



DATE: WEDNESDAY NOVEMBER 19, 2025

Ventilation system opportunities

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NOVEMBER 19, 2025

Save on Energy Business Program

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About the IESO



Reliably operate Ontario's Province-wide system 24/7



Plan for Ontario's future energy needs



Enable competition and create efficient electricity markets



Enable province-wide energy efficiency



Purposefully engage to enable informed decisions



Support innovation

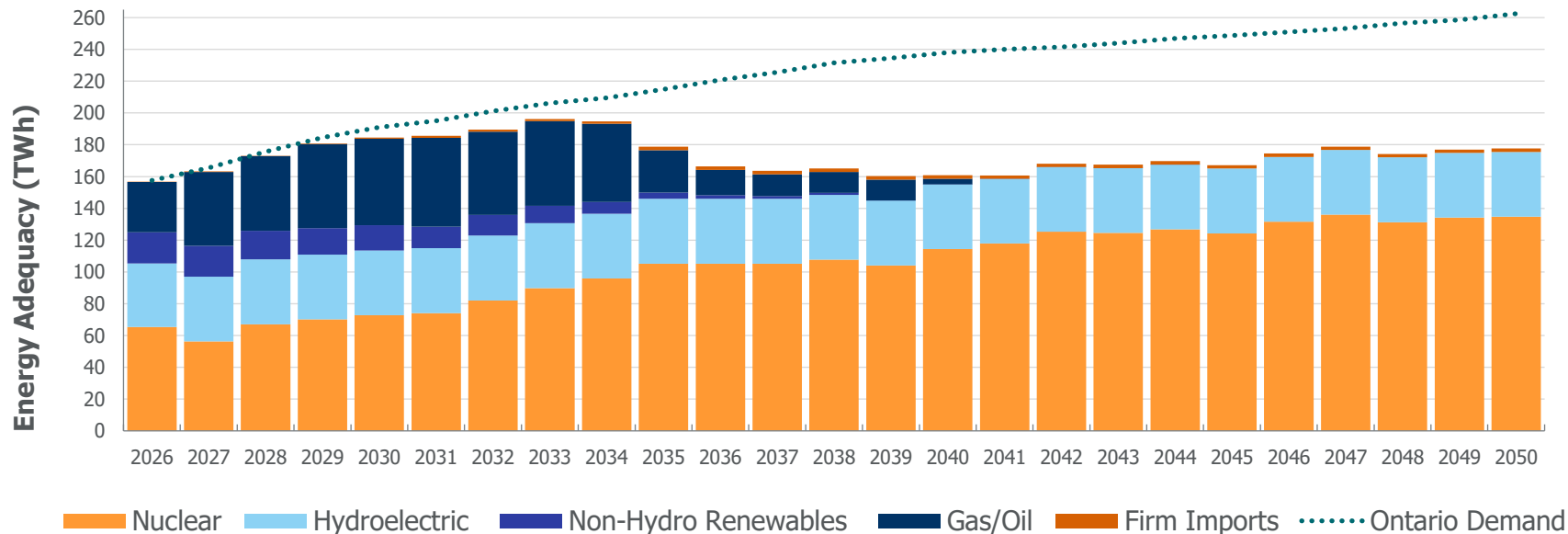


Cybersecurity leadership



Smart Metering Entity

Energy Supply Outlook & Forecasted Demand



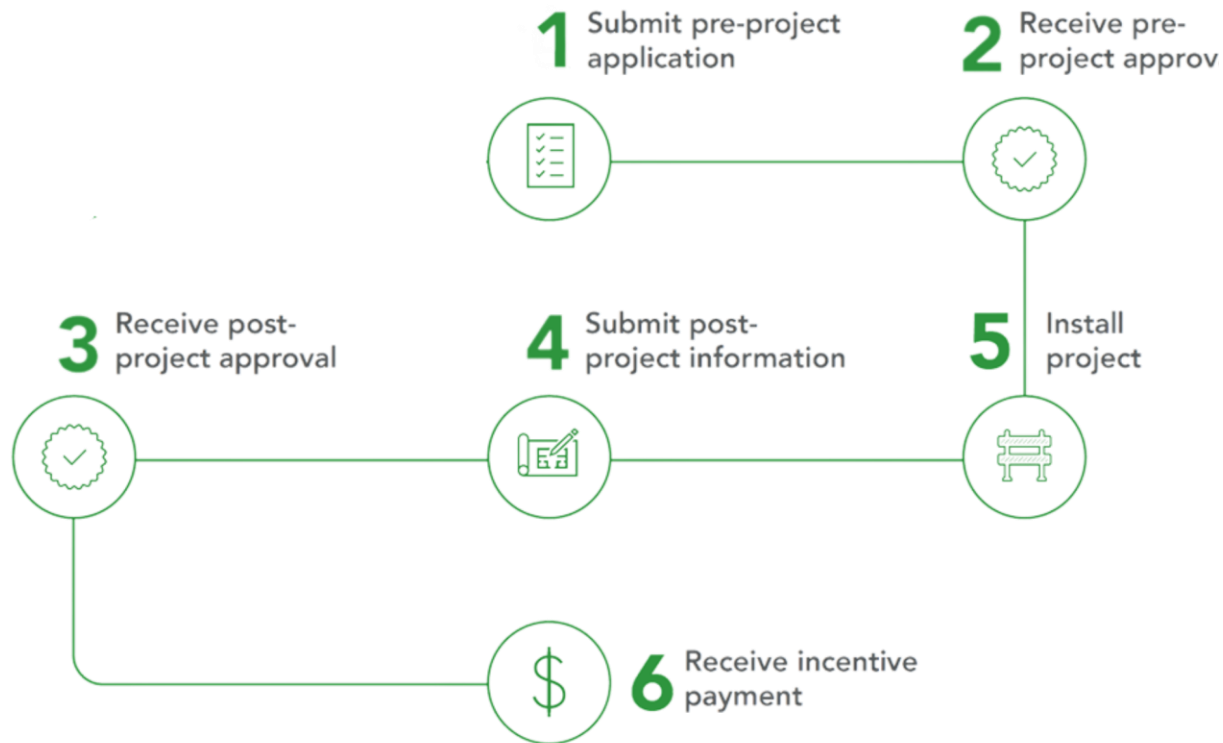
New Role for LDCs

- In 2024, IESO and LDCs worked together (with the support of the EDA and OEA) to develop two models to enable LDC participation in DSM:
 - **Stream 1:** funding for LDCs to undertake business development and marketing of Save on Energy province-wide programs to benefit from LDC customer relationships and local presence
 - **Stream 2:** regulatory model for shared funding for design and delivery of local DSM programs as a non-wires solution to address distribution system needs that also provide bulk system benefits
- The Minister's Directive of November 7, 2024 gave the IESO authority to implement the models

