features:** Includes User manual, eLearning, Databases, Dashboards, and About us (CanmetENERGY in Varennes, RETScreen Innovation Lab, RETScreen Data Onboarding, RETScreen Capacity Building).

At the bottom of the interface, it states "RETScreen Expert - Professional - 9.1.0.90" and "© Minister of Natural Resources Canada 1997-2024." The logo for "Canada" is visible in the top right corner.

Learning resource – case studies and templates



RETScreen Expert

Contents | Index | Search | Favorites

- Software Overview
- Worksheets & Data

Feasibility - Individual measure - Fans - Variable speed

Template assignment

Base case

- 50 hp standard efficiency motor
- 70% load factor
- Forward curved blade
- Variable flow fan continuously for 12 hours per day, 5 days a week
- Fan efficiency 70%
- Inlet damper flow control
- Operates in the high flow range

Proposed case

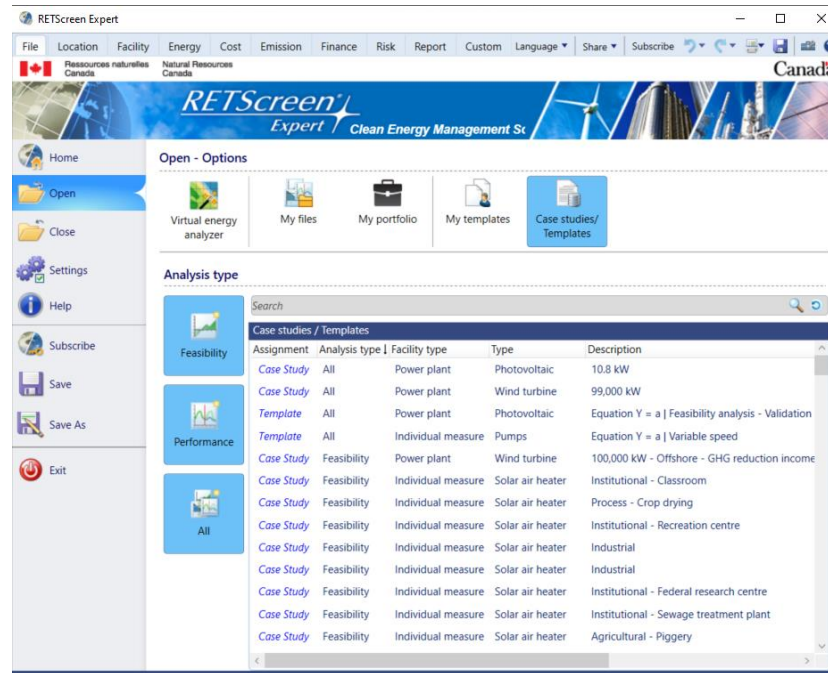
- Energy efficient motor
- Variable speed drive
- Supply and installation of VFD (variable frequency drives): \$3,000

Other opportunity

- Premium efficiency motor: \$6,000

Solution

The worked-out solution is the data file selected from within the [File](#) worksheet (Open – Options: [Case studies/Templates](#) icon).



RETScreen Expert

File Location Facility Energy Cost Emission Finance Risk Report Custom Language Share Subscribe

Resources naturelles Canada Natural Resources Canada

RETScreen Expert

Clean Energy Management System

Home

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Settings

Help

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Save As

Exit

Open - Options

Virtual energy analyzer | My files | My portfolio | My templates | **Case studies/Templates**

Analysis type

Search

Case studies / Templates	Assignment	Analysis type	Facility type	Type	Description
Case Study	All	Power plant	Photovoltaic	10.8 kW	
Case Study	All	Power plant	Wind turbine	99,000 kW	
Template	All	Power plant	Photovoltaic	Equation Y = a Feasibility analysis - Validation	
Case Study	Feasibility	Power plant	Wind turbine	100,000 kW - Offshore - GHG reduction income	
Case Study	Feasibility	Individual measure	Pumps	Equation Y = a Variable speed	
Case Study	Feasibility	Individual measure	Solar air heater	Institutional - Classroom	
Case Study	Feasibility	Individual measure	Solar air heater	Process - Crop drying	
Case Study	Feasibility	Individual measure	Solar air heater	Institutional - Recreation centre	
Case Study	Feasibility	Individual measure	Solar air heater	Industrial	
Case Study	Feasibility	Individual measure	Solar air heater	Industrial	
Case Study	Feasibility	Individual measure	Solar air heater	Institutional - Federal research centre	
Case Study	Feasibility	Individual measure	Solar air heater	Institutional - Sewage treatment plant	
Case Study	Feasibility	Individual measure	Solar air heater	Agricultural - Piggyery	

Learning resource – contextual text and video help

Subscriber: TdS Dixon Inc - Professional

Options

- eLearning
- RETScreen Connect

Motor

Type	
Capacity	
Efficiency - full load	%
Manufacturer	
Model	
Load factor	%
Efficiency - operating conditions	%
Motor shaft power load	kW
Pump	
Efficiency	%
Fluid load - full flow	kW
Flow type	
Flow range	
Flow control type	
Operating hours	h/d
Incremental initial costs	\$
Incremental O&M savings	\$
Number of pumps	
Electricity	kWh

Capacity

The user enters the capacity of the motor. This value, also called "motor horsepower," "motor rated power" or "motor size," represents the motor rating or the motor rated shaft power load and can typically be found on the motor nameplate. The user can consult the RETScreen Product Database for more information.

Show figure:

[Pump-Motor System Schematic](#)

Pumps - YouTube

youtube.com/watch...

Premium

Feasibility Analysis with RETScreen Expert

Pumps

CanmetENERGY

RETScreen eLearning

5.26K subscribers

9 0:01 /

1.2K views 4 years ago Step-by-Step Energy Audits & Individual Energy Efficiency | ...more

From RETScreen eLearning Computer program For you

Fans

RETScreen eLearning

1K views · 4 years ago

2:01

Overview of RETScreen Expert Platform (20 min)

RETScreen eLearning



Overview of key financial terms

What information do we need?

