

Ajax Energy Management Strategy 2024-2029

June 2024



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1.0 Executive Summary

The Town of Ajax (Town) has over 48 municipal owned buildings including administrative buildings, community centers, libraries, recreation buildings and fire stations, which consume significant energy to provide services to its current growing population of over 135,360. To mitigate the carbon emissions associated with its daily operations, the Town has undertaken several energy saving measures to be a leader in sustainability including the construction of five Leadership in Energy and Environmental Design (LEED) certified buildings, implementation of energy conservation plans, declaration of a climate change emergency, and committing to net zero emissions from its corporate operations by 2050.

The 2019 Energy and Conservation Demand Management Plan, in accordance with the Ontario Broader Public Sector regulation (O.Reg. 507/18), was implemented successfully yielding energy savings of 17.7% and greenhouse gas (GHG) emissions reductions of 513 tonnes CO₂e (carbon dioxide equivalent) in 2023 as compared to 2019.

The Ajax Energy Management Strategy 2024 – 2029 (Strategy), in accordance with the updated regulation (O Reg. 25/23), serves as an update to the Town's 2019 Energy Conservation and Demand Management Plan. This strategy will be updated in 2024 to identify zero carbon and low carbon energy generating solutions in alignment with the asset management plan to achieve net zero GHG by 2050.

TOA ENERGY REPORT

2023 Energy Accomplishments



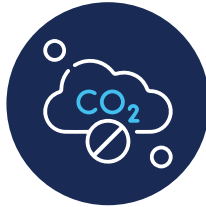
8.4%

Electricity
Reduction*



24.4%

Natural Gas
Reduction*



15.7%

GHG Emissions
Reduction*



126,141 kWh

Electricity Generation



\$299,000

Cost Savings* (equivalent to **11.6%**)



Anticipated savings of
\$5,700

The new pool filtration system with Variable Frequency Drives (VFD) and automated controller installed at McLean Community Centre.



Anticipated annual savings of
\$20,000

Award winning pool cover at Ajax Community Centre



Note: Savings have been estimated in comparison to 2019 data.

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2.0 Introduction

2.1 Town of Ajax Commitment

In 2019, the Town of Ajax Council deemed climate change an emergency and passed a resolution to set new corporate GHG emission reduction targets in 2021 that comprises of short-, mid-, and long-term targets (below 2019 levels) including:

- 20% GHG emission reduction by 2025,
- 40% GHG emission reductions by 2030,
- 100% GHG emission reductions by 2050.

The Town has been a sustainability leader with the implementation of several energy reduction projects such as the construction of Leadership in Energy and Environmental Design (LEED) facilities, solar photovoltaic, solar thermal, and geothermal systems as well as various facility energy retrofit upgrades. The Town has installed Electric Vehicle (EV) charging stations, completed the streetlighting LED conversion, and acquired a fleet of green vehicles to reduce energy consumption and GHG emissions. The Town has also committed to continuous energy management through updating and implementing energy and conservation demand management plans every five years.

2.2 Ontario Broader Public Sector Reporting

The Town has been committed to reporting energy consumed by its municipal owned buildings including administrative buildings, community centers, libraries, recreation buildings, and fire stations under the Broader Public Sector (BPS) Reporting requirements since 2011. This was in accordance with the Ontario Regulation (O. Reg.) 397/11, which mandated public agencies, including municipalities, to publicly report their energy consumption and GHG emissions on an annual basis. This regulation also required the development and implementation of five-year Energy Conservation and Demand Management Plans to monitor progress associated with energy consumption and GHG reductions. The Town's first Energy Conservation and Demand Management Plan was established in 2014.

In 2019, O. Reg. 397/11 was updated with O.Reg. 507/18: Broader Public Sector: Reporting and Conservation and Demand Management Plans, under the *Electricity Act*, which required all public entities in Ontario to develop, publish, and implement energy conservation and demand management plans. Through this regulation, the Town's Energy Conservation and Demand Management Plan was updated in 2019.

In 2023, O Reg. 25/23, under the *Electricity Act*, was introduced and mandates public agencies to develop and update an Energy Conservation and Demand Management Plan every five (5) years. This regulation supersedes the previous regulations and aims

to improve the understanding and reporting of energy consumption within the BPS and to assist BPS organizations with benchmarking, encouraging energy conservation and demand management activities within their organizations, and providing this information to the public.

3.0 Energy Conservation and Demand Management Plan 2019 - 2023

The Town consumes significant energy to maintain its buildings and outdoor lighting to meet community demands. The sources of the energy used within the Town is powered by grid-supplied electricity from Elexicon Energy and natural gas from Enbridge. The emissions from these sources of energy accounted for 64% of the total emissions from municipal operations, based on the Town's 2018 GHG emissions inventory.

3.1 The Plan and Project Status 2019 – 2023

The Town's 2019 Energy Conservation and Demand Management Plan was developed based on the 2019 energy audits of 14 municipal buildings to identify energy conservation measures and address the significant energy consumption of municipally owned and operated buildings including water usage, heating and cooling, as well as outdoor lighting such as streetlights, traffic lights, park lighting, and outdoor sports field lights. The recommendations were incorporated into the Long-Range Capital Forecast (LRCF) to implement energy reduction projects and ensure continuous energy management from 2019 to 2023 (Appendix).