SOE Business Program Suite: Province-wide Programs

| | All Businesses | | | Medium to Large Businesses | | | Small Businesses | |
|----------|---|---|--|---|---|---|---|--|
| | Retrofit Program | Instant Discounts Program (IDP) | Energy Performance Program (EPP) | New Industrial Program | Existing Building Commissioning Program (EBCx) | Expanded Energy Management Program (EEM) | Peak Perks Program | Small Business Program (SBP) |
| Offer | Incentive | Point of Sale Discount | Incentive | Incentive | Incentive | Incentive + training | Incentive | Direct Install |
| Benefits | <ul style="list-style-type: none"> Incentives for upgrades covering ≤50% of eligible project costs | <ul style="list-style-type: none"> Discounted lighting upgrades at point of sale | <ul style="list-style-type: none"> Performance Incentives: <ul style="list-style-type: none"> \$0.15/kWh for summer peak savings \$0.04/kWh for off-peak savings | <ul style="list-style-type: none"> up to \$15 million Incentives for each large industrial project | <ul style="list-style-type: none"> Investigation incentives ≤\$0.06/sq ft Implementation incentives ≤\$0.03/kWh Persistence incentives ≤\$0.03/kWh | <ul style="list-style-type: none"> EM Training \$0.02/kWh Saving Incentives ≤\$5,000 Milestone Incentives ≤\$100k/year for hiring Energy Manager ≤\$250k to install EMIS | <ul style="list-style-type: none"> \$75 prepaid virtual Mastercard[®] upon enrolment Additional \$20 virtual prepaid Mastercard[®] each year of participation | <ul style="list-style-type: none"> ≤\$3,000 in lighting upgrades ≤\$2,500 in non-lighting upgrades |

Programs – How They Work



➔ [Program Website](#)



Agricultural



Commercial



Government /
Institutional



Industrial /
Manufacturing



Multi-family
Building

Retrofit Program

Businesses can upgrade equipment with financial incentives to help reduce energy use and costs and improve productivity.

Benefits

- Covers up to **50% of eligible project costs**
- **Prescriptive Stream:** streamlined incentives for commonly used products suitable for typical equipment upgrades (e.g., motors, pumps, VFDs, controls, HVAC, solar PV)
- **Custom Stream:** \$1,800/kW or \$0.20/kWh for complex, non-standard projects



[Program Website](#)



Agricultural



Commercial



Government /
Institutional



Industrial /
Manufacturing



Multi-family
Building

Expanded Energy Management Program (EEM)

This program is offered by Save on Energy with financial support for industrial facilities from Natural Resources Canada (NRCan) as part of its Green Industrial Facilities and Manufacturing Program.



Benefits

Industrial Customers

- Energy Manager support: Up to **\$100,000/year** toward hiring an Energy Manager
- Strategic Energy Management (SEM): Training and coaching to embed energy management practices - **\$0.02/kWh** for verified, non-incented savings up to **\$100,000** per year
- Energy Management Information System (EMIS): up to **\$250,000** for the implementation of and EMIS



Agricultural



Commercial



Government /
Institutional



Industrial /
Manufacturing

New Industrial Program

WHAT WE HEARD

WHAT'S CHANGED

Make application process faster/easier

Single sign-off application, first-come-first-served intake

Raise caps for large projects

Incentive cap increased **from \$5M to \$15M/project** (+ option for more via business case)

More time to deliver

Completion window extended **from 3 to 5 years**

Support early project scoping

Feasibility study funding (50% up to **\$100K**)

Lower participation threshold

Minimum size **reduced from 2,000 MWh/year to 600 MWh/year**

Continue M&V support

Retained M&V support with optional Technical Reviewer



[Program Website](#)



Government /
Institutional



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Manufacturing

Save on Energy Customer Program Support

Retrofit contact:

Retrofit@ieso.ca or 1-844-303-5542

Industrial Program contact:

XLerate@ieso.ca

Sign up for the Save on Energy business newsletter

<https://www.saveonenergy.ca/For-Business-and-Industry>

Instant Discounts Program

info@instantdiscounts.ca

Small Business Program

info@smallbusinessprogram.ca

Peak Perks for Small Business

info@peakperks.ca

BizEnergySaver

info@bizenergysaver.ca

Existing Building Commissioning Program

EBCx@ieso.ca

Energy Performance Program

info@energyperformanceprogram.ca

Expanded Energy Management Program

info@energyperformanceprogram.ca

Training Opportunities

efficiency.training@ieso.ca

Thank You

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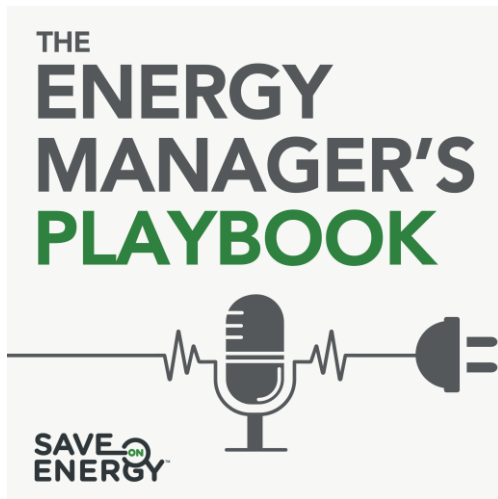


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linkedin.com/showcase/
SaveOnEnergy-Ontario

A podcast by Save on Energy: The Energy Manager's Playbook



Questions or feedback?
trainingandsupport@ieso.ca

Presented by IESO's Save on Energy training and support team:

- ☐ Features real-world stories from Ontario's energy management community
- ☐ Covers the industrial, institutional, commercial and municipal sectors
- ☐ Focused on challenges, successes and practical insights
- ☐ Bite-sized episodes for quick and impactful learning
- ☐ A resource for energy professionals and decision-makers

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Agenda

- Introduction
- Opportunities for buildings without mechanical ventilation
- Opportunities for buildings with existing ventilation systems
- Heating, ventilation and air-conditioning (HVAC) air balancing
- Case studies

Objectives

1. Understand the importance of retrofitting ventilation systems for improved energy performance, air quality and occupant comfort
2. Differentiate the different building retrofit strategies without existing mechanical ventilation versus buildings with existing ventilation systems
3. Explore the process and benefits of air balancing as part of the testing, adjusting and balancing (TAB) process
4. Identify the key tasks for a successful retrofit

What is ventilation?