Capital cost

- One time or phased (re-fit)

Savings

- Energy and other

Time horizon

- The period over which the project will deliver value

Discount rate

- Minimum rate of return required by investor (hurdle rate)
- Weighted average cost of capital
- Higher risk tends to increase discount rate

Inflation rate

- Energy and other

What information do we need? (con't)

Financial parameter	Where in RETScreen
Capital cost	<i>Incremental initial cost</i>
Savings	<i>Incremental O&M costs/savings</i> (also <i>fuel costs/savings</i> - calculated)
Time horizon	<i>Project life</i> (financial analysis worksheet)
Discount rate	<i>Discount rate</i> (financial analysis worksheet)
Inflation rate	<i>Inflation rate</i> (financial analysis worksheet)

Essential formulas

- Conventionally future amounts are compared (apples to apples) with present value

$$\textit{Present Value} = \frac{\textit{Future Amount}}{(1 + \textit{Discount Rate})^{\textit{years}}}$$

- Future savings are typically determined by inflating present savings

$$\textit{Future Amount} = \textit{Present Savings} (1 + \textit{Inflation Rate})^{\textit{years}}$$

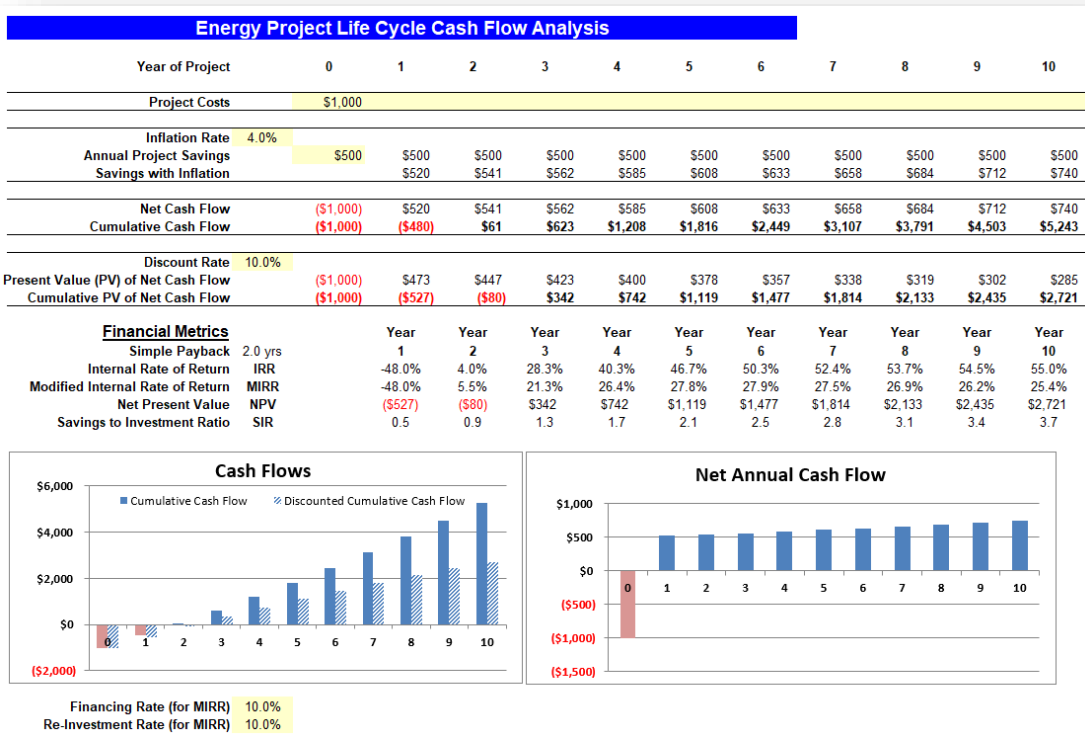
Results formulas

- Net present value (NPV)

Sum of the PV of Cash Inflows (Savings) – PV of Cash Outflows (Investment)

- Savings to Investment Ratio (SIR)
$$\frac{\text{Sum of the PV of Cash Inflows (Savings)}}{\text{PV of Cash Outflows (Investment)}}$$
- Internal Rate of Return (IRR)
 - The discount rate that makes the NPV zero.
 - In simple terms – similar to an effective interest rate on an investment
 - **Complex spreadsheet function for calculation.**

Let's walkthrough a financial analysis



Costs & savings (inflated)

Year of Project	0	1	2	3
Project Costs	\$1,000			
Inflation Rate	4.0%			
Annual Project Savings	\$500	\$500	\$500	\$500



Future amount = Present savings (1+ inflation rate)^{years}



Year of Project	0	1	2	3
Project Costs	\$1,000			
Inflation Rate	4.0%			
Annual Project Savings	\$500	\$500	\$500	\$500
Savings with Inflation		\$520	\$541	\$562

Present value of net cash flow

Year of Project	0	1	2	3
Project Costs	\$1,000			
Inflation Rate	4.0%			
Annual Project Savings	\$500	\$500	\$500	\$500
Savings with Inflation		\$520	\$541	\$562
Net Cash Flow	(\$1,000)	\$520	\$541	\$562



