

# Doors Closed Ontario!

## 2006 Campaign Final Report



[weconserve.ca](http://weconserve.ca)

ONTARIO'S CONSERVATION MOVEMENT

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## Overview

This year's Doors Closed campaign has garnered more support from the public, media and retail associations than in 2005. Through Doors Closed, feedback from retailers has shown that although energy conservation is not a priority to most, many store owners and managers see the value of conserving to promote their store as energy conscious to their customers.

Over 5,500 posters were distributed across Ontario by,

- 30+ Volunteers
- 24 Organizations
- 16 Communities
- 6 Retail Chains

Five municipalities signed up, as did two chambers of commerce. The Doors Closed posters were available for download in ten languages including Hindi, Chinese, Portuguese and Tagalog thanks to the City of Toronto Energy Efficiency Office.

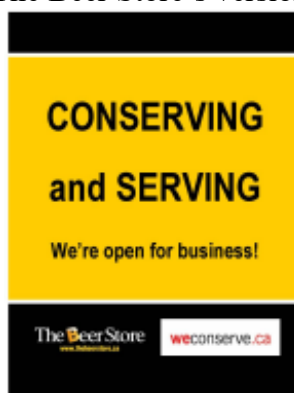
**"Some places just overcool, if you have to put on a jacket is that not over doing it?"**

**Owner, Another Story Bookstore, Roncesvalles, Toronto**

As a result of the campaign:

- o Keeping doors closed while running air-conditioning is a widely-recognized and socially-accepted practice in most Ontario communities.
- o Public recognition of the Doors Closed campaign and message is widespread, especially in areas where the practice of keeping doors open is still prevalent.
- o 75% of businesses approached displayed a poster
- o 14% of the stores Toronto with their doors open agreed to close them when approached by canvassers, a potential savings of up to 2 MW
- o Businesses and business associations are active partners in promoting conservation.
  - o HMV and Roots Canada, adopted the Doors Closed policy for over 25 and under 5 degrees.
  - o The Toronto Association of Business Improvement Areas (TABIA) promoted the campaign to its membership
  - o The Canadian Retail Council promoted the poster for downloading on their website.

The Beer Store's version:



Cool the store and nothing more

... the response was tremendous.

HMV's version:



## Doors Closed Ontario 2006 Highlights

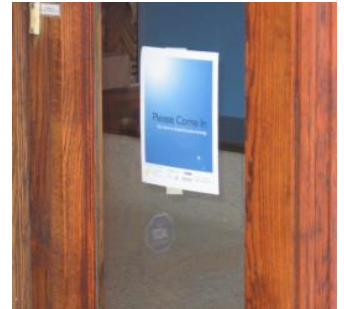


Doors Closed proved the power of movement-based social marketing – using the combined efforts of a multitude of organizations and individuals to drive home a simple message.

The campaign is full of examples of stores, retail associations, organizations and individuals who went the extra distance to ensure that the “doors closed” message took hold across Ontario.

Doors Closed in Oakville once again in 2006 went one step further for energy conservation and had amazing results. Suzanne Austin, of the Town of Oakville provided extra energy saving tips and options for stores and restaurants and posted the names of the 118 participating business on their website providing a great incentive for stores to get involved.

In London, Dianne Szoller of the Thames Region Ecological Association logged 371 stores with only one store having its doors open with the air conditioning on. Pier 1 in London took energy conservation further by lowering their lights, raising the temperature on their air conditioner a few degrees and, of course, keeping their doors closed.



In Toronto, there were both good and bad communities. The Little Italy BIA in Toronto boasted a high level of energy conservation ambition with 101 of 122 stores (82.79%) practicing conservation measures. Chinatown and Queen Street West were problem areas, however showing 34 and 27 per cent respectively of stores with the door open and air conditioning running.

HMV Canada took their responsibility as a corporate community partner seriously and in order to do their part to reduce energy usage, and encourage others by example to do the same, they asked all their street store locations to participate and keep their doors closed while running the air conditioning.

Business Improvement Areas (BIA) across Toronto joined the Doors Closed campaign in 2006 through Toronto Association of Business Improvement Areas', greenTbiz program.



Ken Kim of the OKBA fielding questions from the media

Other retail associations supported the program. The Ontario Korean Businessman's Association distributed the poster to its membership, and the Canadian Retail Council made the poster available on its website for its 10,000 members to download and print.