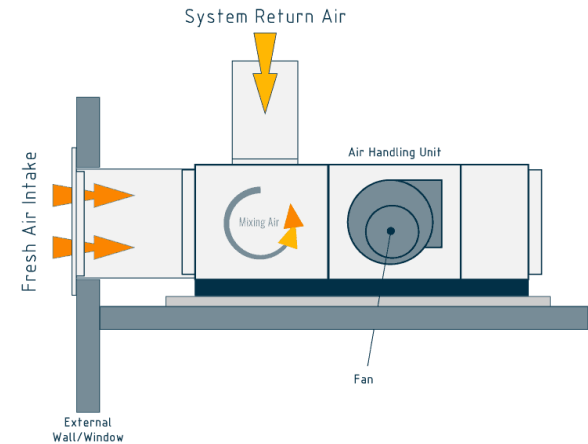
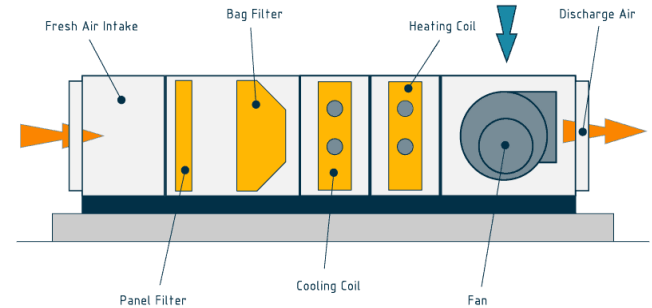
- **Ventilation** is the process by which clean air (normally outdoor air) is intentionally provided to a space and stale air is removed.
- Ventilation is not the recirculation of air within a building, even though the term is often used to refer to this.



Ventilation systems

Divided into two main types:

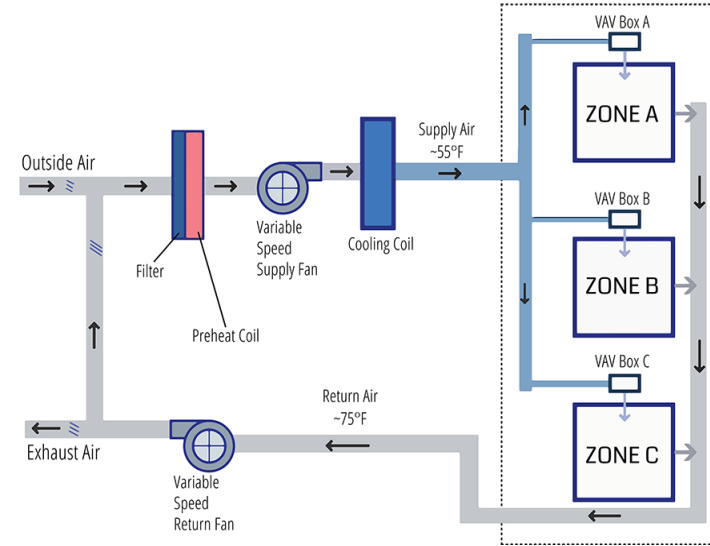
- **100% outdoor air:** make-up air unit (MUA), dedicated outdoor air systems (DOASSs)
- **Recirculation system (mixed air):** where a variable portion of the supply air is outdoor air, with the remainder being recirculated return air



Ventilation systems sub-types

Both system types are further divided based on the temperature level of the air they supply:

- **Cold deck systems:** the supply air is at or below the average space temperature heating setpoint.
- **Hot deck systems:** the supply air is above the average space temperature heating setpoint.
- **Switchover systems:** The supply temperature goes above or below the space setpoint depending on the heating or cooling mode.

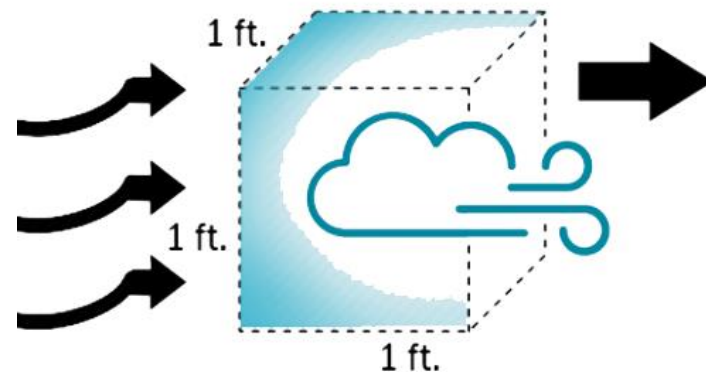


Example of a cold deck system

Typical cost of ventilation

Typical cost for 1 cubic foot per meter (CFM) of ventilation air:

- Heating ~\$2.80/CFM
- Cooling ~\$0.20/CFM
- Fans ~\$0.50/CFM
- Total ~\$3.50/CFM
- A 10,000 ft² building typically requires 1,000 CFM of ventilation. Without efficiency measures, this costs \$3,500/year.





Opportunities for buildings without mechanical ventilation

Possibilities for adding ventilation

Impact of adding mechanical ventilation

For a building without ventilation, adding mechanical ventilation likely:

1. Increases energy consumption compared to current usage
2. Results in dryer spaces in winter
3. May overwhelm current cooling system in summer due to latent load
4. Improves overall air quality
 - Depending on building envelope quality

Reasons to add mechanical ventilation

1. **Best reason is air quality**

- Buildings with no ventilation rely on infiltration to ensure indoor air quality – a very questionable approach!
- Many spaces may not receive any infiltration air, such as internal spaces

2. **Related reason: better control of moisture, dust and mould:**

- Outside air conditioned and filtered prior to entering into spaces

3. Possible **improved comfort** from reduced drafts as well as better humidity control

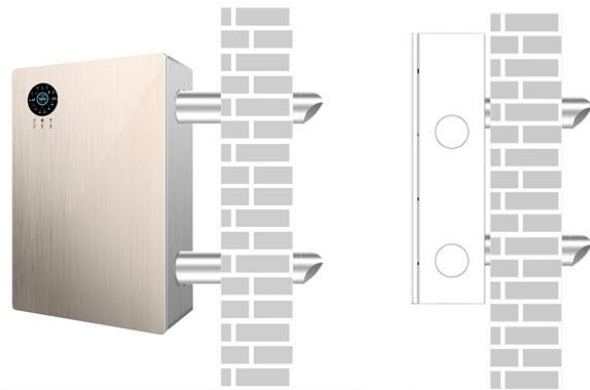
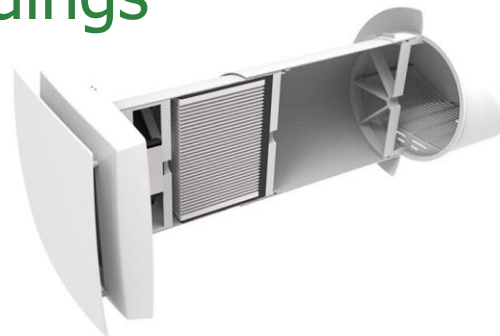
4. Ideally, mechanical ventilation is added with **infiltration reduction interventions:**