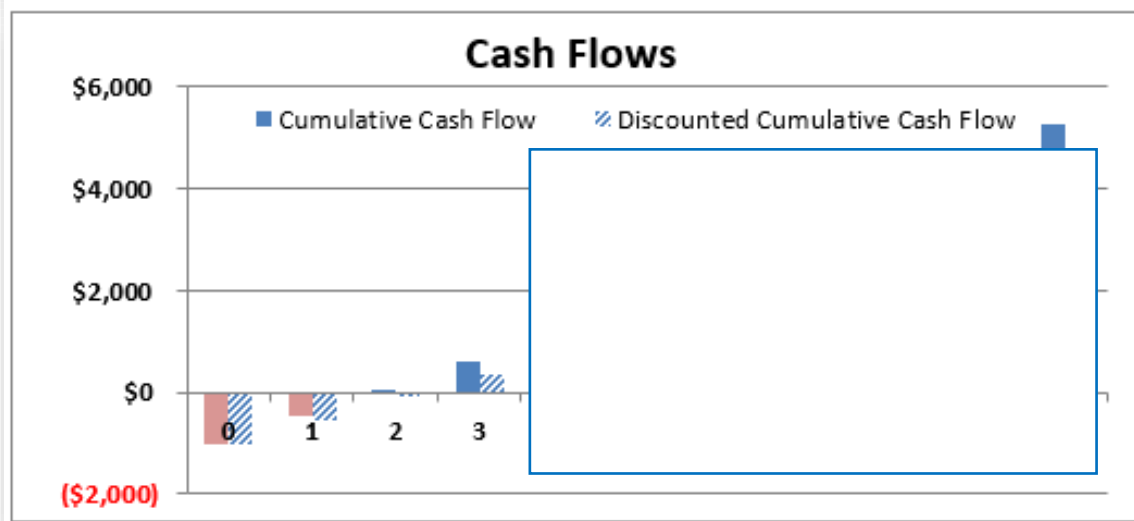
$$\text{Present value} = \frac{\text{Future amount}}{(1 + \text{Discount rate})^{\text{years}}}$$



Discount Rate	10.0%			
Present Value (PV) of Net Cash Flow	(\$1,000)	\$473	\$447	\$423
Cumulative PV of Net Cash Flow	(\$1,000)	(\$527)	(\$80)	\$342

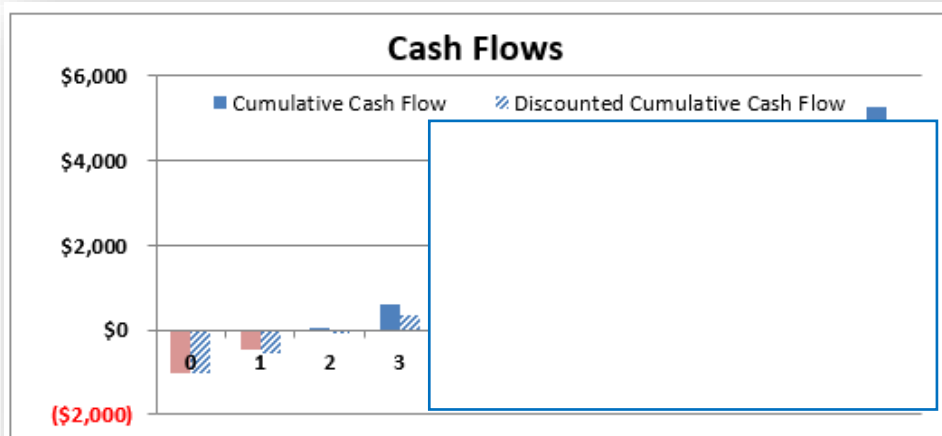
Net present value (cumulative discounted cash flow)

Cumulative Cash Flow	(\$1,000)	(\$480)	\$61	\$623
Discount Rate	10.0%			
Present Value (PV) of Net Cash Flow	(\$1,000)	\$473	\$447	\$423
Cumulative PV of Net Cash Flow	(\$1,000)	(\$527)	(\$80)	\$342



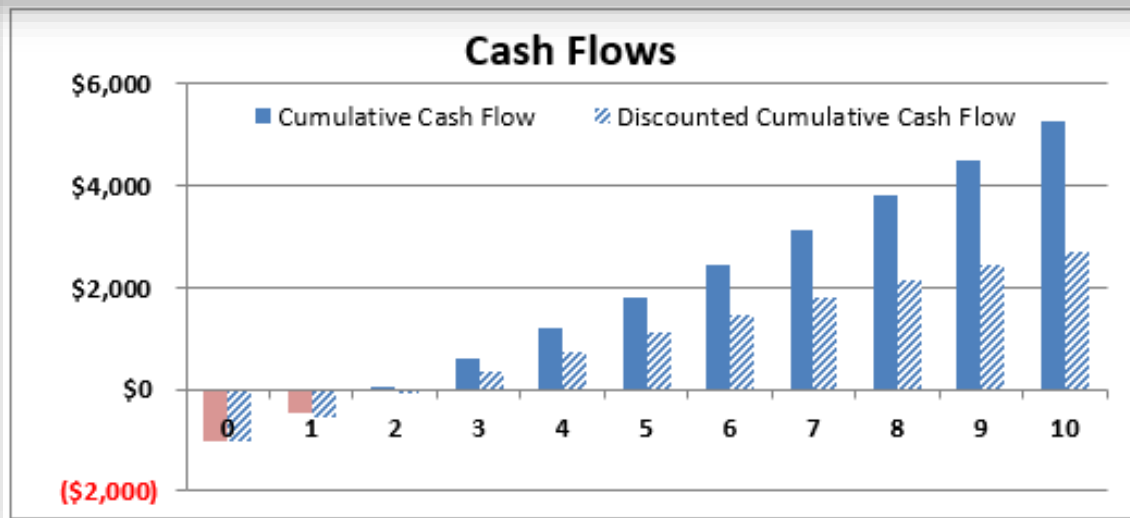
Financial metrics (better & common)

<u>Financial Metrics</u>		Year	Year	Year
		1	2	3
Simple Payback	2.0 yrs			
Internal Rate of Return	IRR	-48.0%	4.0%	28.3%
Modified Internal Rate of Return	MIRR	-48.0%	5.5%	21.3%
Net Present Value	NPV	(\$527)	(\$80)	\$342
Savings to Investment Ratio	SIR	0.5	0.9	1.3