## Media Coverage

The launch of Doors Closed was held on Thursday July 13<sup>th</sup>, 2006, the one year anniversary of the provincial summer peak record for electricity consumption. Conservation and energy use were high on the daily agenda and media pick-up was substantial throughout the province.

**“We’re aware that many businesses leave their doors open as a signal to consumers that they are open for business. But by adopting the Doors Closed poster, it allows them to show that they’re both open and energy conscious. Who wouldn’t want to support a business that is socially and environmentally responsible?”**

**Briar De Lange General Manager of the Bloor-Yorkville BIA**

The launch was held in Yorkville Park, in the heart of Toronto’s Bloor-Yorkville retail community. The energy conscious Bloor-Yorkville BIA worked to promote Doors Closed in this neighbourhood and circulated a notice to the over 700 member stores requesting they participate in the program.

Chris Winter, Executive Director of the Conservation Council of Ontario, joined Peter Love, Chief Energy Conservation Officer of the Conservation Bureau; Briar de Lange, General Manager of the Bloor-Yorkville Business Improvement Area; Ken Kim, General Manager of the Ontario Korean Businessmen’s Association and the Clean Air Foundation’s Cool Shops team, to formally kick off the campaign. Also in attendance were representatives from the Toronto

Green Community, the Retail Council of Canada, TABIA, and the City of Toronto’s Energy Efficiency Office.

The two Cool Shops teams as well as the Doors Closed Ambassadors took members of the media on walking tours of the area to visit stores and talk to retailers about energy conservation.

The media are paying attention. Television, radio, print and on-line coverage of the Doors Closed project was extensive. Global National, the Toronto Star and MTV Canada showcased Doors Closed Ontario. CBC was a big supporter with Doors Closed discussed on Ontario Today, Metro Morning, Info Regionales – Radio Canada, Radio London, Sudbury, Ottawa and Toronto. As well, City TV, CTV and Global News broadcasted stories reaching millions of Ontarians and provided increased incentive for stores and restaurants to keep their doors closed.

A ‘Doors Closed’ Media Summary was prepared for the Council by e|c|o media relations (see following page).



# Please Come In

Our door is closed to save energy

<b>Radio Coverage</b>	<b>Date</b>	<b>Reach</b>	<b>Description</b>
Ontario Today	13-Jul-06	528,000	Live Interview
680 News AM	13-Jul-06	17,000	News report
680 News AM	13-Jul-06	53,000	News report
CBC Metro Morning	14-Jul-06	148,000	Live Interview
CBC Metro Morning	14-Jul-06	148,000	News report
CBC Metro Morning	14-Jul-06	202,000	News report
Infos Regionales-Radio Canada	14-Jul-06	2,000	News report
Infos Regionales-Radio Canada	14-Jul-06	2,000	News report
680 News AM	13-Jul-06	17,000	News report
CBC Radio Sudbury	14-Jul	14,000	News report
CBC Radio Toronto	14-Jul-06	87,000	News report
CBC Radio Ottawa	14-Jul-06	42,000	News report
CBC Radio London	14-Jul-06	51,000	News report
Infos Regionales-Radio Canada	15-Jul-06	3,000	News report
Infos Regionales-Radio Canada	15-Jul-06	5,000	News report
CBC Metro Morning	17-Jul-06	202,000	Live Interview
Infos Regionales-Radio Canada	16-Jul-06	5,000	News report
CBC Radio Ontario Morning	17-Jul-06	N/A	Live Interview
CBC Metro Morning	18-Jul-06	148,000	Listener Opinions
Canada Today Sirius Satellite Radio	19-Jul-06	N/A	News report AFRICA
Canada En Direct Europe Sirius Satellite Radio	19-Jul-06	N/A	News report Europe
<b>Television Coverage</b>			
City-TV Toronto	13-Jul-06	64,000	News report
Global News Toronto	13-Jul-06	63,000	News report
Global News Toronto	13-Jul-06	125,000	News report
CBC News at Six Toronto	13-Jul-06	35,000	News report
City-TV Toronto	13-Jul-06	105,000	News report
CTV News at Six Toronto	13-Jul-06	280,000	News report
BreakFast Television A-Channel Barrie	14-Jul-06	N/A	News report
BreakFast Television City-TV Toronto Seg.1	14-Jul-06	N/A	News report
BreakFast Television City-TV Toronto Seg.2	14-Jul-06	N/A	News report
CityNews Tonight City-TV Toronto	14-Jul-06	N/A	News report
CTV News CFTO Toronto	14-Jul-06	N/A	News report
CBC News Today Newsworld	14-Jul-06	39,000	Live Interview
<b>Print Coverage</b>			
NOW Magazine	14-Jul-06	111,000	News Report
Toronto Star	14-Jul-06	432,388	News Report
The National Post	14-Jul-06	237,795	News/Commentary
The London Free Press	17-Jul-06	N/A	Editorial
Toronto Sun	14-Jul-06	179,452	News Report
<b>Online Coverage</b>			
CTV.ca	13-Jul-06	N/A	News report
CBC.ca	14-Jul-06	N/A	News report
CityTV.ca	14-Jul-06	N/A	News report

