



Community Energy Strategy

Community Driven Energy Solutions for Oakville

Home Energy Retrofit Feasibility Study

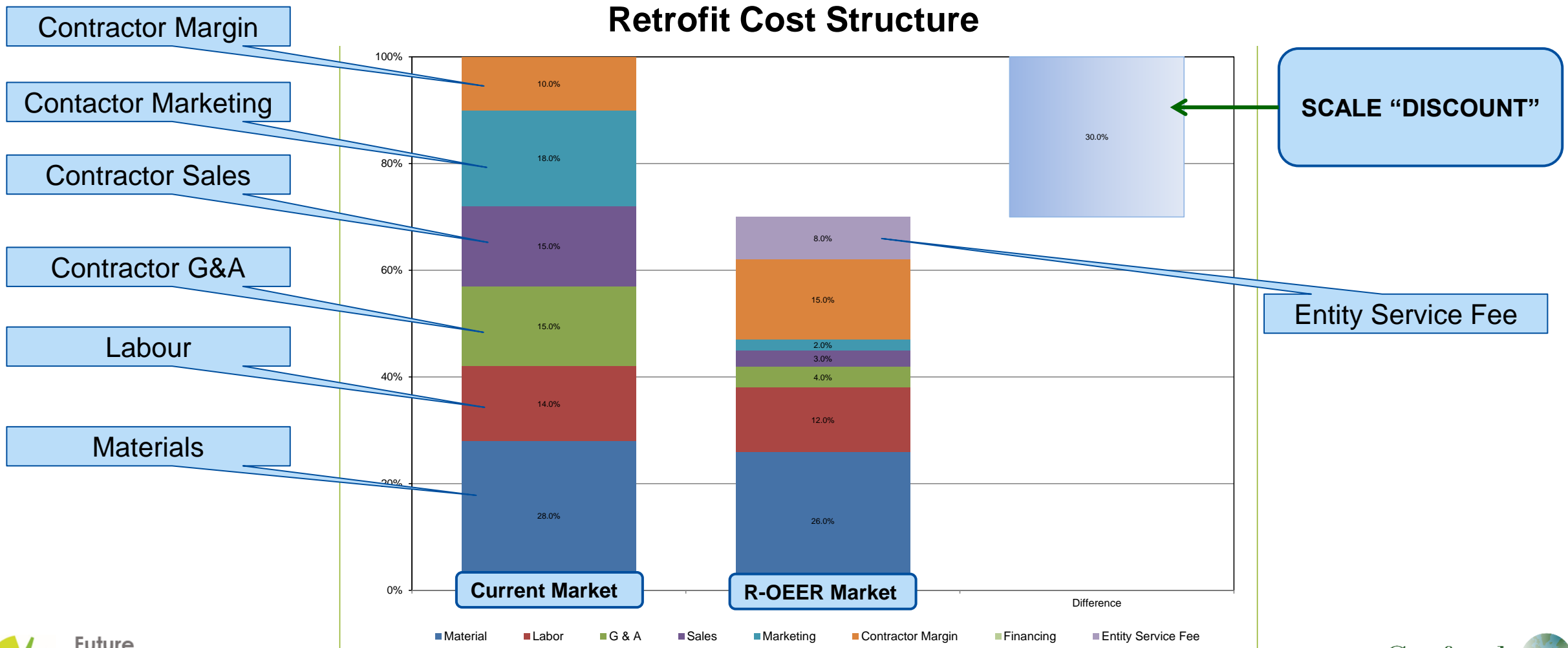
Documentation Version: Appendix G – Stress Test

Oakville Home Energy Retrofit Feasibility Study

Stress Test – Recap STUDY Case

Oakville Home Energy Retrofit - Feasibility Study

Market Transformation through Scale



About \$35,000 for 170m² SFH (No Incentives)

Oakville Home Energy Retrofit - Feasibility Study

Impact of Scale on Retrofit Costs

| Item | Market Norm | OEER gain | OEER | Comments |
|------------------------------|-------------|------------|------------|--|
| Materials | 28% | 10% | 26% | <ul style="list-style-type: none"> • Volume prices for higher-performance materials (<i>"Better stuff – Better price!"</i>) • Negotiating "carrot" includes potential program proliferation to other markets • Preference for material partners' commitment to establish local facilities |
| Labour | 14% | 15% | 12% | <ul style="list-style-type: none"> • Multiple retrofits on similar homes - geographically clustered • Minimized teams down time • Complete skills structures & minimal sub-contracting & higher % of apprentices |
| Contractor G&A | 15% | 75% | 4% | <ul style="list-style-type: none"> • Simplified transaction ordering and billing through standardization • Single ordering/payment Entity • Simplified personnel management |
| Contractor Selling Expense | 15% | 80% | 3% | <ul style="list-style-type: none"> • Detailed proposals eliminated through standardization • Entity handles necessary permitting • Contractor promotes program |
| Contractor Marketing Expense | 18% | 90% | 2% | <ul style="list-style-type: none"> • Entity responsible to promote program • Marketing to Community and to Entity to maintain "approved contractor" status |
| Contractor Profit | 10% | 50% | 15% | <ul style="list-style-type: none"> • Improved margin for Entity "approved contractors" |
| G&A | 0% | NA | 5% | <ul style="list-style-type: none"> • Based estimates of entity mature organization structure |
| Sales & Marketing | 0% | NA | 3% | <ul style="list-style-type: none"> • Assumes mature selling expense of less than \$1000 per retrofit • Standardized retrofit and pricing greatly simplifies selling and closing process • Marketing simplified using existing Town and other information platforms |
| Retrofit Price | 100% | 30% | 70% | <ul style="list-style-type: none"> • Price before financing |

Oakville Home Energy Retrofit Feasibility Study

Entity Organizational Costs from 2022 to 2031

| Category | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|------------------------------|-------------|--------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Position | Base | Bonus | | | | | | | | | | |
| General Manager | \$ 140,000 | 12% | \$ 80,000 | \$ 161,600 | \$ 163,200 | \$ 164,800 | \$ 166,400 | \$ 168,100 | \$ 169,800 | \$ 171,500 | \$ 173,200 | \$ 174,900 |
| GM Assistant/Office Mgr | \$ 57,000 | 4% | \$ 30,200 | \$ 61,100 | \$ 61,700 | \$ 62,300 | \$ 62,900 | \$ 63,600 | \$ 64,200 | \$ 64,800 | \$ 65,500 | \$ 66,100 |
| Finance Mananager | \$ 110,000 | 12% | \$ 62,800 | \$ 126,900 | \$ 128,200 | \$ 129,500 | \$ 130,800 | \$ 132,100 | \$ 133,400 | \$ 134,700 | \$ 136,100 | \$ 137,500 |
| Finance Specialist1 | \$ 70,000 | 6% | \$ 37,800 | \$ 76,400 | \$ 77,200 | \$ 78,000 | \$ 78,800 | \$ 79,600 | \$ 80,300 | \$ 81,200 | \$ 82,000 | \$ 82,800 |
| Finance Specialist 2 | \$ 70,000 | 6% | \$ - | \$ - | \$ - | \$ 78,000 | \$ 78,800 | \$ 79,600 | \$ 80,300 | \$ 81,200 | \$ 82,000 | \$ 82,800 |
| EER Sales Training 1 | \$ 47,000 | 5% | \$ 25,200 | \$ 50,800 | \$ 51,400 | \$ 51,900 | \$ 52,400 | \$ 52,900 | \$ 53,400 | \$ 54,000 | \$ 54,500 | \$ 55,100 |
| EER Sales Training 2 | \$ 47,000 | 5% | \$ - | \$ - | \$ - | \$ 51,900 | \$ 52,400 | \$ 52,900 | \$ 53,400 | \$ 54,000 | \$ 54,500 | \$ 55,100 |
| EER Sales Training 3 | \$ 47,000 | 5% | \$ - | \$ - | \$ - | \$ - | \$ 52,400 | \$ 52,900 | \$ 53,400 | \$ 54,000 | \$ 54,500 | \$ 55,100 |
| EER Sales Assist | \$ 47,000 | 15% | \$ 27,600 | \$ 55,700 | \$ 56,200 | \$ 56,800 | \$ 57,400 | \$ 57,900 | \$ 58,500 | \$ 59,100 | \$ 59,700 | \$ 60,300 |
| Marketing | \$ 75,000 | 6% | \$ 40,500 | \$ 81,900 | \$ 82,700 | \$ 83,600 | \$ 84,400 | \$ 85,200 | \$ 86,100 | \$ 86,900 | \$ 87,800 | \$ 88,700 |
| Production Manager | \$ 110,000 | 12% | \$ 62,800 | \$ 126,900 | \$ 128,200 | \$ 129,500 | \$ 130,800 | \$ 132,100 | \$ 133,400 | \$ 134,700 | \$ 136,100 | \$ 137,500 |
| QC Specialist 1 | \$ 55,000 | 3% | \$ 28,900 | \$ 58,400 | \$ 59,000 | \$ 59,500 | \$ 60,100 | \$ 60,700 | \$ 61,300 | \$ 62,000 | \$ 62,600 | \$ 63,200 |
| QC Specialist 2 | \$ 55,000 | 3% | \$ - | \$ - | \$ - | \$ 59,500 | \$ 60,100 | \$ 60,700 | \$ 61,300 | \$ 62,000 | \$ 62,600 | \$ 63,200 |
| QC Specialist 3 | \$ 55,000 | 3% | \$ - | \$ - | \$ - | \$ - | \$ 60,100 | \$ 60,700 | \$ 61,300 | \$ 62,000 | \$ 62,600 | \$ 63,200 |
| Material Manager | \$ 95,000 | 6% | \$ 51,400 | \$ 103,800 | \$ 104,800 | \$ 105,800 | \$ 106,900 | \$ 108,000 | \$ 109,000 | \$ 110,100 | \$ 111,200 | \$ 112,300 |
| Total Payroll (Net) | | | \$ 447,200 | \$ 903,500 | \$ 912,600 | \$ 1,111,100 | \$ 1,234,700 | \$ 1,247,000 | \$ 1,259,100 | \$ 1,272,200 | \$ 1,284,900 | \$ 1,297,800 |
| Social Security etc | | | \$ 116,300 | \$ 234,900 | \$ 237,300 | \$ 288,900 | \$ 321,000 | \$ 324,200 | \$ 327,400 | \$ 330,800 | \$ 334,100 | \$ 337,400 |
| Total Payroll (Gross) | | | \$ 563,500 | \$ 1,138,400 | \$ 1,149,900 | \$ 1,400,000 | \$ 1,555,700 | \$ 1,571,200 | \$ 1,586,500 | \$ 1,603,000 | \$ 1,619,000 | \$ 1,635,200 |
| Other Costs | | | | | | | | | | | | |
| Legal Cost/ sale | \$ 50 | | \$ - | \$ 1,000 | \$ 11,000 | \$ 54,500 | \$ 117,500 | \$ 118,000 | \$ 122,500 | \$ 124,500 | \$ 145,000 | \$ 145,000 |
| Travel/Misc as % payroll | 5.00% | | \$ 28,200 | \$ 56,900 | \$ 57,500 | \$ 70,000 | \$ 77,800 | \$ 78,600 | \$ 79,300 | \$ 80,200 | \$ 81,000 | \$ 81,800 |
| Marketing Costs/sale | \$ 100 | | \$ - | \$ 2,000 | \$ 22,000 | \$ 109,000 | \$ 235,000 | \$ 236,000 | \$ 245,000 | \$ 249,000 | \$ 290,000 | \$ 290,000 |
| Rents | \$ 20,000 | | \$ 20,400 | \$ 20,600 | \$ 20,800 | \$ 21,000 | \$ 21,200 | \$ 21,400 | \$ 21,700 | \$ 21,900 | \$ 22,100 | \$ 22,300 |
| Low income Subsidy | Placeholder | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Other Costs | | | \$ 48,600 | \$ 80,500 | \$ 111,300 | \$ 254,500 | \$ 451,500 | \$ 454,000 | \$ 468,500 | \$ 475,600 | \$ 538,100 | \$ 539,100 |
| Entity Total | | | \$ 612,100 | \$ 1,218,900 | \$ 1,261,200 | \$ 1,654,500 | \$ 2,007,200 | \$ 2,025,200 | \$ 2,055,000 | \$ 2,078,600 | \$ 2,157,100 | \$ 2,174,300 |

Oakville Home Energy Retrofit - Feasibility Study

Market Penetration Targets

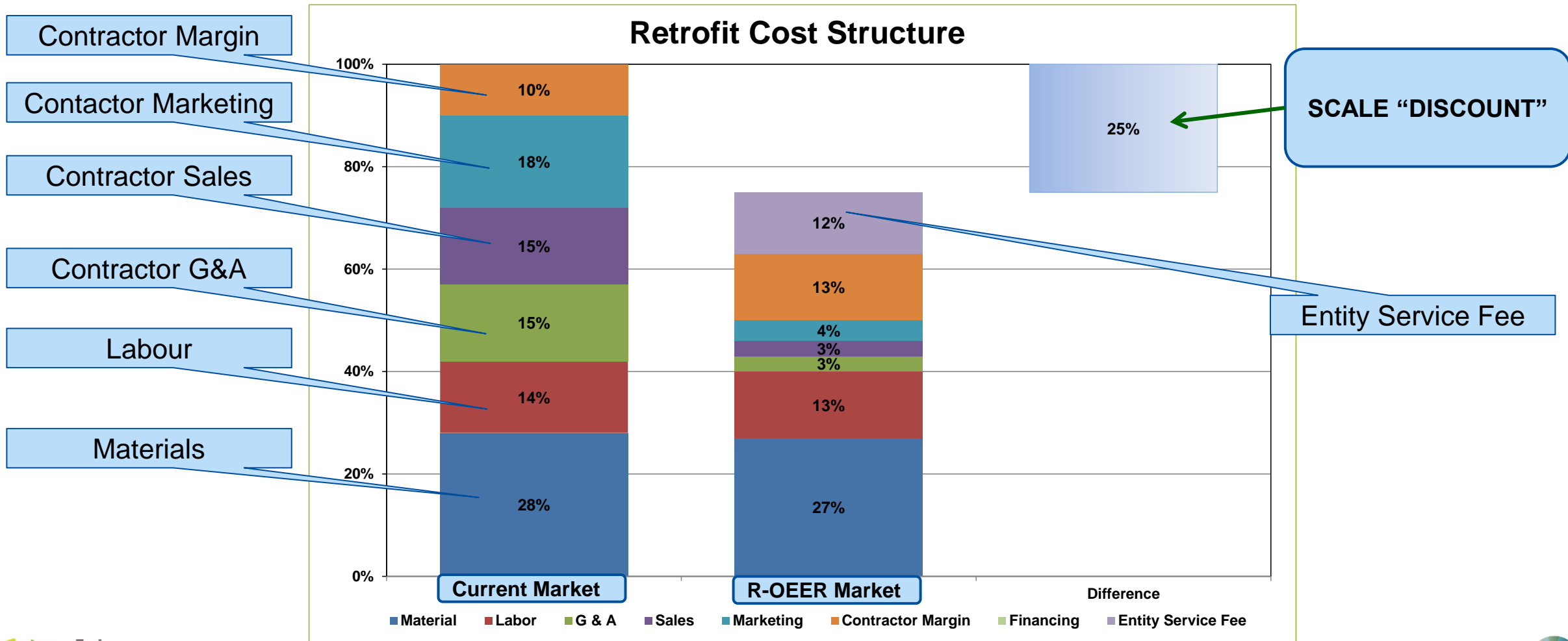
| Home Archetype | Start Year | Annual Rate | End Share |
|-------------------|------------|-------------|-----------|
| Pre-1955 MU HIGH | 2026 | 2.0% | 25% |
| Pre-1955 MU LOW | 2023 | 2.0% | 80% |
| Pre-1955 MU MID | 2025 | 2.0% | 60% |
| Pre-1955 TH | 2023 | 4.0% | 80% |
| Pre-1955 SSD | 2023 | 4.0% | 80% |
| Pre-1955 SD | 2023 | 4.0% | 80% |
| 1955-1974 MU HIGH | 2027 | 2.0% | 25% |
| 1955-1974 MU LOW | 2024 | 2.0% | 80% |
| 1955-1974 MU MID | 2026 | 2.0% | 60% |
| 1955-1974 TH | 2024 | 4.0% | 80% |
| 1955-1974 SSD | 2024 | 4.0% | 80% |
| 1955-1974 SD | 2024 | 4.0% | 80% |
| 1975-1997 MU HIGH | 2028 | 2.0% | 25% |
| 1975-1997 MU LOW | 2025 | 2.0% | 80% |
| 1975-1997 MU MID | 2027 | 2.0% | 60% |
| 1975-1997 TH | 2025 | 4.0% | 80% |
| 1975-1997 SSD | 2025 | 4.0% | 80% |
| 1975-1997 SD | 2025 | 4.0% | 80% |
| 1998-2011 MU HIGH | 2029 | 2.0% | 25% |
| 1998-2011 MU LOW | 2026 | 2.0% | 80% |
| 1998-2011 MU MID | 2028 | 2.0% | 60% |
| 1998-2011 TH | 2026 | 4.0% | 80% |
| 1998-2011 SSD | 2026 | 4.0% | 80% |
| 1998-2011 SD | 2026 | 4.0% | 80% |
| POST-2011 MU HIGH | 2033 | 2.0% | 25% |
| POST-2011 MU LOW | 2030 | 2.0% | 80% |
| POST-2011 MU MID | 2032 | 2.0% | 60% |
| POST-2011 TH | 2030 | 4.0% | 80% |
| POST-2011 SSD | 2030 | 4.0% | 80% |
| POST-2011 SD | 2030 | 4.0% | 80% |

Oakville Home Energy Retrofit Feasibility Study

Stress Test – MEDIUM Case

Oakville Home Energy Retrofit - Stress Test

MEDIUM



About \$37,000 for 170m² SFH (No Incentives)

Oakville Home Energy Retrofit – Stress Test MEDIUM

Impact of Scale on Retrofit Costs

| Item | Market Norm | OEER gain | OEER | Comments |
|------------------------------|-------------|------------|------------|--|
| Materials | 28% | 2.5% | 27% | <ul style="list-style-type: none"> Volume prices for higher-performance materials (<i>“Better stuff – Better price!”</i>) Negotiating “carrot” includes potential program proliferation to other markets Preference for material partners’ commitment to establish local facilities |
| Labour | 14% | 7% | 13% | <ul style="list-style-type: none"> Multiple retrofits on similar homes - geographically clustered Minimized teams down time Complete skills structures & minimal sub-contracting & higher % of apprentices |
| Contractor G&A | 15% | 80% | 3% | <ul style="list-style-type: none"> Simplified transaction ordering and billing through standardization Single ordering/payment Entity Simplified personnel management |
| Contractor Selling Expense | 15% | 80% | 3% | <ul style="list-style-type: none"> Detailed proposals eliminated through standardization Entity handles necessary permitting Contractor promotes program |
| Contractor Marketing Expense | 18% | 78% | 4% | <ul style="list-style-type: none"> Entity responsible to promote program Marketing to Community and to Entity to maintain “approved contractor” status |
| Contractor Profit | 10% | 33% | 13% | <ul style="list-style-type: none"> Improved margin for Entity “approved contractors” |
| G&A | 0% | NA | 7% | <ul style="list-style-type: none"> Based estimates of entity mature organization structure |
| Sales & Marketing | 0% | NA | 5% | <ul style="list-style-type: none"> Assumes mature selling expense of less than \$1000 per retrofit Standardized retrofit and pricing greatly simplifies selling and closing process Marketing simplified using existing Town and other information platforms |
| Retrofit Price | 100% | 25% | 75% | <ul style="list-style-type: none"> Price before financing |

Oakville Home Energy Retrofit Feasibility Study

Entity Organizational Costs from 2022 to 2031-MEDIUM

| Category | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|------------------------------|-------------|--------------|------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Position | Base | Bonus | | | | | | | | | | |
| General Manager | \$ 140,000 | 12% | \$ - | \$ 80,800 | \$ 163,200 | \$ 164,800 | \$ 166,400 | \$ 168,100 | \$ 169,800 | \$ 171,500 | \$ 173,200 | \$ 174,900 |
| GM Assistant/Office Mgr | \$ 57,000 | 4% | \$ - | \$ 30,500 | \$ 61,700 | \$ 62,300 | \$ 62,900 | \$ 63,600 | \$ 64,200 | \$ 64,800 | \$ 65,500 | \$ 66,100 |
| Finance Mananager | \$ 110,000 | 12% | \$ - | \$ 63,500 | \$ 128,200 | \$ 129,500 | \$ 130,800 | \$ 132,100 | \$ 133,400 | \$ 134,700 | \$ 136,100 | \$ 137,500 |
| Finance Specialist1 | \$ 70,000 | 6% | \$ - | \$ 38,200 | \$ 77,200 | \$ 78,000 | \$ 78,800 | \$ 79,600 | \$ 80,300 | \$ 81,200 | \$ 82,000 | \$ 82,800 |
| Finance Specialist 2 | \$ 70,000 | 6% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 82,800 |
| EER Sales Training 1 | \$ 47,000 | 5% | \$ - | \$ 25,400 | \$ 51,400 | \$ 51,900 | \$ 52,400 | \$ 52,900 | \$ 53,400 | \$ 54,000 | \$ 54,500 | \$ 55,100 |
| EER Sales Training 2 | \$ 47,000 | 5% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 55,100 |
| EER Sales Training 3 | \$ 47,000 | 5% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EER Sales Assist | \$ 47,000 | 15% | \$ - | \$ 27,800 | \$ 56,200 | \$ 56,800 | \$ 57,400 | \$ 57,900 | \$ 58,500 | \$ 59,100 | \$ 59,700 | \$ 60,300 |
| Marketing | \$ 75,000 | 6% | \$ - | \$ 41,000 | \$ 82,700 | \$ 83,600 | \$ 84,400 | \$ 85,200 | \$ 86,100 | \$ 86,900 | \$ 87,800 | \$ 88,700 |
| Production Manager | \$ 110,000 | 12% | \$ - | \$ 63,500 | \$ 128,200 | \$ 129,500 | \$ 130,800 | \$ 132,100 | \$ 133,400 | \$ 134,700 | \$ 136,100 | \$ 137,500 |
| QC Specialist 1 | \$ 55,000 | 3% | \$ - | \$ 29,200 | \$ 59,000 | \$ 59,500 | \$ 60,100 | \$ 60,700 | \$ 61,300 | \$ 62,000 | \$ 62,600 | \$ 63,200 |
| QC Specialist 2 | \$ 55,000 | 3% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 63,200 |
| QC Specialist 3 | \$ 55,000 | 3% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Material Manager | \$ 95,000 | 6% | \$ - | \$ 51,900 | \$ 104,800 | \$ 105,800 | \$ 106,900 | \$ 108,000 | \$ 109,000 | \$ 110,100 | \$ 111,200 | \$ 112,300 |
| Total Payroll (Net) | | | \$ - | \$ 451,800 | \$ 912,600 | \$ 921,700 | \$ 930,900 | \$ 940,200 | \$ 949,400 | \$ 959,000 | \$ 968,700 | \$ 1,179,500 |
| Social Security etc | | | \$ - | \$ 117,500 | \$ 237,300 | \$ 239,600 | \$ 242,000 | \$ 244,500 | \$ 246,800 | \$ 249,300 | \$ 251,900 | \$ 306,700 |
| Total Payroll (Gross) | | | \$ - | \$ 569,300 | \$ 1,149,900 | \$ 1,161,300 | \$ 1,172,900 | \$ 1,184,700 | \$ 1,196,200 | \$ 1,208,300 | \$ 1,220,600 | \$ 1,486,200 |
| Other Costs | | | | | | | | | | | | |
| Legal cost/ sale | \$ 50 | | \$ - | \$ - | \$ 500 | \$ 3,500 | \$ 16,000 | \$ 35,000 | \$ 44,000 | \$ 45,000 | \$ 45,500 | \$ 53,500 |
| Travel/Misc as % payroll | 5.00% | | \$ - | \$ 28,500 | \$ 57,500 | \$ 58,100 | \$ 58,600 | \$ 59,200 | \$ 59,800 | \$ 60,400 | \$ 61,000 | \$ 74,300 |
| Marketing Costs/sale | \$ 100 | | \$ - | \$ - | \$ 1,000 | \$ 7,000 | \$ 32,000 | \$ 70,000 | \$ 88,000 | \$ 90,000 | \$ 91,000 | \$ 107,000 |
| Rents | \$ 20,000 | | \$ - | \$ 20,600 | \$ 20,800 | \$ 21,000 | \$ 21,200 | \$ 21,400 | \$ 21,700 | \$ 21,900 | \$ 22,100 | \$ 22,300 |
| Low income Subsidy | Placeholder | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Other Costs | | | \$ - | \$ 49,100 | \$ 79,800 | \$ 89,600 | \$ 127,800 | \$ 185,600 | \$ 213,500 | \$ 217,300 | \$ 219,600 | \$ 257,100 |
| Entity Total | | | \$ - | \$ 618,400 | \$ 1,229,700 | \$ 1,250,900 | \$ 1,300,700 | \$ 1,370,300 | \$ 1,409,700 | \$ 1,425,600 | \$ 1,440,200 | \$ 1,743,300 |

Oakville Home Energy Retrofit - Stress Test MEDIUM

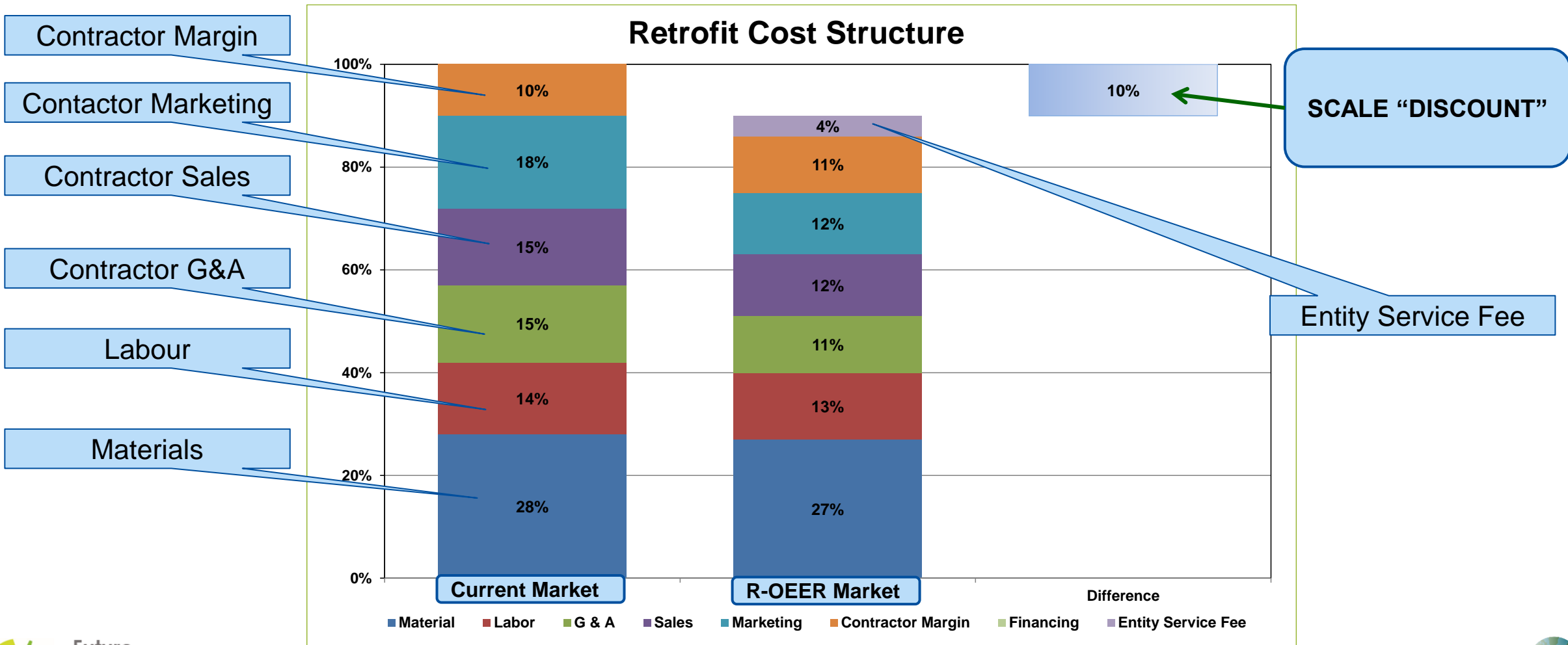
Market Penetration Targets

| Home Archetype | Start Year | Annual Rate | End Share |
|-------------------|------------|-------------|-----------|
| Pre-1955 MU HIGH | 2027 | 0.5% | 10% |
| Pre-1955 MU LOW | 2024 | 0.5% | 10% |
| Pre-1955 MU MID | 2026 | 0.5% | 10% |
| Pre-1955 TH | 2024 | 1.5% | 30% |
| Pre-1955 SSD | 2024 | 1.5% | 30% |
| Pre-1955 SD | 2024 | 1.5% | 30% |
| 1955-1974 MU HIGH | 2028 | 0.5% | 10% |
| 1955-1974 MU LOW | 2025 | 0.5% | 10% |
| 1955-1974 MU MID | 2027 | 0.5% | 10% |
| 1955-1974 TH | 2025 | 1.5% | 30% |
| 1955-1974 SSD | 2025 | 1.5% | 30% |
| 1955-1974 SD | 2025 | 1.5% | 30% |
| 1975-1997 MU HIGH | 2029 | 0.5% | 10% |
| 1975-1997 MU LOW | 2026 | 0.5% | 10% |
| 1975-1997 MU MID | 2028 | 0.5% | 10% |
| 1975-1997 TH | 2026 | 1.5% | 30% |
| 1975-1997 SSD | 2026 | 1.5% | 30% |
| 1975-1997 SD | 2026 | 1.5% | 30% |
| 1998-2011 MU HIGH | 2030 | 0.5% | 10% |
| 1998-2011 MU LOW | 2027 | 0.5% | 10% |
| 1998-2011 MU MID | 2029 | 0.5% | 10% |
| 1998-2011 TH | 2027 | 1.5% | 30% |
| 1998-2011 SSD | 2027 | 1.5% | 30% |
| 1998-2011 SD | 2027 | 1.5% | 30% |
| POST-2011 MU HIGH | 2034 | 0.5% | 10% |
| POST-2011 MU LOW | 2031 | 0.5% | 10% |
| POST-2011 MU MID | 2033 | 0.5% | 10% |
| POST-2011 TH | 2031 | 1.5% | 30% |
| POST-2011 SSD | 2031 | 1.5% | 30% |
| POST-2011 SD | 2031 | 1.5% | 30% |

Oakville Home Energy Retrofit Feasibility Study

Stress Test - LOW

Oakville Home Energy Retrofit – Stress Test LOW



About \$44,400 for 170m² SFH (No Incentives)

Oakville Home Energy Retrofit – Stress Test LOW

Impact of Scale on Retrofit Costs

| Item | Market Norm | OEER gain | OEER | Comments |
|------------------------------|-------------|------------|------------|---|
| Materials | 28% | 4% | 27% | <ul style="list-style-type: none"> Volume prices for higher-performance materials (<i>“Better stuff – Better price!”</i>) |
| Labour | 14% | 6% | 13% | <ul style="list-style-type: none"> Multiple retrofits on similar homes Reduced teams down time |
| Contractor G&A | 15% | 27% | 11% | <ul style="list-style-type: none"> Simplified transaction ordering and billing through standardization Contractor manages customer order and payments |
| Contractor Selling Expense | 15% | 20% | 12% | <ul style="list-style-type: none"> Proposals complexity reduced through standardization Contractor handles necessary permitting Contractor and Entity promotes program |
| Contractor Marketing Expense | 18% | 33% | 12% | <ul style="list-style-type: none"> Entity responsible to promote program Marketing to Community and to Entity to maintain “qualified contractor” status |
| Contractor Profit | 10% | 10% | 11% | <ul style="list-style-type: none"> Modest improved margin for Entity “qualified contractors” |
| G&A | 0% | NA | 2% | <ul style="list-style-type: none"> Based on estimates of mature organization structured as typical community outreach entity |
| Sales & Marketing | 0% | NA | 2% | <ul style="list-style-type: none"> Assumes mature selling expense of less than \$1000 per retrofit Standardized retrofit and pricing greatly simplifies selling and closing process Marketing simplified using existing Town and other information platforms |
| Retrofit Price | 100% | 10% | 90% | <ul style="list-style-type: none"> Price before financing |

Oakville Home Energy Retrofit Feasibility Study

Entity Organizational Costs from 2022 to 2031 - LOW

| Category | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|------------------------------|-------------|--------------|------|------------|--------------|--------------|------------|------------|------------|------------|------------|------------|
| Position | Base | Bonus | | | | | | | | | | |
| General Manager | \$ 140,000 | 12% | \$ - | \$ 80,800 | \$ 163,200 | \$ 164,800 | \$ 33,300 | \$ 33,600 | \$ 34,000 | \$ 34,300 | \$ 34,600 | \$ 35,000 |
| GM Assistant/Office Mgr | \$ 57,000 | 4% | \$ - | \$ 30,500 | \$ 61,700 | \$ 62,300 | \$ 12,600 | \$ 12,700 | \$ 12,800 | \$ 13,000 | \$ 13,100 | \$ 13,200 |
| Finance Mananager | \$ 110,000 | 12% | \$ - | \$ 63,500 | \$ 128,200 | \$ 129,500 | \$ 26,200 | \$ 26,400 | \$ 26,700 | \$ 26,900 | \$ 27,200 | \$ 27,500 |
| Finance Specialist1 | \$ 70,000 | 6% | \$ - | \$ 38,200 | \$ 77,200 | \$ 78,000 | \$ 15,800 | \$ 15,900 | \$ 16,100 | \$ 16,200 | \$ 16,400 | \$ 16,600 |
| Finance Specialist 2 | \$ 70,000 | 6% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EER Sales Training 1 | \$ 47,000 | 5% | \$ - | \$ 25,400 | \$ 51,400 | \$ 51,900 | \$ 10,500 | \$ 10,600 | \$ 10,700 | \$ 10,800 | \$ 10,900 | \$ 11,000 |
| EER Sales Training 2 | \$ 47,000 | 5% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EER Sales Training 3 | \$ 47,000 | 5% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EER Sales Assist | \$ 47,000 | 15% | \$ - | \$ 27,800 | \$ 56,200 | \$ 56,800 | \$ 11,500 | \$ 11,600 | \$ 11,700 | \$ 11,800 | \$ 11,900 | \$ 12,100 |
| Marketing | \$ 75,000 | 6% | \$ - | \$ 41,000 | \$ 82,700 | \$ 83,600 | \$ 16,900 | \$ 17,000 | \$ 17,200 | \$ 17,400 | \$ 17,600 | \$ 17,700 |
| Production Manager | \$ 110,000 | 12% | \$ - | \$ 63,500 | \$ 128,200 | \$ 129,500 | \$ 26,200 | \$ 26,400 | \$ 26,700 | \$ 26,900 | \$ 27,200 | \$ 27,500 |
| QC Specialist 1 | \$ 55,000 | 3% | \$ - | \$ 29,200 | \$ 59,000 | \$ 59,500 | \$ 12,000 | \$ 12,100 | \$ 12,300 | \$ 12,400 | \$ 12,500 | \$ 12,600 |
| QC Specialist 2 | \$ 55,000 | 3% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| QC Specialist 3 | \$ 55,000 | 3% | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Material Manager | \$ 95,000 | 6% | \$ - | \$ 51,900 | \$ 104,800 | \$ 105,800 | \$ 21,400 | \$ 21,600 | \$ 21,800 | \$ 22,000 | \$ 22,200 | \$ 22,500 |
| Total Payroll (Net) | | | \$ - | \$ 451,800 | \$ 912,600 | \$ 921,700 | \$ 186,400 | \$ 187,900 | \$ 190,000 | \$ 191,700 | \$ 193,600 | \$ 195,700 |
| Social Security etc | | | \$ - | \$ 117,500 | \$ 237,300 | \$ 239,600 | \$ 48,500 | \$ 48,900 | \$ 49,400 | \$ 49,800 | \$ 50,300 | \$ 50,900 |
| Total Payroll (Gross) | | | \$ - | \$ 569,300 | \$ 1,149,900 | \$ 1,161,300 | \$ 234,900 | \$ 236,800 | \$ 239,400 | \$ 241,500 | \$ 243,900 | \$ 246,600 |
| Other Costs | | | | | | | | | | | | |
| Legal cost/ sale | \$ 50 | | \$ - | \$ - | \$ 50 | \$ 500 | \$ 2,000 | \$ 5,000 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 7,500 |
| Travel/Misc as % payroll | 5.00% | | \$ - | \$ 28,500 | \$ 57,500 | \$ 58,100 | \$ 11,700 | \$ 11,800 | \$ 12,000 | \$ 12,100 | \$ 12,200 | \$ 12,300 |
| Marketing Costs/sale | \$ 100 | | \$ - | \$ - | \$ 100 | \$ 1,000 | \$ 4,000 | \$ 10,000 | \$ 13,000 | \$ 13,000 | \$ 13,000 | \$ 15,000 |
| Rents | \$ 20,000 | | \$ - | \$ 20,600 | \$ 20,800 | \$ 21,000 | \$ 21,200 | \$ 21,400 | \$ 21,700 | \$ 21,900 | \$ 22,100 | \$ 22,300 |
| Low income Subsidy | Placeholder | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Other Costs | | | \$ - | \$ 49,100 | \$ 78,450 | \$ 80,600 | \$ 38,900 | \$ 48,200 | \$ 53,200 | \$ 53,500 | \$ 53,800 | \$ 57,100 |
| Entity Total | | | \$ - | \$ 618,400 | \$ 1,228,350 | \$ 1,241,900 | \$ 273,800 | \$ 285,000 | \$ 292,600 | \$ 295,000 | \$ 297,700 | \$ 303,700 |