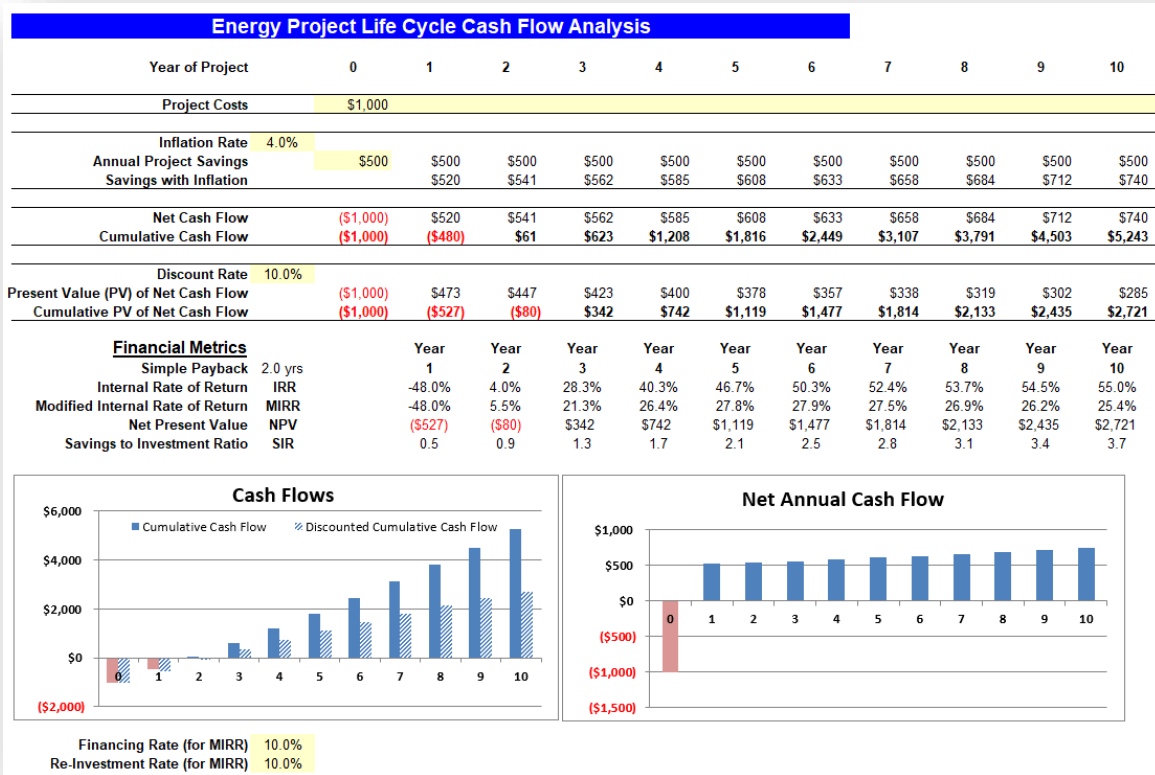


Now let's stretch the horizon!

<u>Financial Metrics</u>		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
		1	2	3	4	5	6	7	8	9	10
Simple Payback	2.0 yrs										
Internal Rate of Return	IRR	-48.0%	4.0%	28.3%	40.3%	46.7%	50.3%	52.4%	53.7%	54.5%	55.0%
Modified Internal Rate of Return	MIRR	-48.0%	5.5%	21.3%	26.4%	27.8%	27.9%	27.5%	26.9%	26.2%	25.4%
Net Present Value	NPV	(\$527)	(\$80)	\$342	\$742	\$1,119	\$1,477	\$1,814	\$2,133	\$2,435	\$2,721
Savings to Investment Ratio	SIR	0.5	0.9	1.3	1.7	2.1	2.5	2.8	3.1	3.4	3.7



The whole picture





RETScreen Expert Financial Analysis Overview

Financial Analysis – Level 1

Financial Analysis – Level 2

Sensitivity and Risk Analysis

Cost & savings from RETScreen technical analysis

	Heating	Cooling	Electricity	Incremental initial costs	Fuel cost savings	Incremental O&M savings	Simple payback	Include measure?
	kWh	kWh	kWh	\$	\$	\$	yr	<input type="checkbox"/>
Heating								
Space heating	2,419			2,000	68.3	0	29.3	<input checked="" type="checkbox"/>
Domestic hot water	0			0	0	0		<input checked="" type="checkbox"/>
Power								
Photovoltaic - 3 kW			0	0	0	0		<input type="checkbox"/>
Total	5,223	440	2,225	4,824	458	267	6	

RETScreen Expert

File Location Facility Energy **Cost** Emission Finance Risk Report Custom

Level 1 Level 2 Level 3 Dashboard... Product database... Show notes Help eLearning

Step 1 - Analysis level Options Help

RETScreen - Cost Analysis

Initial costs (credits)	Unit	Quantity	Unit cost	Amount
Incremental initial costs			\$	4,824
<input checked="" type="checkbox"/> Show data <input type="checkbox"/> User-defined	cost		\$	-
Total initial costs			\$	4,824
Annual costs (credits)	Unit	Quantity	Unit cost	Amount
O&M costs (savings)	project		\$	(267)
<input checked="" type="checkbox"/> Show data <input type="checkbox"/> Fuel cost - proposed case <input type="checkbox"/> User-defined	cost		\$	928
Total annual costs			\$	661
Annual savings	Unit	Quantity	Unit cost	Amount
Fuel cost - base case			\$	1,387
<input type="checkbox"/> Show data <input type="checkbox"/> User-defined	cost		\$	
Total annual savings			\$	1,387

Base Case Fuel Cost – Proposed Case Fuel Cost = Fuel Cost Savings

Entering cost & savings into RETScreen expert

File Location Facility Energy **Cost** Emission Finance Risk Data Analytics Report

Level 1 Level 2 Level 3 Dashboard... Notes/Range Second currency Product database... Cost allocation None Show notes Actual cost Options