3.2 Corporate Energy Consumption 2019 – 2023

Under the BPS reporting process, municipalities are required to report the building area, building type, annual electricity consumption, and annual natural gas consumption. This facilitates benchmarking by tracking and comparing a building's use over time and with other similar municipal buildings within Ontario. The energy consumed by the Town facilities have been reported under building type categories such as ice rinks, firehalls, libraries, administration offices, performing arts, public services, recreation/community centre, outdoor pools, and social meeting halls.

The Town buildings under each BPS reporting category have been listed in Table 1 using electricity and natural gas utility bill analysis for 2019 and 2023. The years 2020, 2021 and 2022 are not listed in Table 1 due to inconsistent energy usage data as a result of facility closures during the COVID-19 pandemic outbreak in these years.

Building Category	Town Buildings	2019		2023	
		Electricity Consumption (kWh)	Natural Gas Consumption (kWh)	Electricity Consumption (kWh)	Natural Gas Consumption (kWh)
Administration Office	Ajax Municipal Building	887,211	1,292,019	791,047	959,444
Firehalls	Fire Headquarters	401,463	335,062	369,255	372,323
	Fire Station 2	206,607	233,535	180,965	228,561
	Fire Station 1	109,820	231,760	123,704	234,141
Ice Rink	Ajax Community Centre	4,323,533	5,715,715	4,158,830	4,360,832
	Village Arena & Community Centre	614,590	362,333	185,498	189,568
Library	Main Library	322,629	313,519	277,373	261,114
	Village Library Branch	12,802	31,543	2,317	32,861
Outdoor Pool	Ajax Memorial Pool	58,743	161,819	59,661	60,604
Performing Arts	St Francis Centre	122,471	254,631	105,638	253,632
Public Services	Operations Centre	682,918	1,022,966	683,588	825,863
Recreation/Community Centre	Audley Recreation Centre	2,037,523	3,296,057	2,261,993	2,396,064
	McLean Community Centre	1,402,416	2,407,978	1,107,187	1,714,314
Social Meeting Hall	St Andrews Community Centre	179,310	396,065	151,604	342,183
	Quaker Meeting House	101,157	38,834	85,135	1,158
	Rotary Park Pavilion	93,149	179,854	85,436	131,731
	Carruthers Marsh Pavilion	80,039	-	54,547	-
	Greenwood Pavilion	53,073	-	37,914	-
	Mill St Community Centre	10,465	73,991	-	-

Table 1: Energy consumption of Town buildings under each BPS reporting category.

Energy models for the Town buildings under each BPS reporting category have been developed using RETScreen Expert software (RETScreen). RETScreen is a Clean Energy Management Software platform from Natural Resources Canada (NRCAN) which identifies and evaluates initiatives related to energy efficiency, renewable energy, and the actual energy performance of buildings. The graph generated using RETScreen for total energy consumed annually from 2019 to 2023 is shown in Figure 1. This graph indicates a decrease in energy consumption from 2020 and 2021 along with increase in 2022 as compared to 2019. Hence, 2019 has been determined as the baseline (reference) year since it represents a typical year for the Town's municipal operations before the pandemic with the next typical year being 2023.

RETScreen has also been used to complete the electricity and natural gas bill analysis for Town buildings under the BPS reporting categories (Figure 2). Applying the baseline comparison of 2019 with 2023, the natural gas bill analysis shows significant natural gas savings of 375,100 cubic metres (m³) which is equivalent to heating nearly 200 homes for a year. Similarly, RETScreen electricity bill analysis shows electricity savings of 978,227 kWh equivalent to powering 90 homes a year (Figure 2).



Figure 1: The fuel consumption and savings for the BPS reported Town buildings generated from RETScreen.