Oakville Home Energy Retrofit - Stress Test LOW

Market Penetration Targets

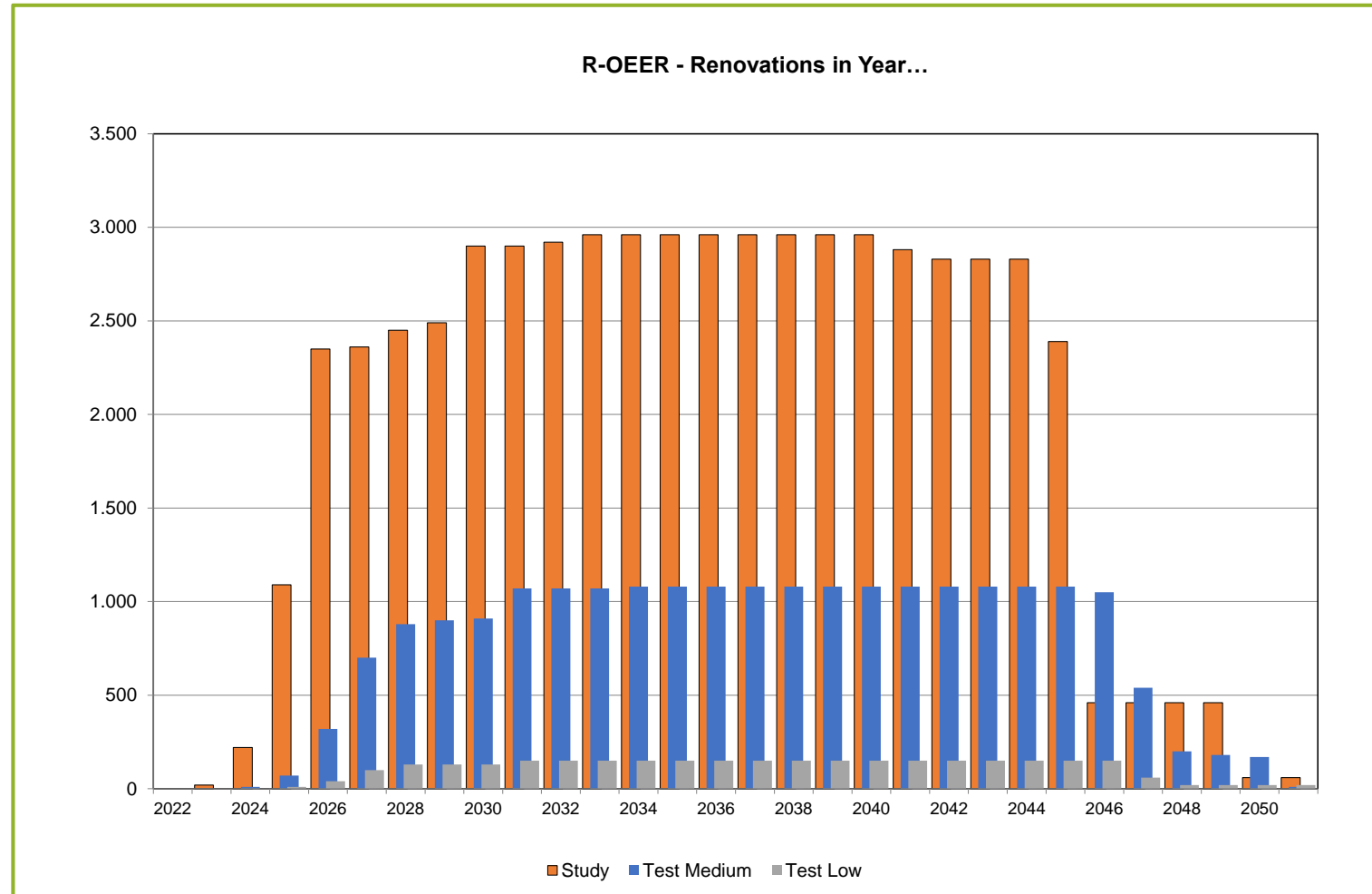
| Home Archetype | Start Year | Annual Rate | End Share |
|-------------------|------------|-------------|-----------|
| Pre-1955 MU HIGH | 2027 | | |
| Pre-1955 MU LOW | 2024 | | |
| Pre-1955 MU MID | 2026 | | |
| Pre-1955 TH | 2024 | | |
| Pre-1955 SSD | 2024 | 0.25% | 5% |
| Pre-1955 SD | 2024 | 0.25% | 5% |
| 1955-1974 MU HIGH | 2028 | | |
| 1955-1974 MU LOW | 2025 | | |
| 1955-1974 MU MID | 2027 | | |
| 1955-1974 TH | 2025 | | |
| 1955-1974 SSD | 2025 | 0.25% | 5% |
| 1955-1974 SD | 2025 | 0.25% | 5% |
| 1975-1997 MU HIGH | 2029 | | |
| 1975-1997 MU LOW | 2026 | | |
| 1975-1997 MU MID | 2028 | | |
| 1975-1997 TH | 2026 | | |
| 1975-1997 SSD | 2026 | 0.25% | 5% |
| 1975-1997 SD | 2026 | 0.25% | 5% |
| 1998-2011 MU HIGH | 2030 | | |
| 1998-2011 MU LOW | 2027 | | |
| 1998-2011 MU MID | 2029 | | |
| 1998-2011 TH | 2027 | | |
| 1998-2011 SSD | 2027 | 0.25% | 5% |
| 1998-2011 SD | 2027 | 0.25% | 5% |
| POST-2011 MU HIGH | 2034 | | |
| POST-2011 MU LOW | 2031 | | |
| POST-2011 MU MID | 2033 | | |
| POST-2011 TH | 2031 | | |
| POST-2011 SSD | 2031 | 0.25% | 15% |
| POST-2011 SD | 2031 | 0.25% | 15% |

Oakville Home Energy Retrofit Feasibility Study

Stress Test – Comparison Results

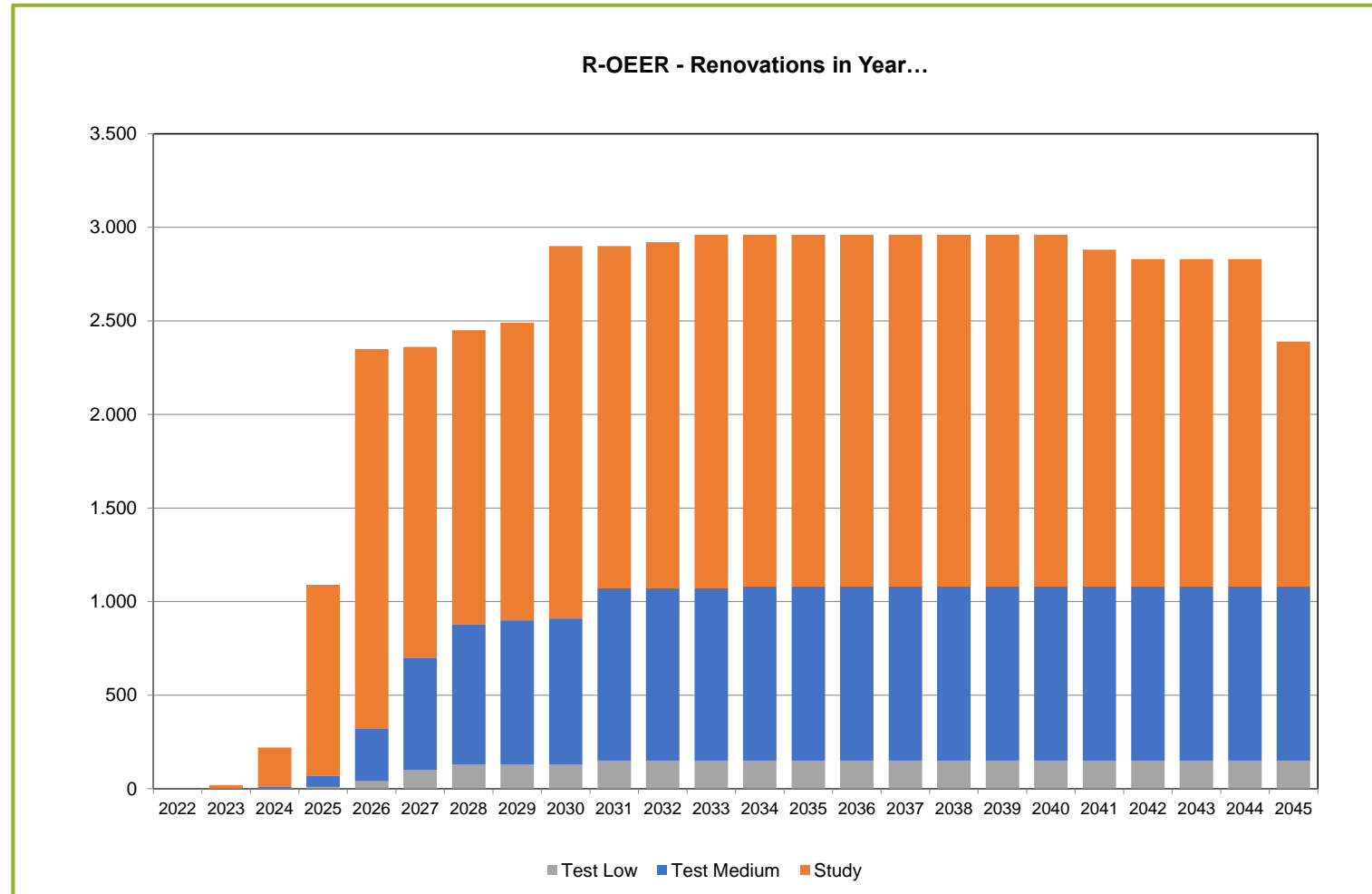
Oakville Home Energy Retrofit - Stress Test Results

Renovations in Year (Part 1)



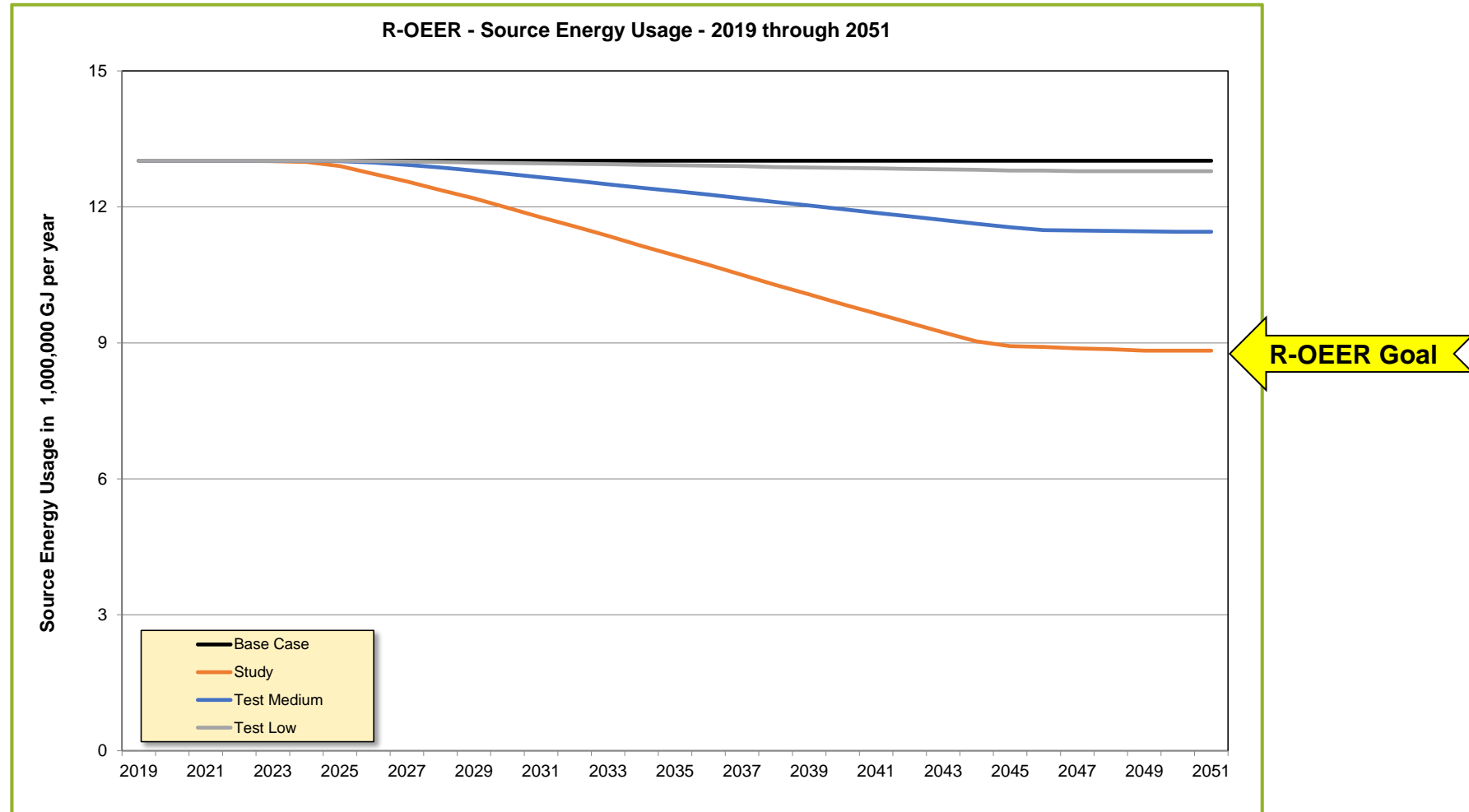
Oakville Home Energy Retrofit - Stress Test Results

Renovations in Year (Part 2)



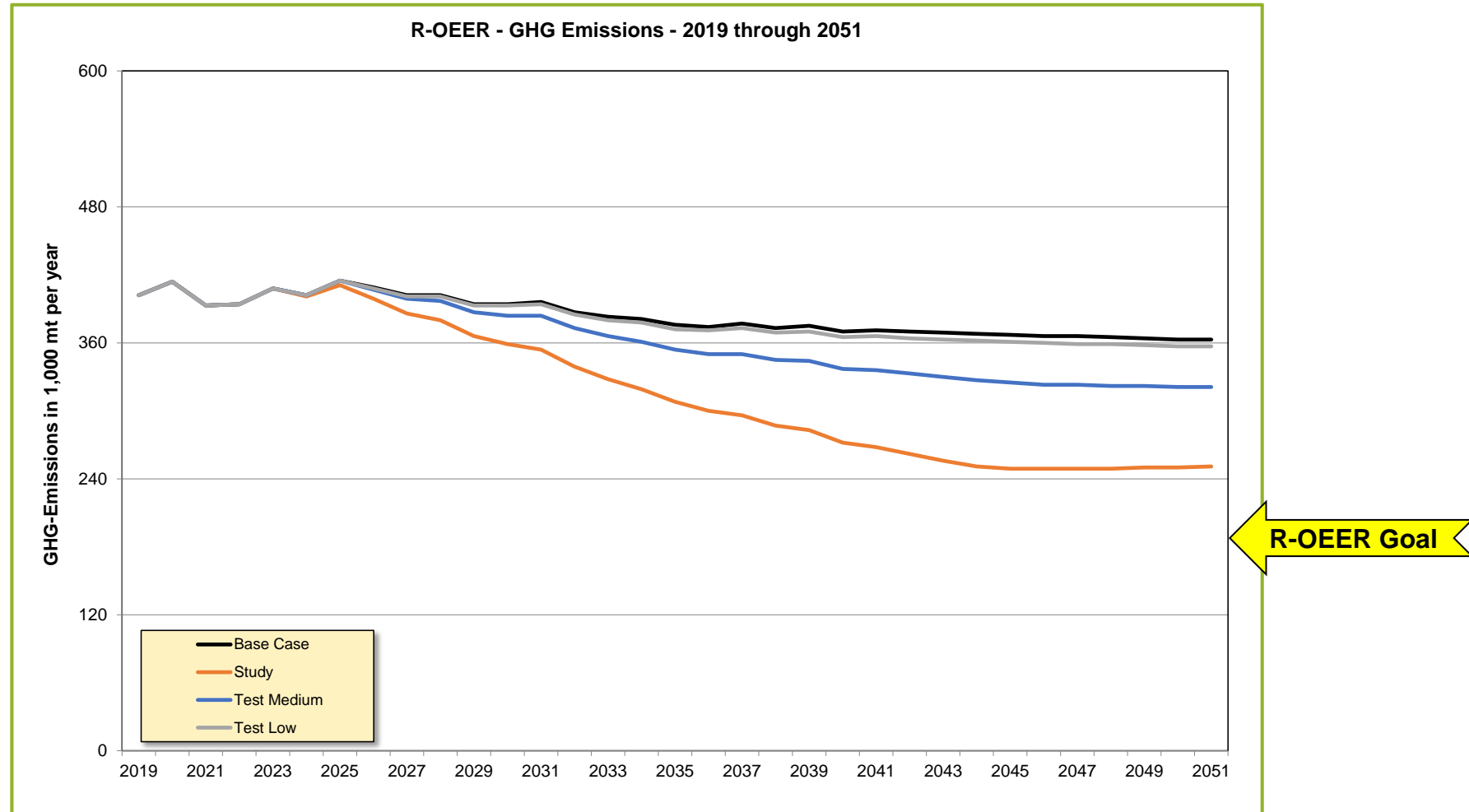
Oakville Home Energy Retrofit - Stress Test Results

Source Energy Usage 2019 through 2051



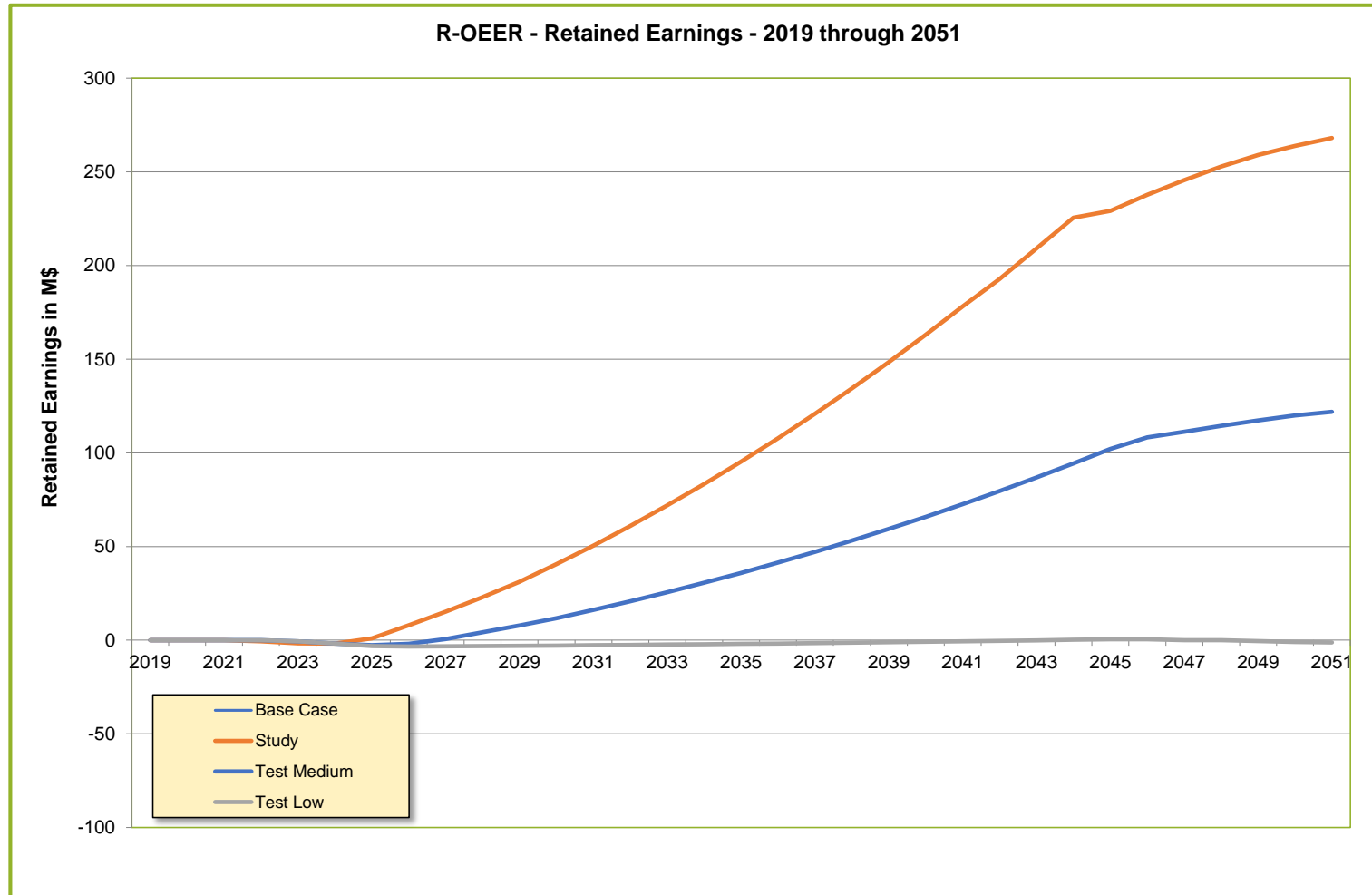
Oakville Home Energy Retrofit - Stress Test Results

GHG Emissions 2019 through 2051



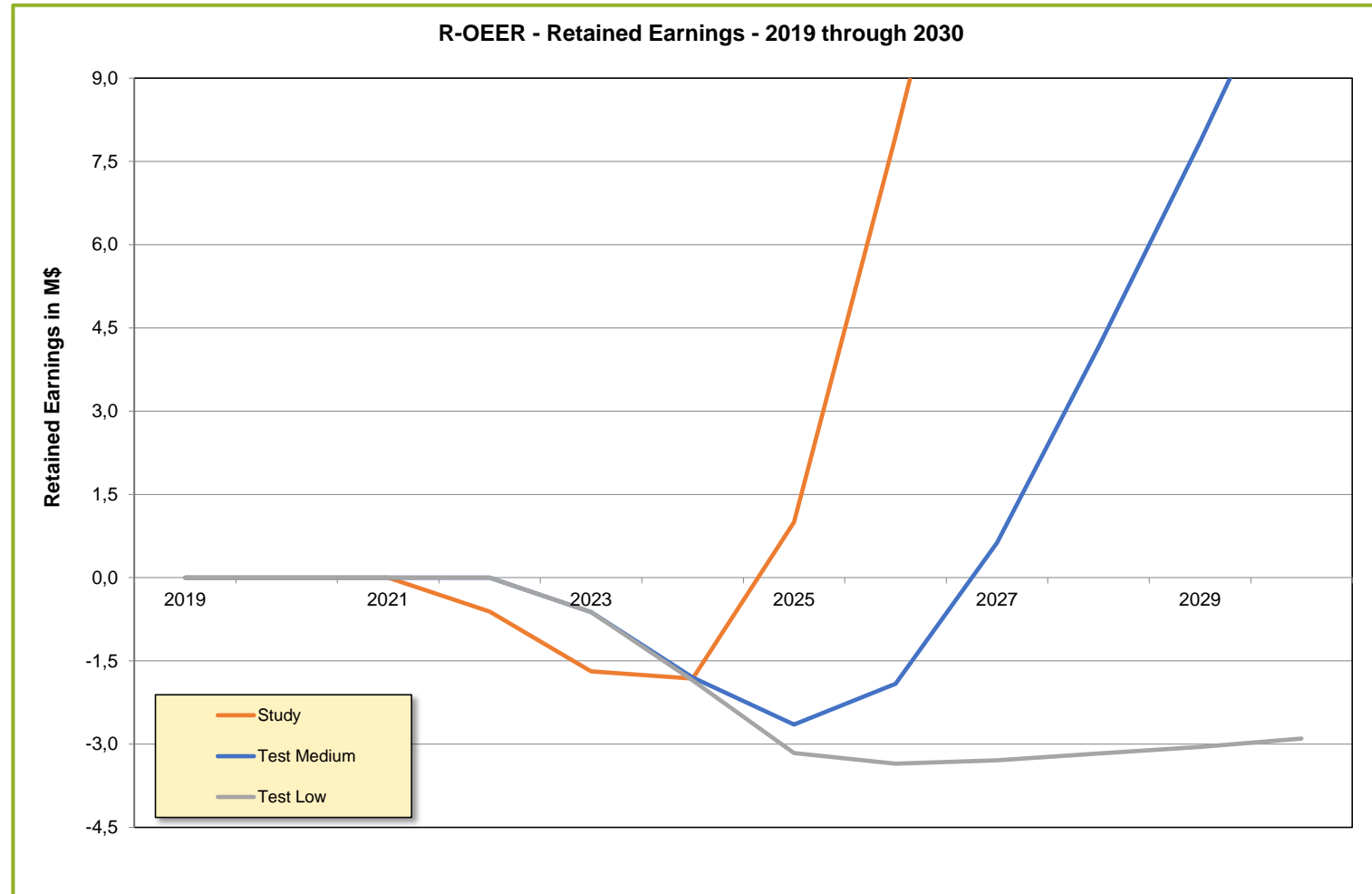
Oakville Home Energy Retrofit - Stress Test Results

Retained Earnings 2019 through 2051



Oakville Home Energy Retrofit - Stress Test Results

Retained Earnings 2019 through 2030

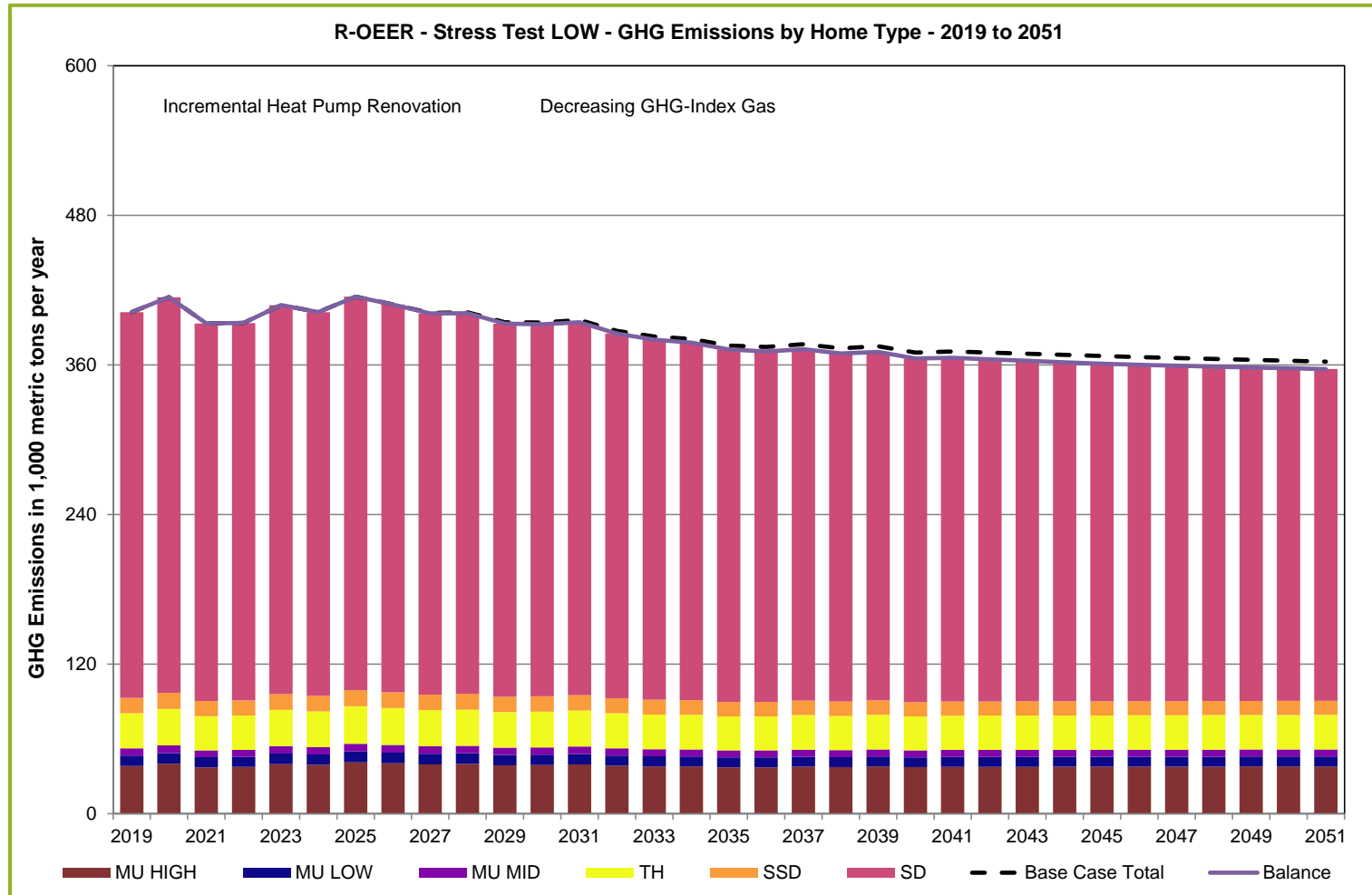


Oakville Home Energy Retrofit Feasibility Study

Stress Test – LOW Results Programme Perspective

R-OEER - Residential Retrofit - Stress Test LOW

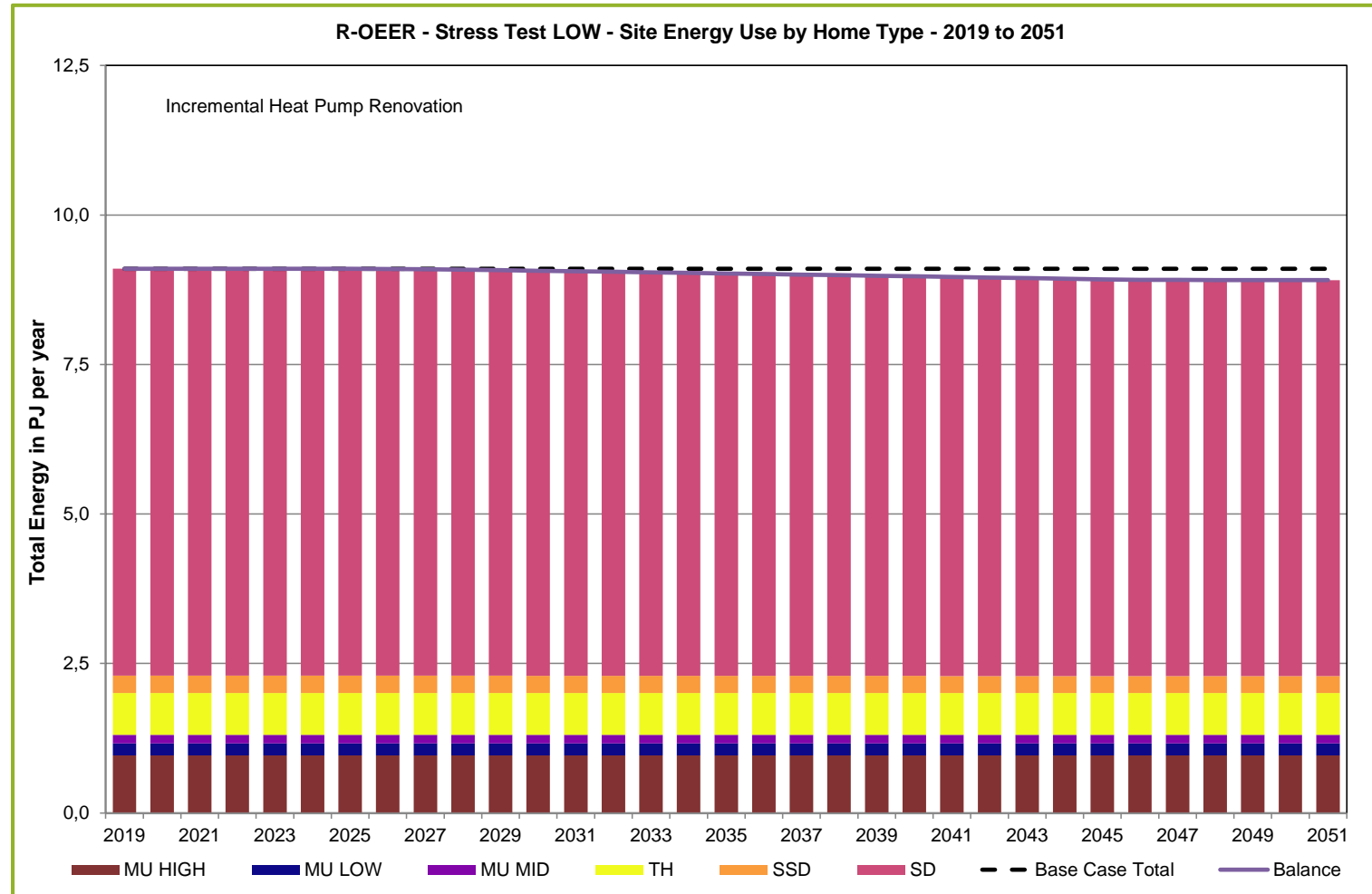
GHG Emissions by Home Type - 2019 to 2051



402,000 mt in 2019 to 357,000 mt in 2051

Oakville Home Energy Retrofit - Stress Test LOW

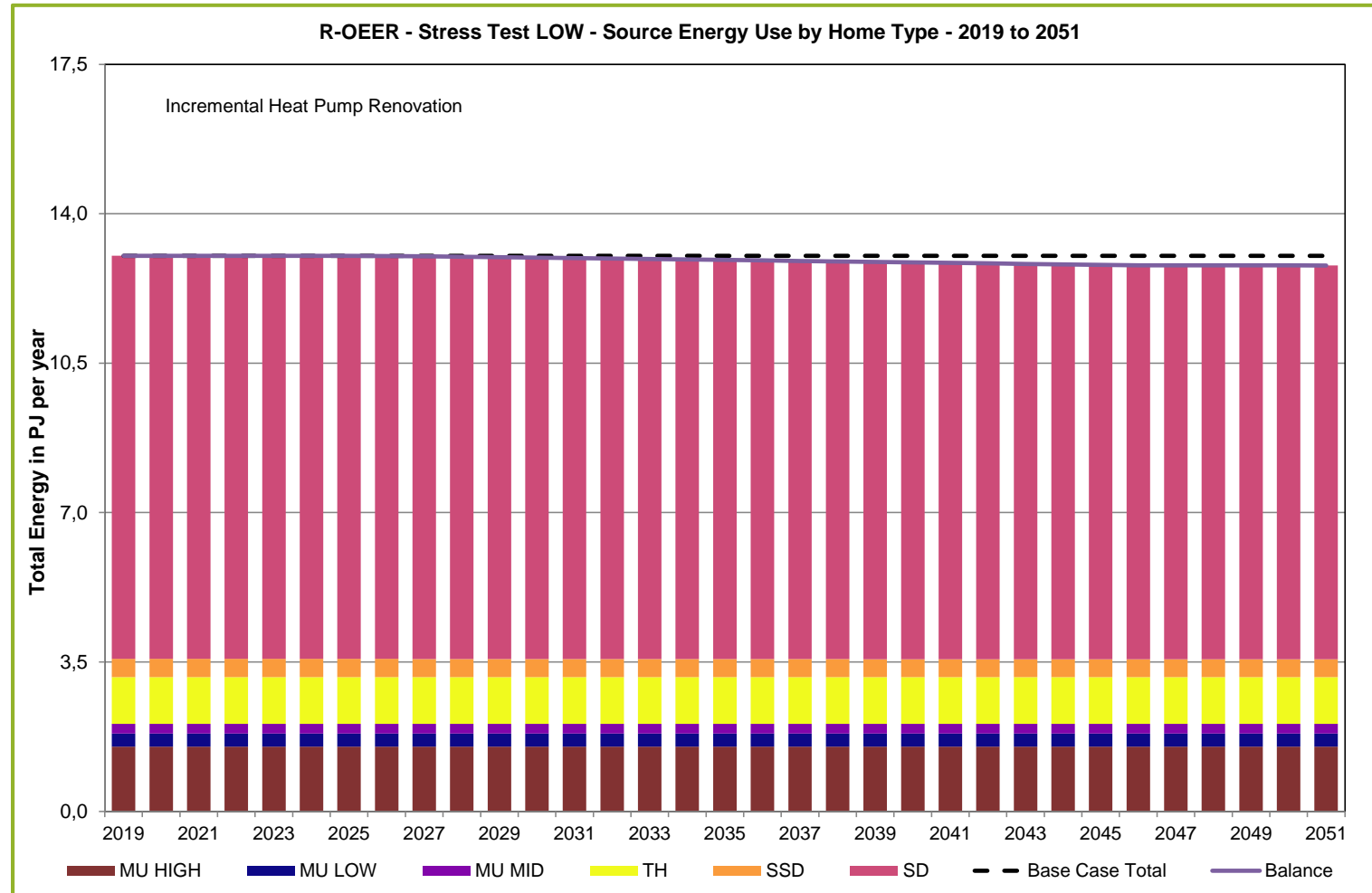
Site Energy Use by Home Type - 2019 to 2051



9.1 TJ in 2019 to 8.9 TJ in 2051

Oakville Home Energy Retrofit - Stress Test LOW

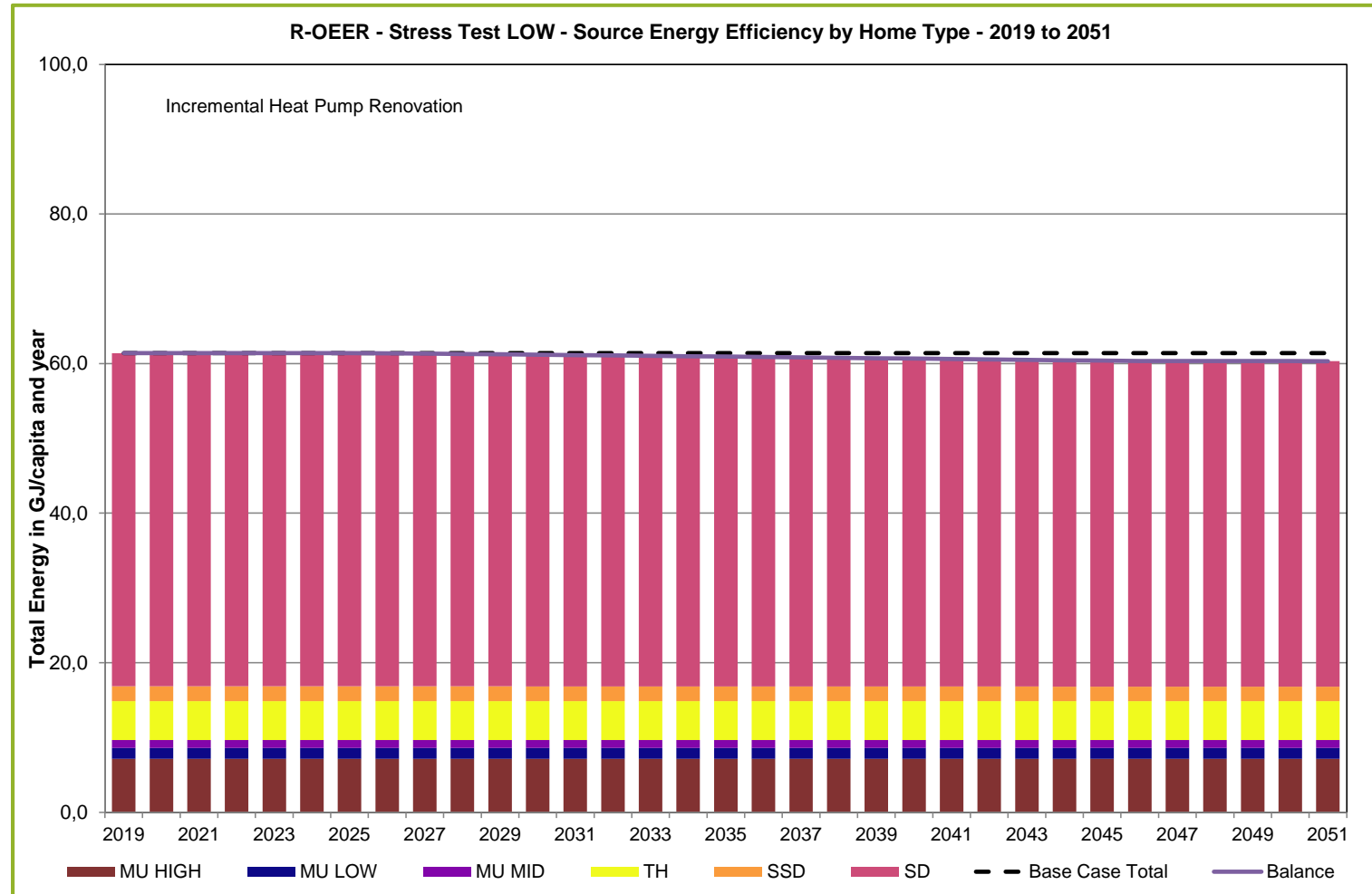
Source Energy Use by Home Type - 2019 to 2051