- Best way to add ventilation and possibly obtain energy savings

Possible retrofit approaches – small buildings

Ductless energy recovery ventilators (ERVs) and heat recovery ventilators (HRVs)

1. Used for individual spaces, typically requires two units that work in tandem
2. Some units use reverse cycle heat recovery cores while others are wall-mounted and use conventional heat exchange core
3. Very efficient but small airflow capacity, less than 500 CFM in most cases, often only 50 to 200 CFM
4. No built-in preheat, filters typically low minimum efficiency reporting value (MERV) rating (e.g. MERV-3)
5. Weatherstripping should be installed to reduce infiltration, and system should be balanced to optimize the energy usage



Last resort retrofit approach

Install exhaust-only fans in kitchens and washrooms to improve air quality:

1. Never to be the first choice for mechanical ventilation
2. Depressurizes the space and results in increased infiltration
3. Can result in comfort issues
4. No possibility of heat recovery to minimize ventilation cost
5. Does not provide ventilation uniformly throughout building
6. Only applicable to very small commercial buildings, and usually only for residential building
7. Sometimes observed in older multi-unit residential buildings (MURBs) when corridor ventilation has failed
8. Due to comfort issues and associated noise, occupants almost always turn off exhaust
9. **TO BE AVOIDED if possible!**

Possible retrofit approaches – mid-size buildings

Rooftop units (RTUs) with external ductwork:

1. Can be MUAs or mixed-air units
2. Often, absence of mechanical shafts prevents internal ductwork from the roof to the spaces
 - Insulated ducts are installed on the outside of the building (e.g. back of building) down to the floor that is to be served
 - Interior distribution ductwork is installed in the floor
3. Considered a major retrofit
4. To minimize energy impact, consider heat recovery when applicable
5. Aesthetic considerations as well as maintenance considerations (e.g. ease of access to units)



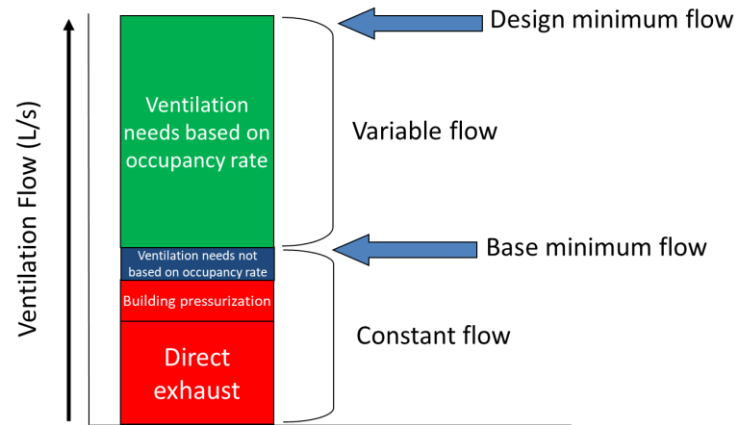
A few things to keep in mind

The newly installed ventilation system should:

- Provide as much air as the total of the exhaust fans serving the same spaces

The ventilation air must not be used as a source of building heating or cooling:

- Some standards may apply; Section 3 looks at ASHRAE 62.1
- Energy efficiency measures apply, as shown in the next section





Opportunities for buildings with existing ventilation systems

Efficient ventilation

Ventilation in existing buildings

Most commercial buildings already have mechanical ventilation systems.

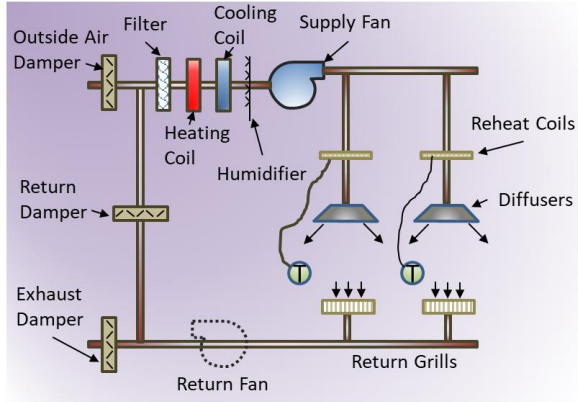
The most common types are:

- Mixed-air **variable** volume system, typically cold deck
- Mixed-air **constant** volume system, typically cold deck
- Mixed-air **single-zone** system, typically switchover
- Make-up air unit (or DOAS), typically cold deck (100% outdoor air)

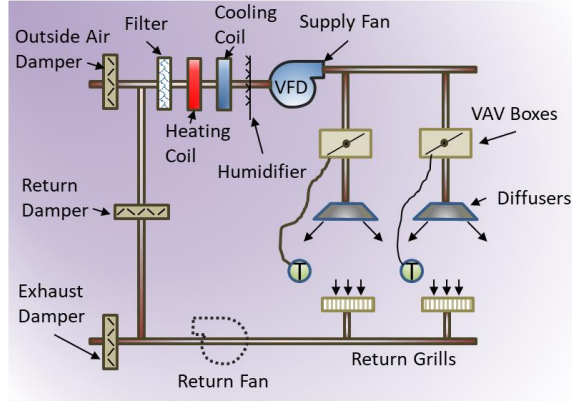
Depending on the system type, ventilation efficiency opportunities can differ significantly.