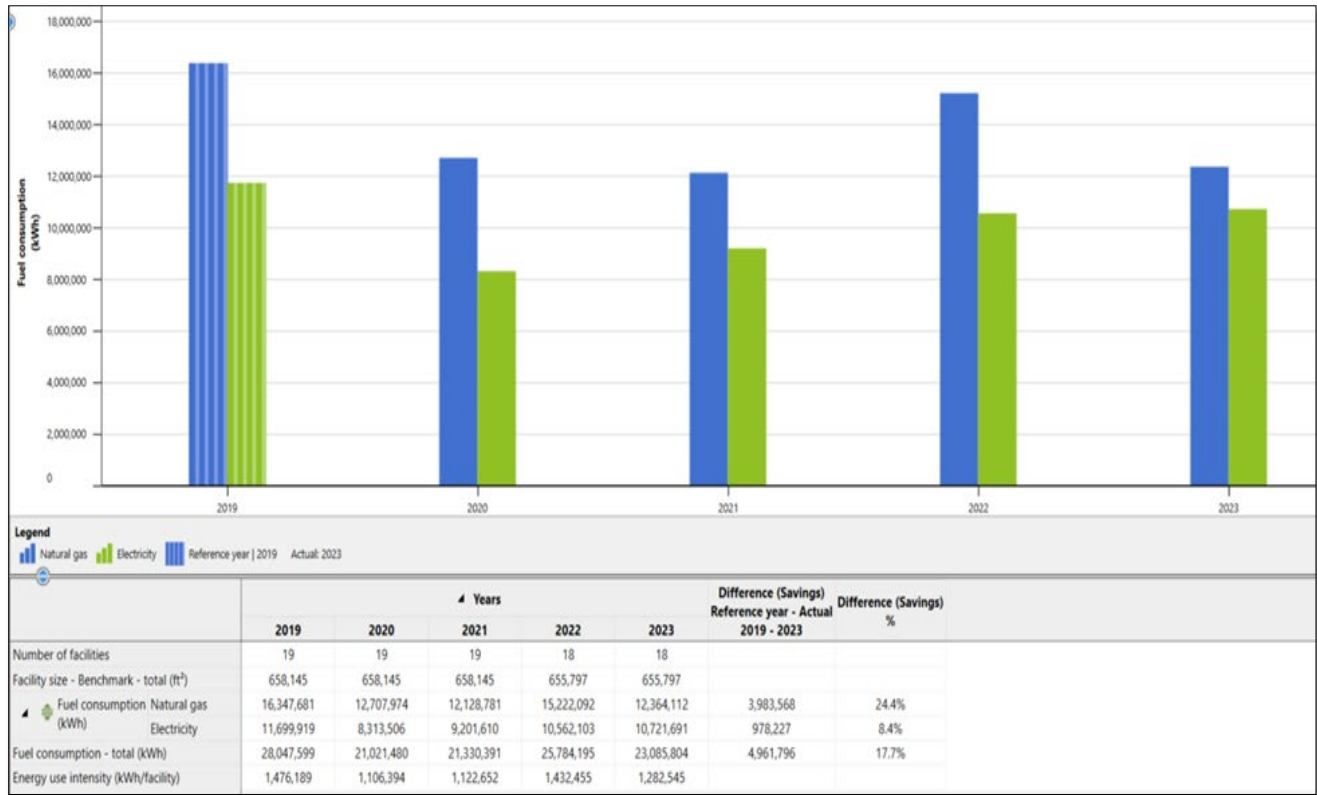


Figure 2: The electricity and natural gas consumption for the BPS reported Town buildings generated using RETScreen.

Figure 3 provides a more detailed breakdown of the percentage of total energy consumed in 2019 by each building category as compared to 2023. This figure was simulated using RETScreen to highlight the largest building category of energy consumers. As seen in Figure 3, the ice rinks consume over 39% with the recreation/community centre being the next largest consumer contributing to over 32% of total energy consumed in 2019. Energy savings of 3,800,000 kWh can be observed in the ice rinks and recreation/ community centre in 2023 as a result of the implementation of energy efficiency projects as identified in the Town's 2019 Energy Conservation and Demand Management Plan. These projects were incorporated in the 2020-2023 long-range capital forecast and implemented in several Town owned buildings such as Ajax Community Centre, McLean Community Centre, Main Library, Townhall, Fire Stations and St Andrews Centre, resulting in **overall energy savings of 17.7%** (Figure 2). Additionally, energy savings associated with the ice rinks category (Figure 3) are attributed to Village Arena & Community Centre not operating its ice rink due to lower demand since the pandemic and the lease out of Mill St. Community Centre to a tenant towards the end of 2021.