13.0 TJ in 2019 to 12.8 TJ in 2051

Oakville Home Energy Retrofit - Stress Test LOW

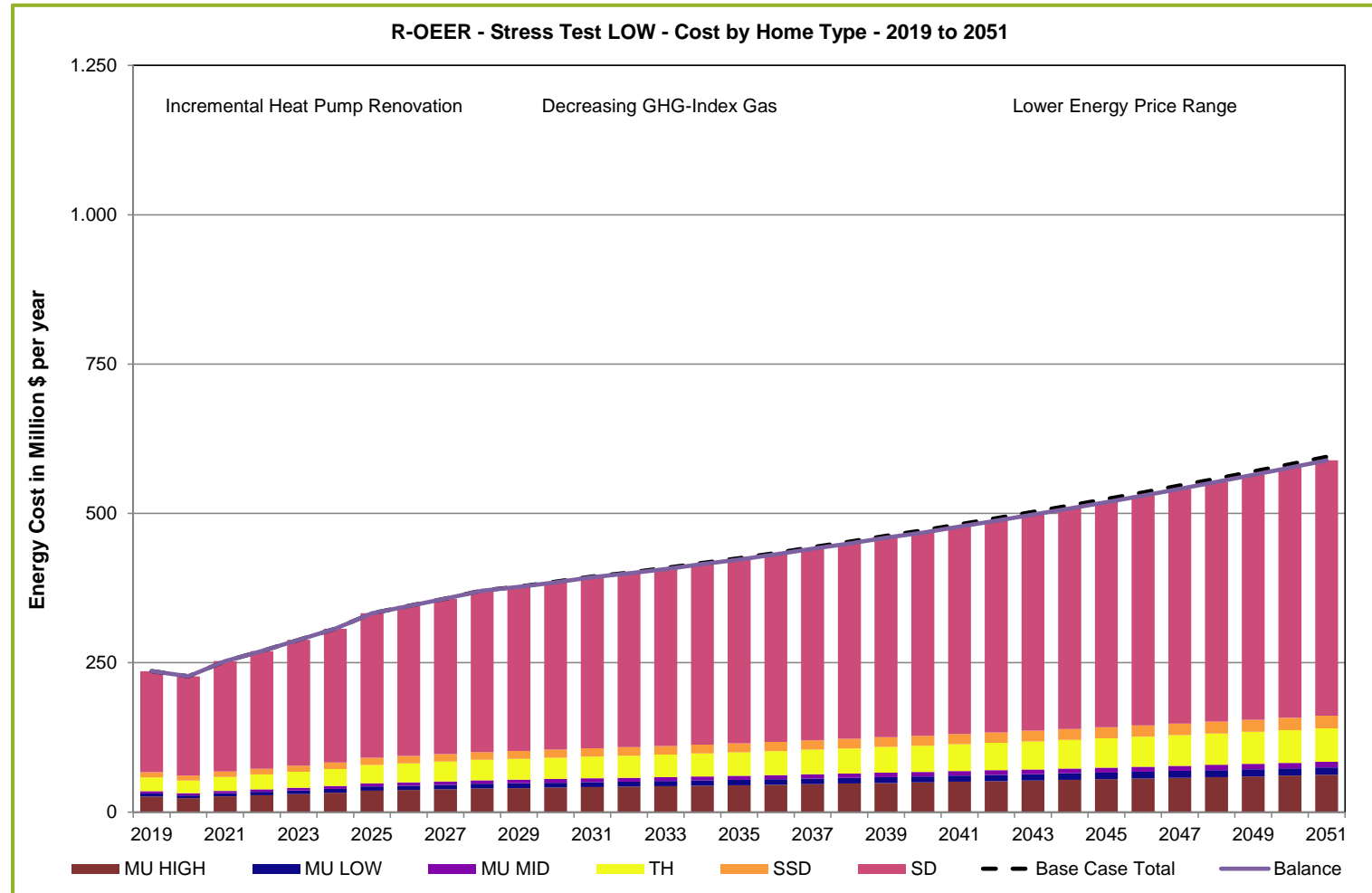
Source Energy Efficiency by Home Type - 2019 to 2051



61.4 GJ/cap in 2019 to 60.3 GJ/cap in 2051

Oakville Home Energy Retrofit - Stress Test LOW

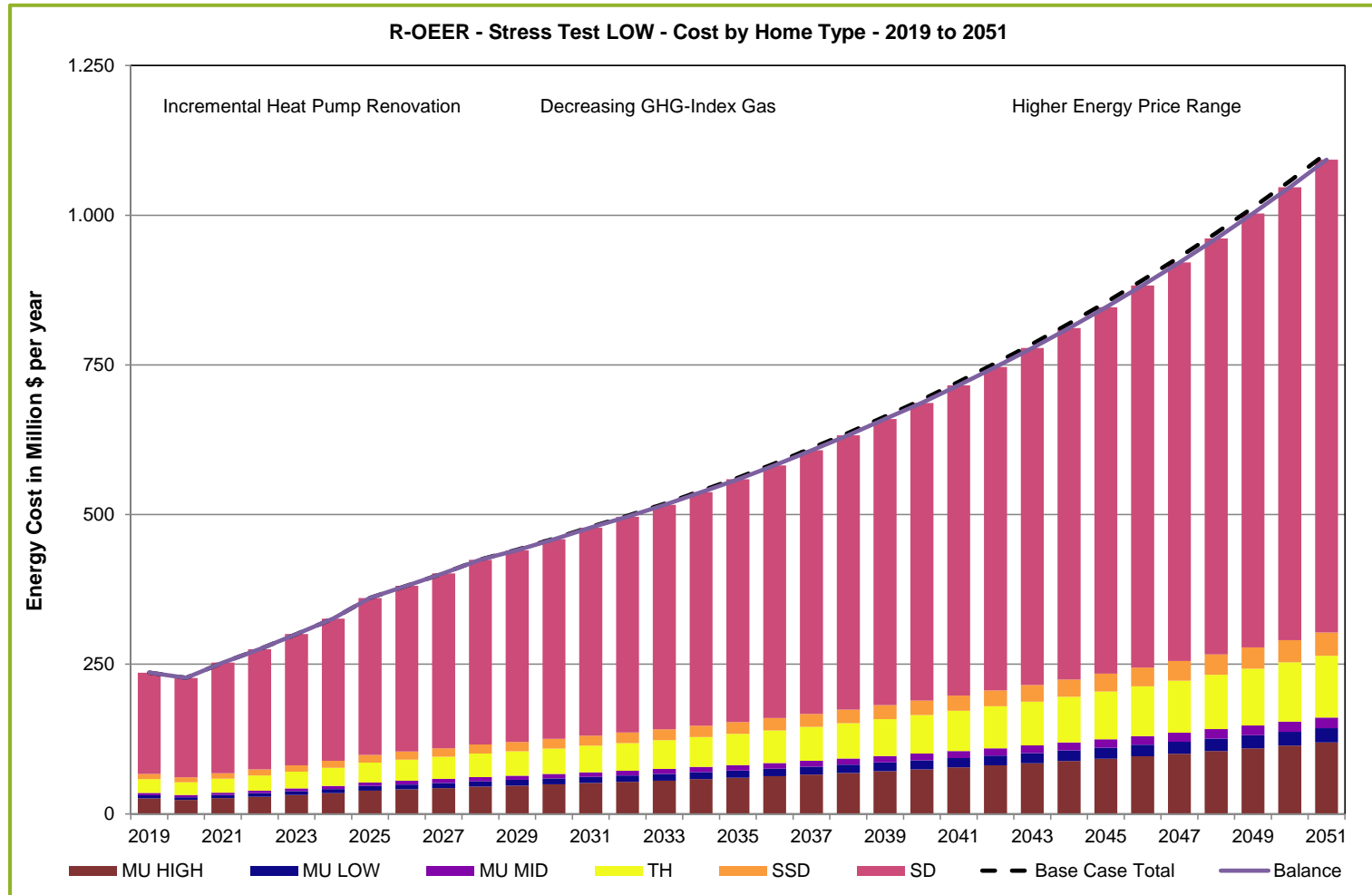
Cost by Home Type - 2019 to 2051



Cumulative Savings \$0.081Bn by 2051

Oakville Home Energy Retrofit - Stress Test LOW

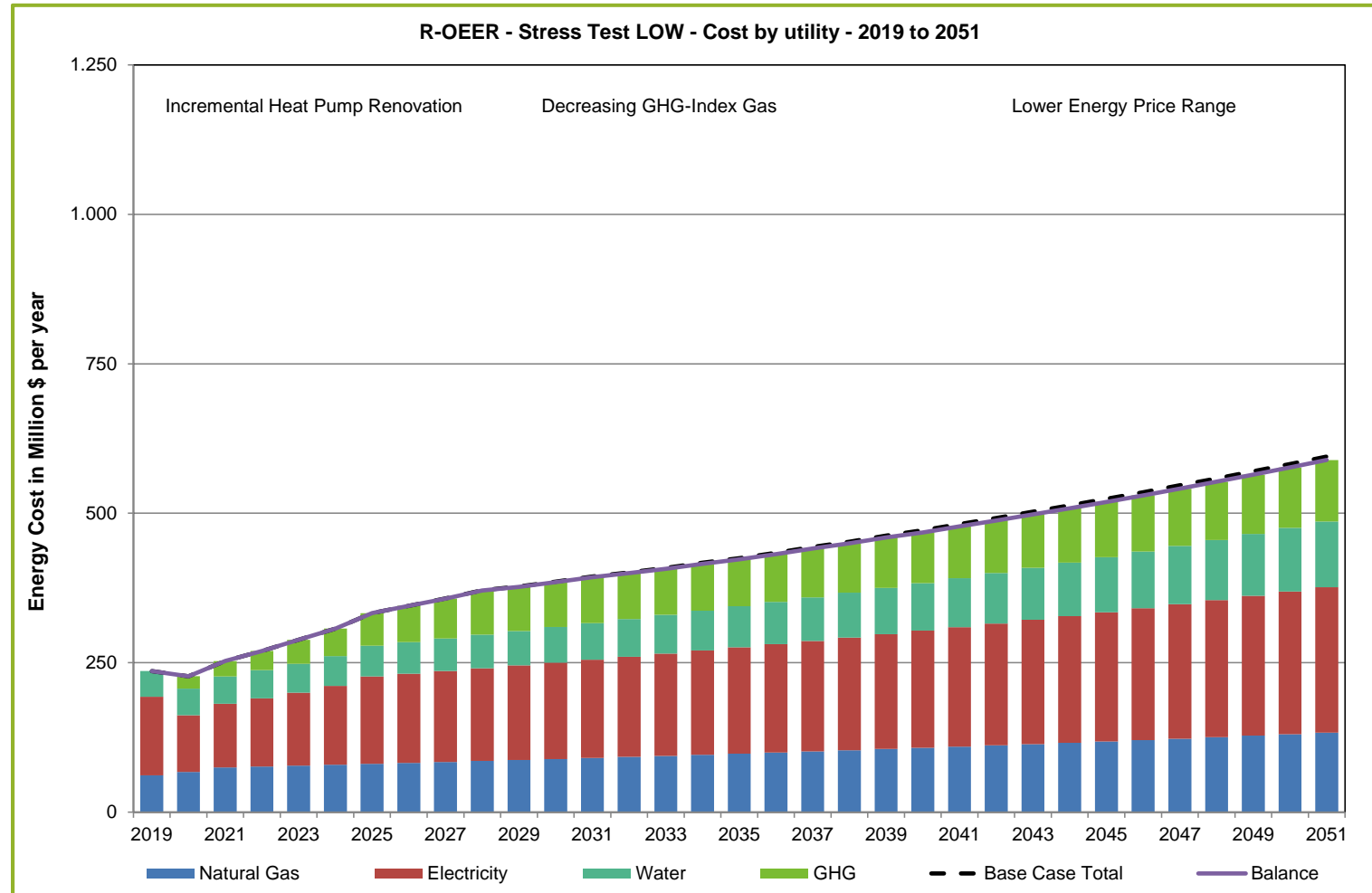
Cost by Home Type - 2019 to 2051



Cumulative Savings \$0.125Bn by 2051

Oakville Home Energy Retrofit - Stress Test LOW

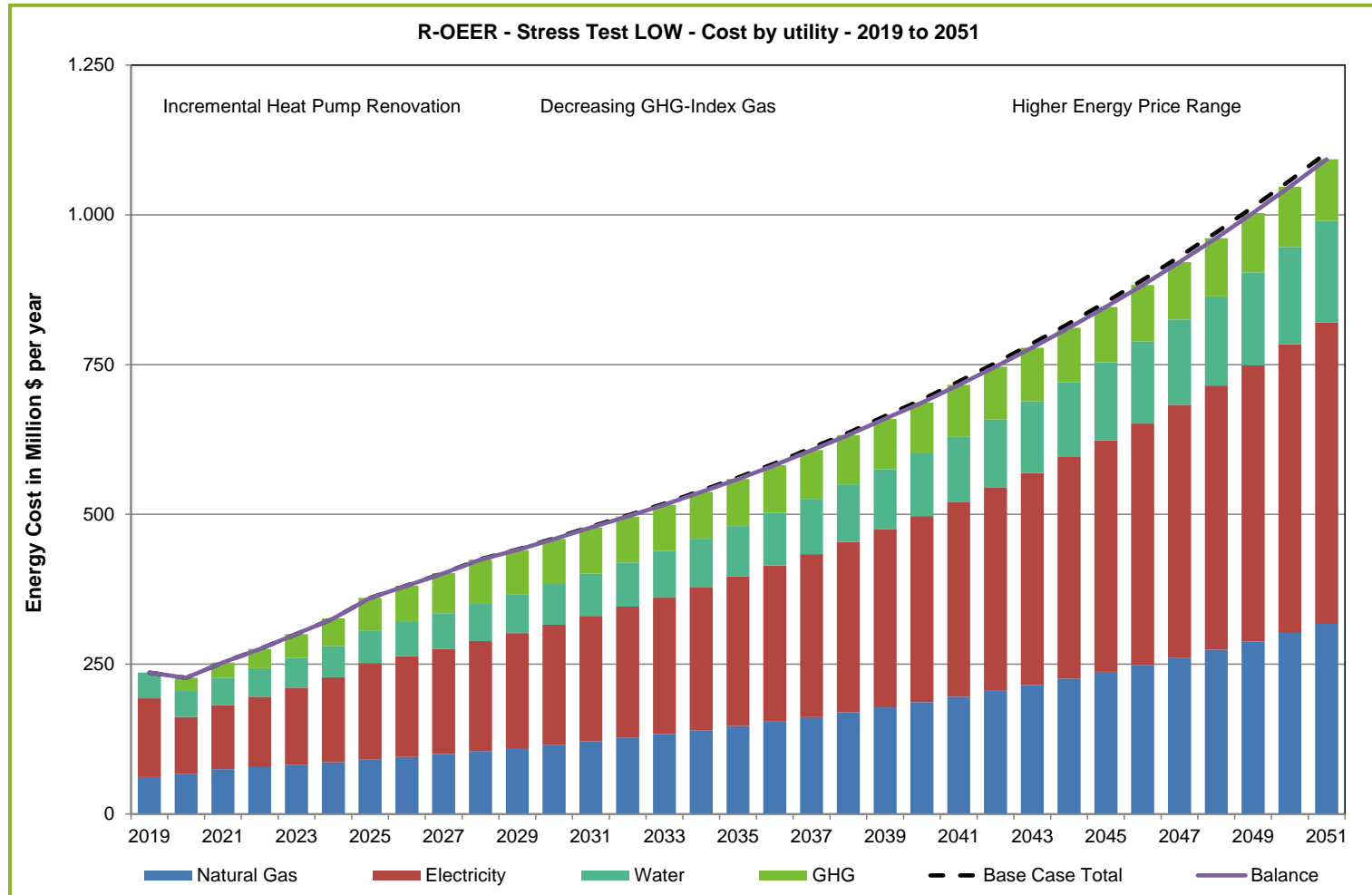
Cost by Utility - 2019 to 2051



Cumulative Savings \$0.081Bn by 2051

Oakville Home Energy Retrofit - Stress Test LOW

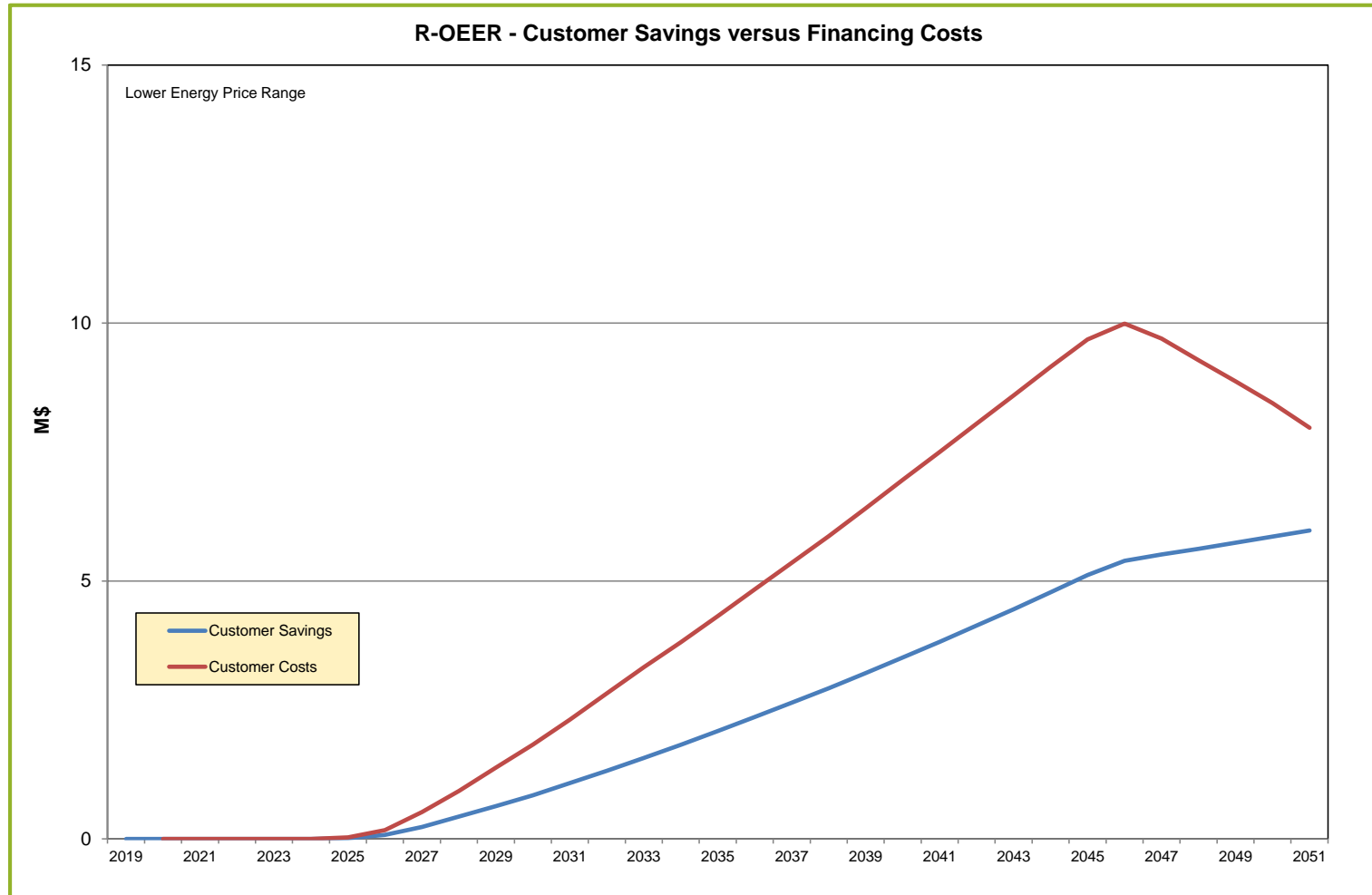
Cost by Utility - 2019 to 2051



Cumulative Savings \$0.125Bn by 2051

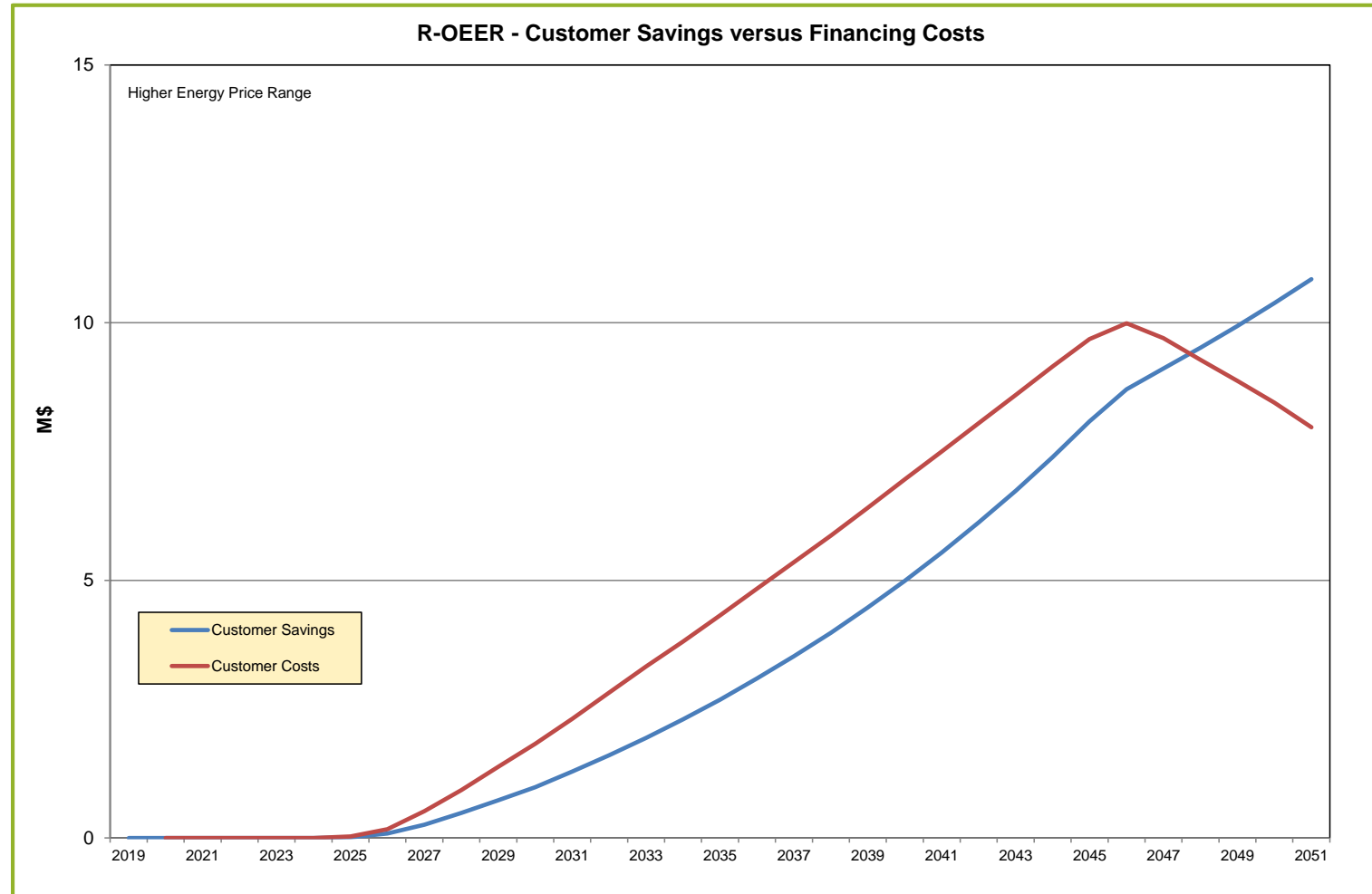
Oakville Home Energy Retrofit - Stress Test LOW

Incremental Heat Pump Renovation – Lower Prices



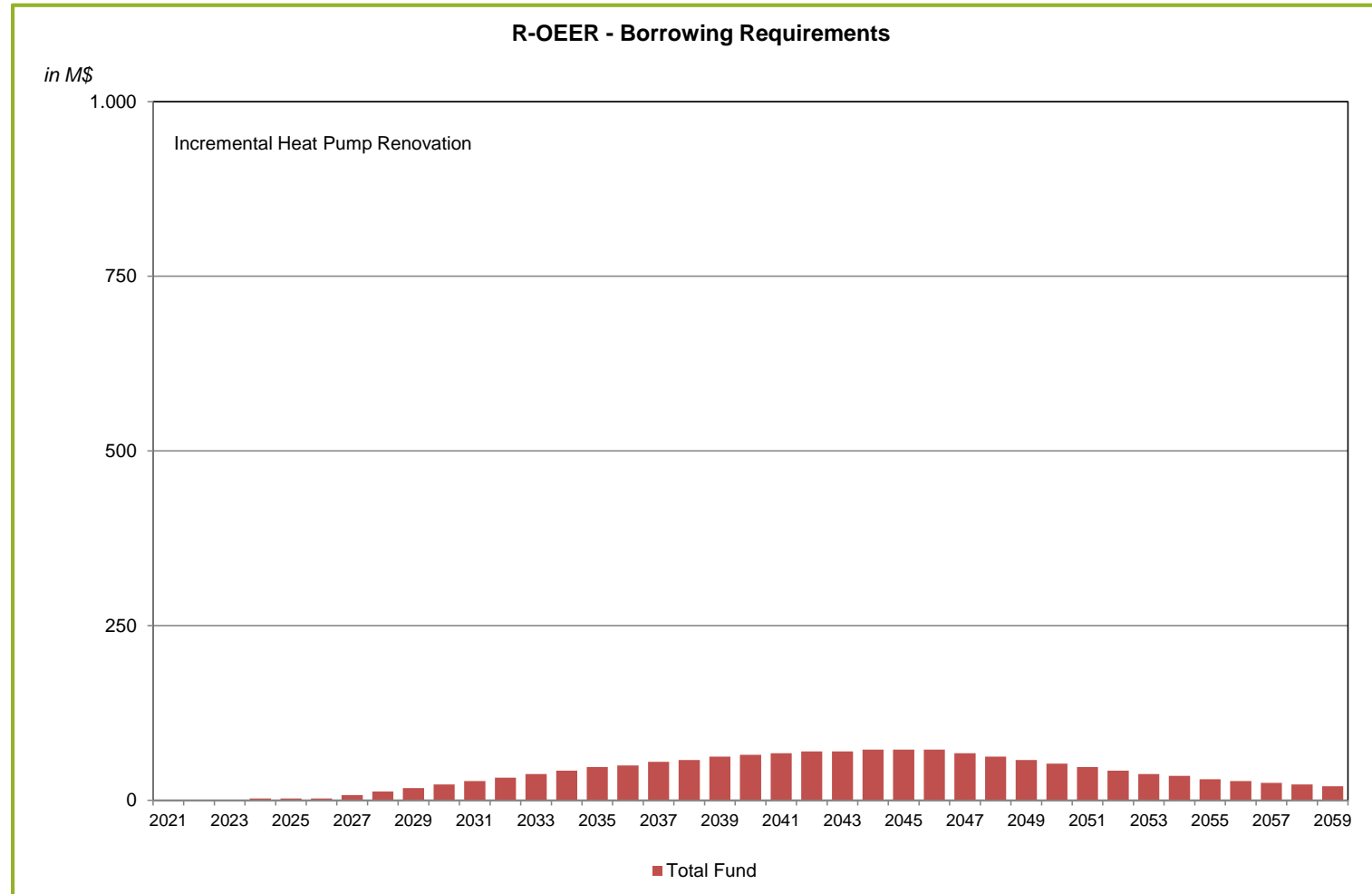
Oakville Home Energy Retrofit - Stress Test LOW

Incremental Heat Pump Renovation – Higher Prices



Oakville Home Energy Retrofit - Stress Test LOW

Net Borrowing Requirements



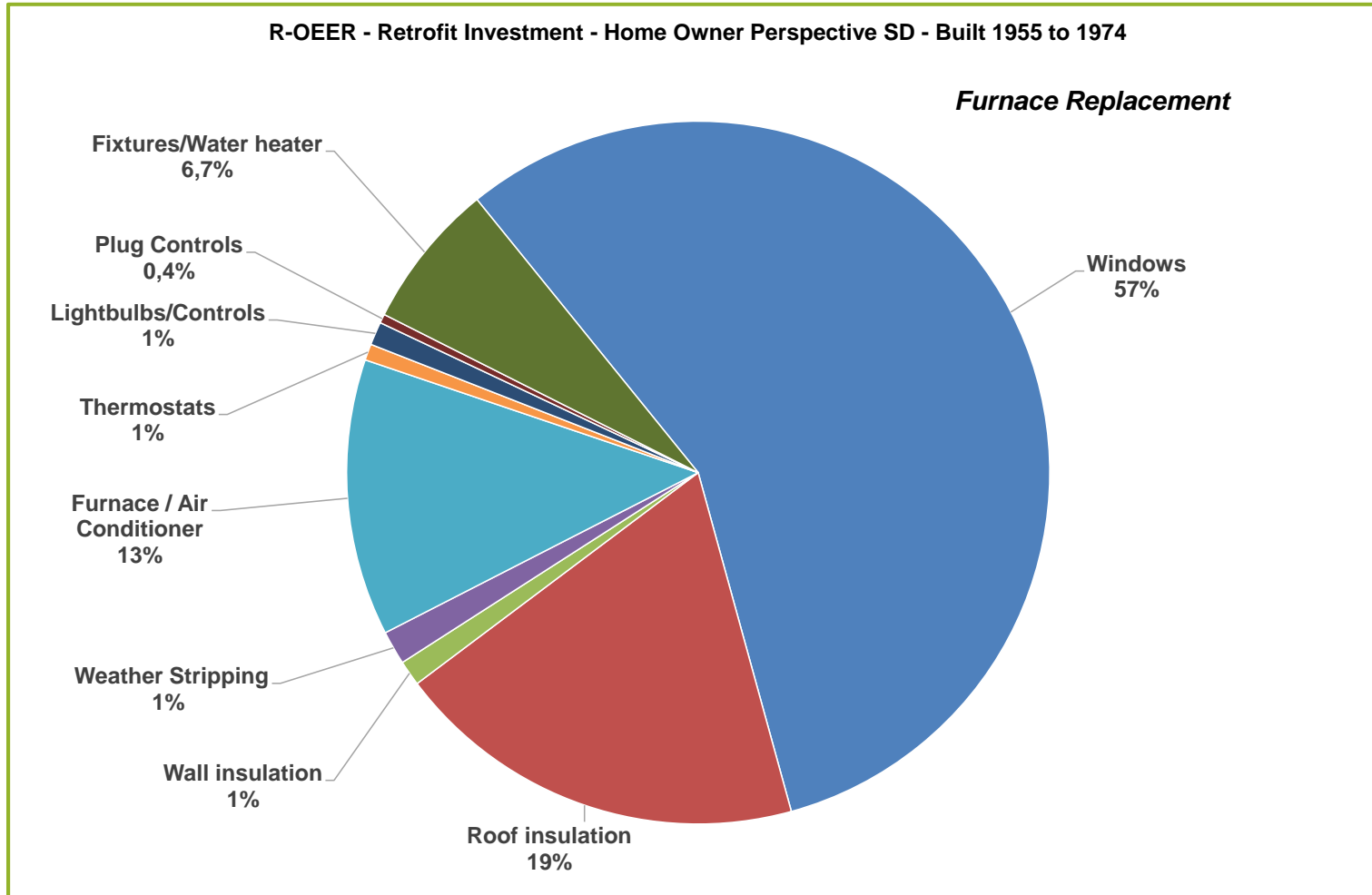
Peak Net Borrowing ~ \$72M in 2043

Oakville Home Energy Retrofit Feasibility Study

Stress Test – LOW Results **Homeowner Perspective – SD Pre 1975**

Oakville Home Energy Retrofit - Stress Test LOW

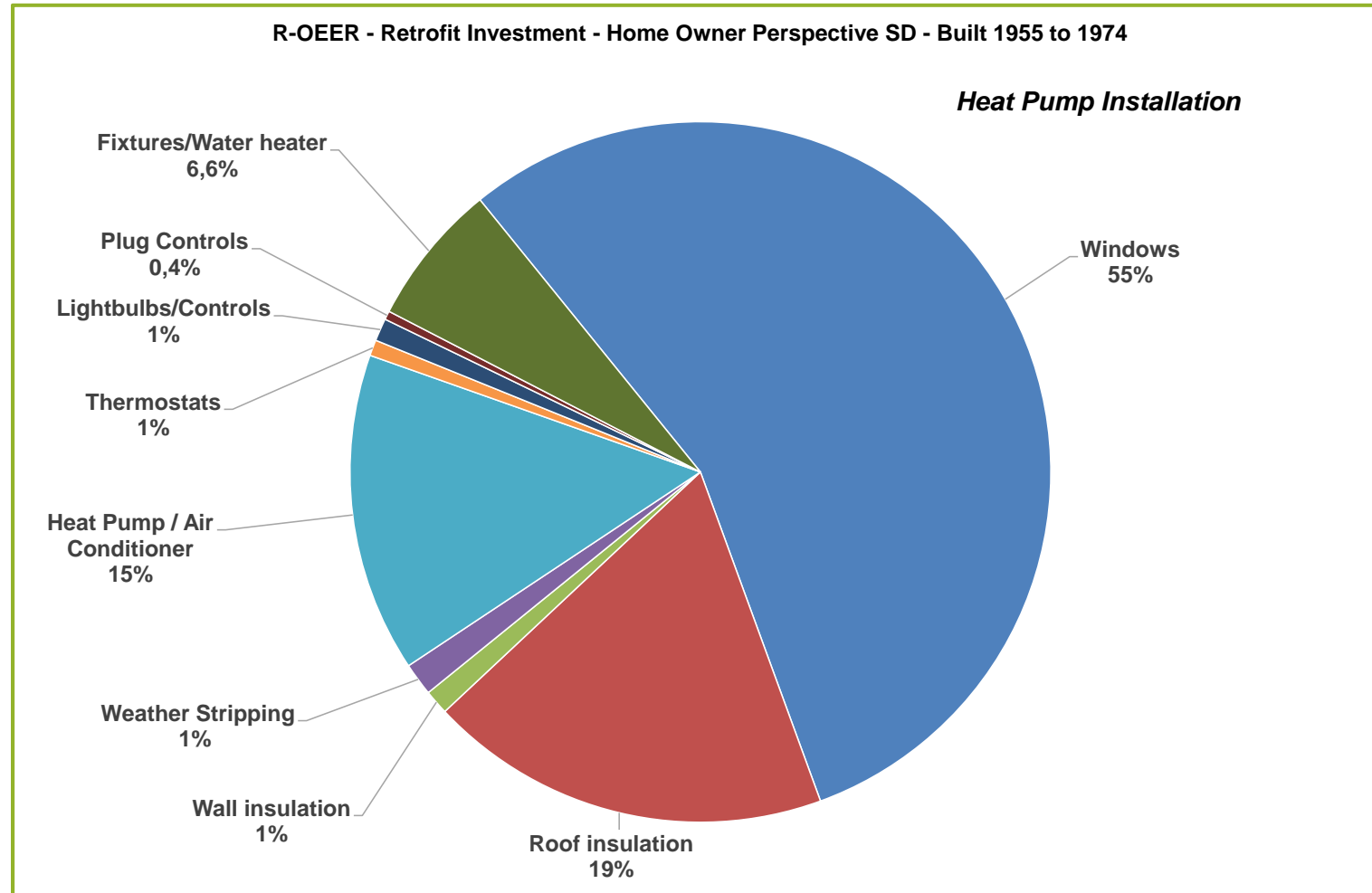
Retrofit - Content and Cost - Homeowner's Perspective



Comprehensive Energy Retrofit for \$46.1k

Oakville Home Energy Retrofit - Stress Test LOW

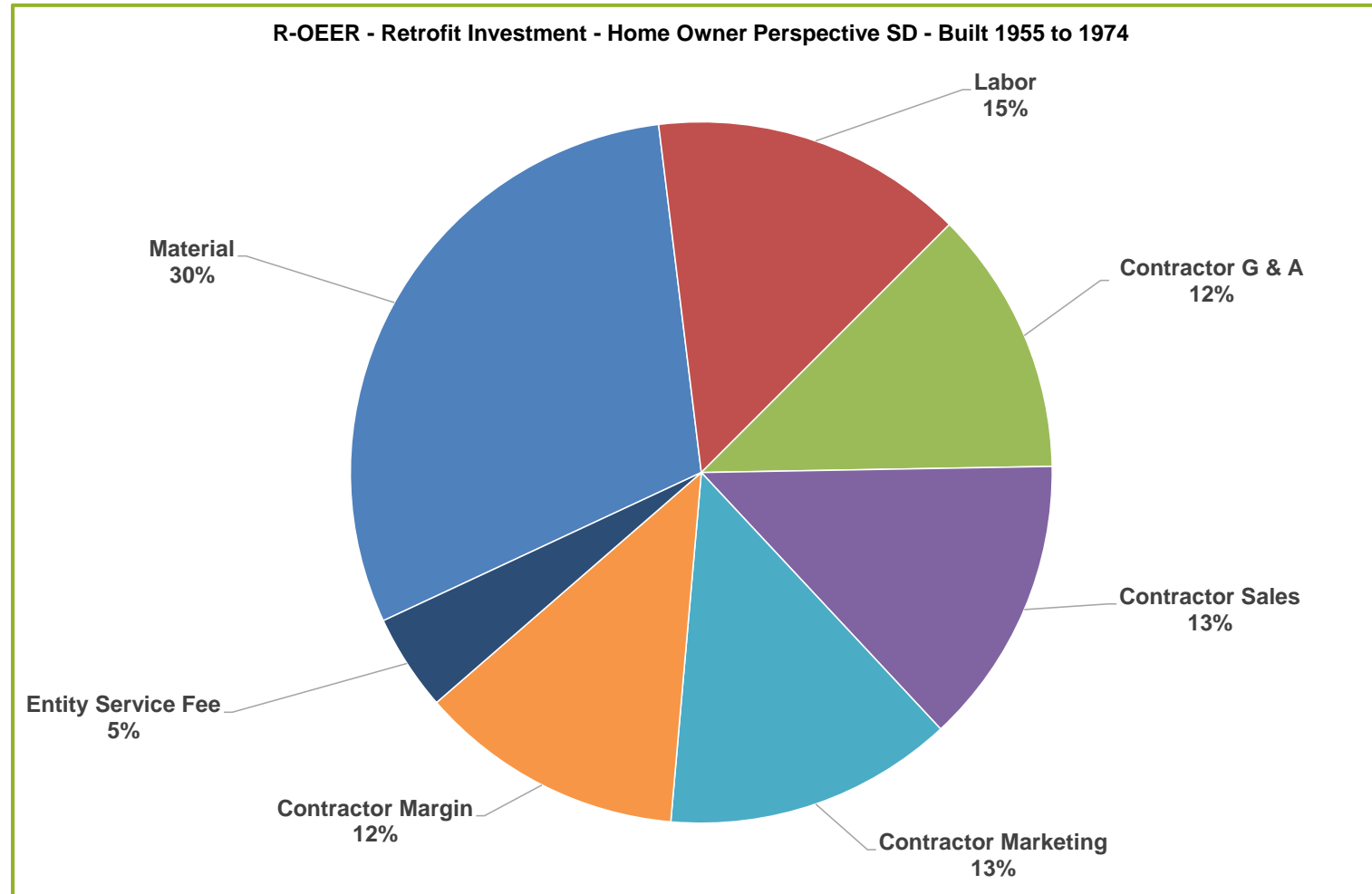
Retrofit - Content and Cost - Homeowner's Perspective



Comprehensive Energy Retrofit for \$47.2k

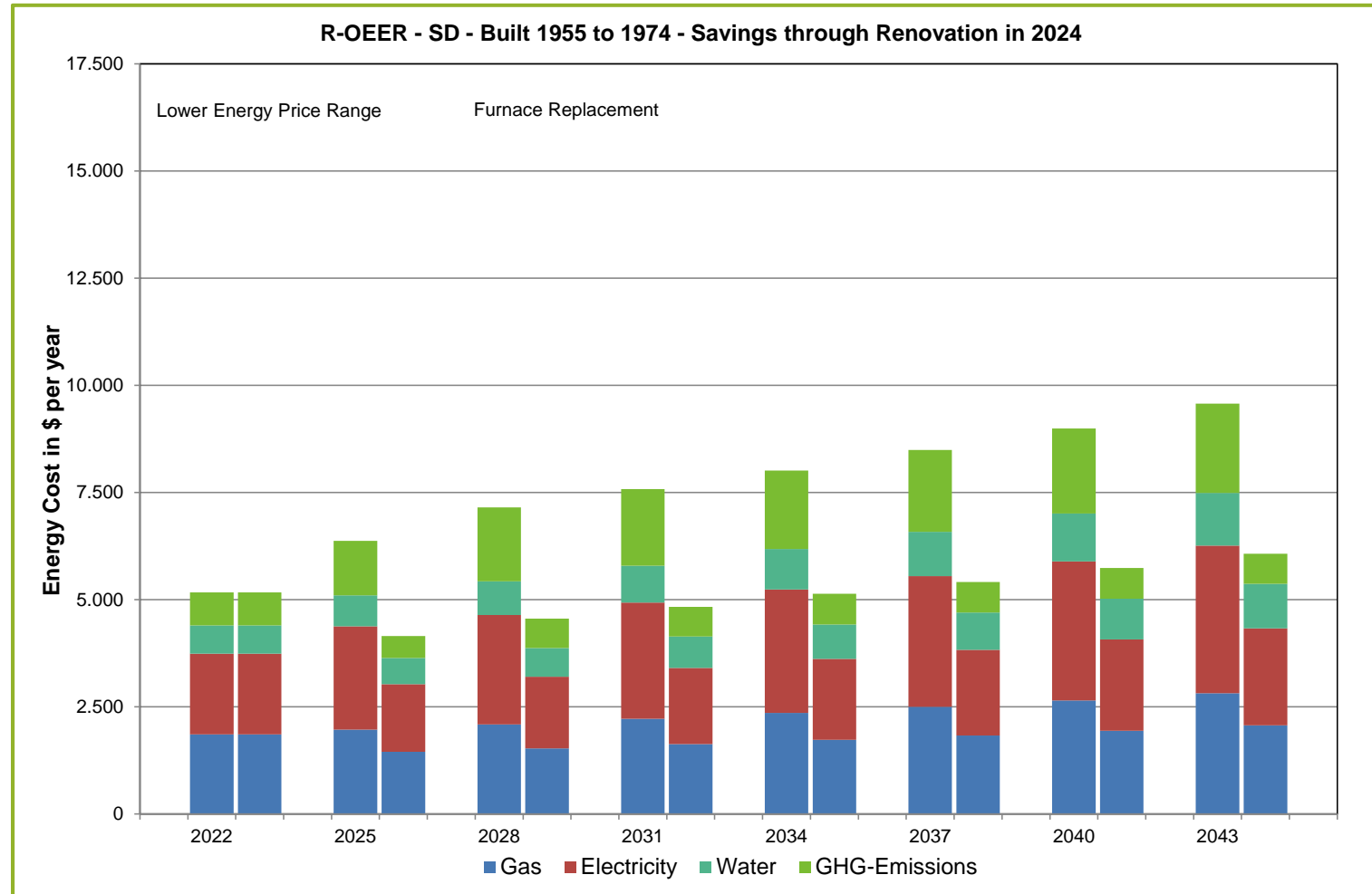
Oakville Home Energy Retrofit - Stress Test LOW