Configuration of ventilation systems

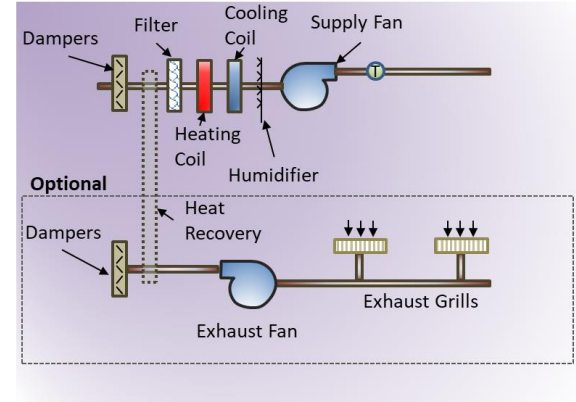
Mixed-air constant flow



Mixed-air variable flow

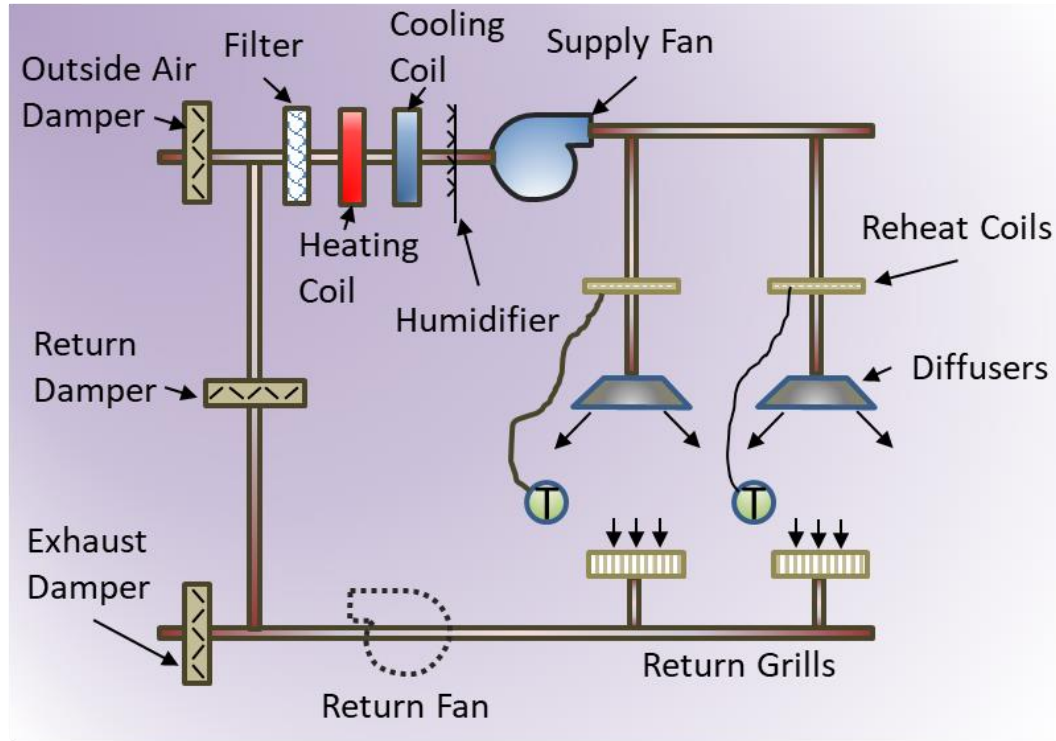


Make-up air unit

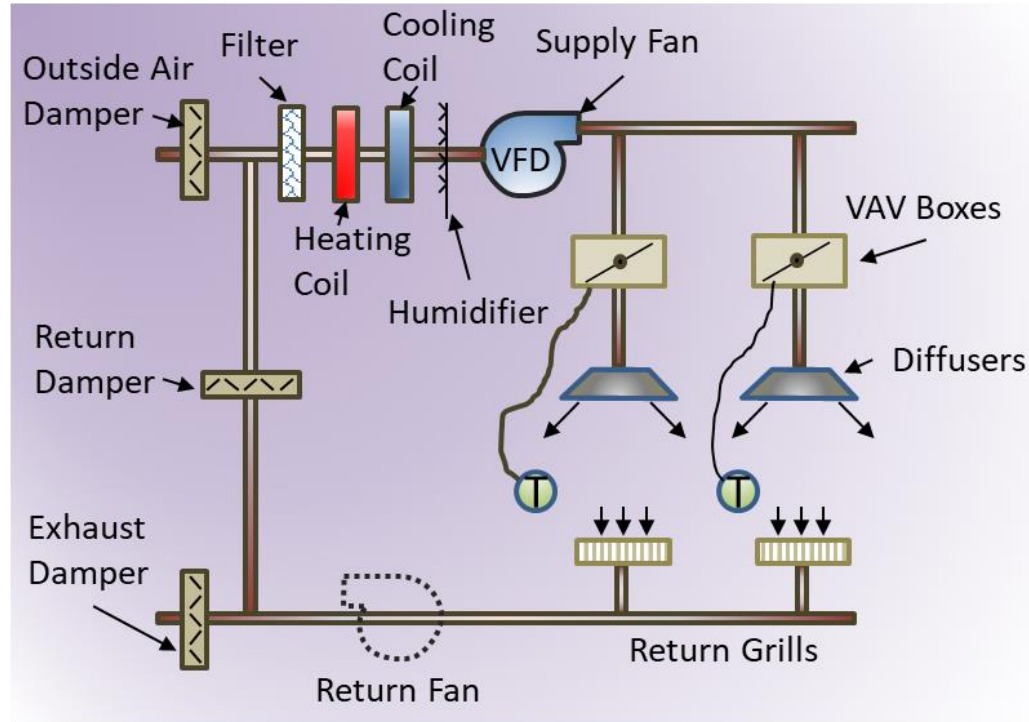


Note: The single-zone system is similar in configuration to that of the mixed-air constant flow, but without the reheat coils and multiple zones. Its operation differs since it is a hot deck during heating periods.

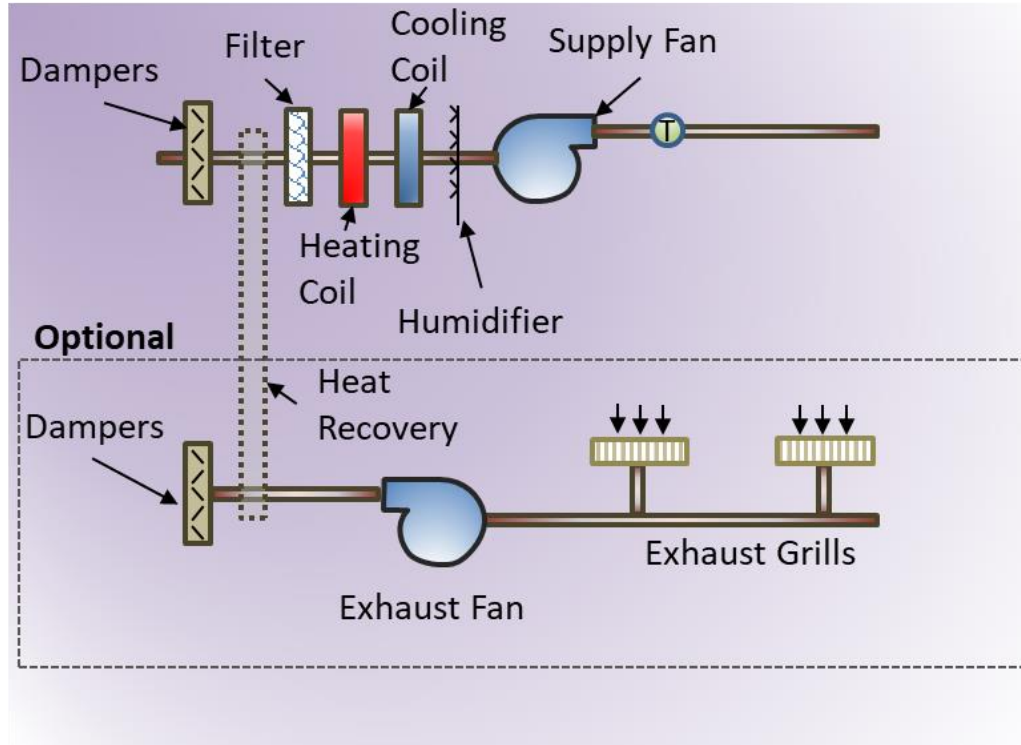
Mixed-air constant flow (CAV)