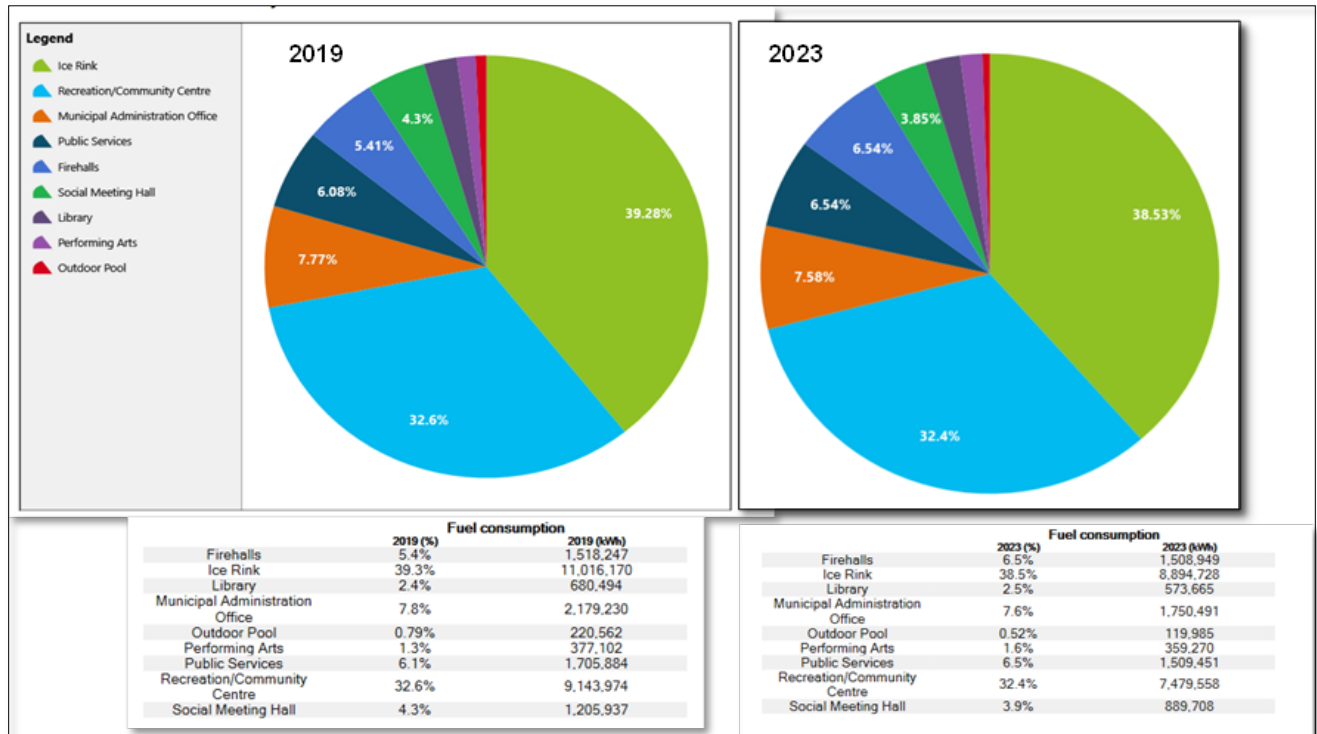


Figure 3: The percentage consumption of energy under each building category generated from RETScreen.

The energy savings directly translates to annual cost savings as seen in Figure 4. In 2023, the total energy cost savings is \$298,381, compared to 2019. Electricity cost reductions totaled \$608,170 however, this was offset by an increase in natural gas costs of \$309,789, compared to 2019 (Figure 4) despite a decrease in natural gas consumption (Figure 2). This is due to the increase in natural gas unit costs (cost per cubic meter of natural gas consumed) as a result of annual increases in carbon taxes. It emphasizes the necessity of developing a decarbonization plan to reduce natural gas emissions and promote energy savings.

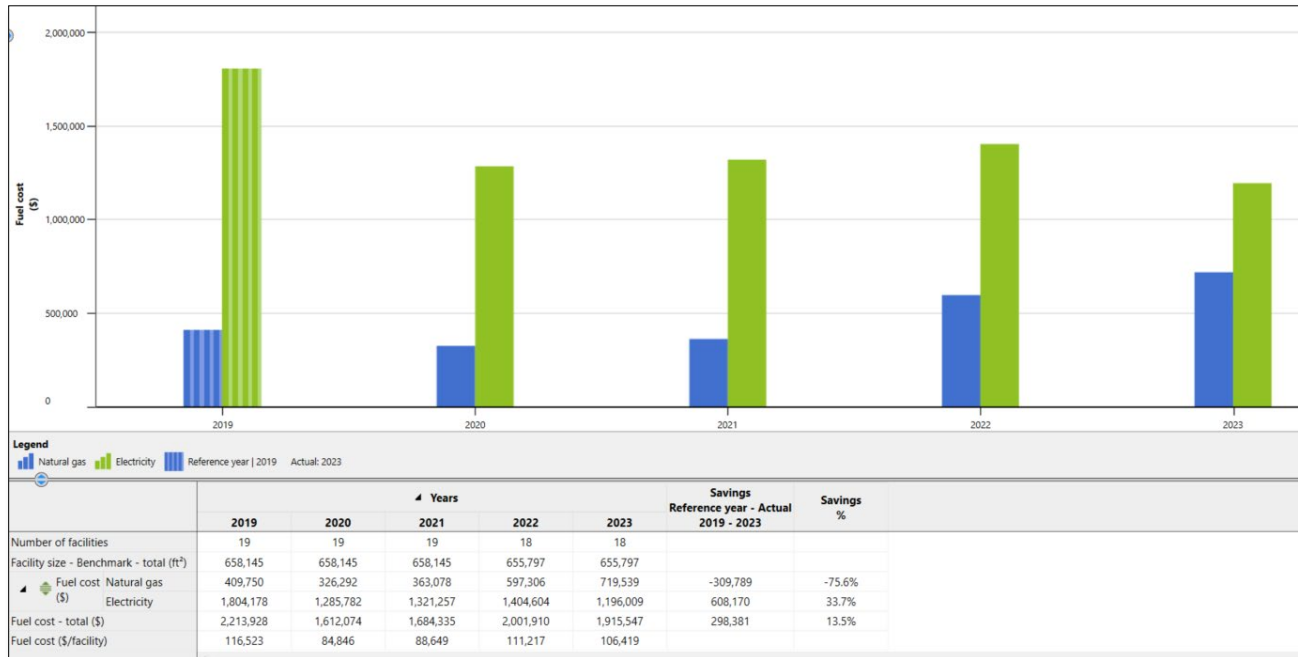


Figure 4: Cost savings as a result of electricity and natural gas for BPS reported Town buildings generated using RETScreen.

3.3 Corporate GHG Emissions Reductions 2019 – 2023

To identify the associated GHG emissions reductions that result from energy savings of BPS reported Town buildings, emissions associated with their electricity and natural gas consumption were analyzed using RETScreen. The resulting **GHG emissions reductions is 513 tonnes CO₂e** (carbon dioxide equivalent) in 2023 as compared to 2019 (Figure 5). This is equivalent to **15.7% below 2019 levels** ensuring that the Town is on the right path towards achieving the short-term goal of 20% GHG reduction below 2019 levels by 2025.