Retrofit – Use of Funds - Homeowner's Perspective



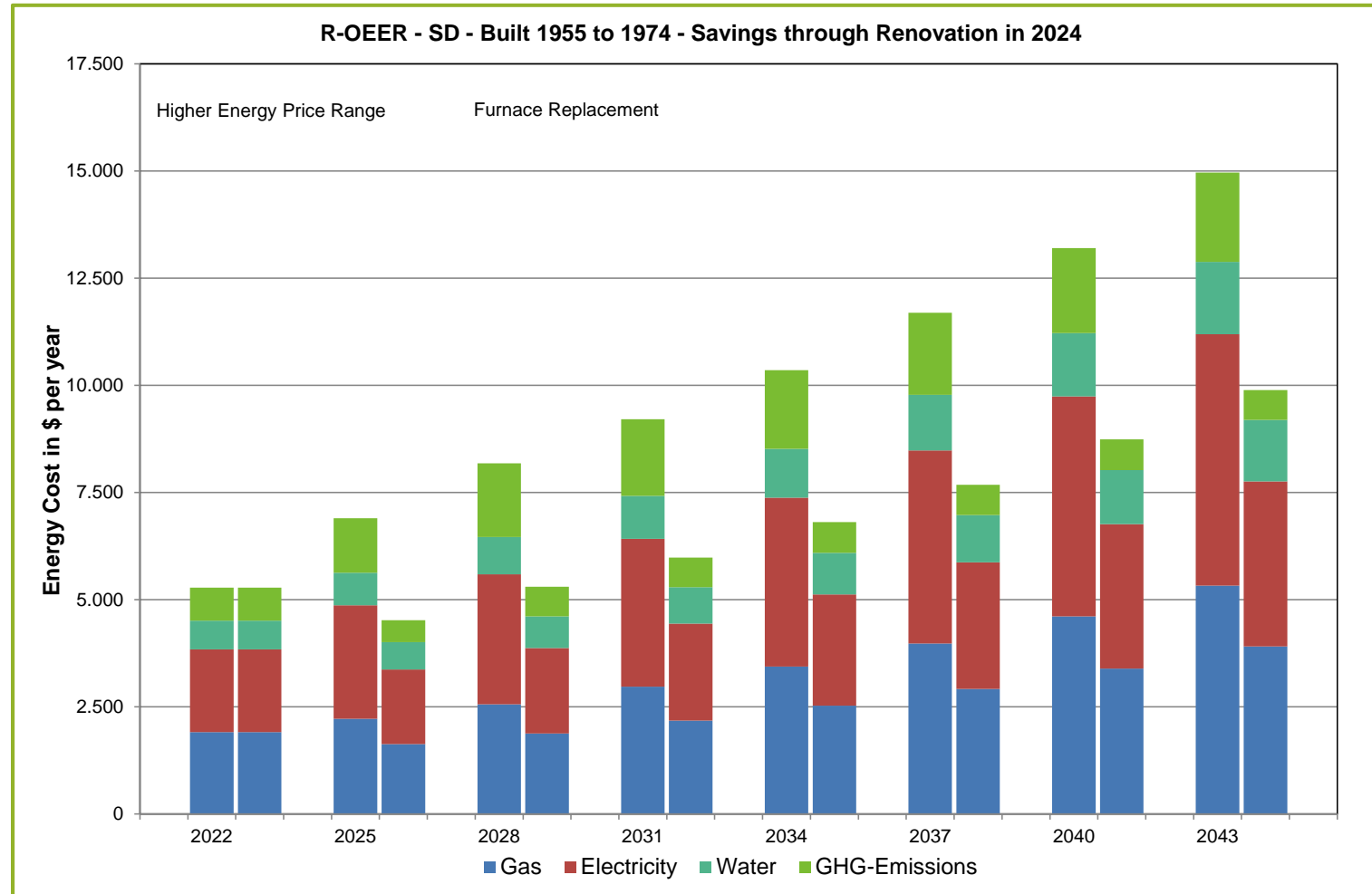
Comprehensive Energy Retrofit for \$46k

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Furnace Replacement)



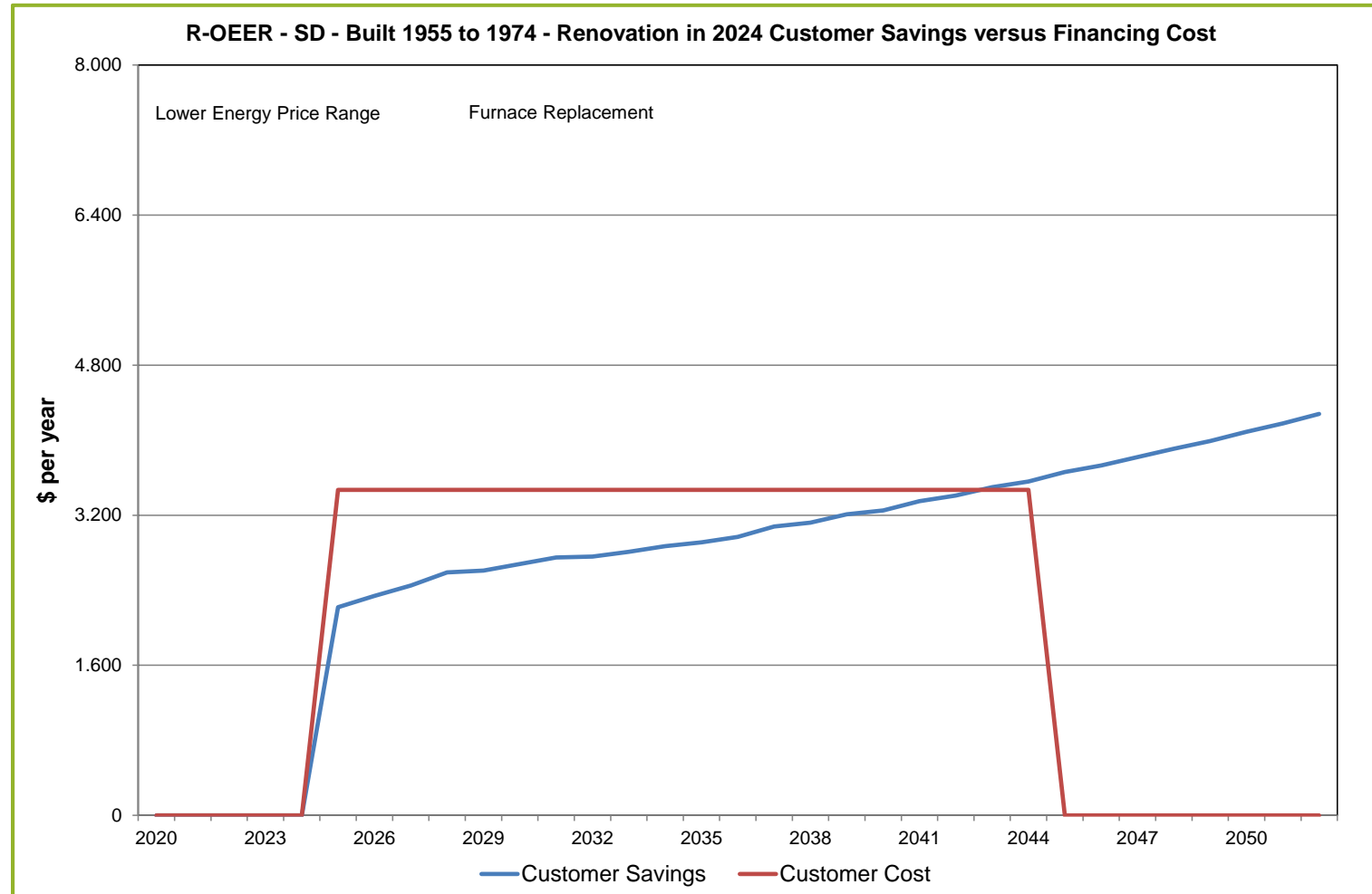
20-Year Savings do not Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Furnace Replacement)



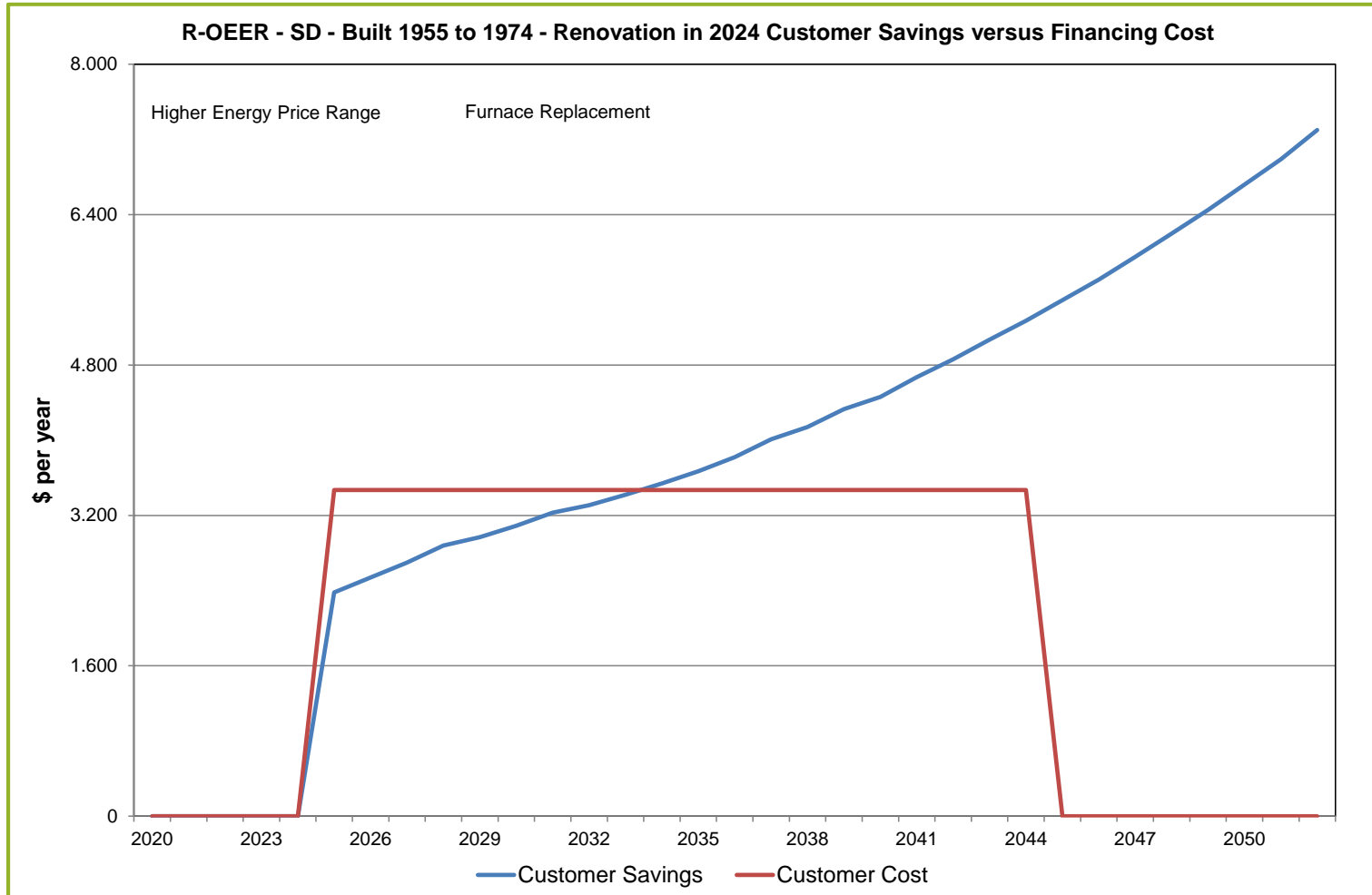
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW *Retrofit – Before & After (Furnace Replacement)*



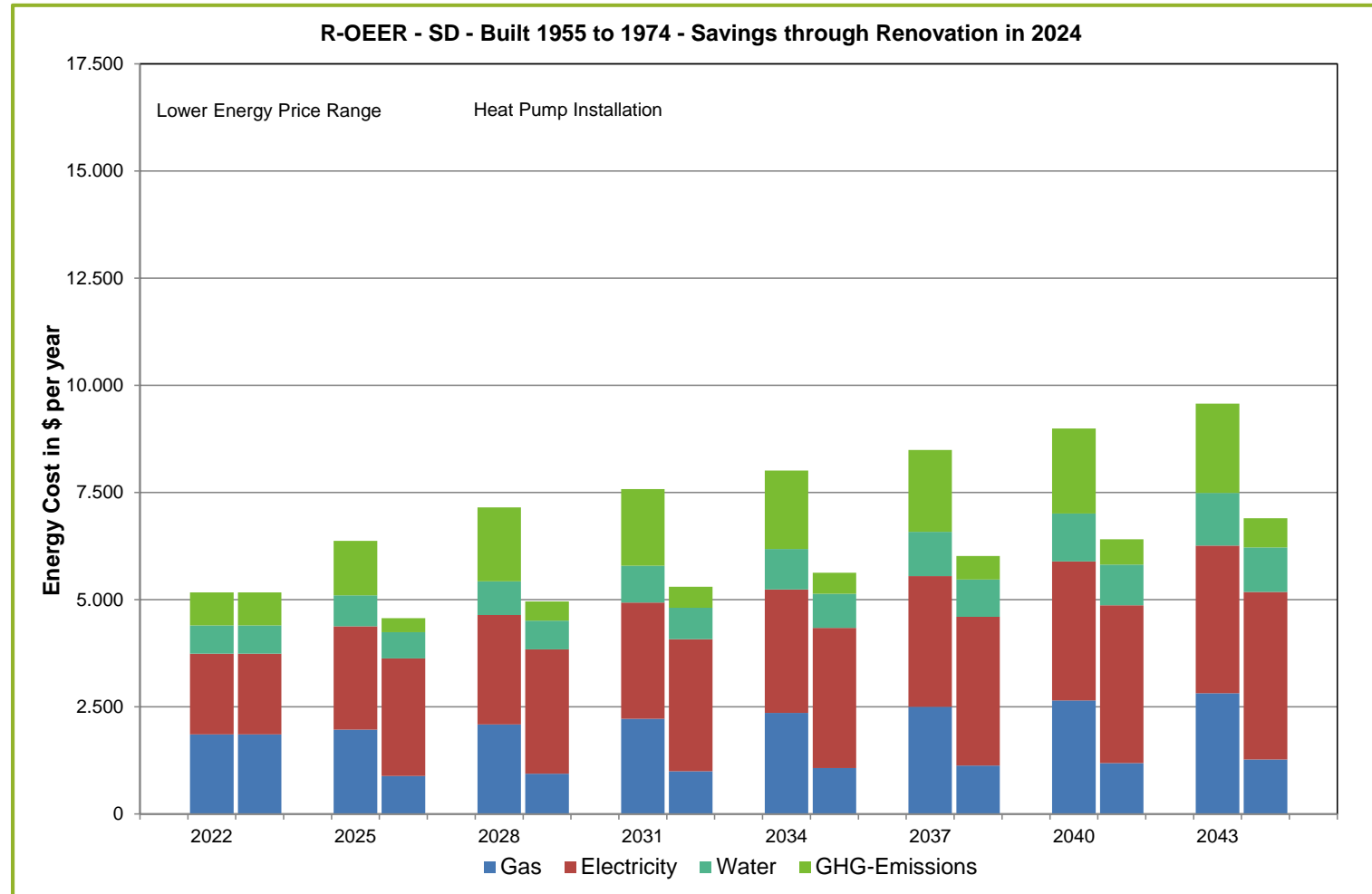
20-Year Savings **do not** Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW *Retrofit – Before & After (Furnace Replacement)*



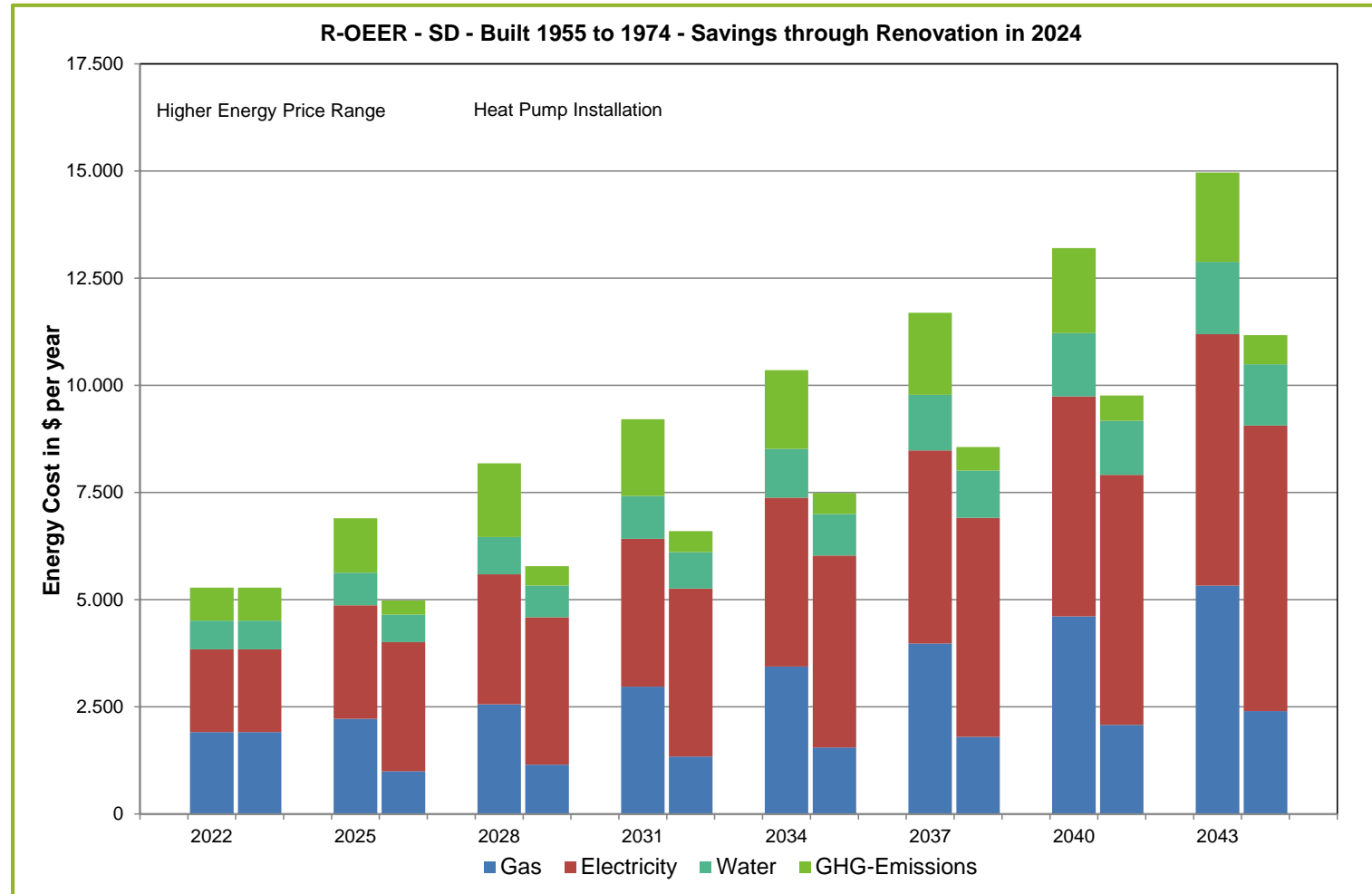
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



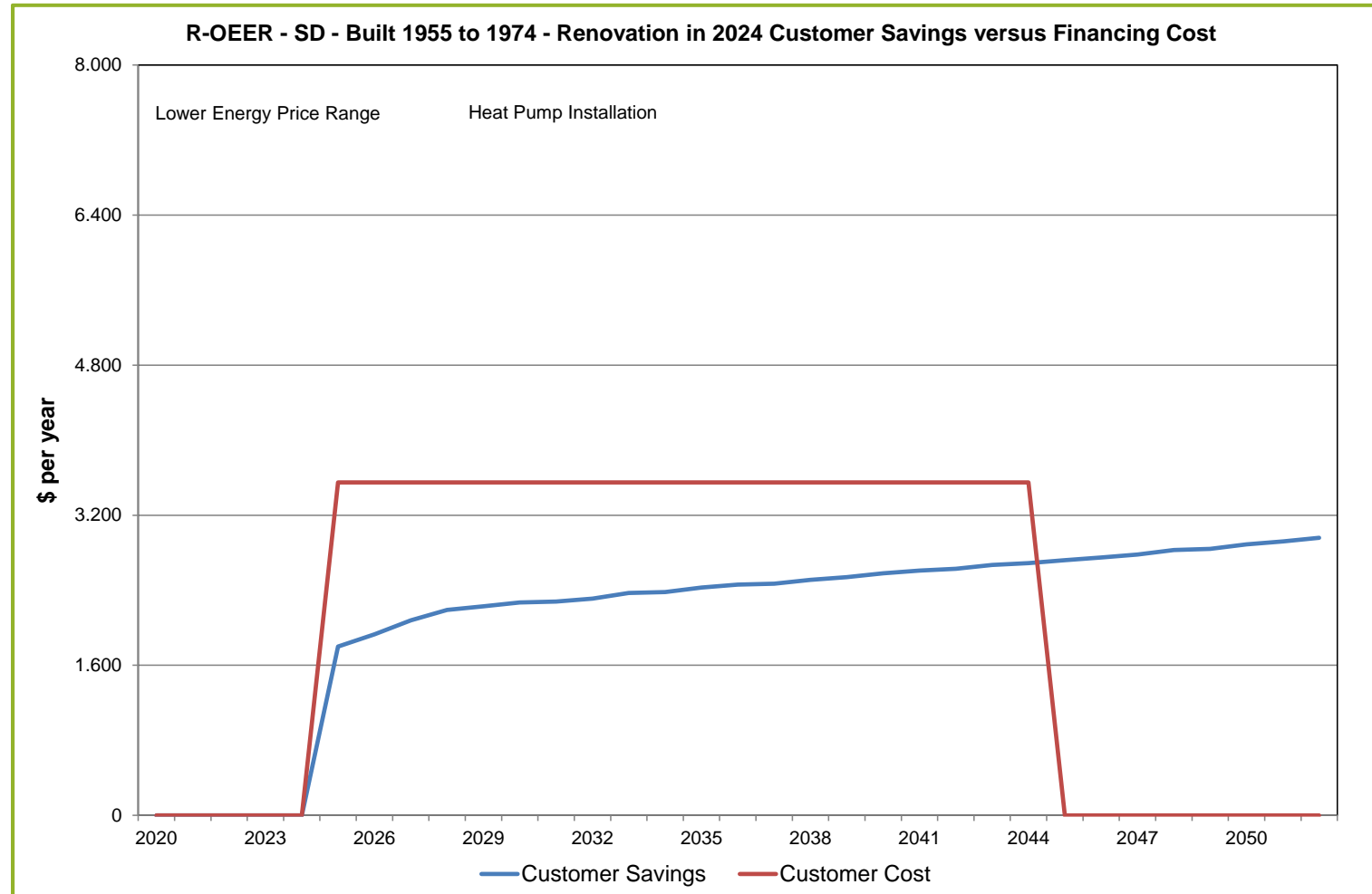
20-Year Savings Lower than Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



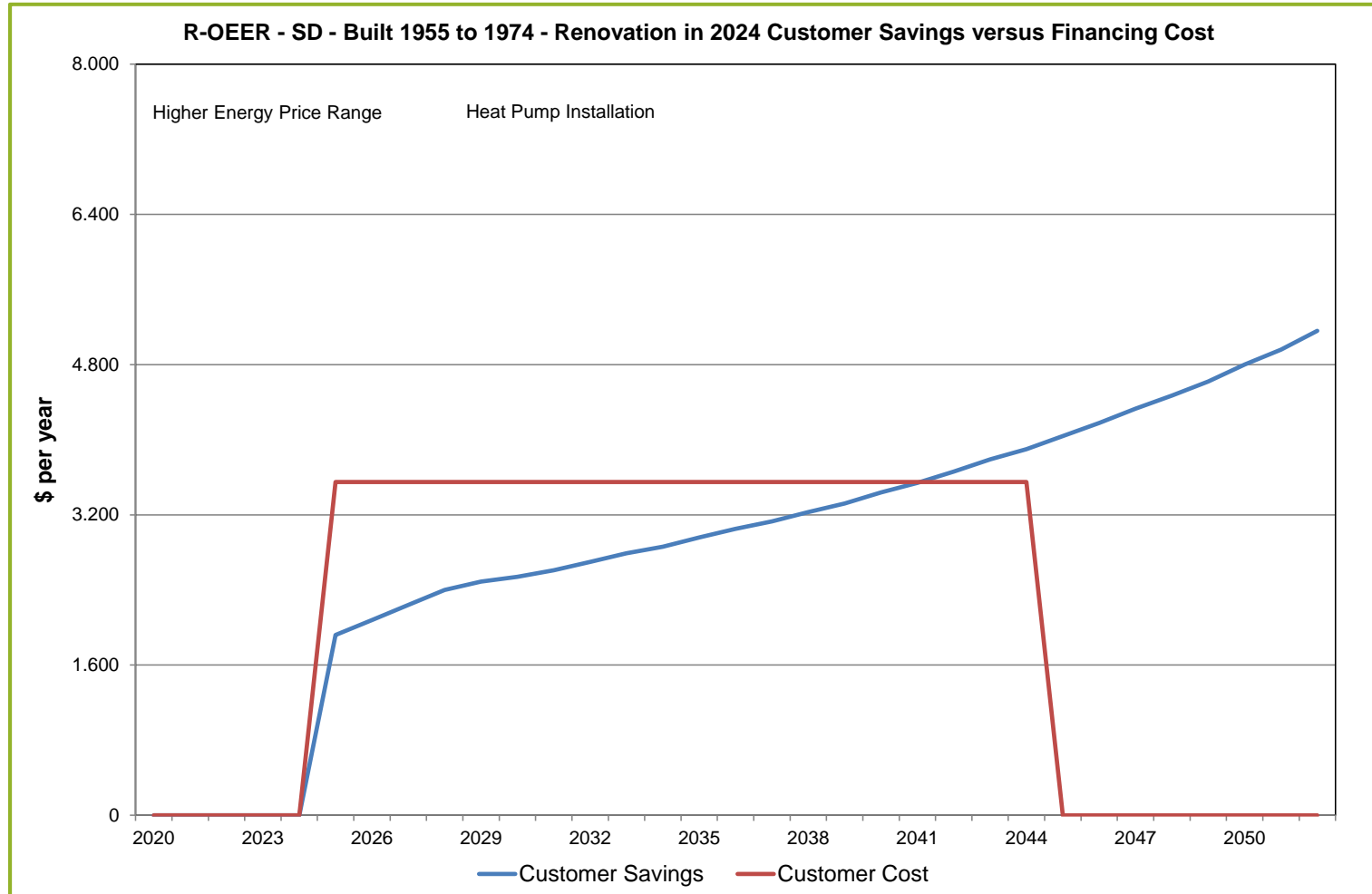
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Lower than Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



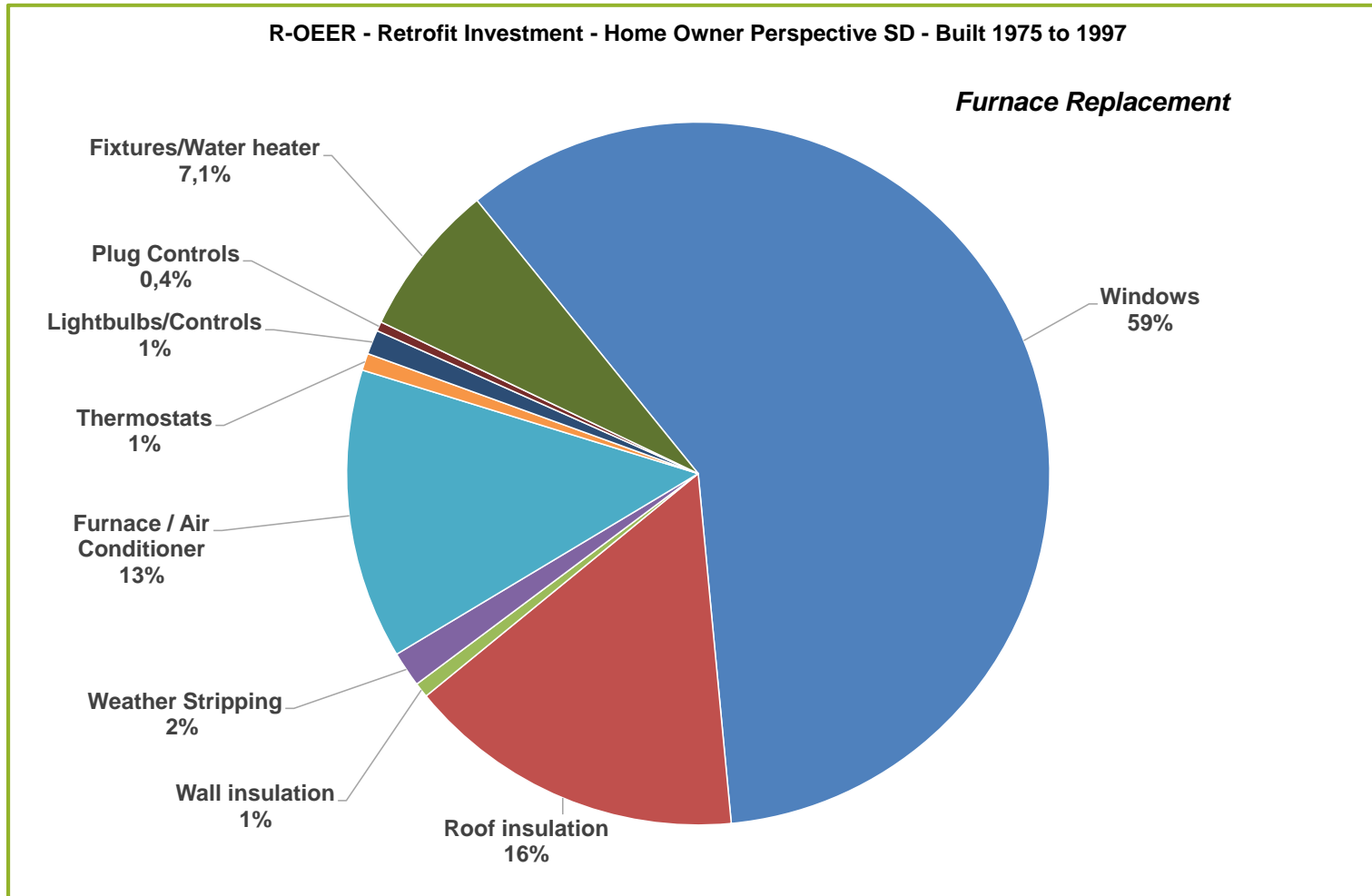
20-Year Savings **do not** Exceed Payments

Oakville Home Energy Retrofit Feasibility Study

Stress Test – LOW Results **Homeowner Perspective – SD 1975-1997**

Oakville Home Energy Retrofit - Stress Test LOW

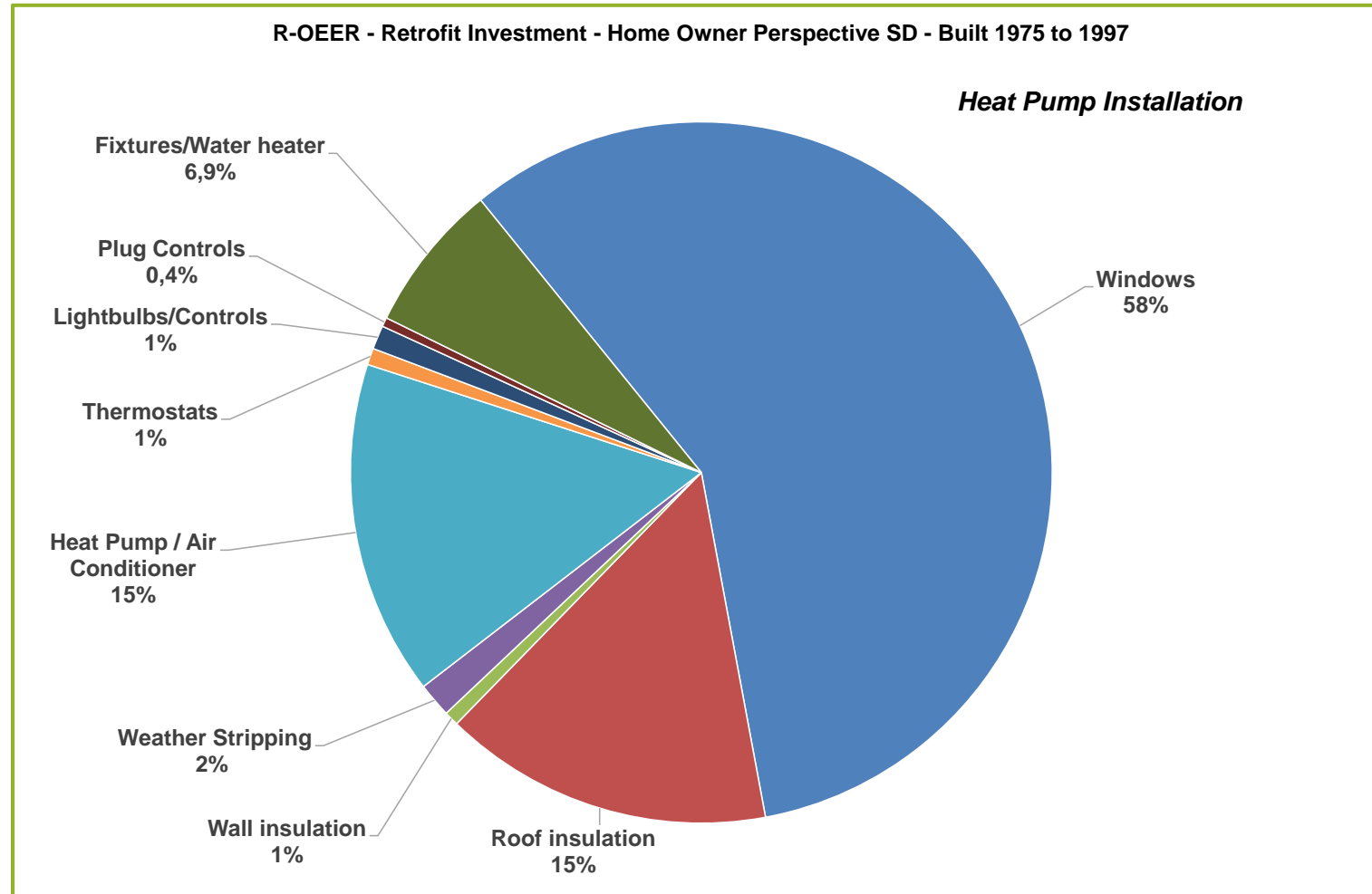
Retrofit - Content and Cost - Furnace Replacement



Comprehensive Energy Retrofit for \$44k

Oakville Home Energy Retrofit - Stress Test LOW

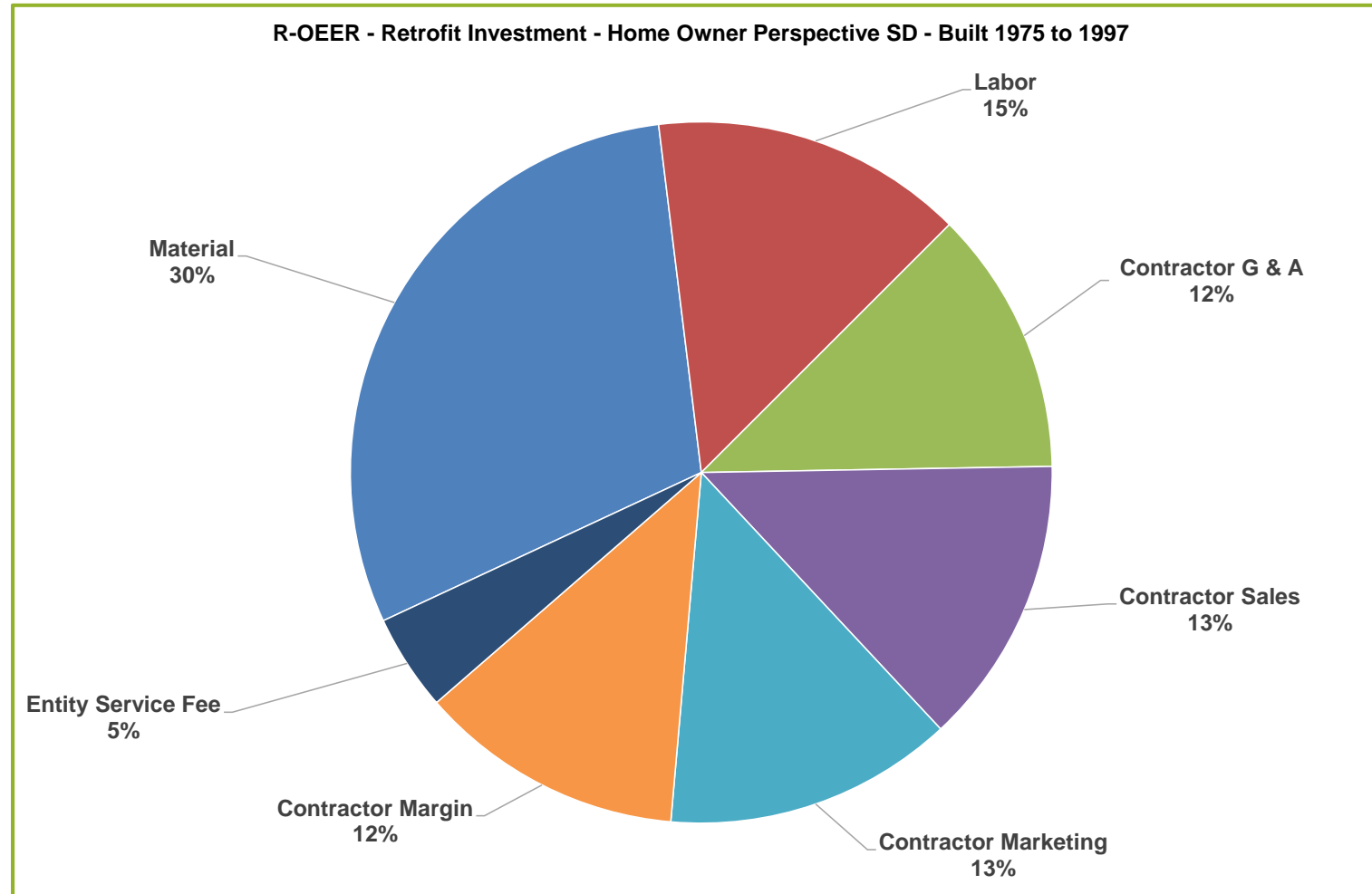
Retrofit - Content and Cost - Heat Pump Installation