Mixed-air variable flow (VAV)



Make-up air unit (MUA)



Opportunities – ask the following questions

...for each system

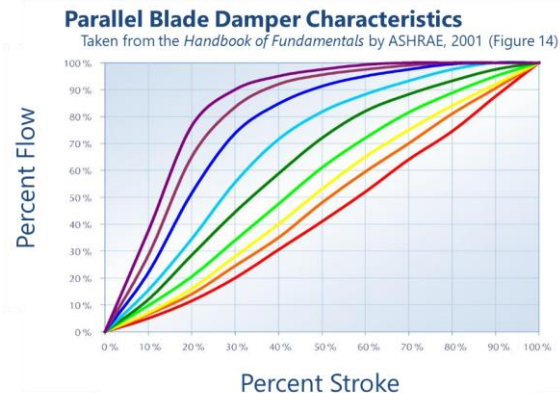
- Do I provide the proper amount of ventilation?
- Can I adjust the ventilation rate based on occupancy?
- Do I ventilate for the correct time period?
- Can heat recovery be used on the system?
- Do I supply air at the optimal temperature and pressure?
- Is my humidification setpoint optimal (if present)?



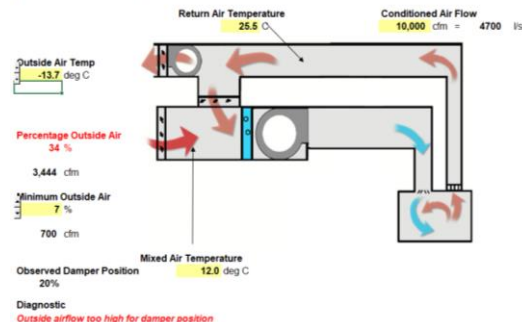
<https://comelectrical.com/energy-audit-importance-and-why-you-should-be-prioritizing-it/>

Typical questions for cold deck mixed-air systems

- **Do I provide the proper amount of ventilation air?**
 - Should be higher than exhaust flows
 - Should meet ASHRAE 62.1 (next section)
 - Should account for damper linearity
 - Possible **moderate to small** savings
- **Can I adjust the ventilation rate based on occupancy?**
 - **Never** lower than exhaust flows
 - **Never** below what the economizer requires
 - Multi-zone system should use zone-level CO2 sensors, more costly (rarely done in practice)
 - Savings are usually **minimal**



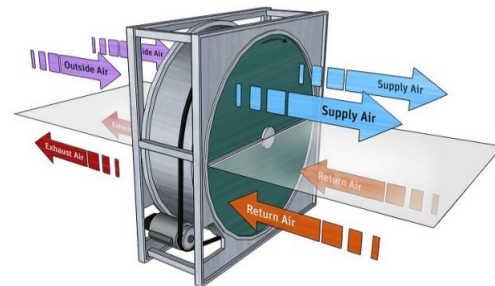
Economizer Verification



More questions for cold deck mixed-air systems

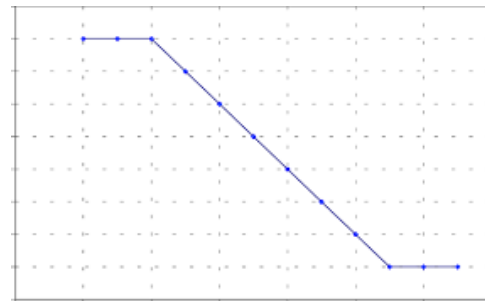
- **Do I ventilate for the correct time period?**
 - Cold deck systems are not **heating** systems; they do **NOT** need to be started early to heat up the building.
 - In cooling, ventilation is **NOT** required for cool-down periods unless the economizer asks for it.
 - Possible savings are **moderate to significant**.
- **Can heat recovery be used on the system?**
 - The supply temperature is always relatively low (e.g. 18 °C), often with 90% return air, resulting in **minimal to no heating** needs.
 - Savings are usually **minimal**, but fan energy can increase significantly!

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Final questions for cold deck mixed-air systems

- **Do I supply air at the optimal temperature and pressure?**
 - The energy performance of the cold deck system is strongly impacted by the supply air temperature control.
 - It must be adjusted dynamically to avoid supplying too hot for VAVs as it speeds up the fan.
 - Possible savings are **significant**.
- **Is my humidification setpoint optimal (if present)?**
 - Humidifiers are often decommissioned.
 - But if they are working, ventilation air is very dry in winter, so make sure setpoints are reasonable and sensors are accurate!
 - Savings are sometimes significant but often small.



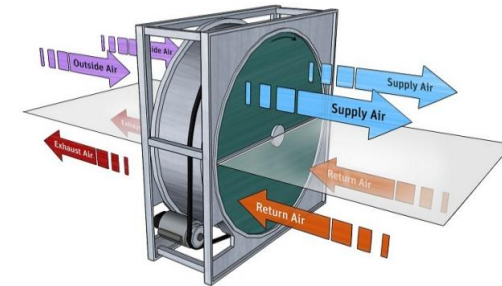
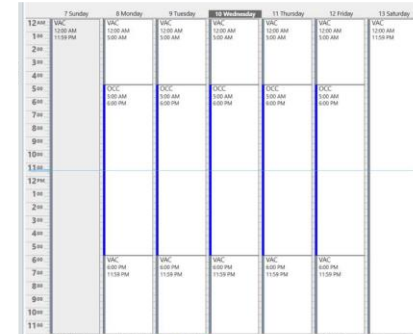
Typical questions for cold deck make-up air systems and switchover systems (1/2)