Step 1 - Analysis level

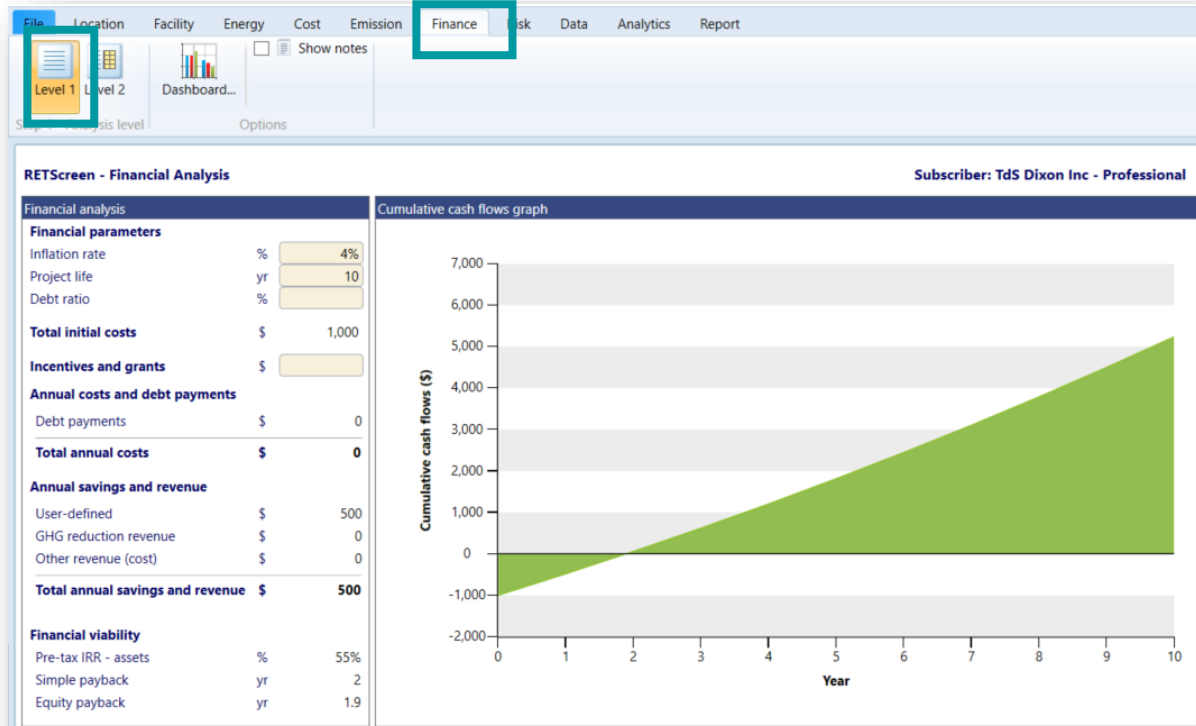
RETScreen - Cost Analysis

Initial costs (credits)				
	Unit	Quantity	Unit cost	Amount
Initial cost				\$ -
- User-defined	cost	1	\$ 1,000	\$ 1,000
+				
Total initial costs				\$ 1,000

Annual costs (credits)				
	Unit	Quantity	Unit cost	Amount
O&M costs (savings)	project			\$ -
- User-defined	cost			\$ -
+				
Total annual costs				\$ -

Annual savings				
	Unit	Quantity	Unit cost	Amount
Annual savings				\$ -
- User-defined	cost	1	\$ 500	\$ 500
+				
Total annual savings				\$ 500

LEVEL 1 Financial analysis



LEVEL 2 Financial analysis

File Location Facility Energy Cost Emission Finance Risk Data Analytics Report

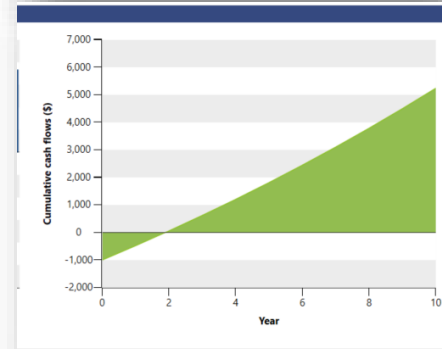
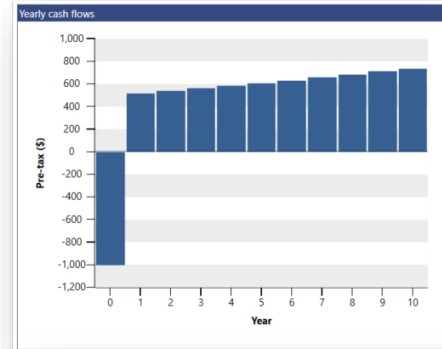
Level 1 Level 2 Dashboard... Show graph Show notes Copy - Level 1->2 Options