The GHG emissions associated with natural gas consumed by BPS reported Town buildings have significant GHG emissions reductions of 720 tonnes CO₂e in 2023 as compared to 2019 (Figure 5). On the contrary, despite a decrease in electricity consumption by 8.4 % (Figure 2), the 2023 GHG emissions from electricity consumed by these buildings have increased to 207 tonnes CO₂e (Figure 5). This is a direct consequence of Ontario electricity grid switching to fossil fuel-based energy sources to generate electricity in 2023 due to planned refurbishment of clean power generating nuclear stations across the province. As a result of this trend of fossil fuel switching to supply the growing provincial electricity demand, the grid emissions factors are expected to increase for the next few years. This will have a direct effect on the GHG emissions associated with the Town's electricity consumption but can be countered by energy conservation through strategic energy management.

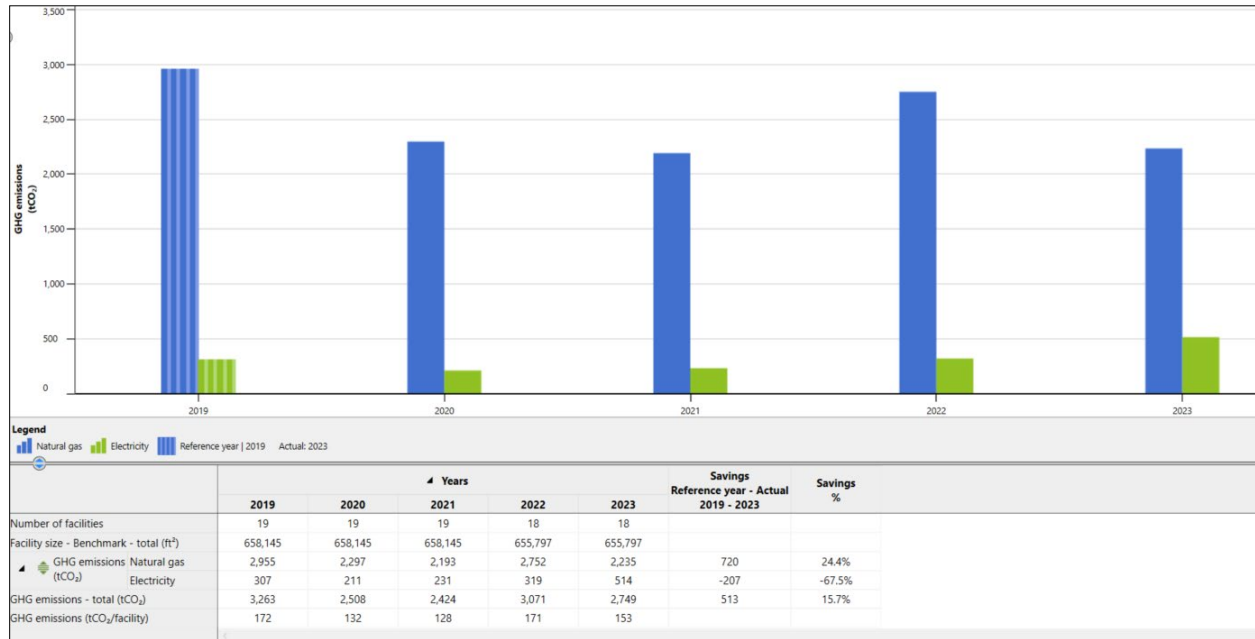


Figure 5: GHG emissions and savings based on electricity and natural gas consumed by BPS reported Town buildings generated from RETScreen.

3.4 Renewable Energy Generation 2019 – 2023

The Solar Photovoltaic systems installed at Operations Centre (100kW) and Greenwood Pavilion (2kW), uses solar panels to collect energy from the sun which is subsequently converted to alternating current as useful electricity and sold to the grid. These systems have generated over 126,000 kWh electricity annually, offsetting approximately **3 tonnes CO₂e** of GHG emissions every year.

3.5 Top Energy Saving Projects in 2023

The major energy saving projects for 2023 have been described below.

Award for new Pool Cover installed at Ajax Community Centre:

In early 2023, a new, energy efficient and motorized swimming pool cover (Figure 6) was installed in partnership with Elexicon Group Inc. This innovative technology was implemented to save energy and associated costs including:

- Reduce annual GHG.
- Prevent heat loss due to evaporation.
- Lower heating expenses during pool closure times resulting in annual savings of approximately \$ 20,000.
- Significantly extend the life of dehumidification equipment.

Since its installation in January 2023, the annual reduction in GHG emissions is approximately **45 tonnes CO₂e**.



Figure 6: Pool cover installed at Ajax Community Centre.

New Pool filtration system at McLean Community Centre:

The aging pool filtration system for the main pool, tot pool and hot tub at McLean Community Centre was replaced in 2023 with a closed tank system, new piping, fittings, pumps with variable frequency drives (VFDs), and an automated make-up water controller. This upgrade (Figure 7) was funded by the 2022 Canada Community-Building Fund and includes the following benefits:

- Reduction in water usage due to automated make-up water controller.
- Energy savings due to VFD on pool pumps.

The new pool filtration system results in approximate GHG reductions of **13.5 tonnes CO₂e** annually.



Figure 7: The new pool filtration system with VFDs and automated controller installed in the mechanical room of Mclean Community Centre.