Comprehensive Energy Retrofit for \$45k

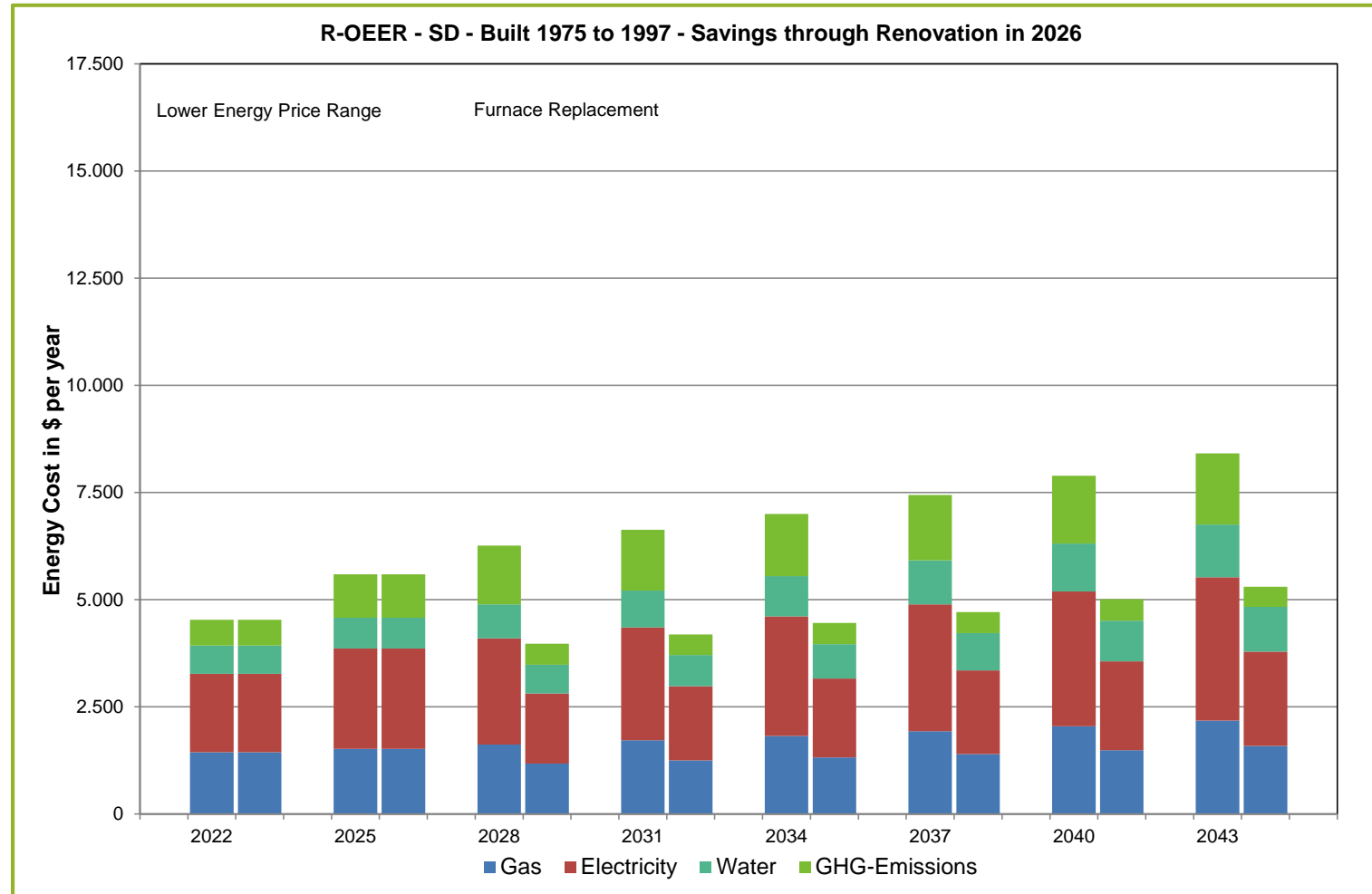
Oakville Home Energy Retrofit - Stress Test LOW

Retrofit – Use of Funds



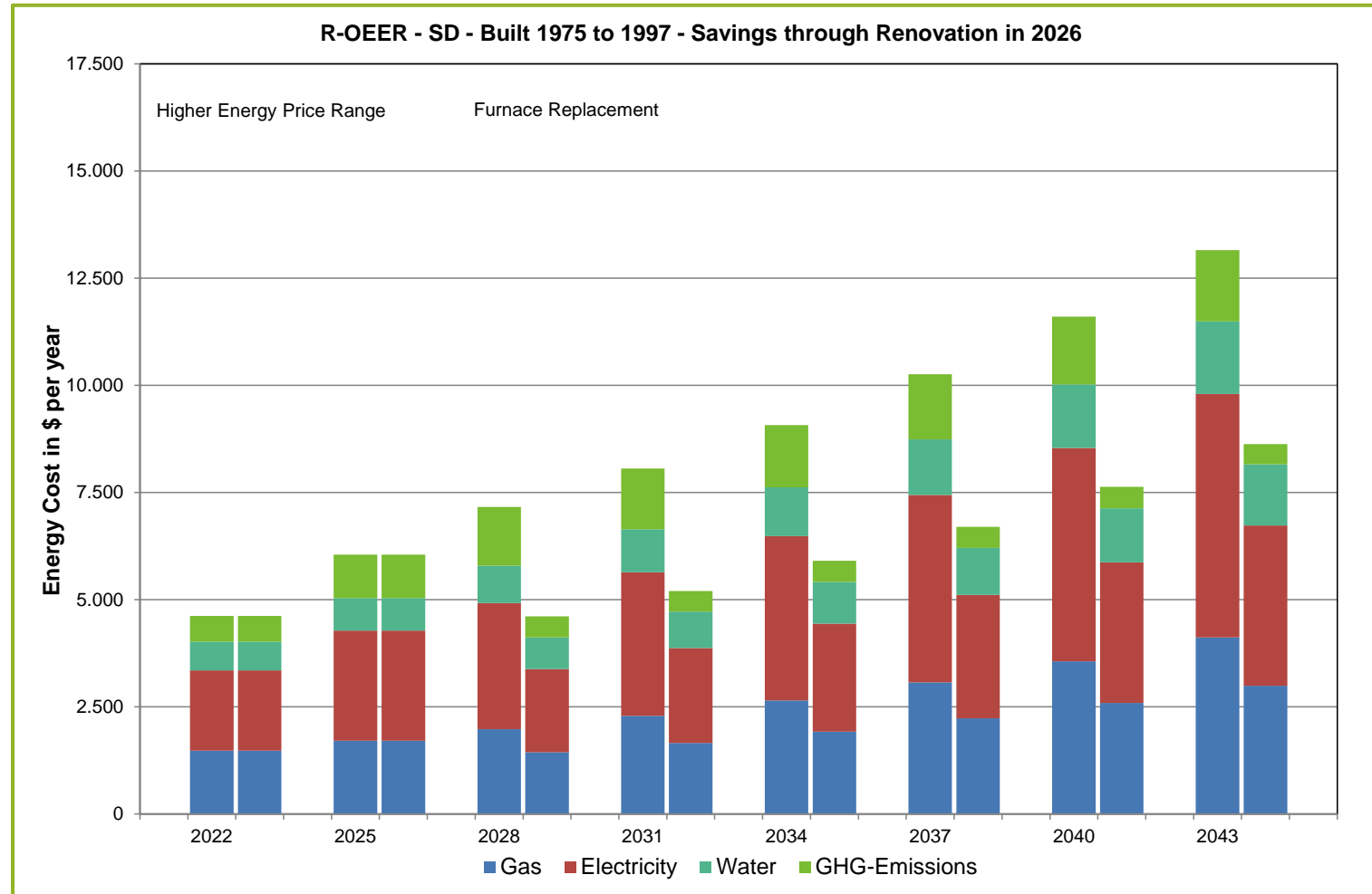
Comprehensive Energy Retrofit for \$44k

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Furnace Replacement)



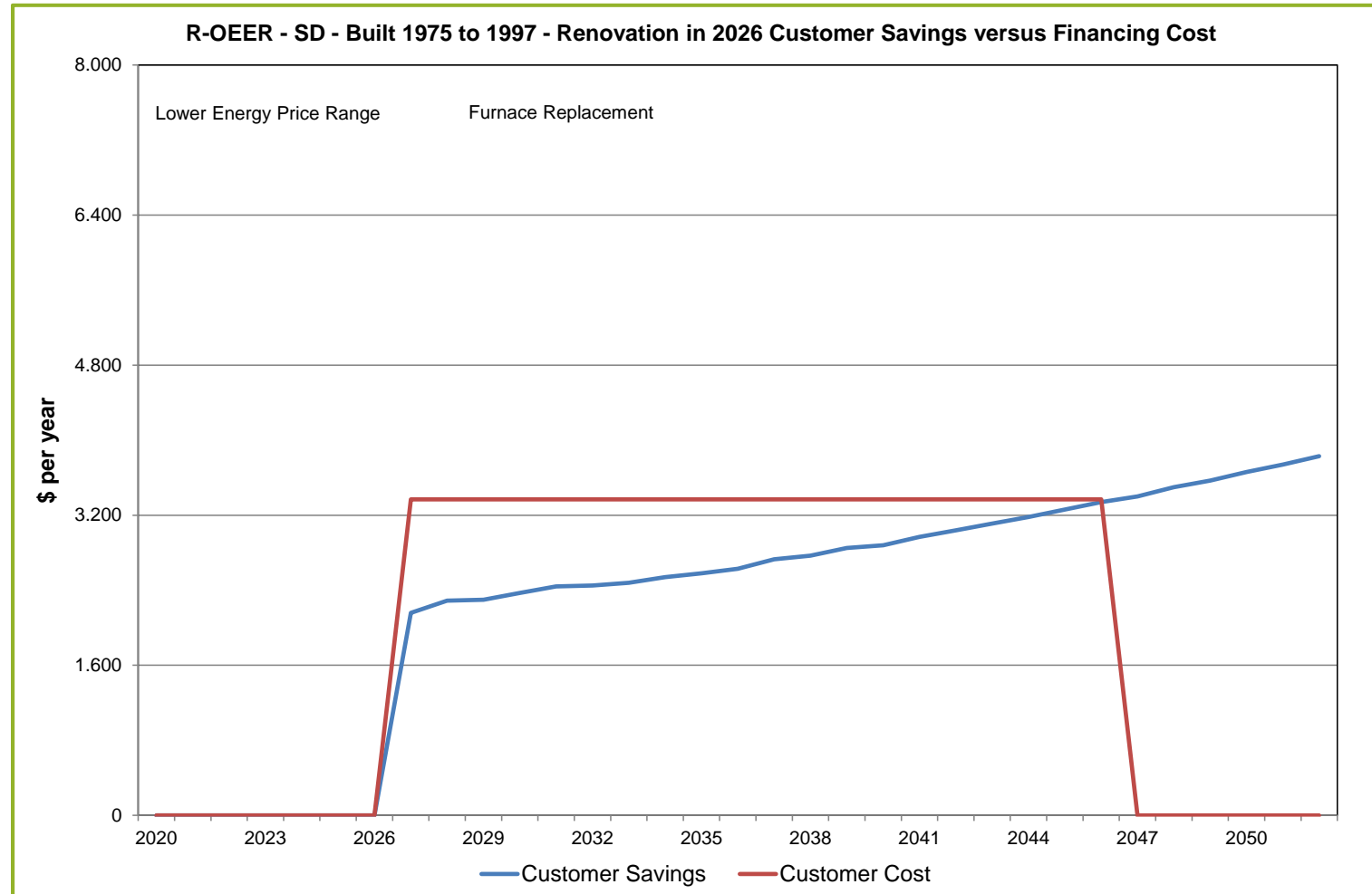
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Furnace Replacement)



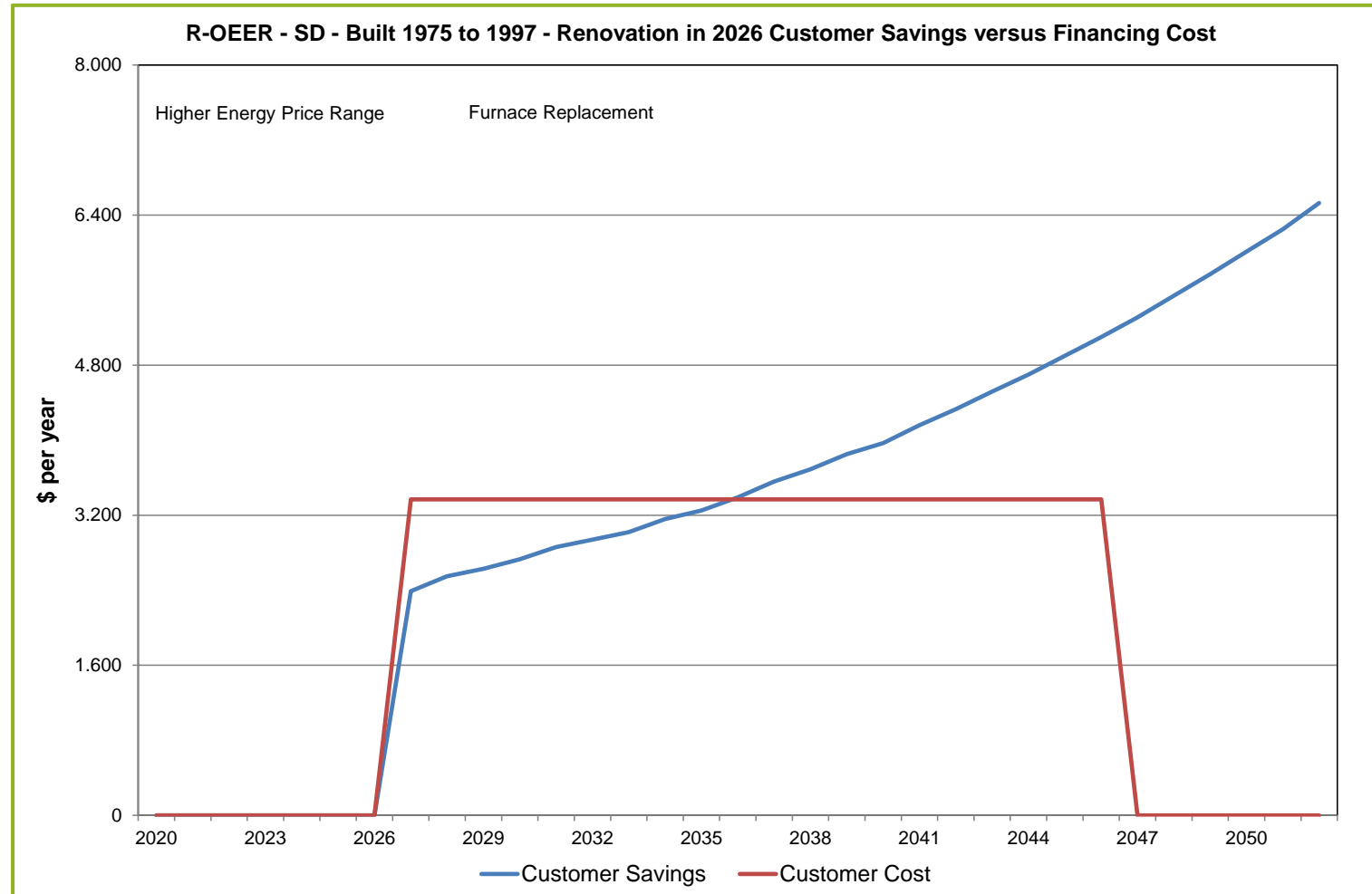
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Furnace Replacement)



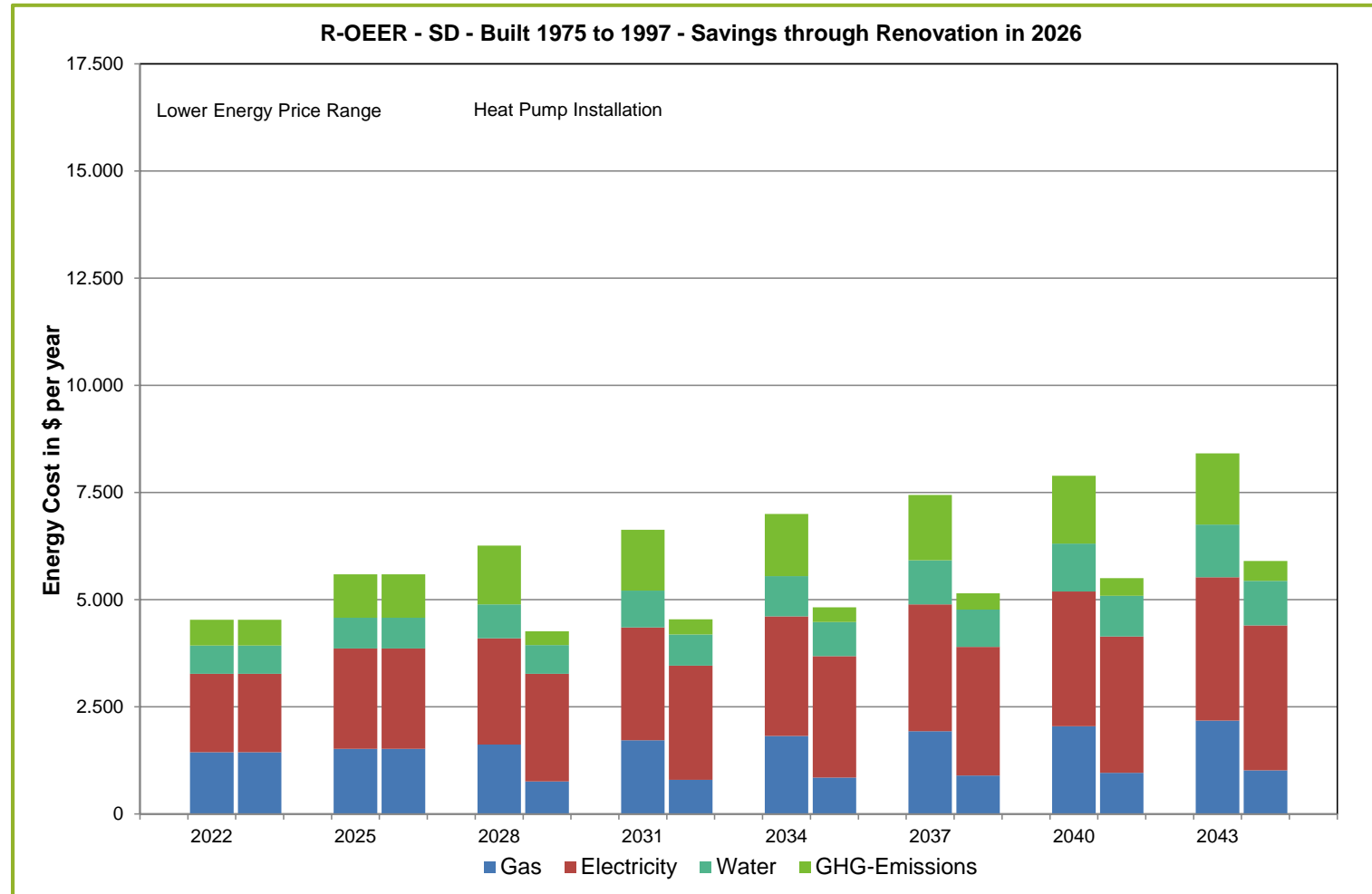
20-Year Savings **do not** Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW *Retrofit – Before & After (Furnace Replacement)*



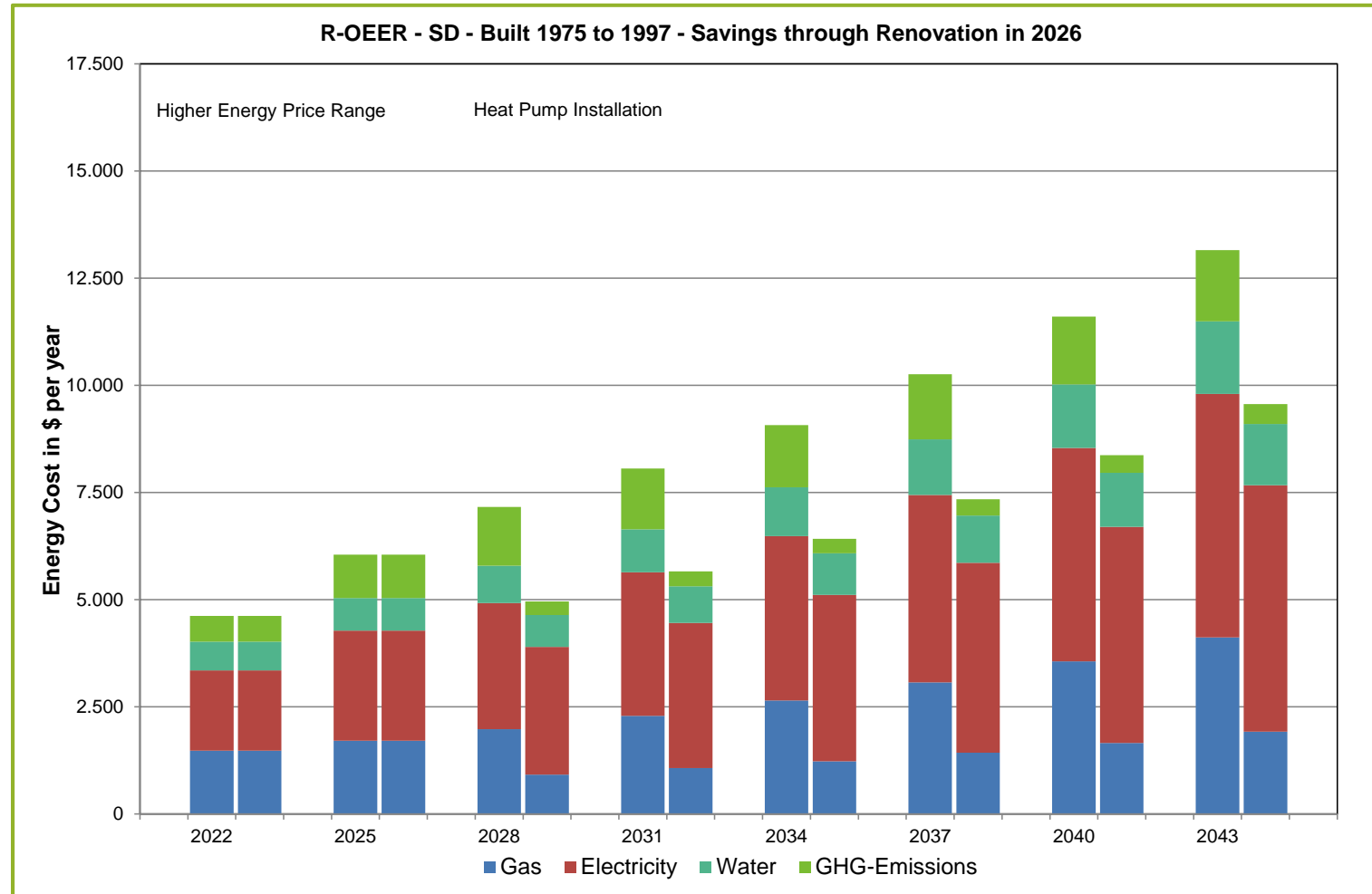
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



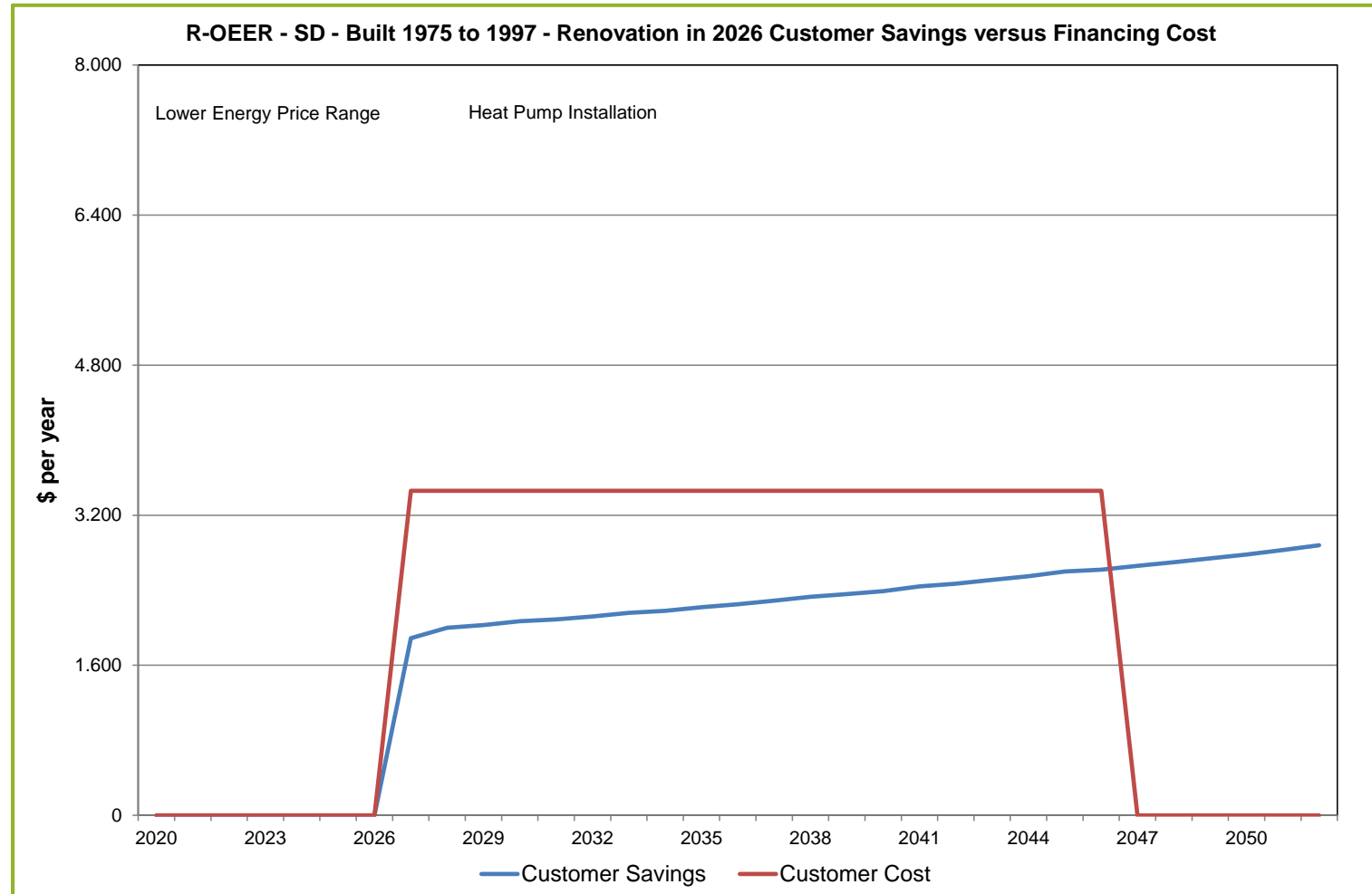
20-Year Savings Lower than Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



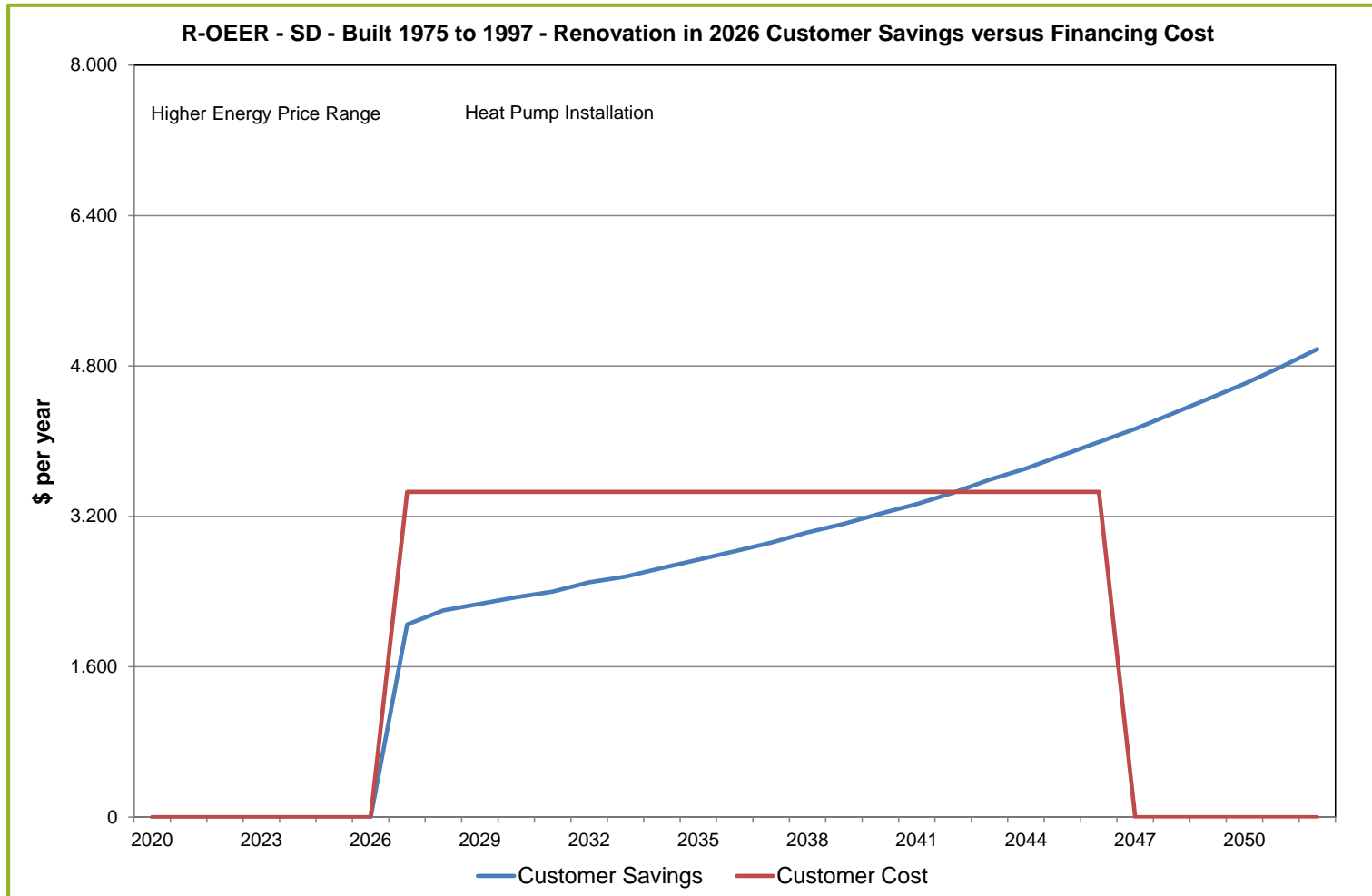
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Lower than Payments

Oakville Home Energy Retrofit - Stress Test LOW Retrofit – Before & After (Heat Pump Installation)



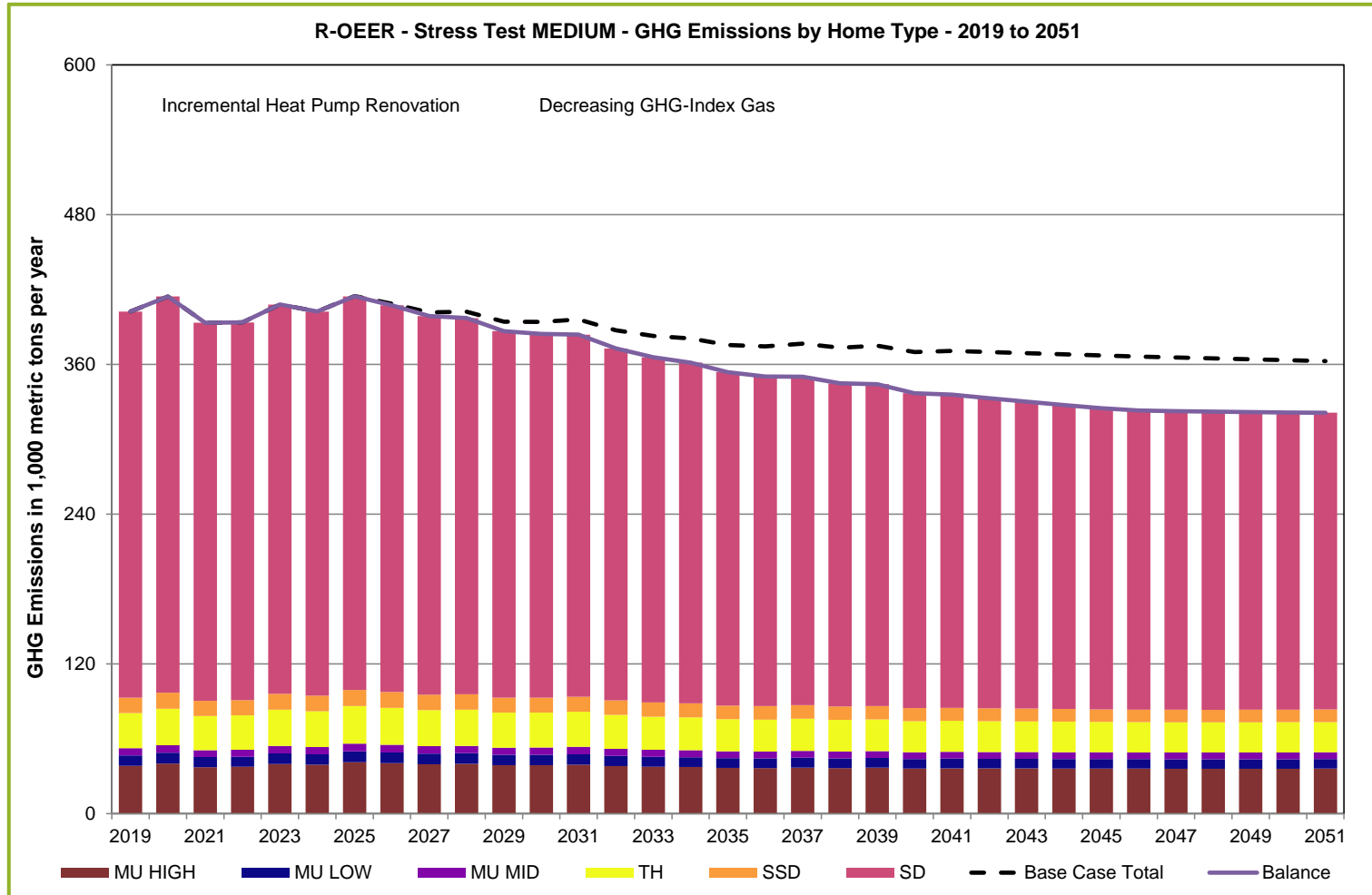
20-Year Savings **do not** Exceed Payments

Oakville Home Energy Retrofit Feasibility Study

Stress Test – MEDIUM Results Programme Perspective

R-OEER - Residential Retrofit - Stress Test MEDIUM

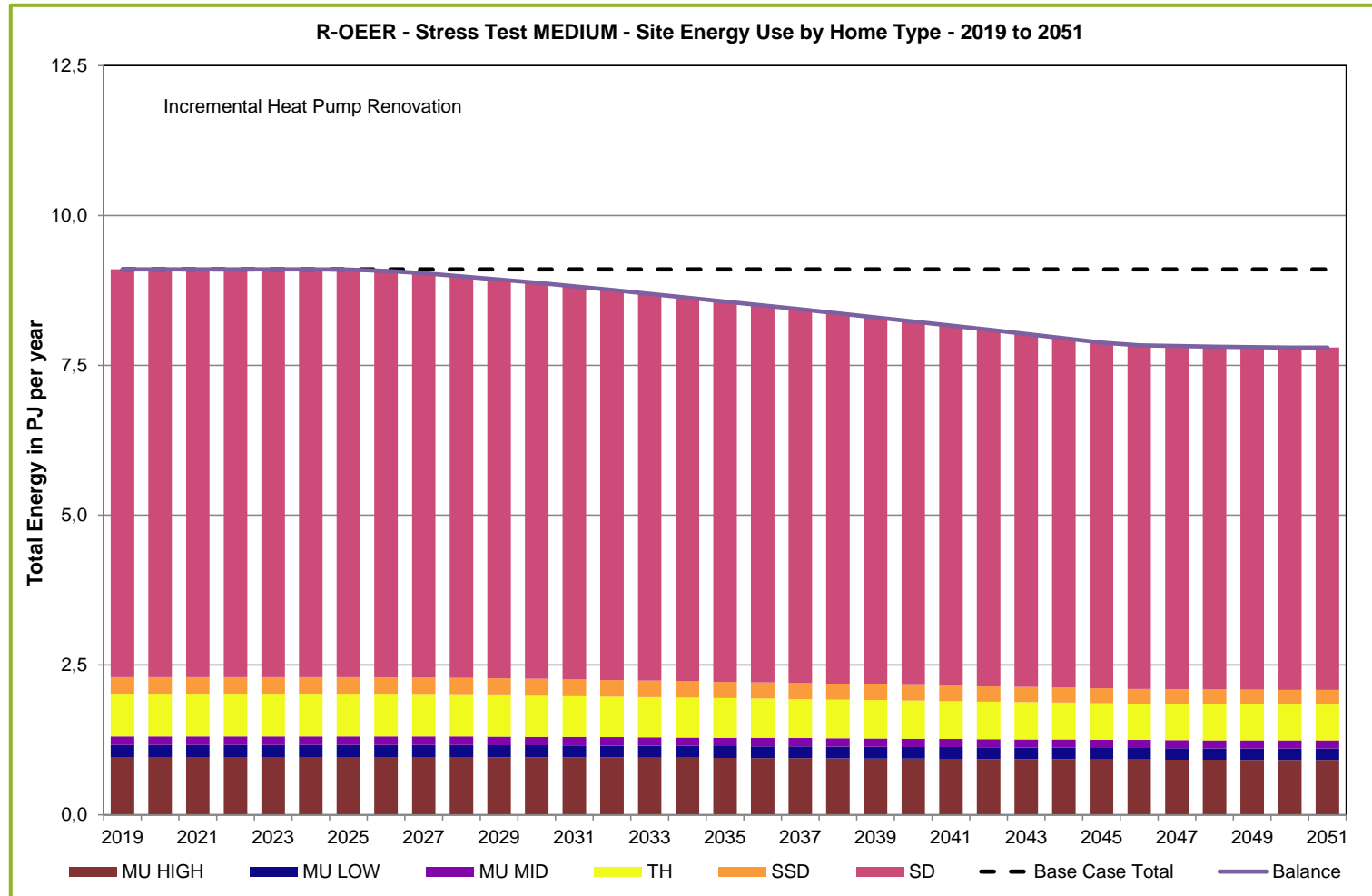
GHG Emissions by Home Type - 2019 to 2051



402,000 mt in 2019 to 321,000 mt in 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