Step 1 Analysis level

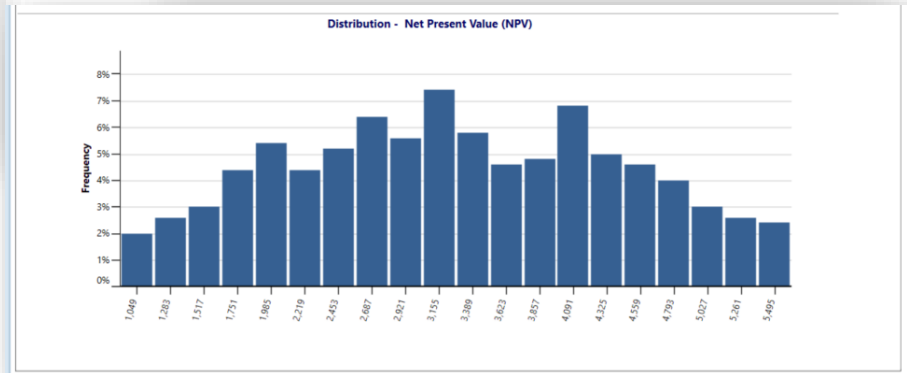
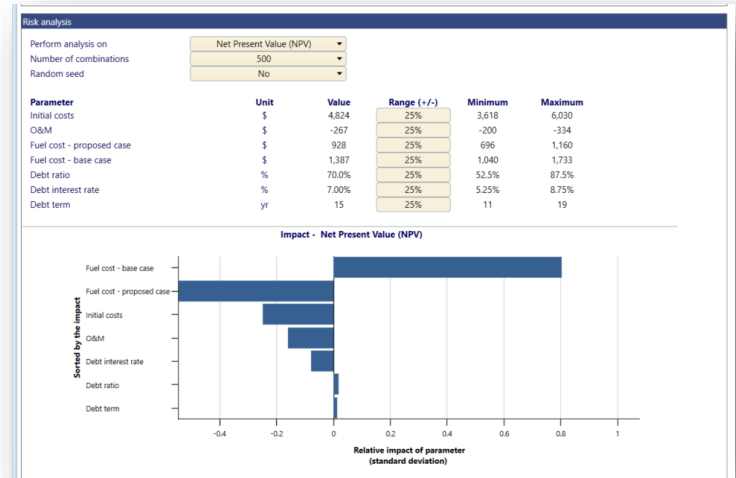
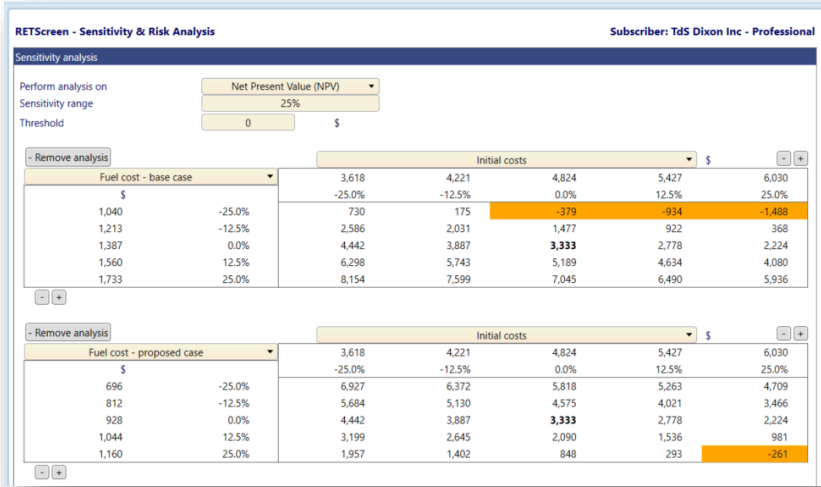
RETScreen - Financial Analysis

Subscriber: TdS Dixon Inc - Professional

Financial parameters			Costs Savings Revenue			Yearly cash flows		
General			Initial costs			Yearly cash flows		
Fuel cost escalation rate		4%	User-defined	100%	\$ 1,000	Year	Pre-tax	Cumulative
Inflation rate	%	4%	Total initial costs	100%	\$ 1,000	#	\$	\$
Discount rate	%	10%	Yearly cash flows - Year 1			0	-1,000	-1,000
Reinvestment rate	%	10%	Annual costs and debt payments			1	520	-480
Project life	yr	10	Debt payments			2	541	60.80
Finance			Annual savings and revenue			3	562	623
Incentives and grants	\$		User-defined			4	585	1,208
Debt ratio	%	0%	GHG reduction revenue			5	608	1,816
Income tax analysis			Other revenue (cost)			6	633	2,449
			Total annual costs			7	658	3,107
			Net yearly cash flow - Year 1			8	684	3,791
			Financial viability			9	712	4,503
			Pre-tax IRR - equity			10	740	5,243
			Pre-tax MIRR - equity					
			Pre-tax IRR - assets					
			Pre-tax MIRR - assets					
			Simple payback					
			Equity payback					
			Net Present Value (NPV)					
			Annual life cycle savings					
			Benefit-Cost (B-C) ratio					
			Debt service coverage					
			GHG reduction cost					



Risk & Sensitivity Analysis



Databases Supporting Financial Analysis

\$ Cost data (initial installed costs and ongoing O&M)

RETScreen - Cost database - Hot water

Hot water - Typical installed cost (\$/unit)			
Hot water measure	Minimum	Average	Maximum
Showerhead - regular flow (9 - 18 L/min)	40	60	80
Showerhead - low flow (4 - 6 L/min)	70	105	140
Lavatory or kitchen faucet (9 - 18 L/min)	130	1,360	2,585
Low flow aerator or laminator restrictor (4 - 6 L/min)		40	
Lavatory automatic flow sensor (4 - 6 L/min)	460	535	610
Drainwater heat recovery - Commercial gravity film heat exchanger (GFX)	1,145	2,305	3,460
Drainwater heat recovery - Residential gravity film heat exchanger (GFX)	740	1,310	1,875

Quantity	Amount (\$)
3	120
Total	120

Note: Typical cost values in Canadian \$ as of January 1, 2022. Purchasing power parity (Exchange rate) approximately 1.25 CAD = 1 USD.

User-defined

Settings - User-defined

Adjustment factor	1.0000	Currency	\$
Cumulative inflation rate (Begin: January 1, 2022)	0%	Symbol	\$
		Exchange rate	1.00000 \$/\$

27

Including Demand Charges – O&M savings per measure

RETScreen - Energy Model Subscriber: TdS Dixon Inc - Professional

Commercial/Institutional - Elementary school/Primary school - Feasibility | Energy | Target - 30-40% - Education

Fuels & schedules

- Electricity and fuels
- Schedules

Equipment

- Heating
 - Space heating
 - Domestic hot water

End-use

- Building envelope
 - Classroom
 - Gymnasium
 - Roof - Steel
 - Walls - Concrete block
- Ventilation
 - Office
 - Cafeteria

Optimize supply

- Heating
 - Solar water heater
- Power
 - Photovoltaic - 126 kW

Summary

- Include measure?
- Comparison

Lights

Description: Classroom

O&M Demand Savings: 2.2 kW x 12 months x \$10/kW

Level: Level 1, Level 2

Options: eLearning, RETScreen Connect

Lights - Level 2

Illumination level - calculator

	Base case	Proposed case	Energy saved
Lamp & fixture type	Fluorescent T5 - electronic ballast	Light emitting diode (LED)	
Efficiency	90.6 Im/W	100	
Electricity load per lamp	28 W	15	
Number of lamps per fixture	4	4	
Miscellaneous losses	3 W	0	
Electricity load per fixture	115 W	60	
Number of fixtures	10	10	
Number of lamps - total	40	40	
Operating hours	1,600 h/yr	1,600	
Costing method	Level 1		
Incremental initial costs		2,320 \$	
Incremental O&M savings		264 \$	
Number of units	20	20	
Electricity	36,800 kWh	19,200	17,600 kWh (47.8%)