4.0 Ajax Energy Management Strategy 2024-2029

The Ajax Energy Management Strategy 2024-2029 (Strategy) will be developed to achieve Council mandated net zero targets by 2050 and maintain Ajax's sustainability leadership role. This strategy will be established using a performance-based energy management approach (Figure 8). As part of this approach, major building categories will be identified from the Town portfolio of buildings and energy data sets will be benchmarked with comparable buildings to identify energy performance, establish energy efficiency targets, and reduce GHG emissions with a focus on the following aspects:

1. Long-term planning through the establishment of a Corporate Net-Zero Emissions Plan (CNZEP).
2. Strategic energy management through energy conservation.
3. Capacity building of Town staff through continuous engagement and training.
4. Establishment of energy monitoring and tracking systems.

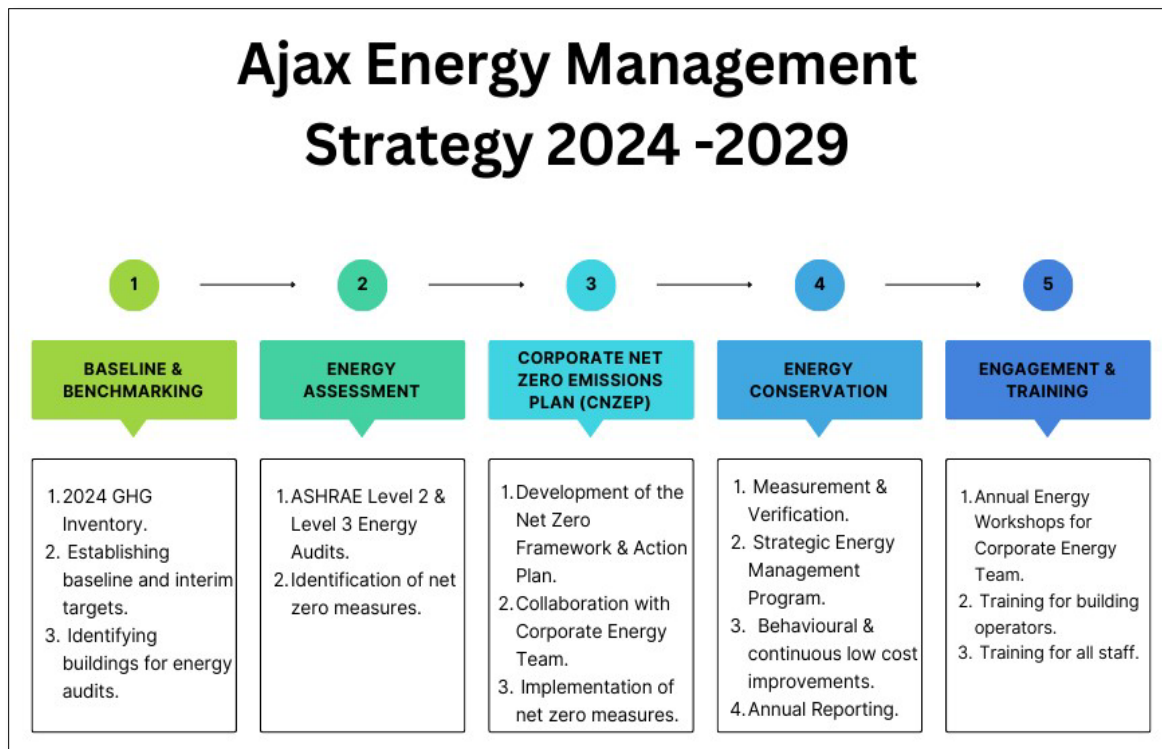


Figure 8: Performance-based energy management approach of Ajax Energy Management Strategy 2024-2029.

This strategy will also incorporate short-, medium- and long-term measures to effectively reduce energy and mitigate corporate GHG emissions as indicated in Figure 9.

Category	Program/Plan	Details	Timeline
Strategic Planning	Corporate Net-Zero Emissions Plan (CNZEP)	GHG Inventory	Short Term
		Energy Audits	Short Term
		Net Zero Framework and Action Plan	Medium Term
		Implementation of Net Zero Framework and Action Plan	Long Term
Energy Conservation	Strategic Energy Management Program	Establish Energy Champion and Energy Sponsor	Short Term
		Energy Assessments	Medium Term
Energy Monitoring & Tracking	Energy Management Software	Establish new Energy Management Software	Short Term
	Measurement & Verification (M&V) Plan	Establish M&V plans for net zero measures to verify savings.	Medium Term
Engagement & Training	Corporate Energy Team	Establishment of Corporate Energy Team	Short Term
	Capacity Building for Town Staff	Corporate Energy Management Workshop	Short Term

Figure 9: Timelines and details of Ajax Energy Management Strategy 2024-2029.

4.1 Strategic Energy Planning

Ajax Council has mandated short-, mid-, and long-term corporate GHG emission reduction targets (below 2019 levels) of 20% by 2025, 40% by 2030 and 100% by 2050. In support of these targets, the Town will develop a Corporate Net-Zero Emissions Plan (CNZEP) which will be a comprehensive and actionable strategy that defines the pathway to achieve net zero by 2050 with a focus on:

- **Energy & Emissions reduction** - Achieve net zero emissions through deep energy retrofits on existing assets and design and procure new assets that are net zero ready.
- **Cost Management** - Implement cost-effective solutions to reduce GHG emissions and enhance capital efficiency by ensuring the identified low carbon solutions align with the regular capital renewal schedules.
- **Enhance Asset Quality, Comfort, Health, and Resilience** - Create an environment that is comfortable, healthy, and resilient for all building users.
- **Improve Staff Capacity** - Increase internal communication, awareness, and staff capacity to allow better monitoring, planning, construction, retrofitting, operations, and maintenance of net zero projects.