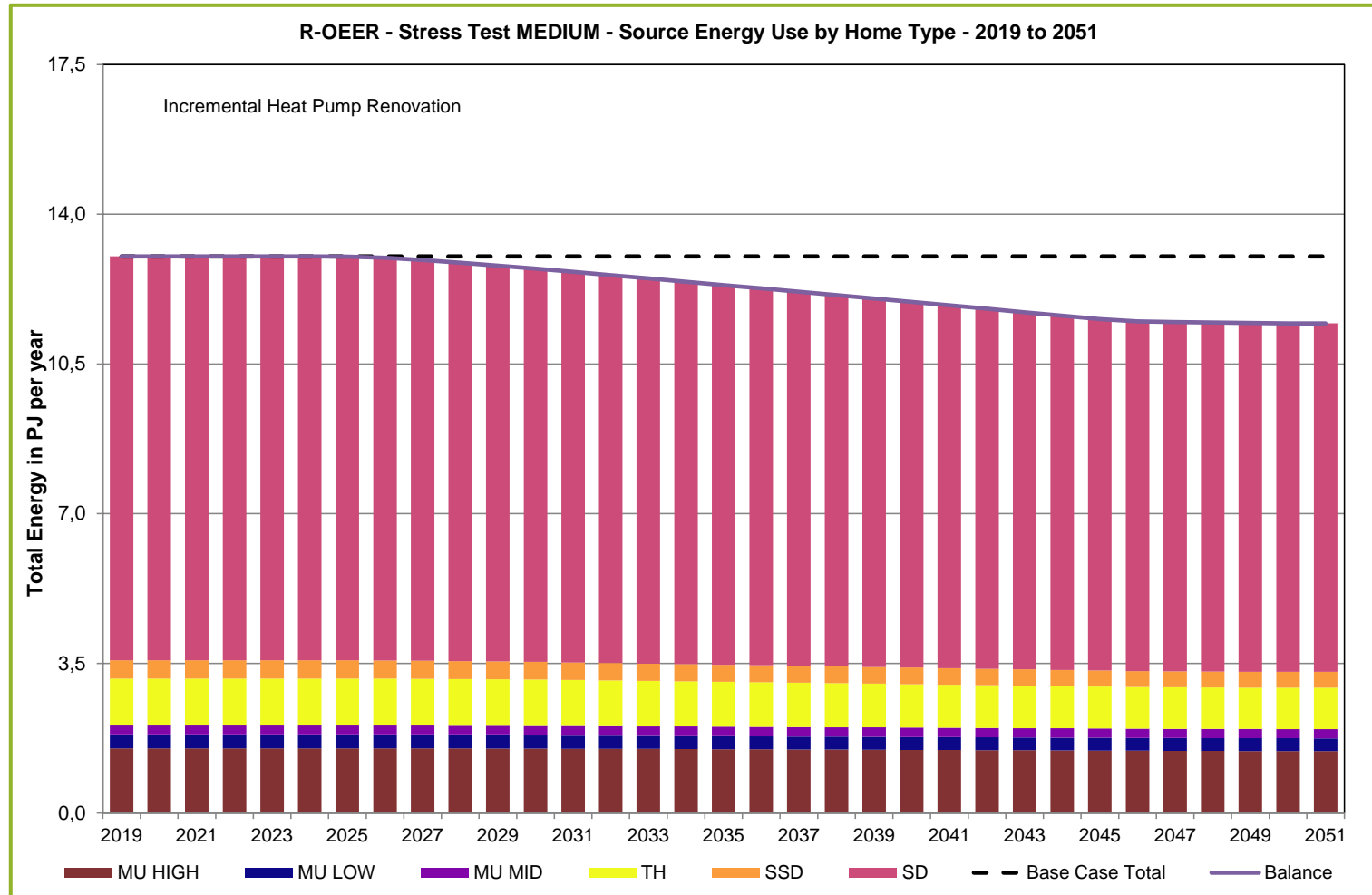
Site Energy Use by Home Type - 2019 to 2051



9.1 TJ in 2019 to 7.8 TJ in 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

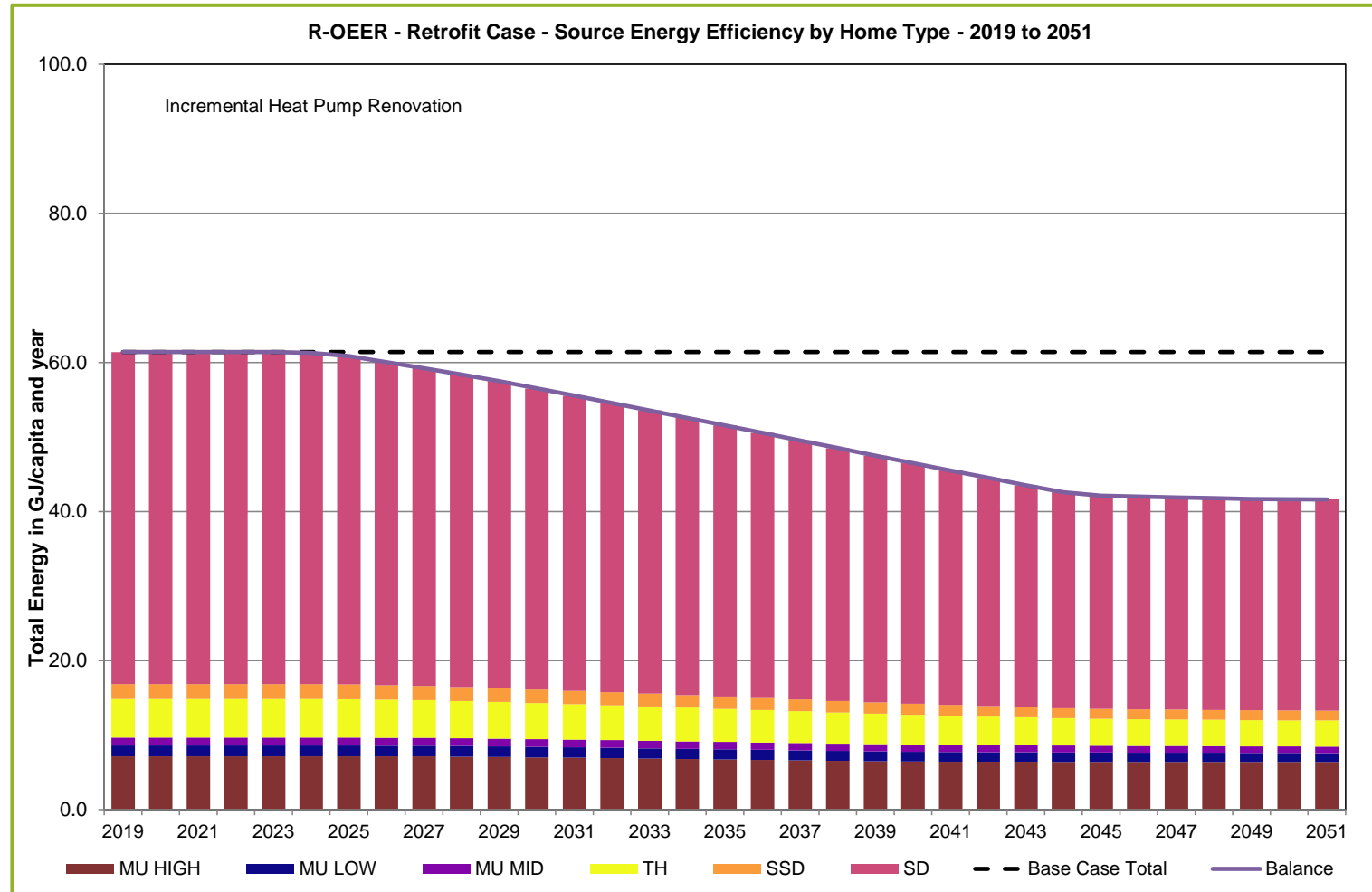
Source Energy Use by Home Type - 2019 to 2051



13 TJ in 2019 to 11.5 TJ in 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

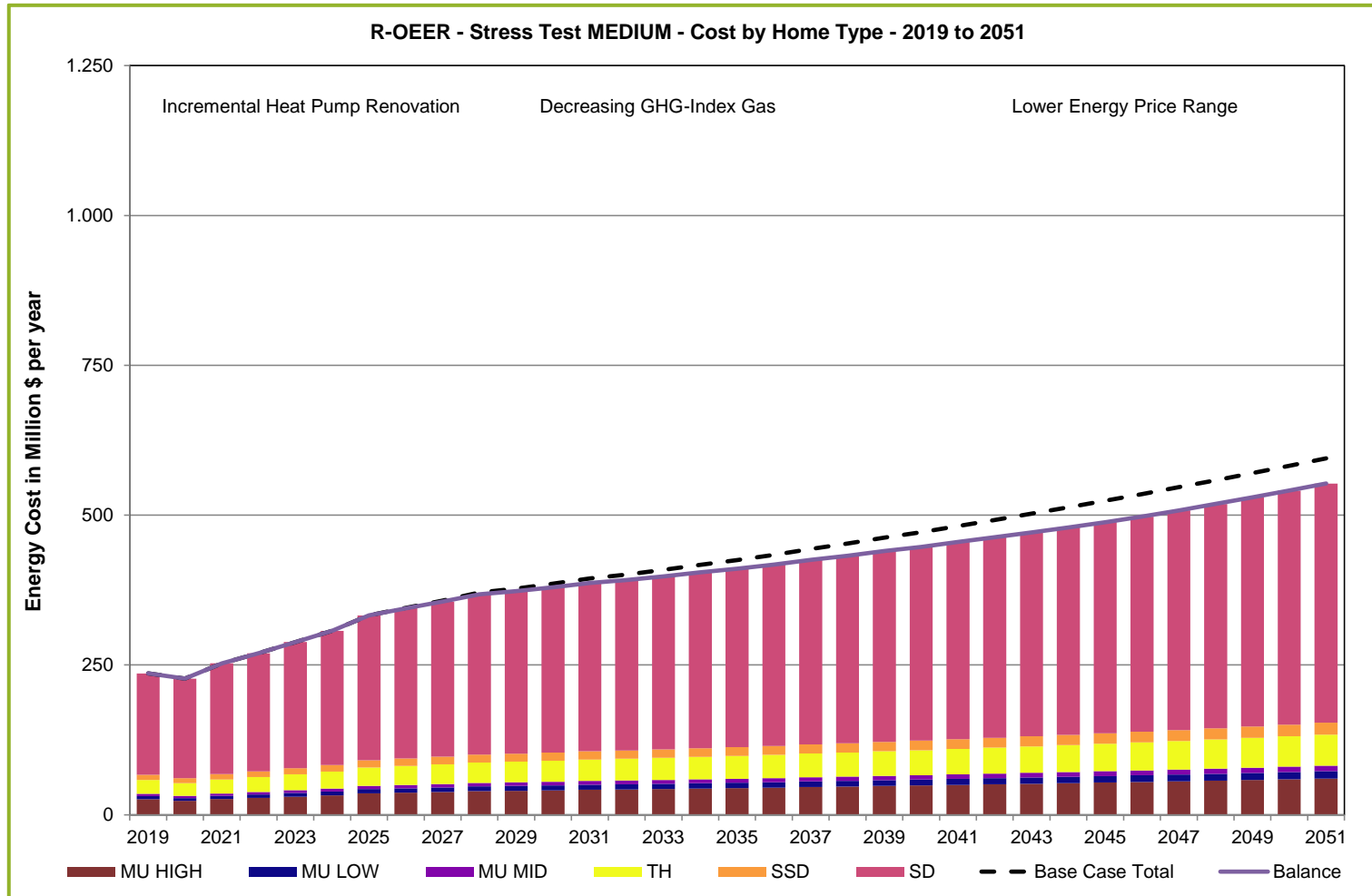
Source Energy Efficiency by Home Type - 2019 to 2051



61.4 GJ/cap in 2019 to 54.0 GJ/cap in 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

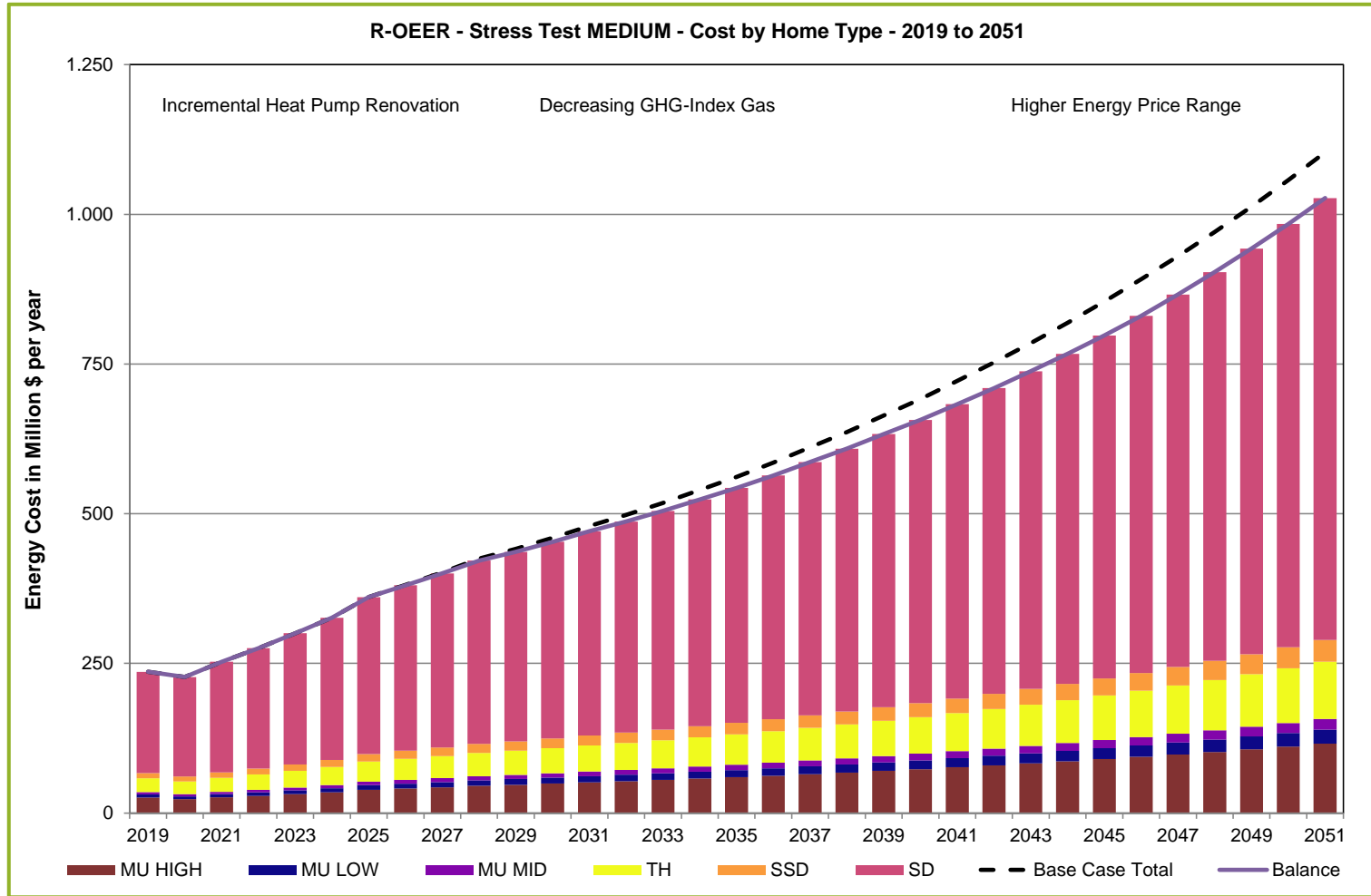
Cost by Home Type - 2019 to 2051



Cumulative Savings \$0.57Bn by 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

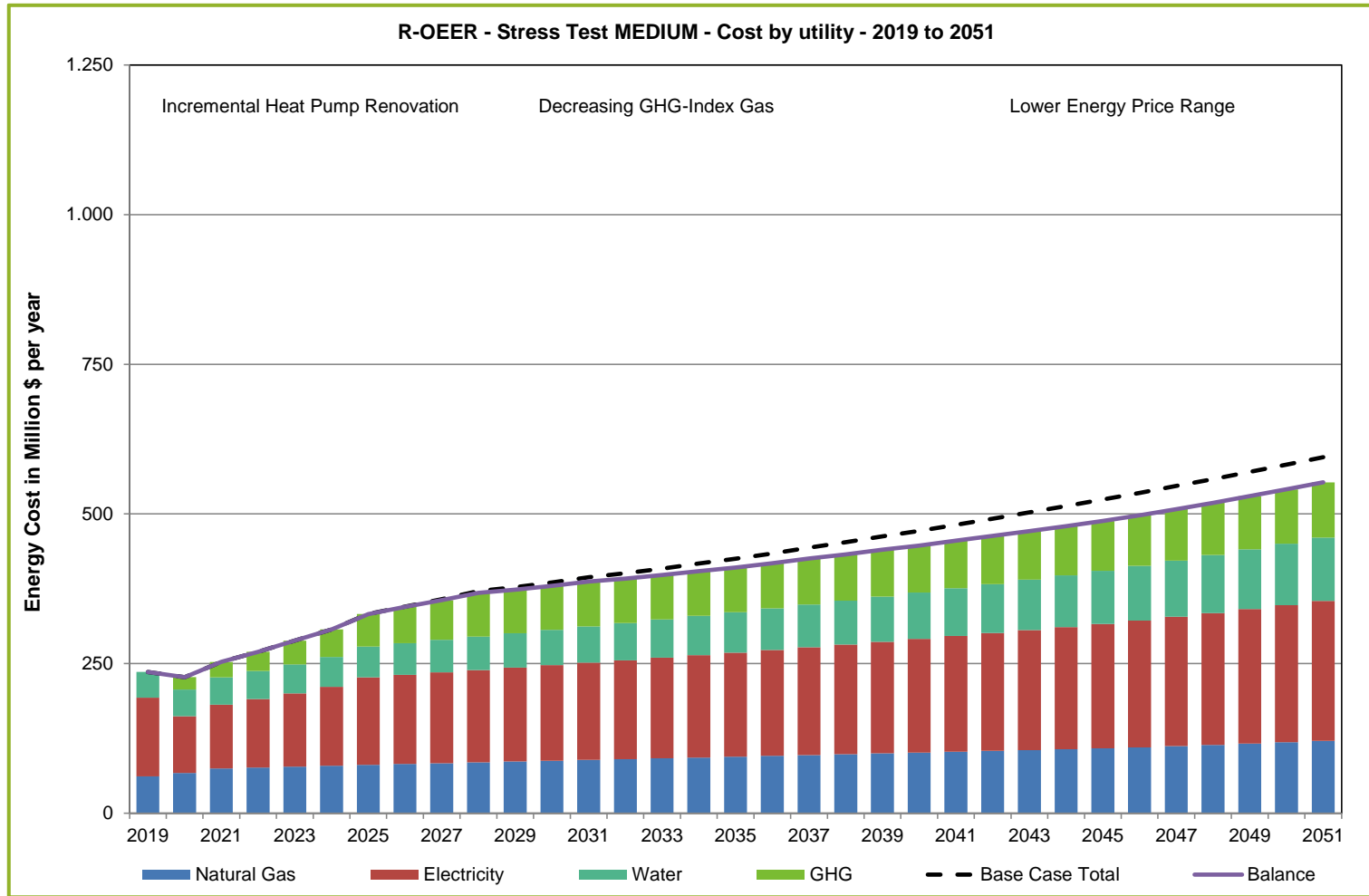
Cost by Home Type - 2019 to 2051



Cumulative Savings \$0.87Bn by 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

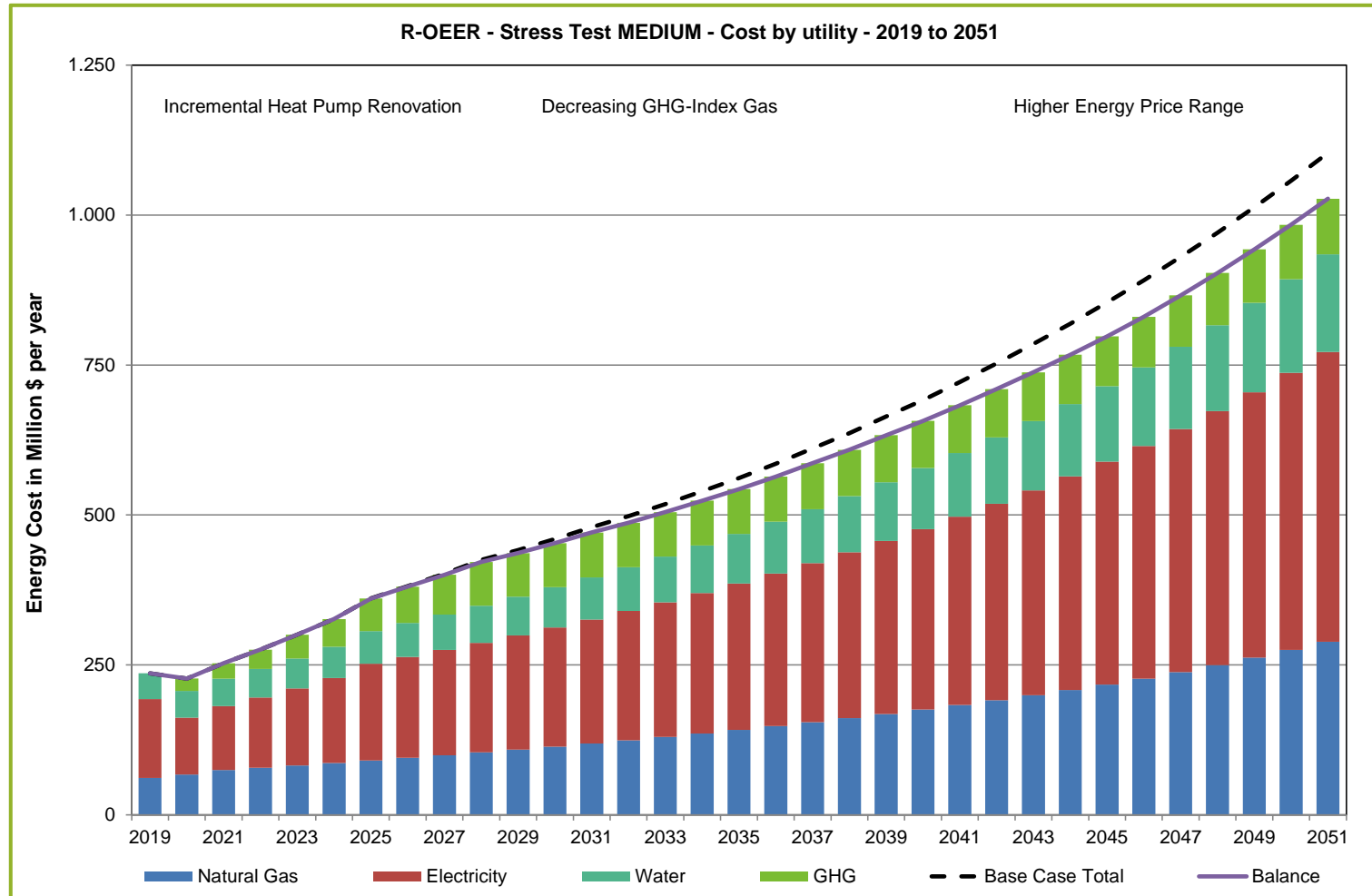
Cost by Utility - 2019 to 2051



Cumulative Savings \$0.57Bn by 2051

Oakville Home Energy Retrofit - Stress Test MEDIUM

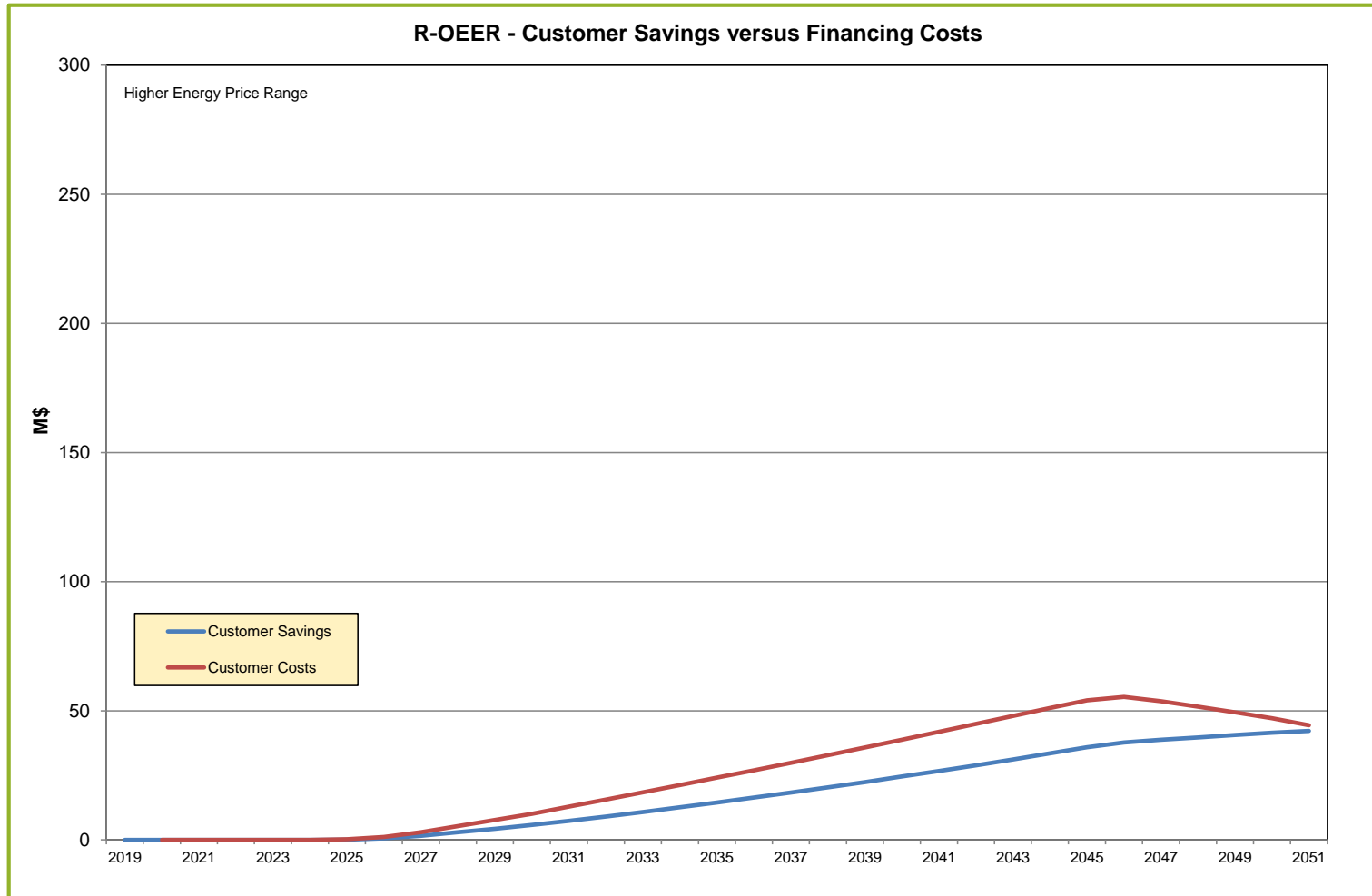
Cost by Utility - 2019 to 2051



Cumulative Savings \$0.87Bn by 2051

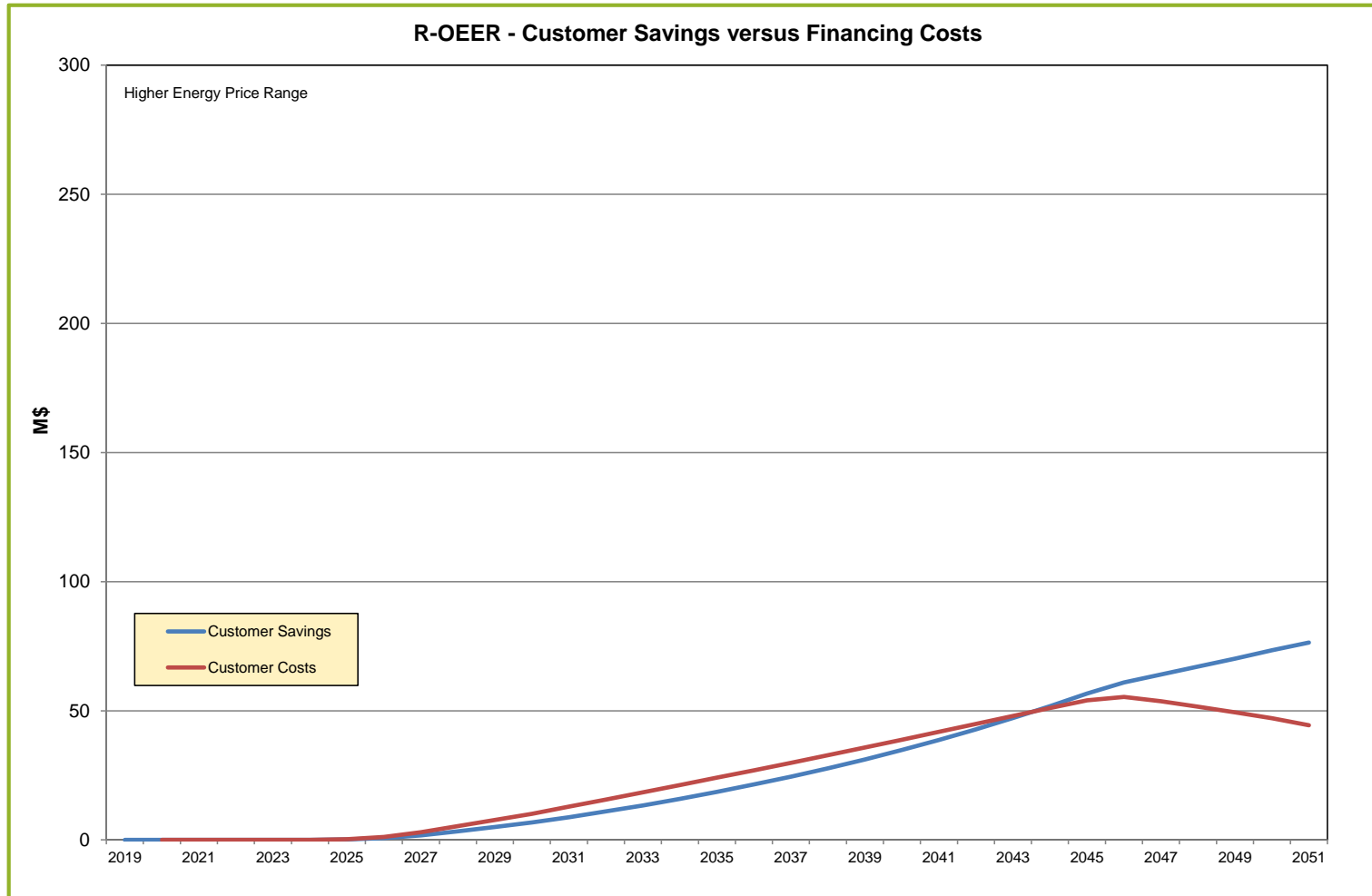
Oakville Home Energy Retrofit - Stress Test MEDIUM

Incremental Heat Pump Renovation – Lower Prices



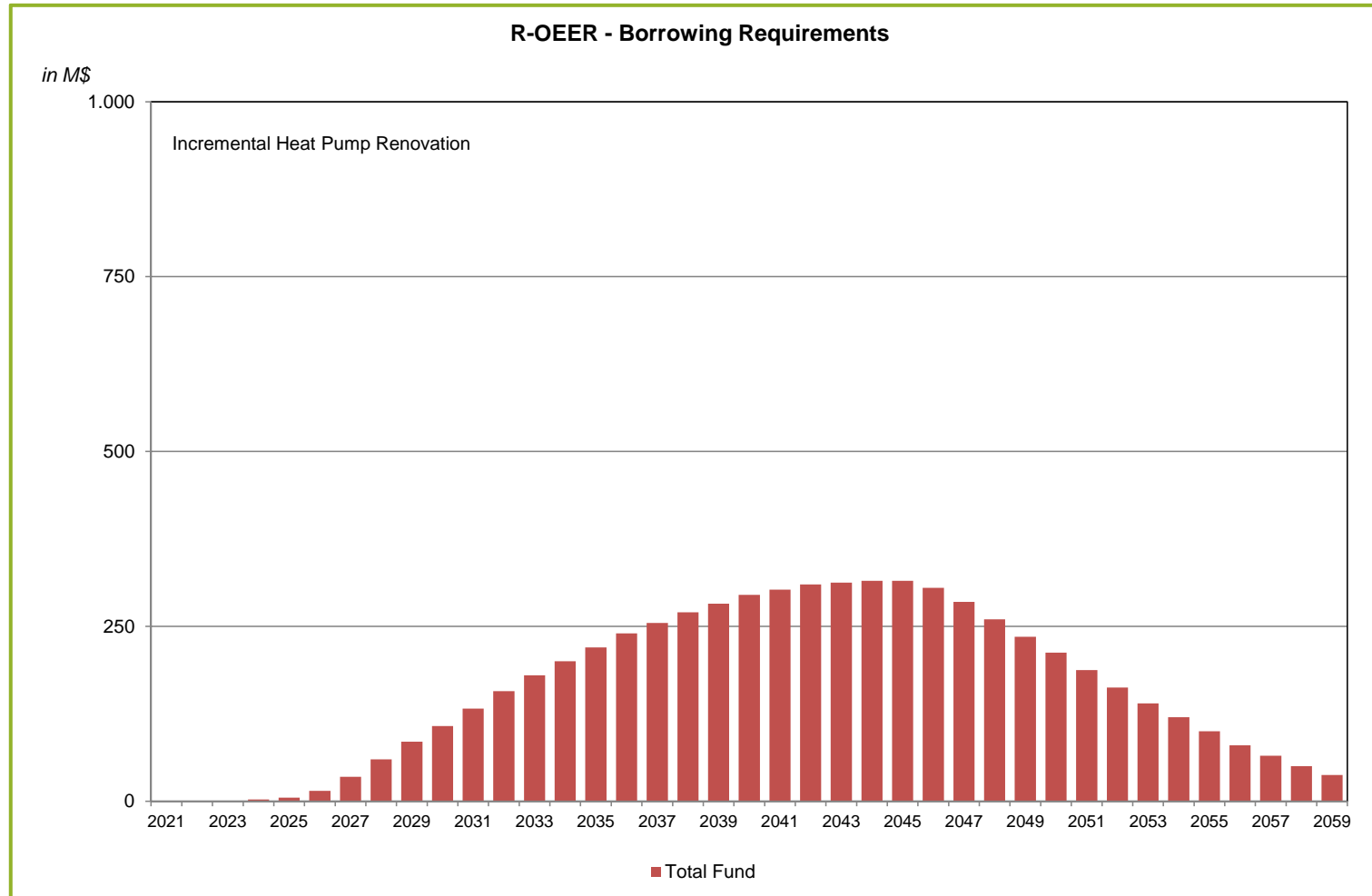
Oakville Home Energy Retrofit - Stress Test MEDIUM

Incremental Heat Pump Renovation – Higher Prices



Oakville Home Energy Retrofit - Stress Test MEDIUM

Net Borrowing Requirements



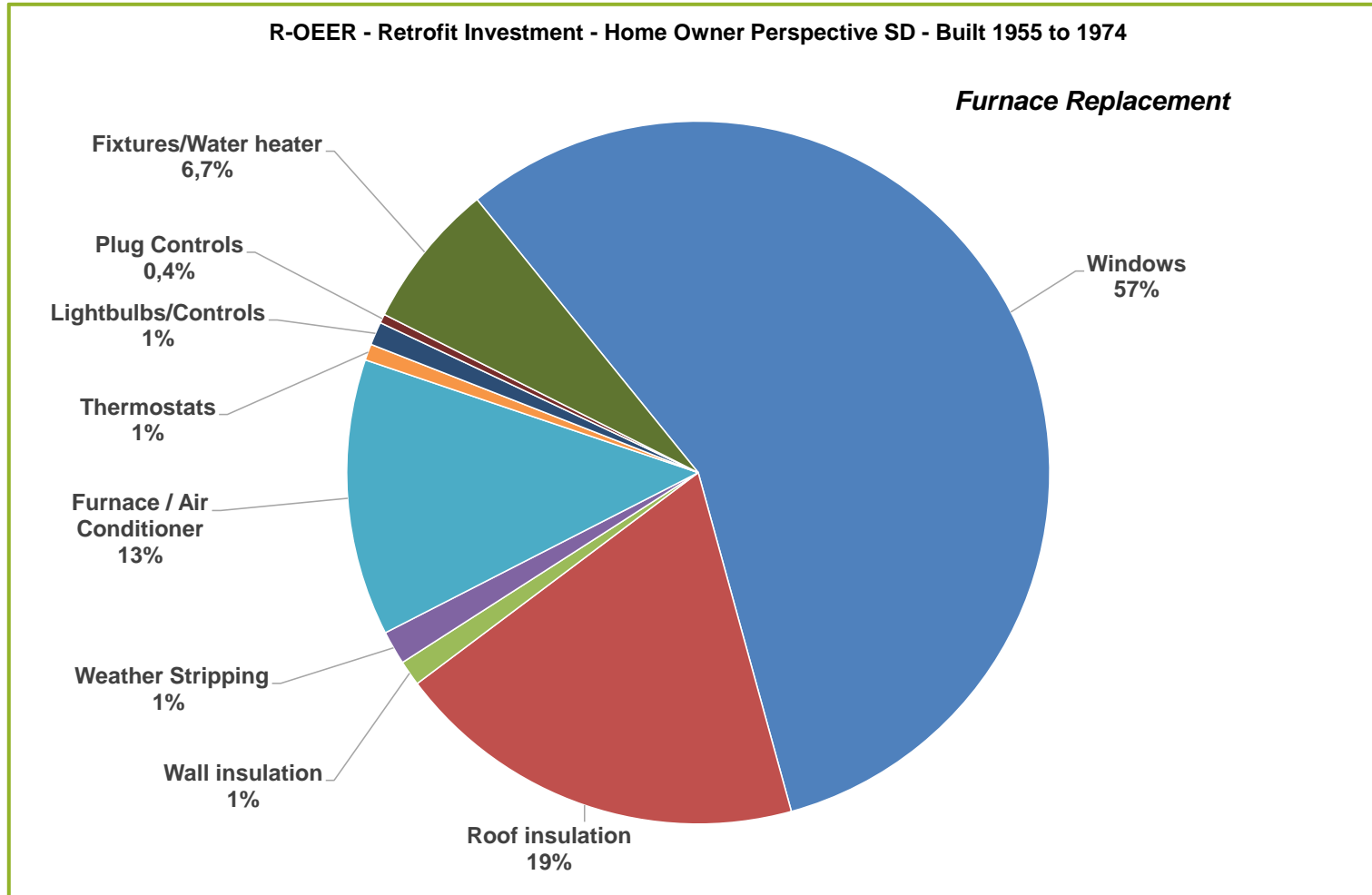
Peak Net Borrowing ~ \$315M in 2044

Oakville Home Energy Retrofit Feasibility Study

Stress Test – MEDIUM Results **Homeowner Perspective – SD Pre 1975**

Oakville Home Energy Retrofit - Stress Test MEDIUM

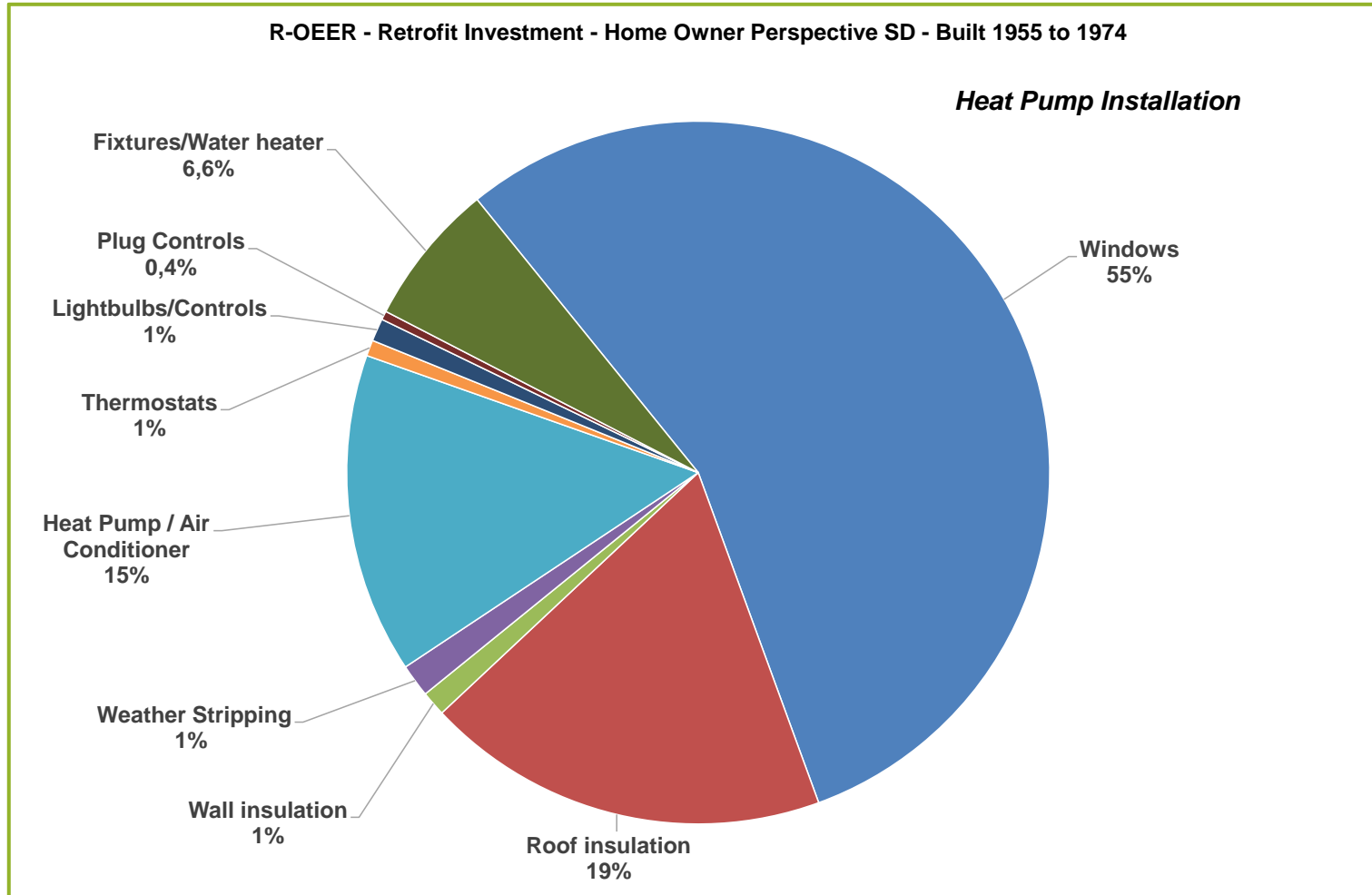
Retrofit - Content and Cost - Homeowner's Perspective