- **What is the proper amount of ventilation air?**
 - Should be higher than exhaust flows
 - Should meet ASHRAE 62.1 (next section)
 - Possible **very significant** savings due to the absence of return air for MUA, **significant** for switchover
- **Can I adjust the ventilation rate based on occupancy?**
 - **Never** lower than exhaust flows
 - **Never** below what the economizer requires (switchover)
 - Multi-zone system should use zone-level CO2 sensors, more costly (rarely done in practice)
 - Possible **very significant** savings due to the absence of return air, **significant** for switchover

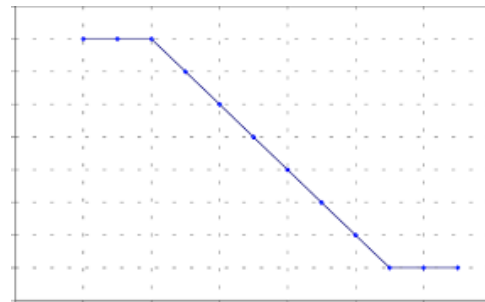
Typical questions for cold deck make-up air systems and switchover systems (2/2)

- **Do I ventilate for the correct period?**
 - MUA units are usually cold deck systems that are not **heating** systems; they do **NOT** need to be started early to heat up the building. Switchover may need to be started early.
 - MUA units rarely provide space cooling and should not be started earlier than actual occupancy, but switchover usually does.
 - Possible savings are **significant** for MUA units, **lower** for mixed air switchover.
- **Can heat recovery be used on the system?**
 - Although supply temperature is always relatively low (e.g. 18°C) for MUA, the absence of return air results in a significant heating load. For switchover, the supply air temperature (SAT) is higher, resulting in a higher heating load also.
 - Possible **very significant** savings but...
 - Fan energy can go up moderately
 - Rarely combined with demand control ventilation



Final questions for cold deck make-up air systems and switchover systems

- **Do I supply air at the optimal temperature and pressure?**
 - The energy performance of MUA units is strongly impacted by the supply air temperature control.
 - It must be adjusted dynamically to avoid supplying too hot since a MUA should NOT be a space heating system.
 - It is not a measure for most switchover systems!
 - Possible savings are **significant** for MUA only.
- **Is my humidification setpoint optimal (if present)?**
 - Humidifiers are often decommissioned.
 - But if working, ventilation air is very dry in winter, so make sure setpoints are reasonable and sensors accurate!
 - Savings are usually significant for MUA, moderate to small for switchover.



Ductwork

- Ductwork is not perfect, and significant air loss can occur in any given system.
- According to ASHRAE, 70% of systems experience losses in the range of 10% to 26% (ASHRAE Journal October 2025) with an average slightly above 10%.
- Extensive duct sealing reduces leakage by over 80%. Typical methods include:
 - **Mastic sealant:** suitable for small to medium leaks
 - **Foil tape:** used for quick fixes or as a temporary measure before more extensive sealing work
 - **Duct sealant spray:** ideal for difficult-to-reach areas in any large building setting
 - **Aeroseal technology:** particularly beneficial in extensive commercial duct systems where manual sealing would be less feasible; serves to seal up to 80% of leaks, ensuring comprehensive energy savings
 - **Duct insulation:** beyond sealing, insulating ducts further reduces energy loss

Ductwork

- The impact of duct sealing varies depending on system type.
- For MUA units, the impact is roughly equal to the cost of heating, cooling and moving the outside air mentioned earlier.
- For mixed air systems, the impact varies significantly:
 - It depends on the % of outside air, the supply static pressure and the supply temperature.
 - It will NOT be a fraction of the cost for heating, cooling and moving outside air since the energy used for these systems is driven by much more important factors.



<https://bcapcodes.org/utilities/guide-to-duct-leakage-testing/>

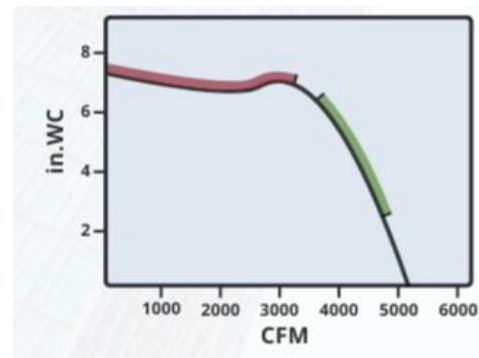
Fans and motors

1. The second cost item for ventilation air comes from the fan and associated motor.
2. Opportunities for small systems are more significant due to the lower efficiency of small motors and fans:
 - Replacing fractional motors with electronically commutated motors (ECMs) results in a significant improvement in overall efficiency (30%-50% to 80%).
3. For motors above 1 hp, changing the motor purely for efficiency gains does not result in significant savings unless the motor is very old or drastically oversized:
 - Replacing the actual fan is a very rare measure, and savings are often marginal unless the fan is very old or damaged.



Fans - take advantage of the affinity laws

- All fans are sized for peak loads, these almost never occur in buildings
- Affinity laws:
 - These define how flow, speed and power are related for centrifugal pumps and fans.
 - The good news, power is reduced to the cube of the flow or speed reduction.
- A 10% reduction in speed = 27% reduction in power!
- If all your fans had variable frequency drives (VFDs) set to 90% on average, you would reduce the consumption by about 25%.





Air balancing and ASHRAE 62.1

What is TAB?

Testing, adjusting and balancing (TAB)

1. **Testing, adjusting, and balancing (TAB)** is a vital process in the management and optimization of HVAC systems and is particularly focused on ductwork:
 - Testing involves measuring and documenting the airflow, pressure, temperature and other relevant parameters of the HVAC system. This step serves to identify discrepancies between actual performance and design specifications.
 - Adjusting refers to the fine-tuning of system components, such as dampers, valves and fans, to align with the desired operational criteria and correct any imbalances or inefficiencies identified during testing.
 - Balancing is the process of evenly distributing air and water flow throughout the HVAC system, ensuring that all areas of the building receive the appropriate level of ventilation, heating and cooling.