Once finalized, the CNZEP will serve as the Town's Corporate Energy Conservation and Demand Management Plan in accordance with O Reg. 25/23 requirements. Through the CNZEP, the Town will be able to develop a comprehensive budgeting, forecasting, and planning strategy as well as set short-, medium-, and long-term objectives with the goal of achieving net zero by 2050.

4.1.1 2024 GHG Inventory

Through the CNZEP, a detailed GHG inventory will be developed for all Town assets including municipal buildings, fleet, streetlighting, and outdoor lighting. This inventory will include analysis of a range of energy and GHG metrics based on the 2023 dataset such as annual energy consumption and GHG emissions, utility costs, energy use intensity, and GHG intensity to develop the 2024 GHG inventory for Town assets.

The previous GHG inventory was completed in 2018 and was used to develop the 2019 Energy Conservation and Demand Management Plan. The 2024 GHG inventory will help in tracking the progress of the Town's emissions reductions as compared to 2019 levels and help with identifying additional measures to reach the Council mandated emissions reduction targets of 20% by 2025. These measures will be incorporated into the CNZEP for developing a long-term implementation pathway of net zero measures across Town buildings in alignment with Ajax's Asset Management Plan to achieve 100% GHG emissions reductions by 2050.

4.1.2 Energy Audits

To develop the CNZEP, energy audits will be conducted to identify net zero measures for replacing high-carbon aging equipment in the Town's buildings with new, low-carbon equipment and identifying ways to increase local energy generation to increase resiliency. These energy audits will be conducted in accordance with standards of the American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE¹) Level 2 and 3 energy audits by qualified professional engineers. These energy audits will involve a thorough walkthrough of Town facilities to evaluate building systems such as building envelope, mechanical systems, and electrical systems for existing condition, operating effectiveness, energy efficiency, and expected future needs. ASHRAE Level 2 is a comprehensive energy audit of a facility which analyzes the building, its operations, and systems, in addition to analyzing its energy consumption. The ASHRAE Level 3 energy audit builds on the Level 2 findings with focus on analysis of a facility's equipment and systems to provide more detailed design of energy saving measures and financial analysis.

Based on 2023 energy consumption, ASHRAE Level 2 energy audits will be completed for the following Town facilities under each category:

¹ The American Society of Heating, Refrigerating and Air-Conditioning Engineers ([ASHRAE](#)) sets the standards to complete energy audits for commercial buildings.

Category 1: Recreation and Community Centre

1. Ajax Community Centre
2. Audley Recreation Centre
3. McLean Community Centre
4. St Andrews Community Centre

Category 2: Administrative & Operational Services

5. Ajax Municipal Building
6. Ajax Operations Centre

Category 3: Emergency Services

7. Ajax Fire Station 1
8. Ajax Fire Station 2
9. Ajax Fire Headquarters

Category 4: Library & Culture

10. Ajax Main Branch Library
11. St Francis Centre

Additionally, ASHRAE Level 3 energy audits will be conducted on the Town's top 3 energy consuming facilities including Ajax Community Centre, Audley Recreation Centre and McLean Community Centre.

4.1.3 Net Zero Framework and Action Plan

The Net Zero Framework and Action Plan is the implementation pathway of the CNZEP and will be established based on the net zero measures identified from the ASHRAE Level 2 and 3 energy audits. These measures will be tabulated for all energy consuming equipment in each of the audited Town facilities to ensure replacements of new, low carbon equipment instead of like-for-like standard efficiency equipment. This low carbon equipment will be scheduled to be replaced as per the asset management plan.

The action plan will be developed in collaboration with Town staff by applying a holistic lens for effectively designing, sizing, or selecting the mechanical system upgrades to support energy savings and emissions reductions. Additionally, the measures in the action plan will be determined based on capital costs, operating costs, energy savings, and GHG reductions while ensuring occupant comfort, health and safety.

4.2 Energy Conservation

4.2.1 Strategic Energy Management Program

The Town of Ajax will be participating in the Strategic Energy Management (SEM) program offered by Save on Energy to promote energy savings in municipal facilities. This program represents a revolutionary new approach to energy management of electricity and has been designed to help municipalities improve their energy performance by implementing integrated policies, practices, and processes that result in continuous energy savings.

The SEM program directly aligns with Ajax's Energy Management Strategy 2024-2029 by integrating strategic energy management through energy conservation. The duration of the SEM program is from 2024 until 2026 and offers incentives of \$0.02/kWh of electricity savings when eligible projects have been implemented at the Town. The program follows a cohort model allowing peer learning opportunities, one-on-one energy coaching, and access to energy management resources. Through SEM, the Town will be able to build staff capacity by providing knowledge, expertise, and training on energy management, in turn enabling staff to reduce energy costs, increase productivity, develop organizational skills, and assist in reducing the Town's carbon footprint.