Comprehensive Energy Retrofit for \$38.4k

Oakville Home Energy Retrofit - Stress Test MEDIUM

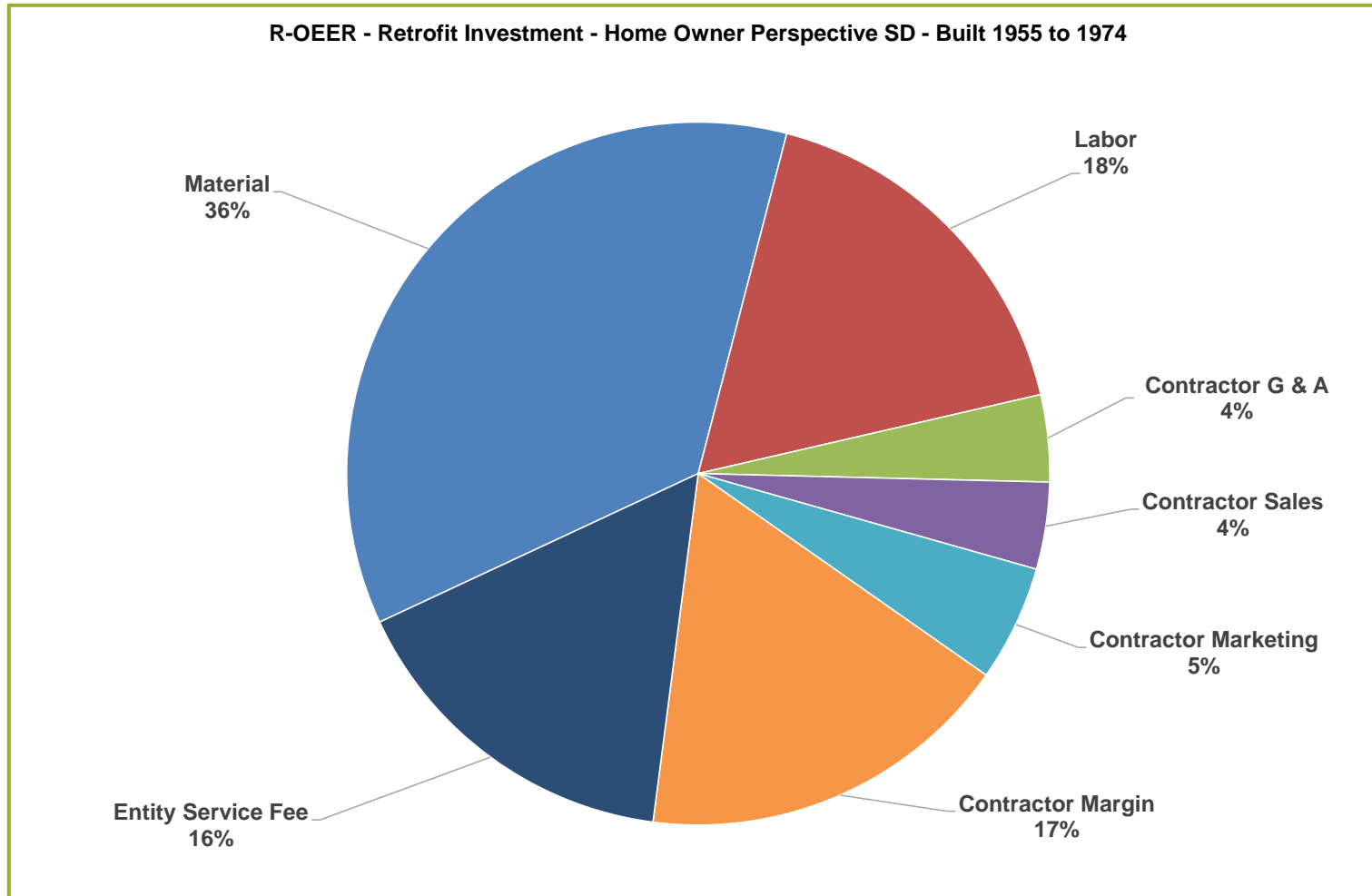
Retrofit - Content and Cost - Homeowner's Perspective



Comprehensive Energy Retrofit for \$39.4k

Oakville Home Energy Retrofit - Stress Test MEDIUM

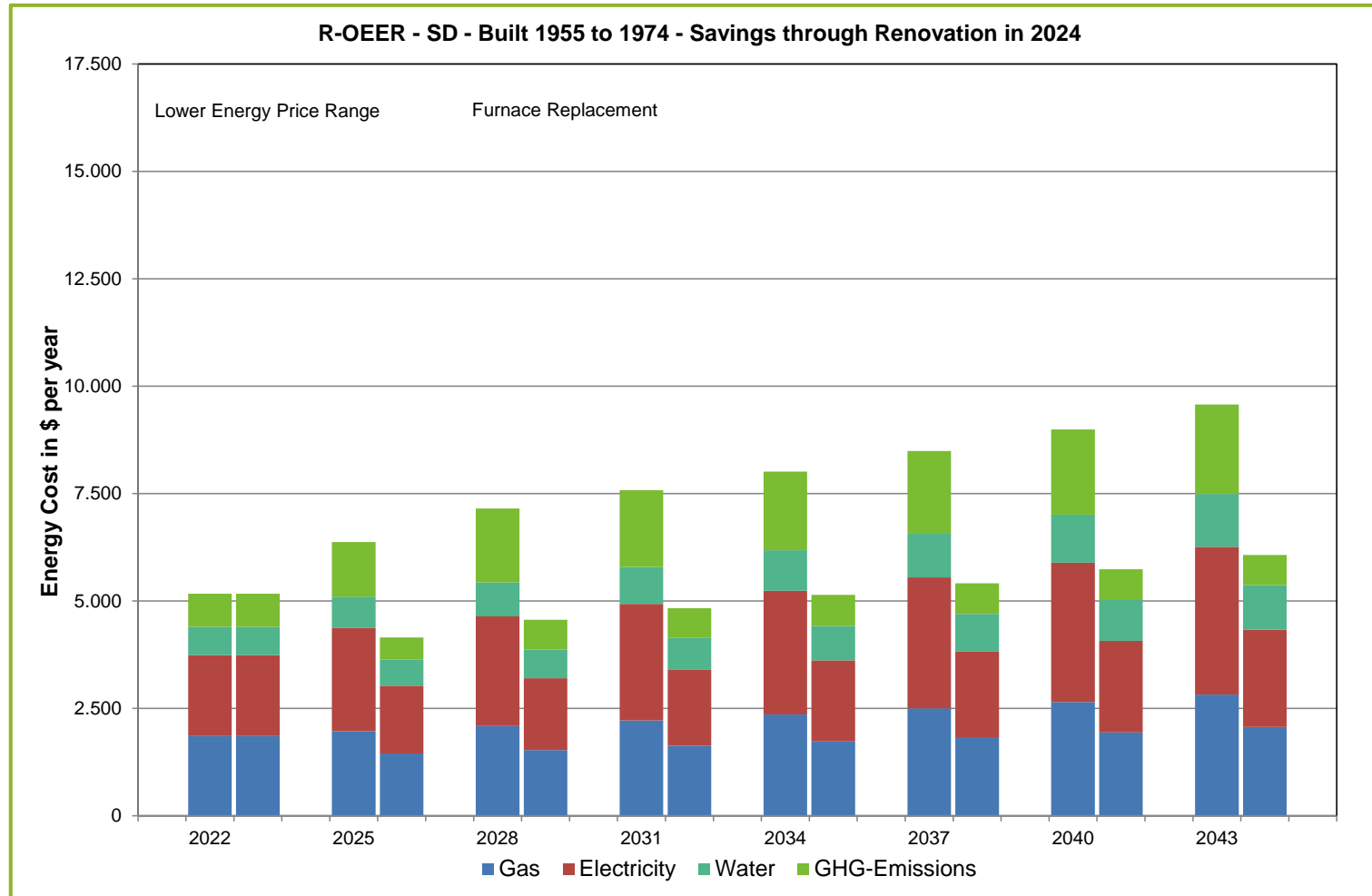
Retrofit – Use of Funds - Homeowner's Perspective



Comprehensive Energy Retrofit for \$38.4k

Oakville Home Energy Retrofit - Stress Test MEDIUM

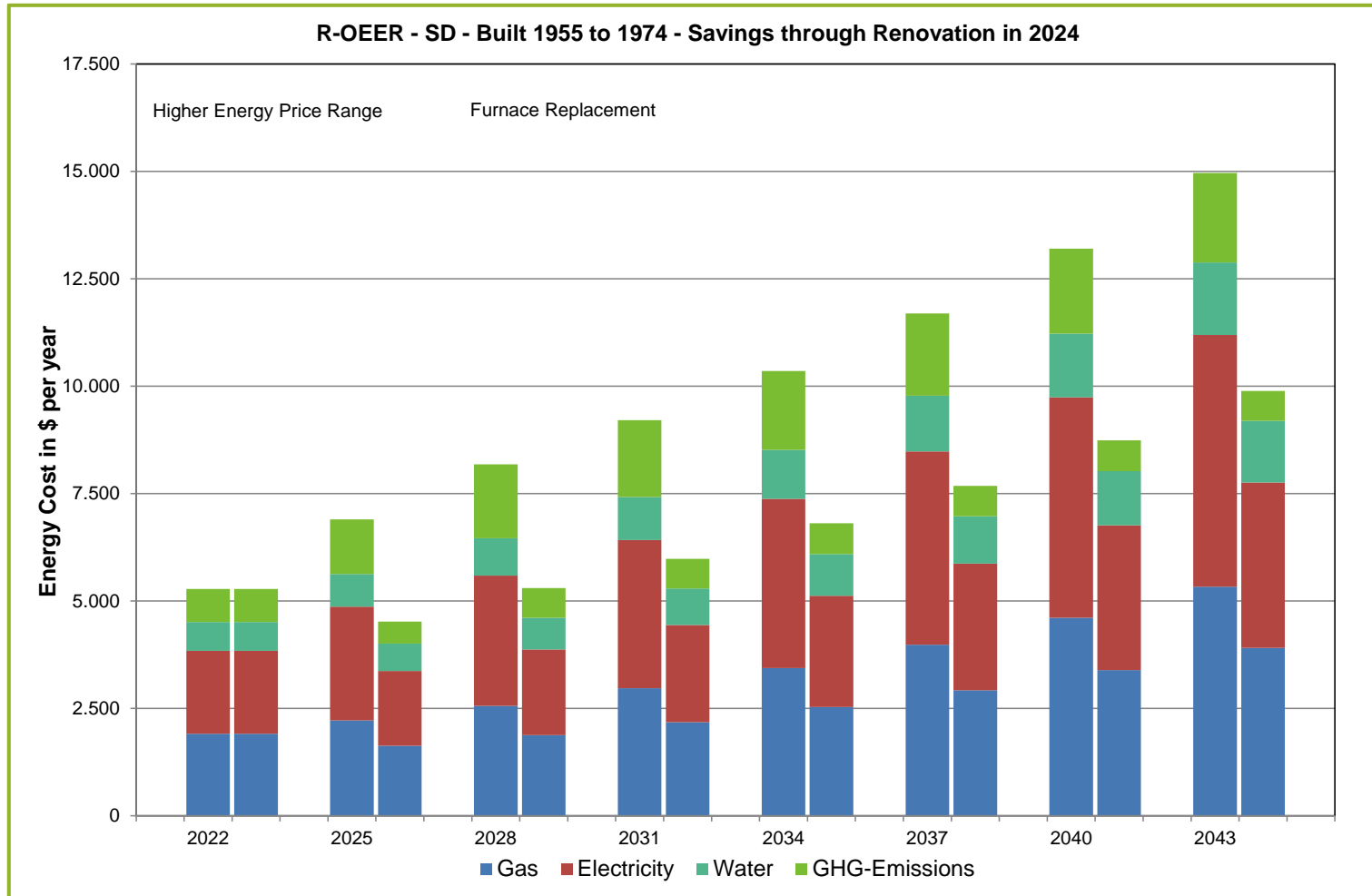
Retrofit – Before & After (Furnace Replacement)



20-Year Savings Equal Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

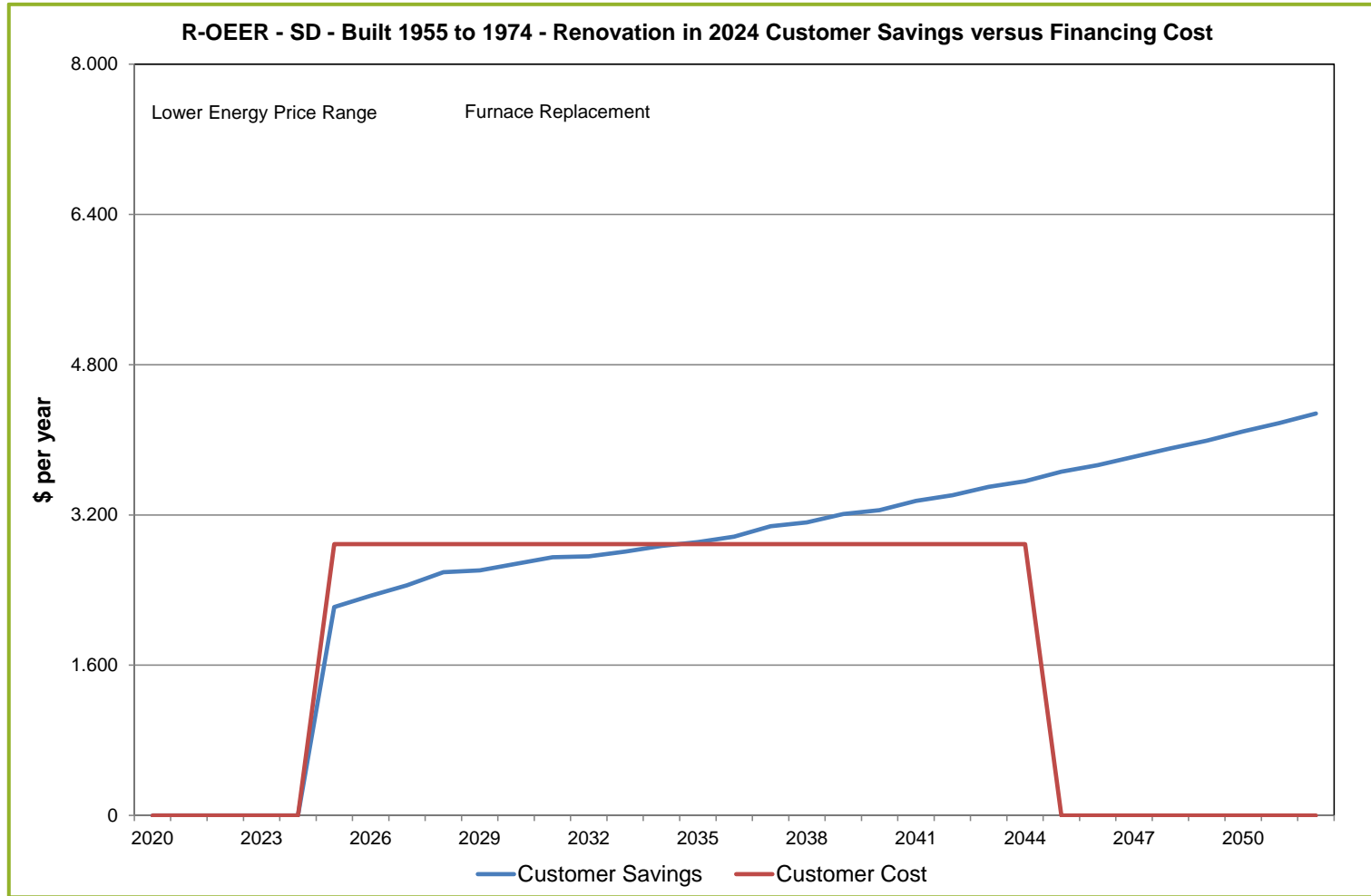
Retrofit – Before & After (Furnace Replacement)



20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

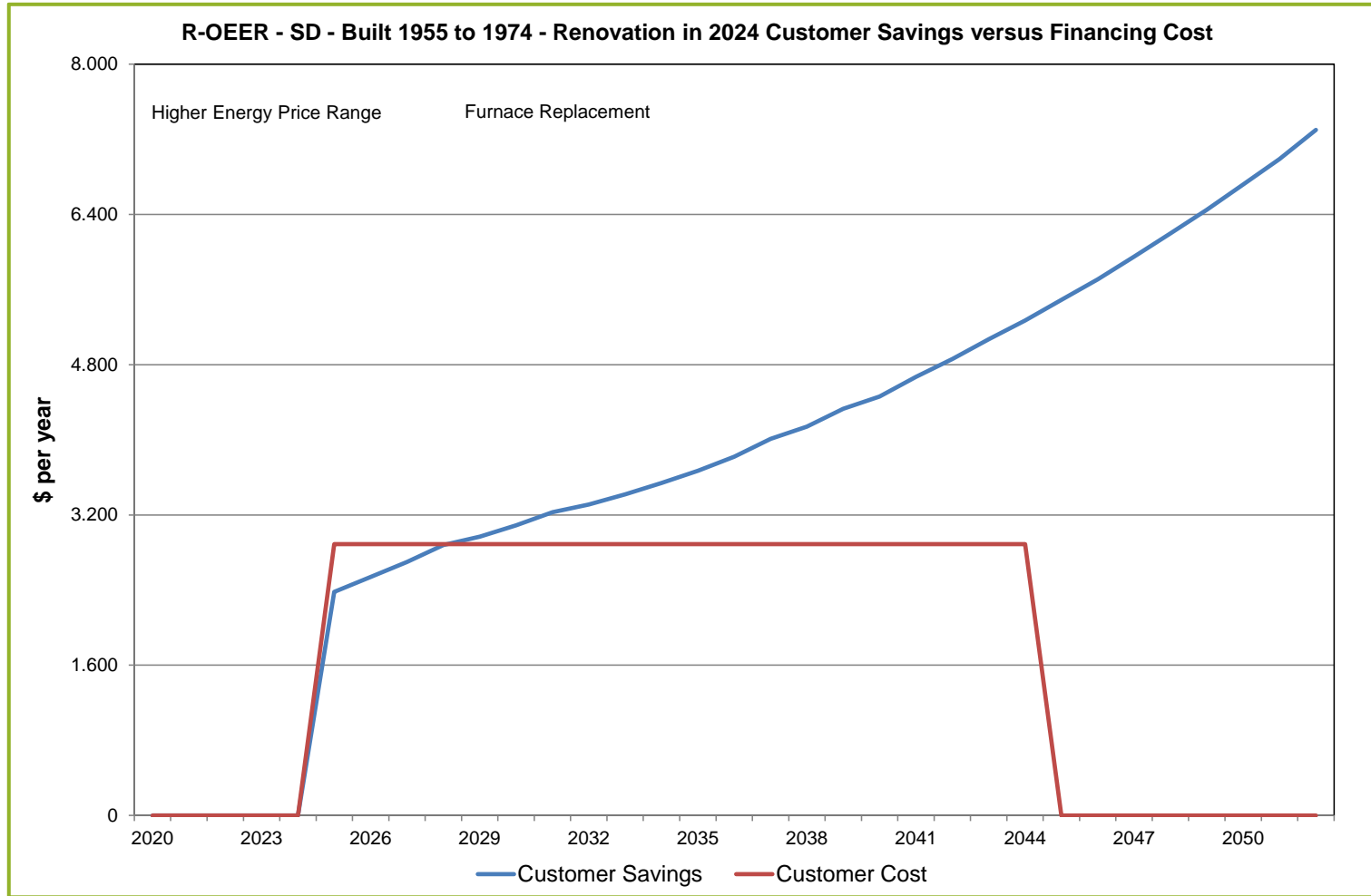
Retrofit – Before & After (Furnace Replacement)



20-Year Savings **Equal** Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

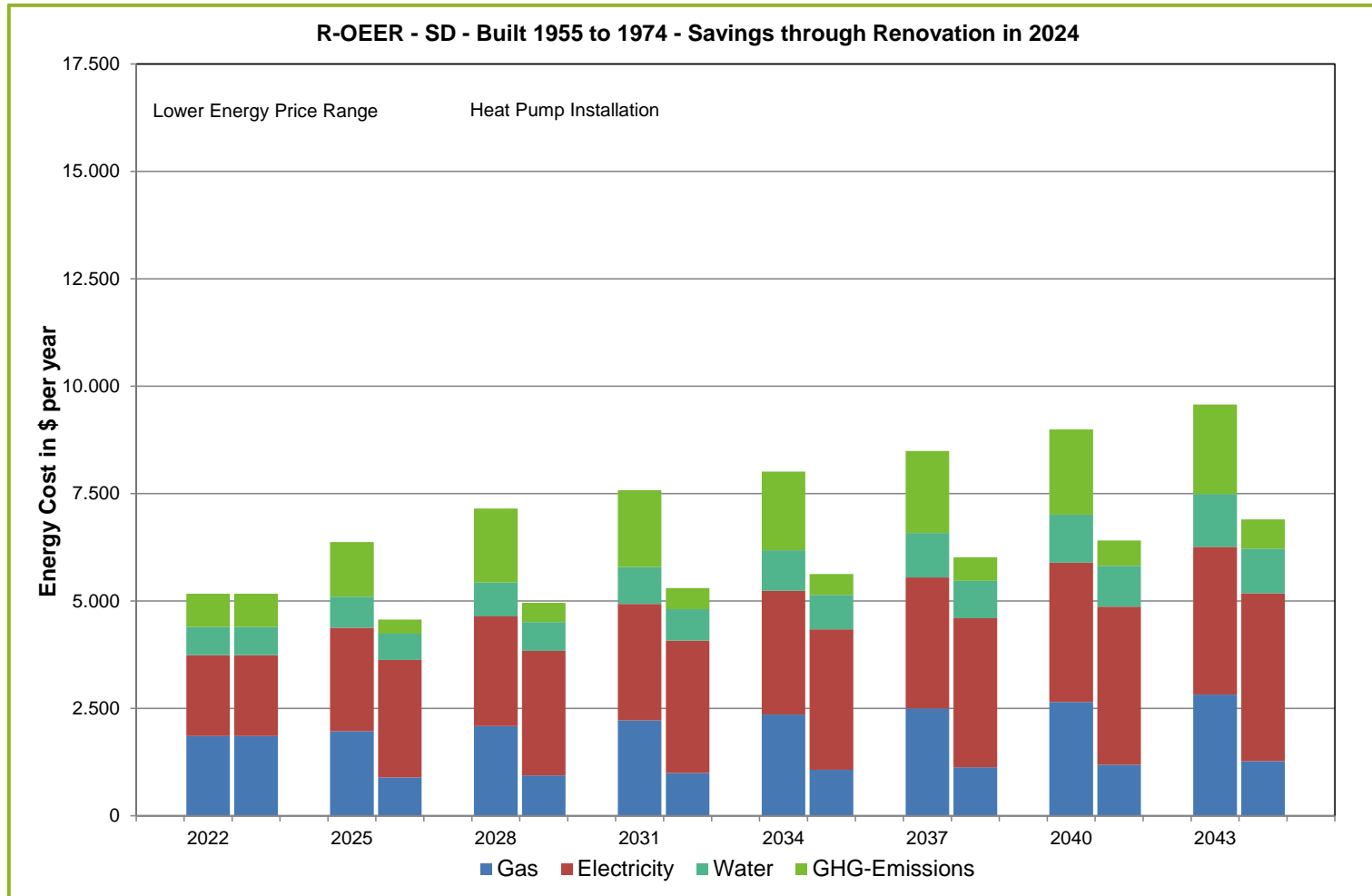
Retrofit – Before & After (Furnace Replacement)



20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

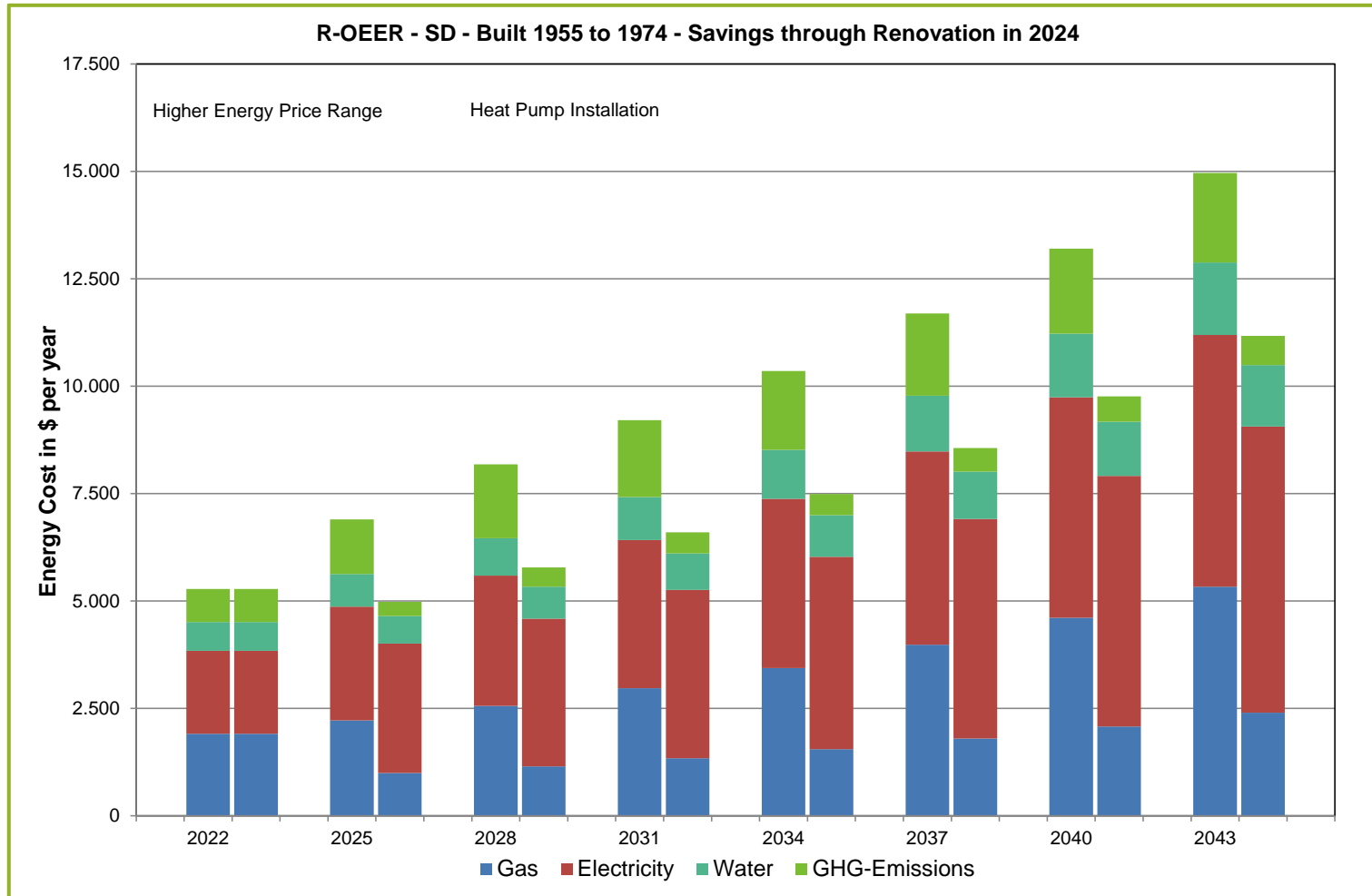
Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Lower than Payments

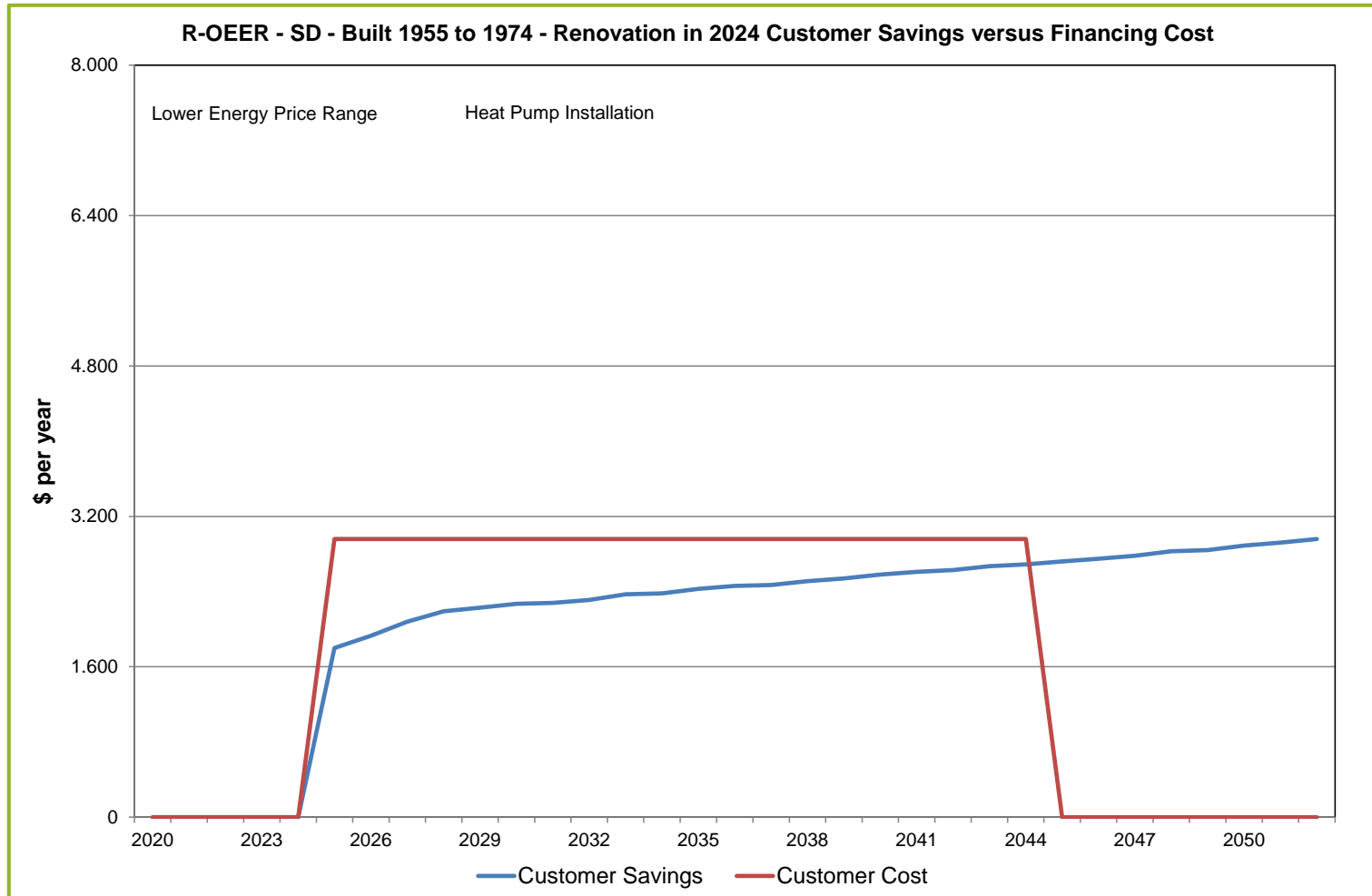
Oakville Home Energy Retrofit - Stress Test MEDIUM

Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Equal Payments

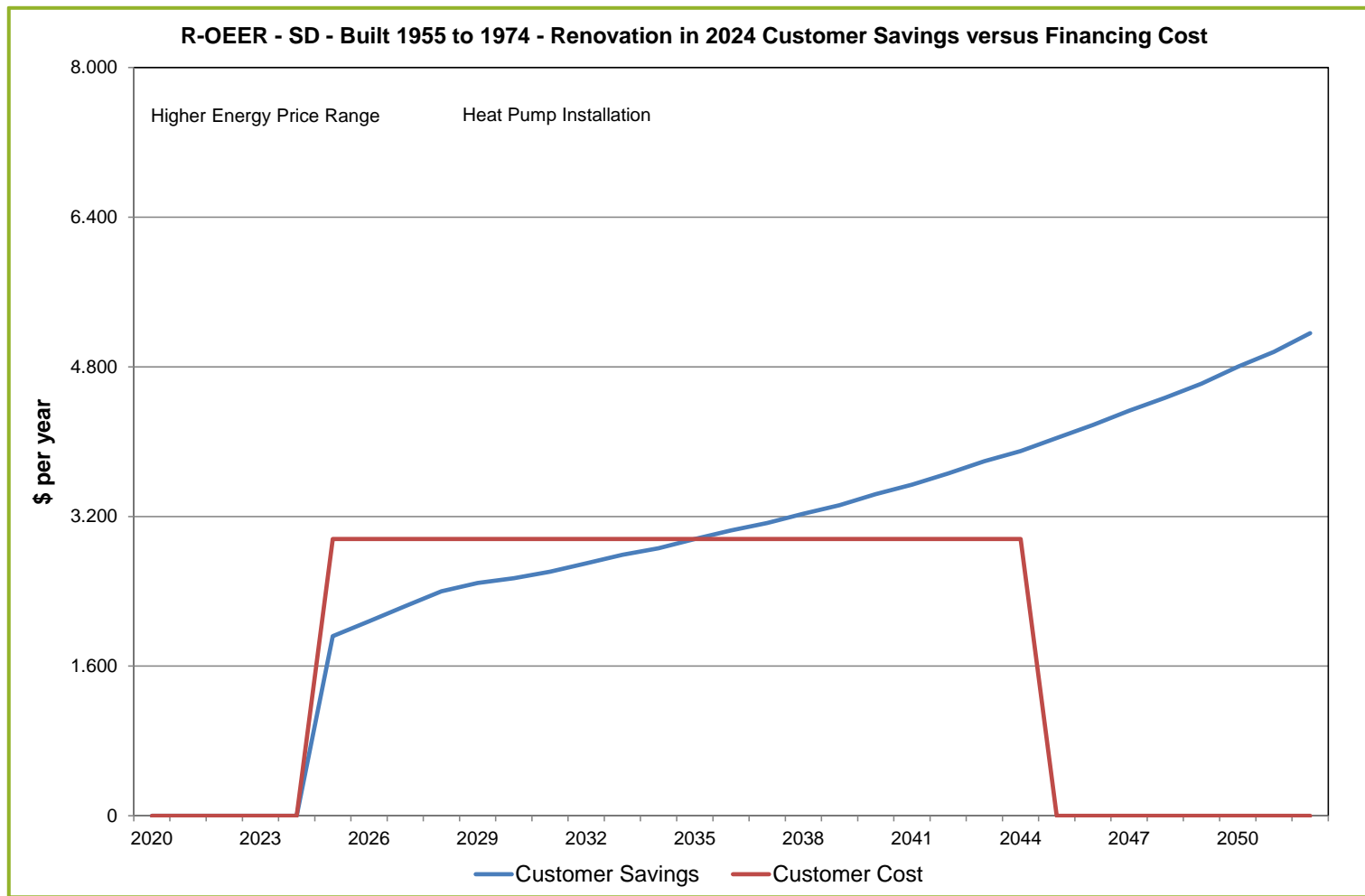
Oakville Home Energy Retrofit - Stress Test MEDIUM Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Lower than Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

Retrofit – Before & After (Heat Pump Installation)