Full building TAB

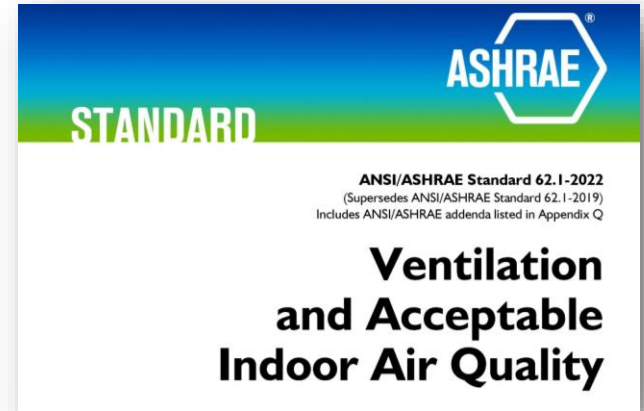
- TAB is NOT just measuring flows in at diffusers!
- A full building TAB requires having specifications for every space in terms of total airflow, outdoor airflow, minimum and maximum flows for VAV boxes, and more. This is a significant undertaking.
- In existing buildings, a full TAB exercise is rarely done unless there is a major retrofit or very significant issues.
- In most instances, targeted TAB is performed on a given system to resolve a specific issue or due to a fit-up, etc.



TAB and ventilation

TAB requires targets, specified flows to achieve, including in terms of ventilation:

- Such **targets** are defined typically **based on regulations** such as the building code.
 - Most North American building codes for the commercial sector refer to the ASHRAE Standard 62.1 as their basis to define the **minimum** amount of ventilation air required.
- Total airflow is often dictated by heating and cooling loads in the space, but other factors sometimes apply, such as pressurization.



Benefits of TAB

1. **Eliminates hot and cold spots:** ensures consistent and even heating and cooling throughout the building
2. **Reduces drafts:** prevents uncomfortable drafts by ensuring proper airflow
3. **Enhances circulation:** moves air more effectively, which helps reduce pollutants, allergens, dust and humidity
4. **Increases energy efficiency:** prevents your HVAC system from overworking to compensate for uneven airflow, which reduces energy consumption
5. **Extends HVAC lifespan:** reduces the strain on system components
6. **Reduces noise:** smooth, unrestricted airflow results in quieter ducts and diffusers

ASHRAE 62.1

Ventilation rates in ASHRAE 62.1 are defined using a fixed rate based on area and a second rate based on occupancy:

- These are then used in calculation procedures that considers the system configuration to arrive to the actual ventilation airflows.
- Only the occupancy-related airflow can be modulated by demand-controlled ventilation (DCV) following ASHRAE 62.1.
- It is not correct to only multiply the area rate times area and the occupant rate times occupants.
- The ASHRAE procedure is used for design purposes and is often **not** applied in actual building operations.

Table 6-1 Minimum Ventilation Rates in Breathing Zone (Continued)

| Occupancy Category | People Outdoor Air Rate R_p | | Area Outdoor Air Rate R_a | | Default Values: | | Air Class | OS (6.2.6.1.4) |
|---|----------------------------------|----------------|--------------------------------|--------------------|---|--|--------------|-------------------|
| | cfm/ person | L/s- person | cfm/ft ² | L/s-m ² | Occupant Density #/1000 ft ² or #/100 m ² | | | |
| Miscellaneous Spaces (continued) | | | | | | | | |
| Sorting, packing, light assembly | 7.5 | 3.8 | 0.12 | 0.6 | 7 | | 2 | |
| Telephone closets | — | — | 0.00 | 0.0 | — | | 1 | |
| Transportation waiting | 7.5 | 3.8 | 0.06 | 0.3 | 100 | | 1 | ✓ |
| Warehouses | 10 | 5 | 0.06 | 0.3 | — | | 2 | |
| Office Buildings: | | | | | | | | |
| Breakrooms | 5 | 2.5 | 0.12 | 0.6 | 50 | | 1 | |
| Main entry lobbies | 5 | 2.5 | 0.06 | 0.3 | 10 | | 1 | ✓ |
| Occupiable storage rooms for dry materials | 5 | 2.5 | 0.06 | 0.3 | 2 | | 1 | |
| Office space | 5 | 2.5 | 0.06 | 0.3 | 5 | | 1 | ✓ |
| Reception areas | 5 | 2.5 | 0.06 | 0.3 | 30 | | 1 | ✓ |
| Telephone/data entry | 5 | 2.5 | 0.06 | 0.3 | 60 | | 1 | ✓ |
| Outpatient Health Care Facilities: ^{a,b} | | | | | | | | |
| Birthing room | 10 | 5 | 0.18 | 0.9 | 15 | | 2 | |
| Class 1 imaging rooms | 5 | 2.5 | 0.12 | 0.6 | 5 | | 1 | |
| Dental operator | 10 | 5 | 0.18 | 0.9 | 20 | | 1 | |

ASHRAE 62.1 versus operational ventilation

In most cases, ventilation rates are based on a % opening of dampers, often without a supporting rationale:

- The % opening remains fixed even if the fan slows down.
- When DCV is used, it modulates all of the airflow, not just the occupancy-related fraction.
- Using the simple method (area rate times area plus occupant rate time occupants) will give you a general idea of your ventilation requirement to see if you are likely over-ventilating, but it cannot be used to check compliance with ASHRAE 62.1.





Case study

Efficient ventilation

Case study

Commercial kitchen DCV:

- Uses temperature and opacity sensors to modulate both make-up air unit and exhaust fans
- 28% reduction in airflow
- 40% reduction in fan power
- Simple payback period of 3.3 years

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***Evaluation of a Kitchen Ventilation Demand Control System
Installed in a Swiss Chalet, Alliston, Ontario***



Save on Energy's Capability Building Program

- Save on Energy's Capability Building program helps increase awareness about energy-efficiency opportunities, enhance knowledge and develop skills in organizations and communities across Ontario so they can undertake energy-efficiency actions and participate in Save on Energy programs.
- The program includes tools such as workshops, [webinars](#), training courses, coaching, peer learning and information resources including guides and videos.



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Coaching sessions conducted virtually: phone, video calls and email
Designed for organizations, new or old, seeking guidance

Upcoming survey: We want your feedback!



Progress  11%

As someone who recently participated in the *What It Means to Become Net-Zero and How to Achieve It* as part of the **Save on Energy | Capability Building Program**, we'd like to know more about your experience. The IESO uses this feedback to monitor the success of the program and improve the offering over time. The survey should take about five minutes to complete.

This survey is conducted by Forum Research, a leading market research company, on behalf of the Independent Electricity System Operator (IESO). Be assured that all answers are completely anonymous and will have no impact on customer incentives.

***Please send any and all inquiries about the Capability Building Program sessions to trainingandsupport@ieso.ca. ***

BACK

NEXT

- Check your email! A survey is coming your way soon.
- Why? Help us improve our training programs.
- Who? Conducted by Forum Research on behalf of the IESO.
- Time? Takes only five minutes to complete.
- Confidentiality: Your responses are anonymous and won't impact participation or incentives.

The survey will be sent from:
surveyinfo@forumresearch.com

Thank you!

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