4.3 Energy Monitoring & Tracking

4.3.1 Energy Management Software

Until recently, the Town used paper-based billing for utility cost management of electricity, natural gas, and water. In 2024, the Town switched to e-billing for electricity and natural gas. Currently, usage costs are being captured in finance software, but energy usage is being manually entered into excel sheets. This process has several drawbacks including:

- Frequent errors and delays in the data entry process.
- Delayed capture of data as the paper bills are delivered two to three months after the bills have been generated by the utility vendor.
- Gaps in capturing the consumption data due to missing paper bills.
- Delayed assessment of any consumption anomalies.
- Lack of wholesome energy and budget analysis due to missing bills as well as delayed bill delivery.

Through the Ajax Energy Management Strategy, the Town will be exploring an automated and integrated energy management software system which will capture utility bills directly from the vendors.

The energy management software will enable staff to view bills as soon as they are available from the vendors avoiding delays due to paper bill deliveries. This system will help facility managers detect anomalies in the bills and achieve operational savings instantly through more efficient energy monitoring and tracking.

4.3.2 Measurement & Verification Plan

A Measurement & Verification (M&V) Plan will be created for large net zero measures identified through the Net Zero Framework and Action Plan. The purpose of the M&V plan is to assess the actual energy savings generated by an energy management project in an accurate and reliable way. The processes involved in a M&V plan include planning, measuring, collecting, and analysing data to verify and report energy savings from the implementation of energy conservation measures within Town facilities. The findings of the M&V Plan will be reported to Ajax Council through annual corporate energy reports.

4.4 Engagement & Training

4.4.1 Corporate Energy Team

The Corporate Energy Team was formed in early 2024 to help inform the Corporate Net-Zero Emissions Plan (CNZEP) and to ensure the goals of CNZEP are met after the plan has been established. During these quarterly meetings, energy consumption reports and the Town's energy saving initiatives will be showcased to promote energy conservation within the Town's facilities. Key staff from Facilities, Building Maintenance, Finance, Strategic Initiatives, Purchasing, and Technology & Innovation Services participate on this team.

4.4.2 Corporate Energy Management Workshop

The Corporate Energy Management Workshop was held in May 2024 at Audley Recreation Centre and was attended by 30 staff members from across all departments. The objective of this workshop was to provide an overview of energy management fundamentals, including the financial analysis of energy bills, and to identify potential energy saving initiatives at Audley Recreation Centre. The delivery of this workshop was carried out by industry experts and staff from the Association of Municipalities of Ontario.

5.0 Conclusion

The Town of Ajax has continued to be a sustainability leader by implementing various energy efficiency initiatives. This is evident through the GHG emissions reductions of 15.7% in 2023 which will help to meet Council mandated short-term target of 20% by 2025. The Town can achieve priorities identified in Action26 by implementing a comprehensive Ajax Energy Management Strategy 2024 – 2029 that will improve aging community buildings and transition to a green fleet. The Town will benefit from this approach by improving building performance and significantly reducing GHG emissions generated by its municipal operations, as well as improving air quality, generating more renewable energy locally, improving thermal comfort for building users, along with extended the life of buildings and their equipment.

Appendix: Long Range Capital Forecast (LRCF) Projects 2019-2023

The following are energy conservation measures which were included in the 2020 Capital Budget and 2021-2024 Long Range Capital Forecast. They are listed based on specific buildings, the year of implementation and associated costs.

Table 2: Energy conservation measures from 2020 Capital Budget and 2021-2024 Long Range Capital Forecast with implementation status.

Facility	Project	Year	Cost	Project Status
Ajax Community Centre	Replacement of 7 Air Handling Units (Phase I)	2020	\$ 500,000	Completed
	Replacement of 7 Boilers	2021	\$ 600,000	Completed
	Facility LED Lighting Retrofit (Phase II)	2022	\$ 240,000	Completed
	Install Demand Control Ventilation	2024	\$ 110,000	In progress
	Replacement of 5 Air Handling Units (Phase II)	2024	\$ 385,000	In progress
McLean Community Centre	Replacement of 5 Rooftop Condensing Units	2021	\$ 385,000	Completed
	Replacement Pool Filtration System	2021	\$ 550,000	Completed
	Facility LED Lighting Retrofit (Phase II)	2022	\$ 240,000	In progress
	Roof Replacement & Building Envelope Rehabilitation	2024	\$1,100,000	In progress

	Facility LED Lighting Retrofit (Phase III)	2024	\$ 475,000	In progress
Main Branch Library	Roof Replacement & Building Envelope Rehabilitation	2020	\$1,650,000	Completed
	Replacement of 3 Atmospheric Boilers	2022	\$ 180,000	Completed
	Replacement of 3 Rooftop Units & Installation of VFDs	2024	\$ 225,000	In progress
Town Hall	Roof Replacement & Building Envelope Rehabilitation	2020	\$1,650,000	Completed
	Facility LED Lighting Retrofit	2023	\$ 385,000	In progress
Fire Station 2	Heating System Retrofit	2022	\$ 315,000	Completed
Fire Station 1	Roof Replacement	2024	\$ 385,000	In progress
Fire Headquarters	Facility LED Lighting Retrofit	2024	\$ 220,000	In progress
St. Andrews Centre	Facility LED Lighting Retrofit	2023	\$ 220,000	Completed