Impact

Space cooling impact: 0%

Space heating impact: 70%

Including Demand Charges – for all measures

Annual savings and revenue			
GHG reduction savings			
Gross GHG reduction	tCO ₂ /yr		37
Gross GHG reduction - 20 yrs	tCO ₂		740
GHG reduction savings	\$		0
Other revenue (cost)			
Capacity	kW	36	
Rate	\$/kW	120	
Other revenue (cost)	\$		4,320
Duration	yr		20
Escalation rate	%		

RETScreen Expert - School for Demand Savings Demo.retx

File Location Facility Energy Cost Emission Finance Risk Report Custom

Level 1 Level 2 Dashboard... Show graph Show notes Export to file... Help eLearning

Step 1 - Analysis level Options Help

RETScreen - Financial Analysis

Financial parameters			Costs Savings Revenue	
General				
Fuel cost escalation rate	%	2%	Incremental initial costs	100% \$ 82,454
Inflation rate	%	2%	Total initial costs	100% \$ 82,454
Discount rate	%	9%	Yearly cash flows - Year 1	
Reinvestment rate	%	9%	Annual costs and debt payments	
Project life	yr	20	O&M costs (savings)	\$ -5,508
Finance			Fuel cost - proposed case	\$ 20,414
Incentives and grants	\$		Debt payments - 15 yrs	\$ 6,337
Debt ratio	%	70%	Total annual costs	\$ 21,243
Debt	\$	57,718	Annual savings and revenue	
Equity	\$	24,736	Fuel cost - base case	\$ 30,683
Debt interest rate	%	7%	GHG reduction savings	\$ 0
Debt term	yr	15	Other revenue (cost) - 20 yrs	\$ 4,320
Debt payments	\$/yr	6,337	Total annual savings and revenue	\$ 35,003
Income tax analysis			Net yearly cash flow - Year 1	
			\$ 13,759	

Annual savings and revenue			Financial viability	
GHG reduction savings				
Gross GHG reduction	tCO ₂ /yr	37	Pre-tax IRR - equity	% 59.2%
Gross GHG reduction - 20 yrs	tCO ₂	740	Pre-tax MIRR - equity	% 19.6%
GHG reduction savings	\$	0	Pre-tax IRR - assets	% 18.8%
Other revenue (cost)			Pre-tax MIRR - assets	% 12.6%
Capacity	kW	36	Simple payback	yr 4.1
Rate	\$/kW	120	Equity payback	yr 1.7
Other revenue (cost)	\$	4,320	Net Present Value (NPV)	\$ 132,552
Duration	yr	20	Annual life cycle savings	\$/yr 14,521
Escalation rate	%		Benefit-Cost (B-C) ratio	6.4
			Debt service coverage	3.2
			GHG reduction cost	\$/tCO ₂ -373

Including Carbon Charges (Shadow Carbon Price - Tax)

Carbon shadow price GHG reduction revenue		
Carbon shadow price	\$/tCO ₂	300
Carbon shadow price duration	yr	20
Carbon shadow price escalation rate	%	
Gross annual GHG emission reduction	tCO ₂	37
GHG reduction savings	\$	11,102

Carbon offsets		
Remaining GHG emission reduction required	tCO ₂	77.4

RETScreen - Emission Analysis Subscriber: Tds Dixon Inc - Professional

Emission analysis

Base case electricity system (Baseline)		GHG emission factor (excl. T&D)	T&D losses	GHG emission factor
Country - region	Fuel type	kgCO ₂ /kWh	%	kgCO ₂ /kWh
Canada - Quebec	All types	0.002	7.0%	0.002

GHG emissions

Case	tCO ₂	
Base case	114	
Proposed case	77.4	
Gross annual GHG emission reduction	37	32.3%

37 tCO₂ is equivalent to 6.8 Cars & light trucks not used

Legend

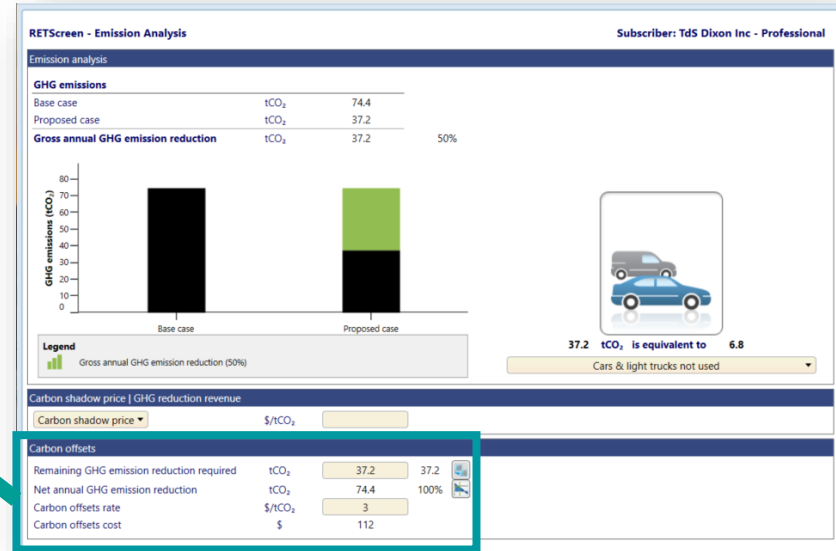
Carbon shadow price GHG reduction revenue		
Carbon shadow price	\$/tCO ₂	300
Carbon shadow price duration	yr	20
Carbon shadow price escalation rate	%	
Gross annual GHG emission reduction	tCO ₂	37
GHG reduction savings	\$	11,102