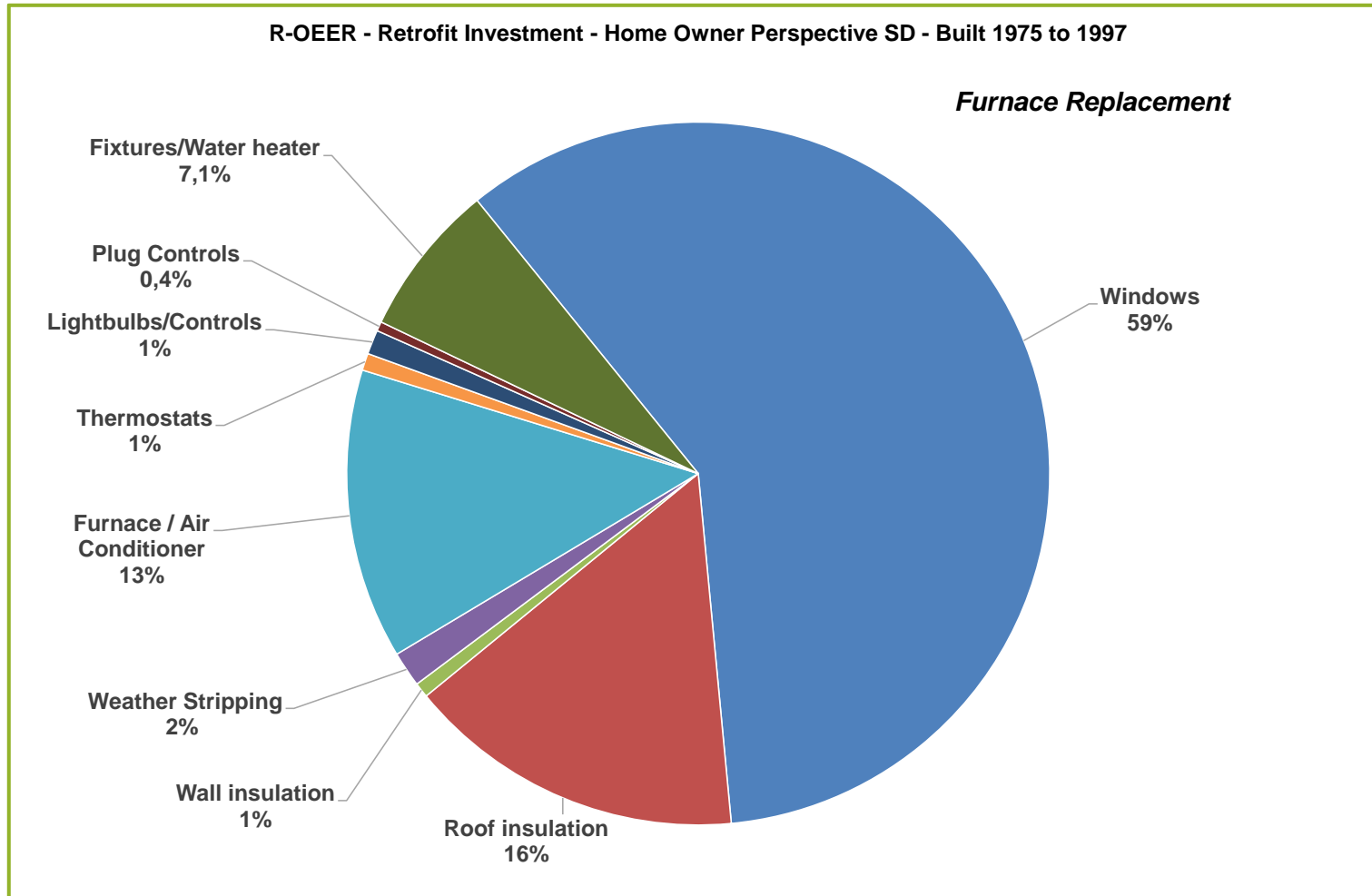
20-Year Savings Equal Payments

Oakville Home Energy Retrofit Feasibility Study

Stress Test – MEDIUM Results **Homeowner Perspective – SD 1975-1997**

Oakville Home Energy Retrofit - Stress Test MEDIUM

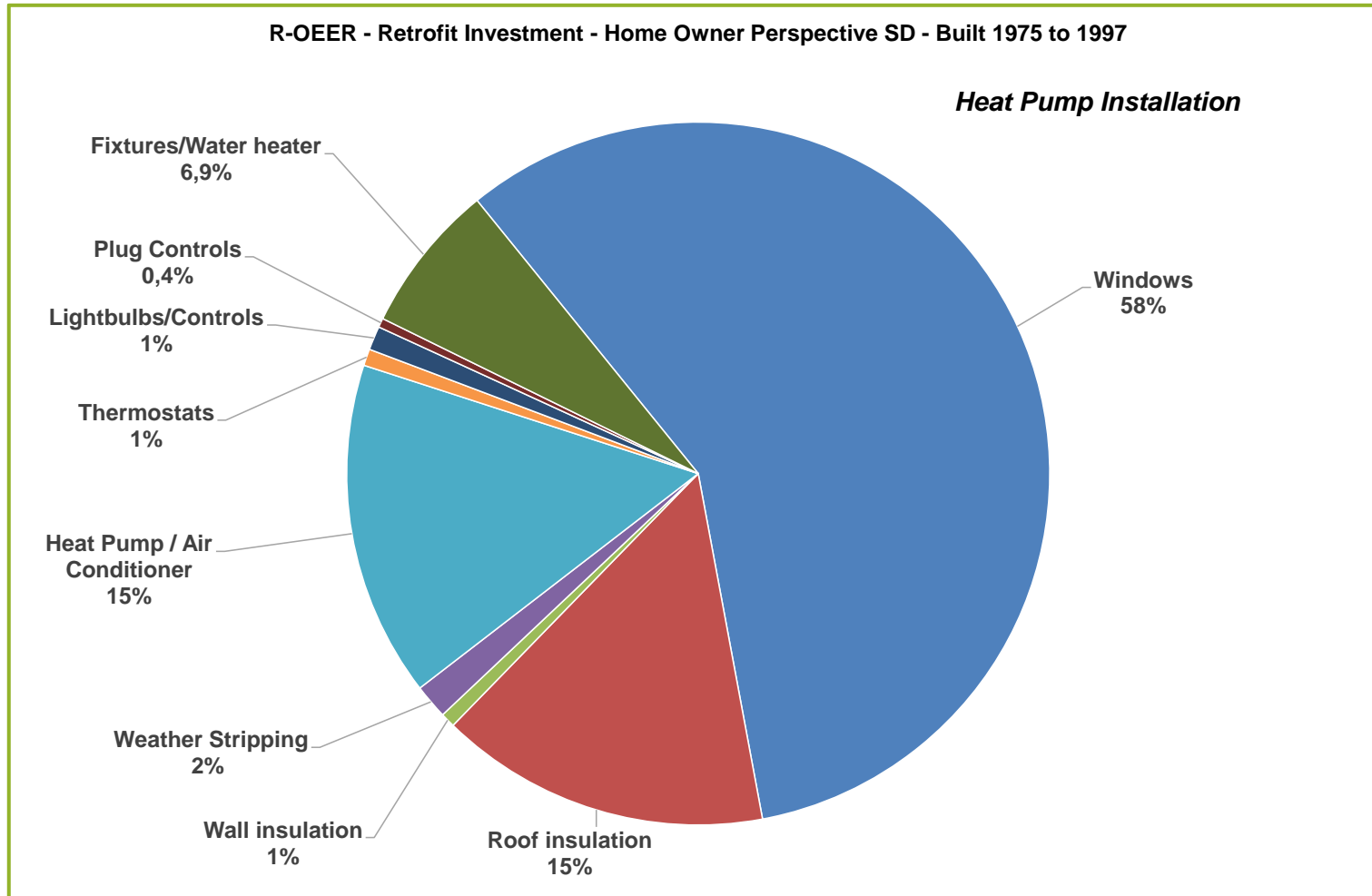
Retrofit - Content and Cost - Furnace Replacement



Comprehensive Energy Retrofit for \$37.4k

Oakville Home Energy Retrofit - Stress Test MEDIUM

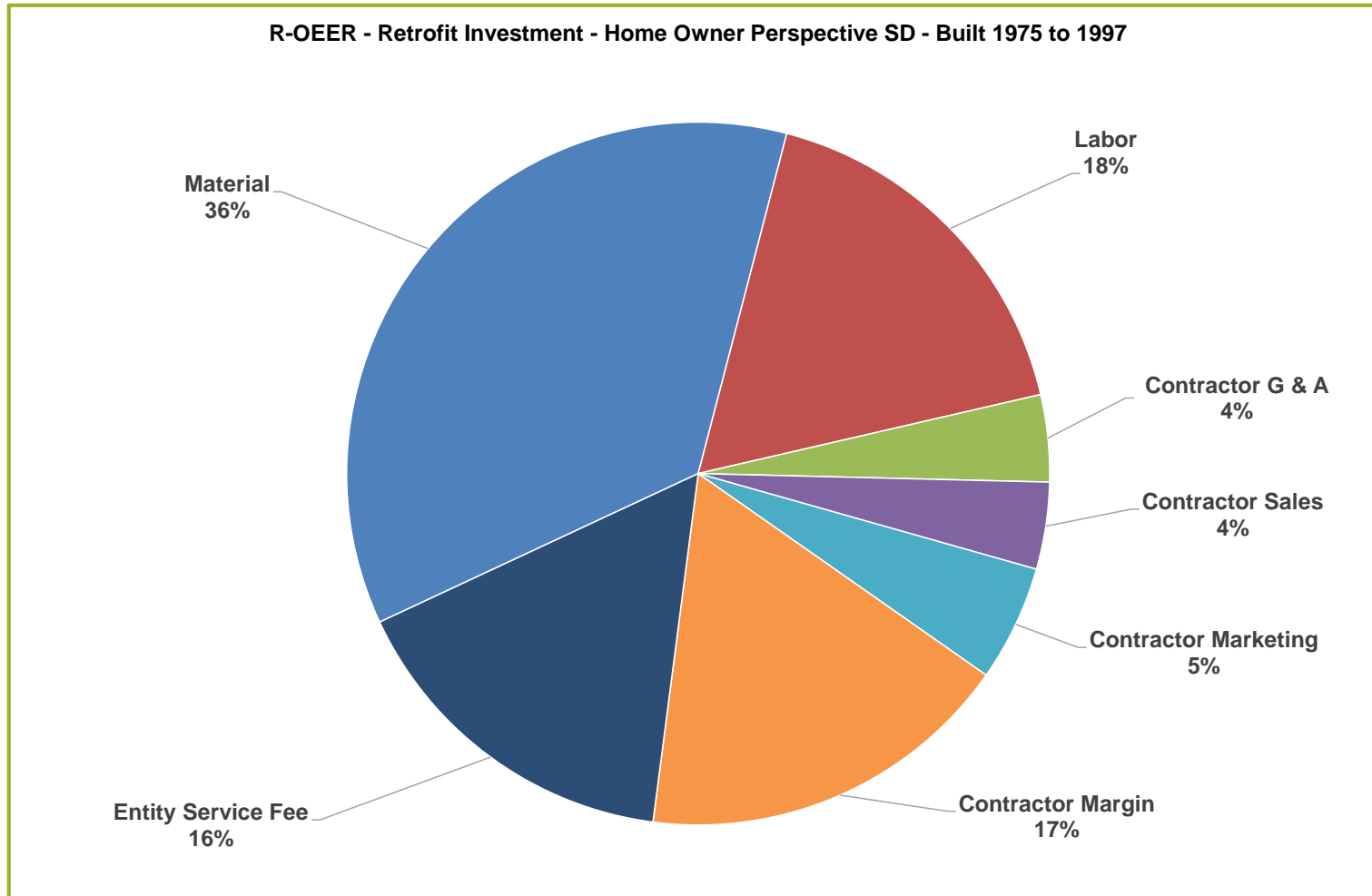
Retrofit - Content and Cost - Heat Pump Installation



Comprehensive Energy Retrofit for \$38.3k

Oakville Home Energy Retrofit - Stress Test MEDIUM

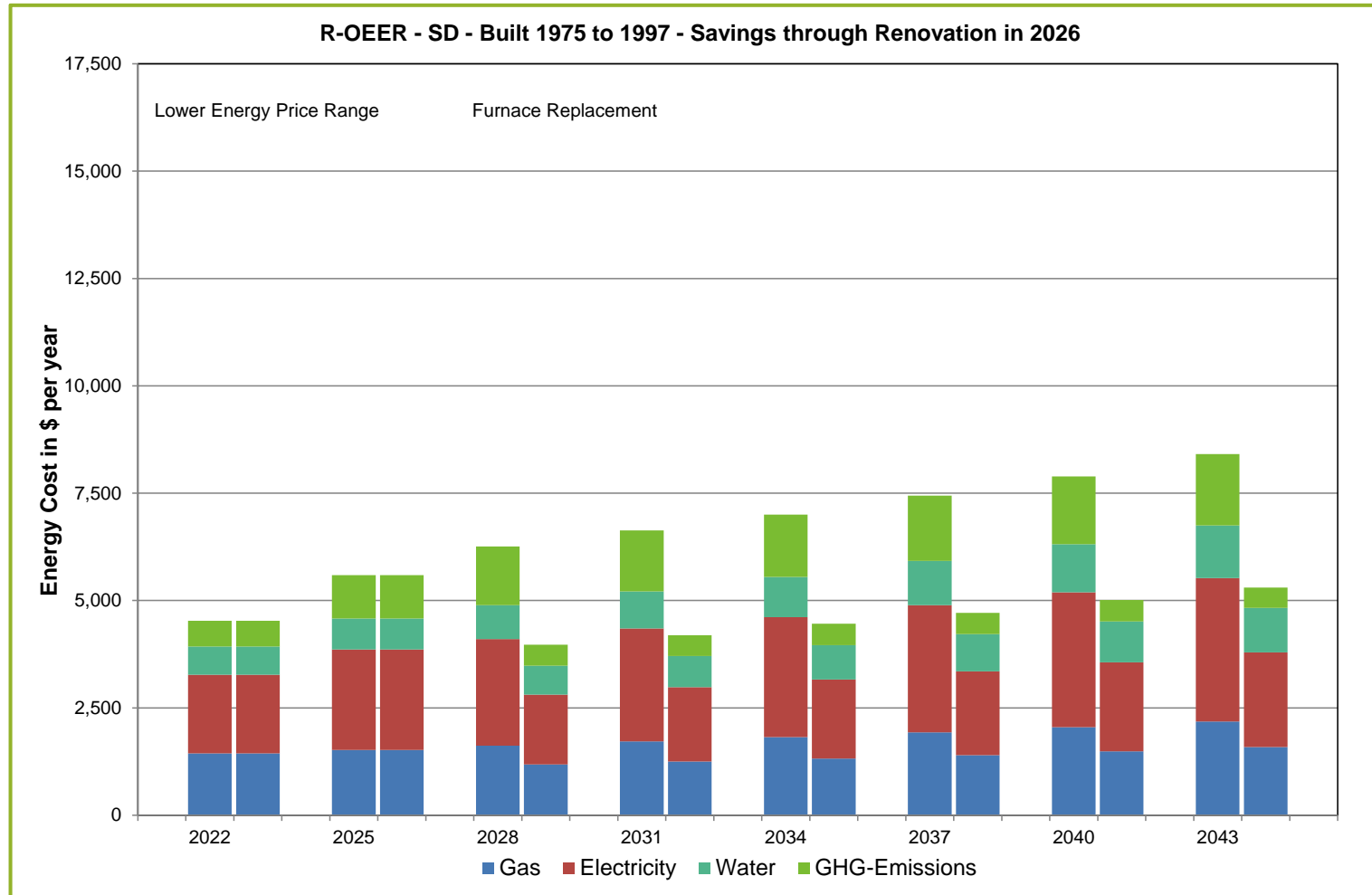
Retrofit – Use of Funds



Comprehensive Energy Retrofit for \$37.4k

Oakville Home Energy Retrofit - Stress Test MEDIUM

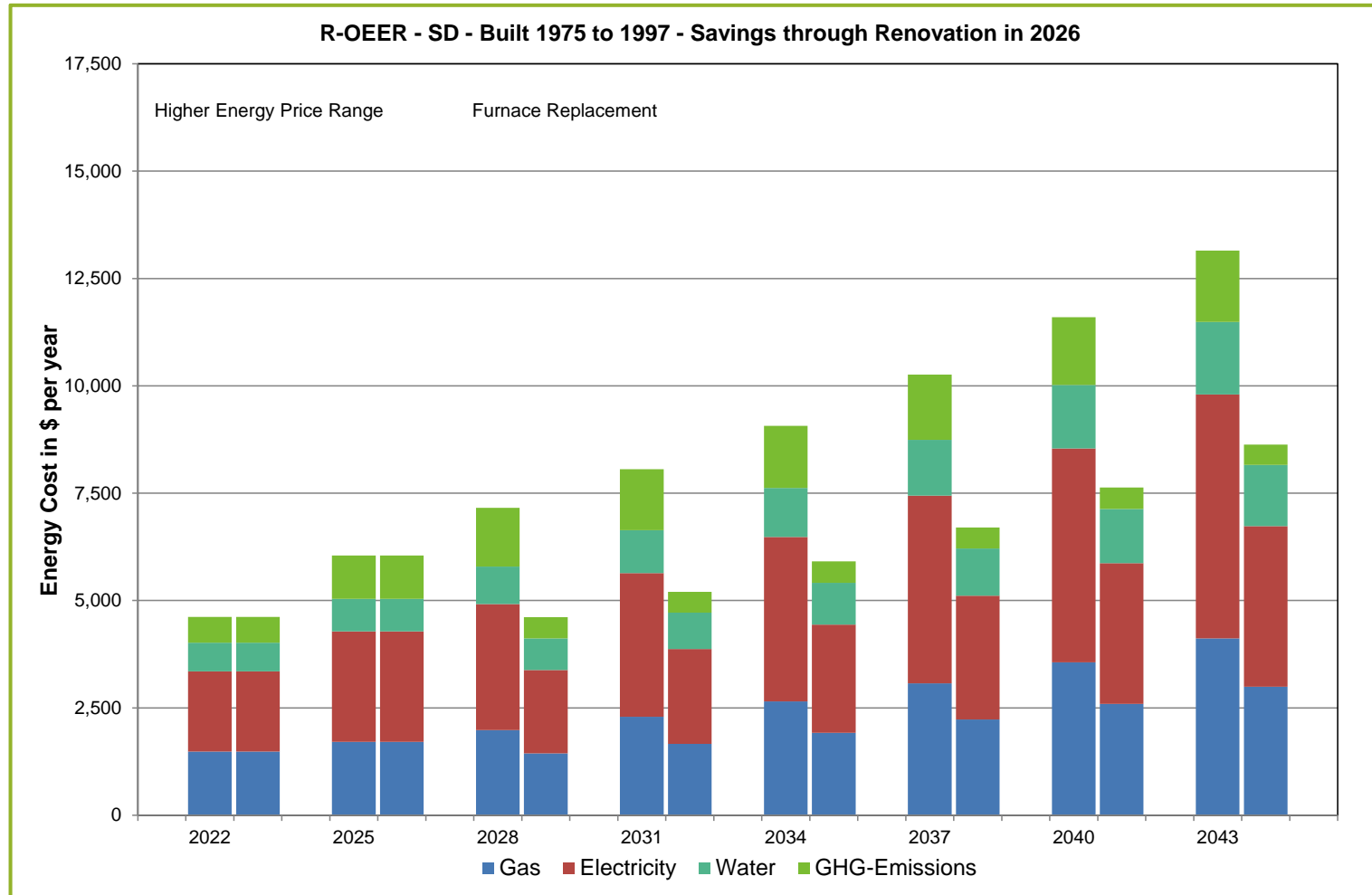
Retrofit – Before & After (Furnace Replacement)



20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

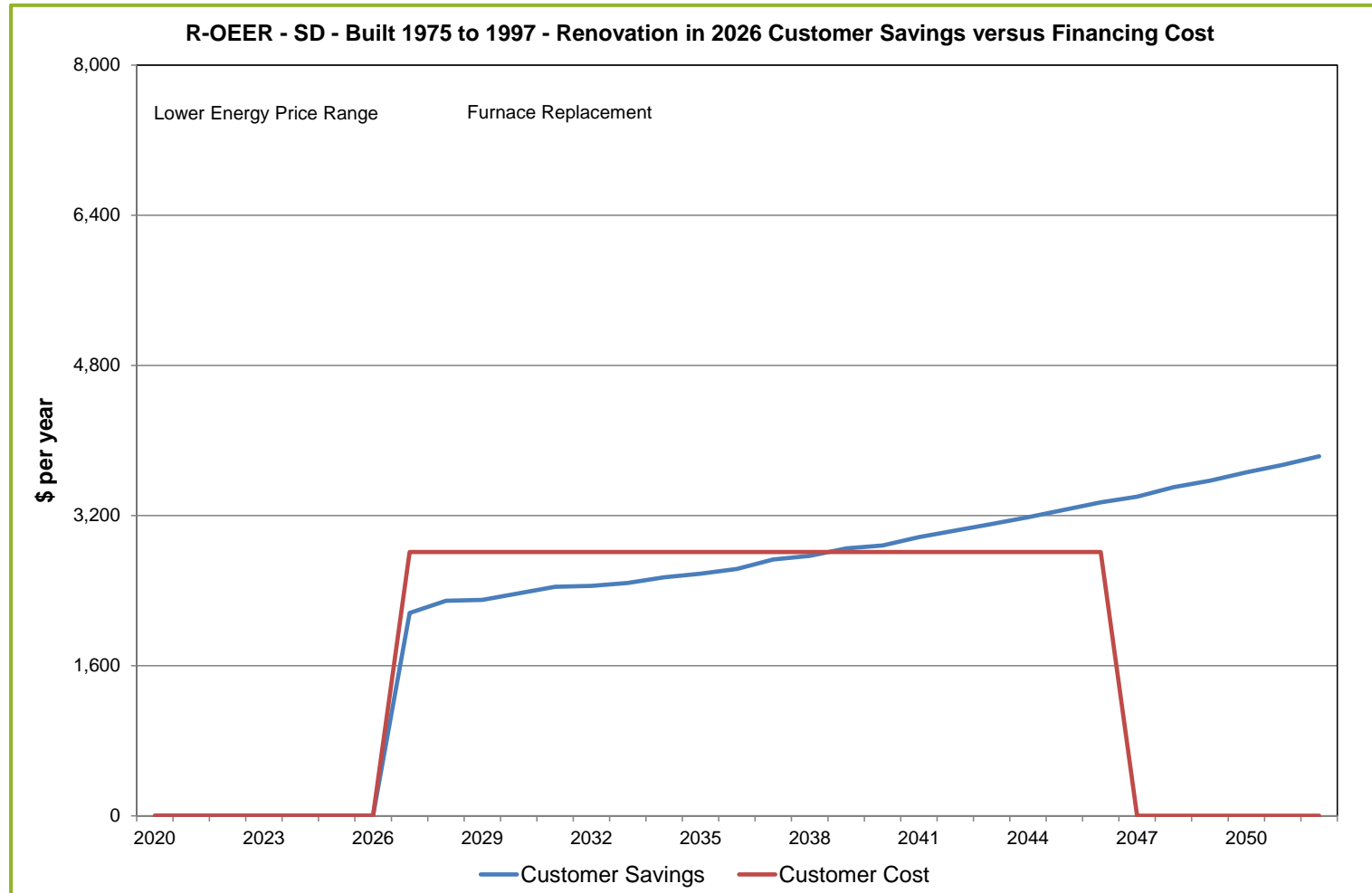
Retrofit – Before & After (Furnace Replacement)



20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

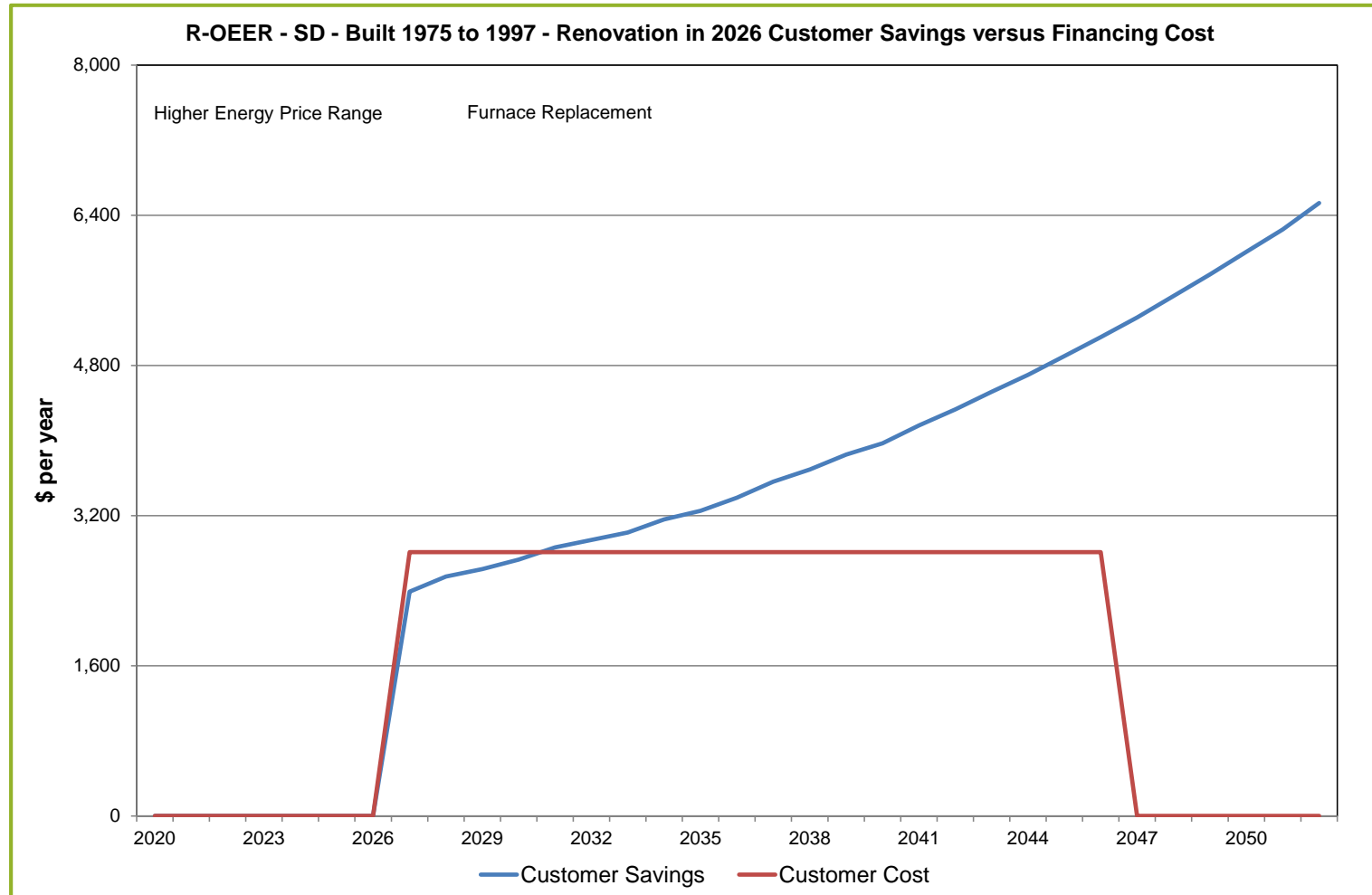
Retrofit – Before & After (Furnace Replacement)



20-Year Savings **do not** exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

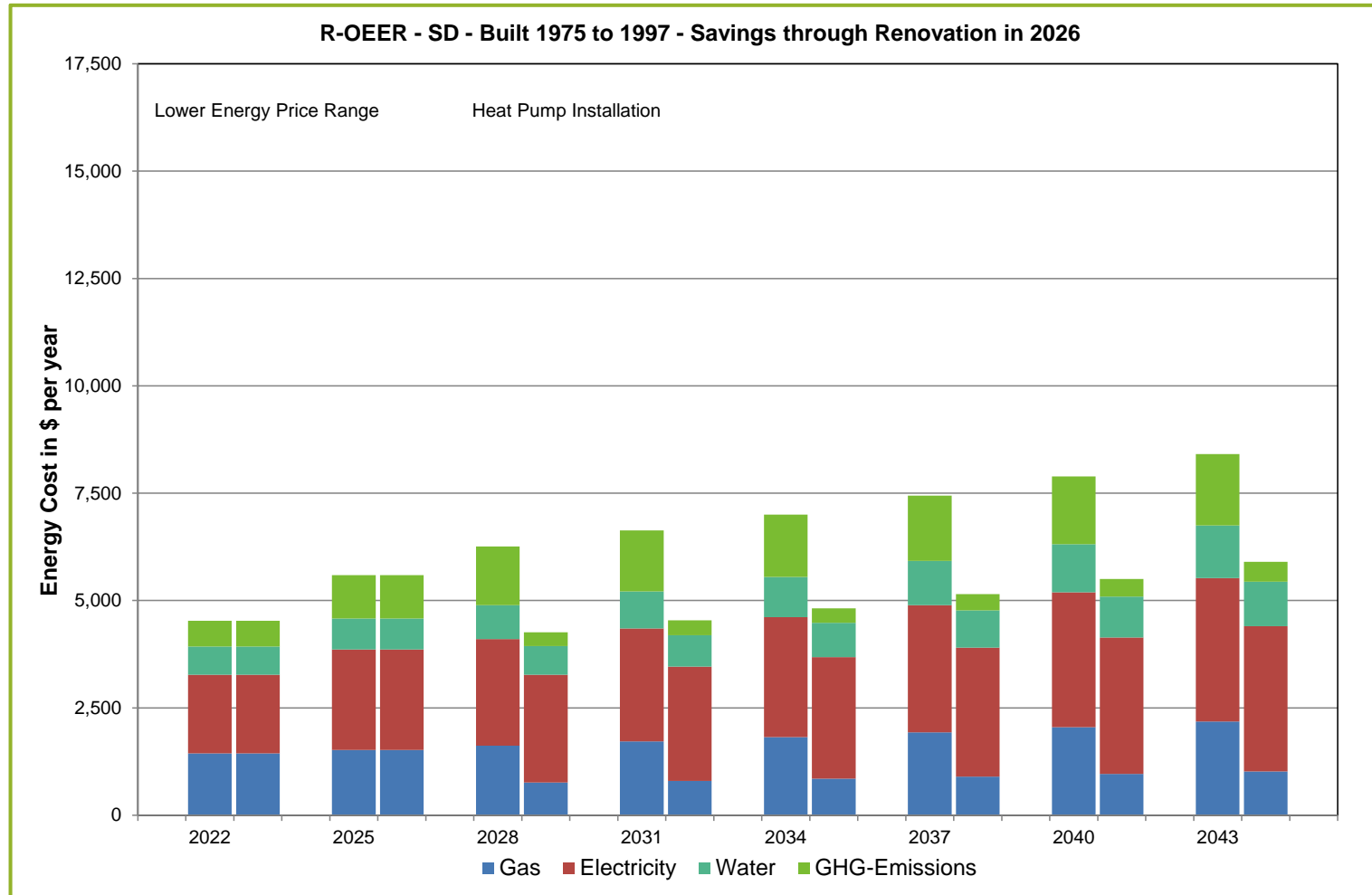
Retrofit – Before & After (Furnace Replacement)



20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM

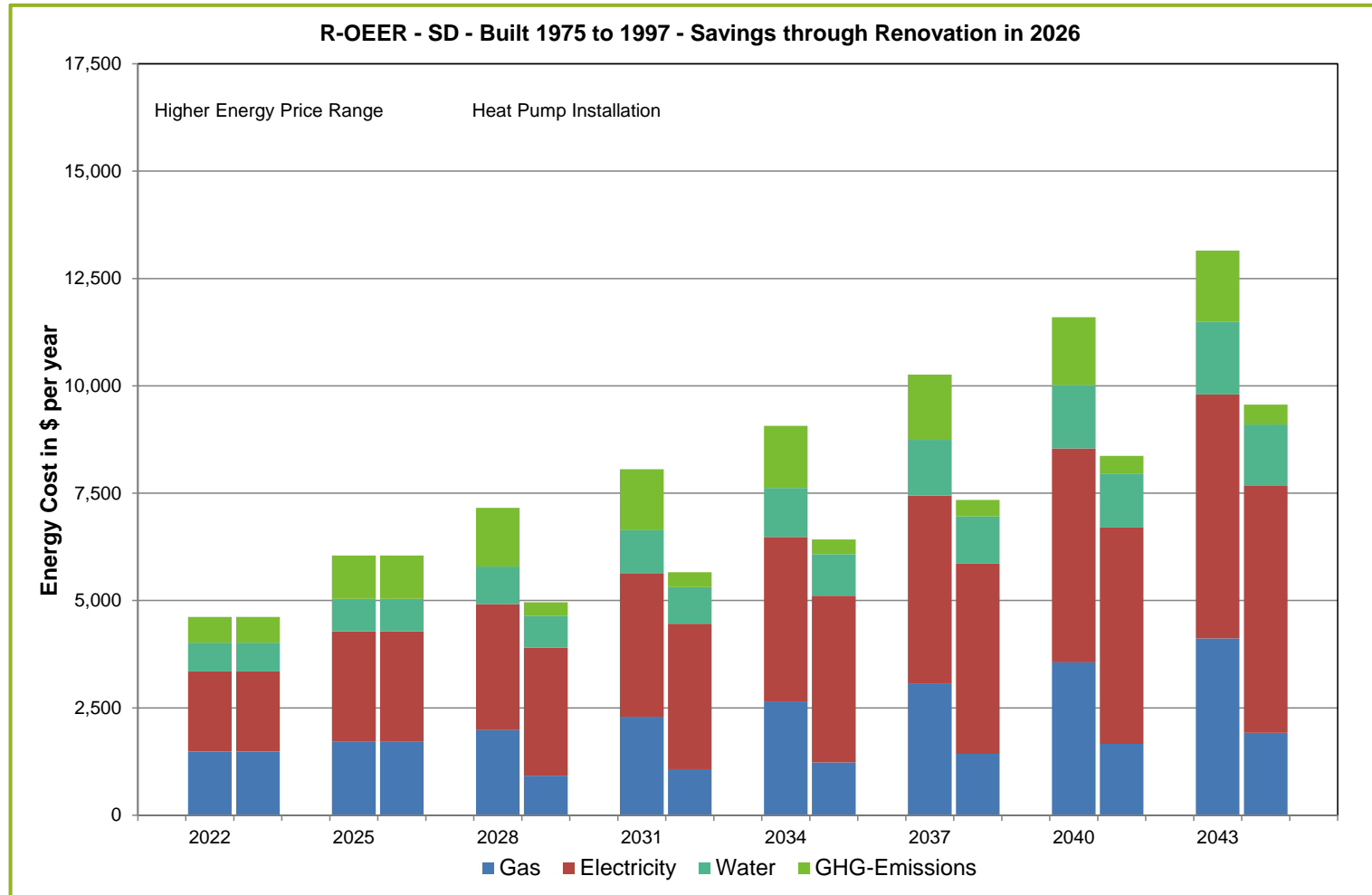
Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Lower than Payments

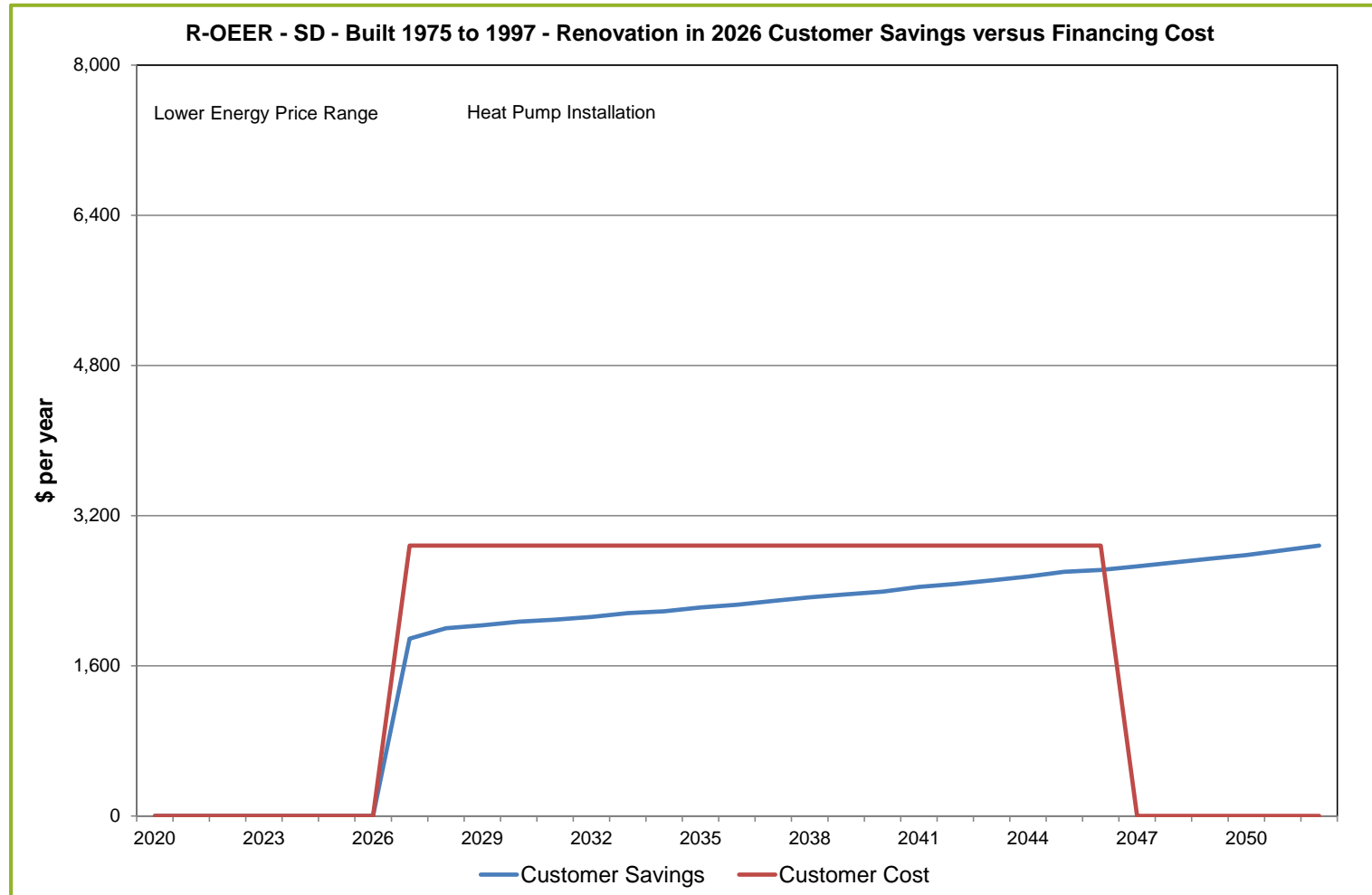
Oakville Home Energy Retrofit - Stress Test MEDIUM

Retrofit – Before & After (Heat Pump Installation)



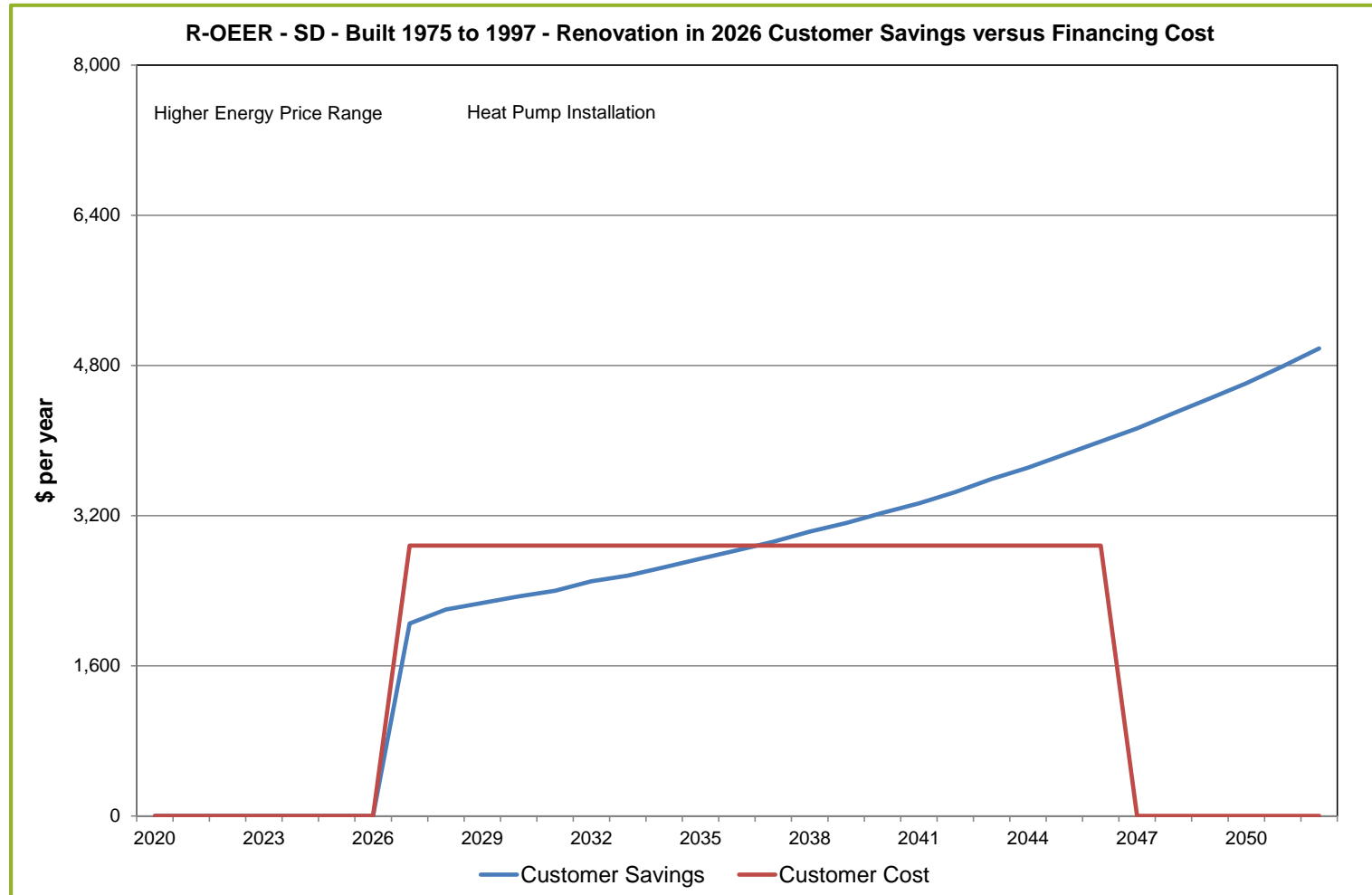
20-Year Savings Exceed Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Lower than Payments

Oakville Home Energy Retrofit - Stress Test MEDIUM Retrofit – Before & After (Heat Pump Installation)



20-Year Savings Exceed Payments

Oakville Home Energy Retrofit Feasibility Study

**Stress Test
END**