Carbon offsets		
Remaining GHG emission reduction required	tCO ₂	77.4



Including Carbon Charges (Carbon Credits)

Carbon shadow price GHG reduction revenue			
Carbon shadow price	\$/tCO ₂		
Carbon offsets			
Remaining GHG emission reduction required	tCO ₂	37.2	37.2
Net annual GHG emission reduction	tCO ₂	74.4	100%
Carbon offsets rate	\$/tCO ₂	3	
Carbon offsets cost	\$	112	



<https://carboncredits.com/how-do-carbon-offset-credits-work-2023-guide/>



Activity 1: Demonstration of a case study

Case Study Situation

- HVAC operational & capital improvements
- We'll use an individual measure archetype from the Virtual Energy Analyzer – Ventilation Control
- Using all default parameters
- We'll adjust and tune the financial analysis



Activity 2: Follow along case study

Case Study Situation

- Roof-top Unit from Gas to Air Source Heat Pump retrofit
 - 70% efficiency to seasonal COP of 2.0 (200%)
- Ventilation scheduling
- Optional - addition of on-site photovoltaic array.
- Electricity price \$0.12/kWh (marginal)
- Natural gas of \$0.45/m³




Financial Analysis Applied to Net Zero Planning

Previous Net Zero Planning

UNCLASSIFIED - NON CLASSIFIÉ

2. Portfolio Decarbonization Framework



- Step 1 - Reference GHG Emissions & Target
- Step 2 - Baseline Energy & GHG Emissions
- Step 3 - Cleaner Electricity Grid
- Step 4 - Disposed Facilities
- Step 5 - Energy Efficiency Measures
- Step 6 - Electrification of Heating
- Step 7 - Onsite Renewables
- Step 8 - Offsite Renewables
- Step 9 - Carbon Offsets
- Step 10 - Progress Tracking & Reporting

Canada

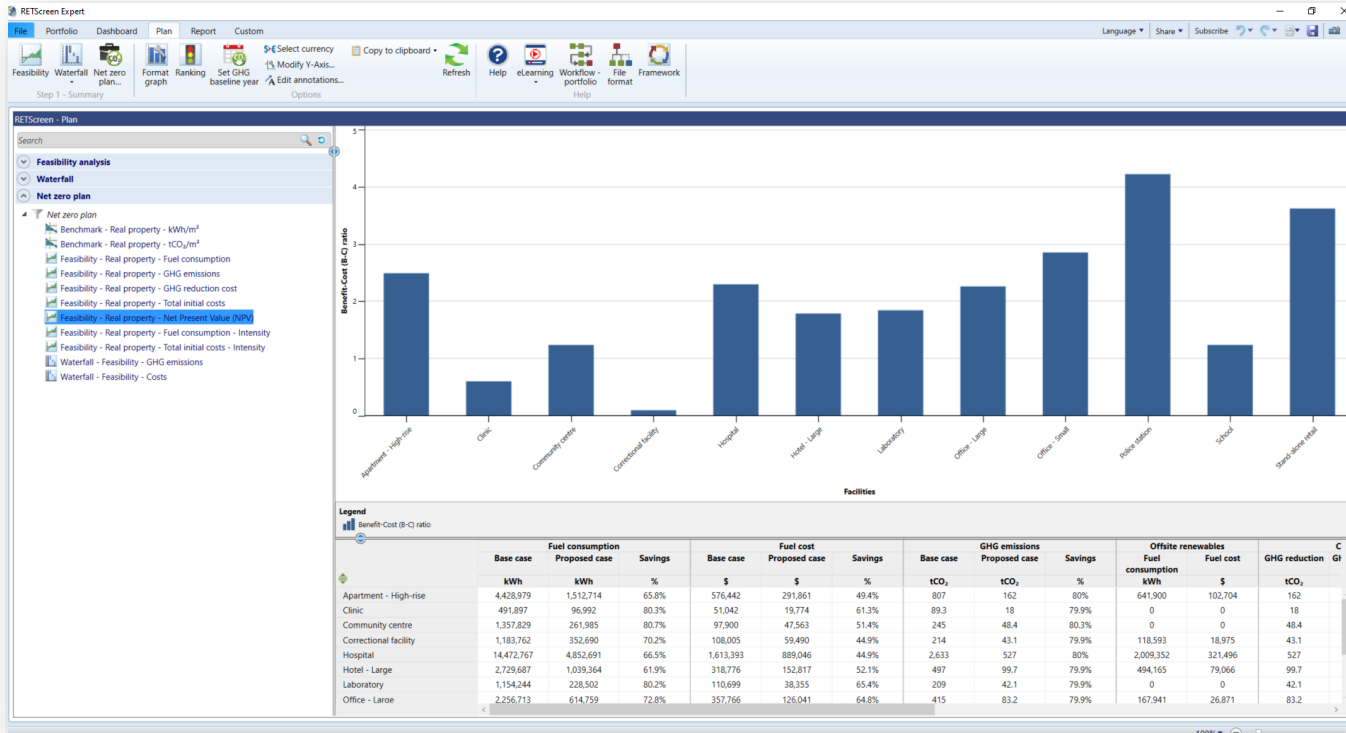
Natural Resources Canada / Ressources naturelles Canada

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Brayden, Beate

Wendell, E., Muelles, J., Zanna, K., Cassin, S., Gilbert, M., Mohit, M., Alan, D., Cassin, S., Cheryl, R., Jan, H., Sam, S.

Financial Indicators in the Net Zero Plan



Efficient Electrification Toolkit and Helpdesk

The webinar materials will be shared with you by email.

The webinar recording can be accessed at SaveonEnergy.ca/Training-and-Support. Select your Sector and then “Efficient Electrification”.

For questions and technical support regarding the Efficient Electrification Toolkit, including RETScreen, contact trainingandsupport@ieso.ca.

Please use “EE toolkit helpdesk” as your email subject line. Requests will be triaged and addressed in the order they are received.



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Thank You

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