Total reach was over 3.5 million.

\*Following the media blitz, we received many individual requests for posters from stores, restaurants and municipalities across the province.

## Poster Distribution

Posters were distributed in 16 communities across Ontario, giving us an excellent range of feedback on the uptake on the campaign in different regions.

Over 40 retail neighbourhoods across Toronto were visited. Working with the Toronto Association of Business Improvement Areas and Cool Shops, we identified the top neighbourhoods and BIAs and focused the efforts of the volunteers as well as the Doors Closed ambassadors on these areas.

The Ontario Korean Businessmen's Association (OKBA) distributed 2,500 copies of the Doors Closed poster to its membership through the biweekly newsletter. The OKBA also printed a translated article about the campaign explaining to retailers how they could participate in the campaign as well as ideas to further conserve energy in their businesses.



The Retail Council of Canada highlighted the campaign in their newsletter and posted information about the program along with other retail energy tips on their website. Retailers were encouraged to download and print copies of the Doors Closed poster to display.

Posters were also distributed through partnerships with retail chains. In 2005, we found that an impediment to working directly with stores and restaurants was that the directive to keep the door open generally came from the head office. In 2006, we worked to connect with head offices of the top retail stores in the city and engage them in promoting a doors closed policy to each of their stores. Although there was much resistance from the upper management of most stores to participation in the program, a few more forward thinking retail chains understood the importance of implementing and promoting their energy conservation commitment. We

worked with Fairmont Hotels, HBC, HMV Canada, Roots Canada, SuperPet Centers and The Beer Store to help implement Doors Closed policies and develop appropriate signage for their locations.

## Results

Number of Posters Distributed: 6000  
Number of Partner Organizations: 40  
Number of Ontario Cities/Towns where posters were distributed: 16  
Number of Municipalities involved: 5  
Number of languages posters translated into: 10

Based on the reports from local canvassers, we estimate that...

75% of businesses approached displayed a poster (a vast increase from 2005 results)

20% of businesses visited in Toronto had their doors open and their air conditioning on. In stark contrast, only two of the 531 stores visited in other communities had their doors open and air conditioning on.



# Please Come In

Our door is closed to save energy

The more important result is how Doors Closed helped build a conservation movement in Ontario:

- ◆ We forged new partnerships in conservation with businesses, association and municipalities
- ◆ We raised public awareness and support for conservation
- ◆ We promoted other conservation programs and groups such Cool Shops and greenTbiz

In short, the Doors Closed campaign demonstrated how a simple campaign can help support a complex movement and a deep-rooted shift in attitudes. It showed the value of a community-oriented and province-wide campaign: people to people communications, but with the active support and involvement of business and all levels of government.

## Doors Closed Toronto Partners

The Conservation Bureau – Ontario Power Authority  
Clean Air Foundation – Cool Shops  
Earth Day Canada  
Ontario Horticultural Association  
Ontario Korean Businessmen's Association  
Retail Council of Canada  
TABIA-Toronto Association of Businesses Improvement Areas  
City of Toronto Energy Efficiency Office  
Toronto Green Community  
Toronto Public Library

## Doors Closed Ontario Partners

### Community Partners

Aurora Chamber of Commerce  
Caledon Chamber of Commerce  
Caledon Countryside Alliance  
Canadian Centre for Pollution Prevention  
Canadian Health Food Association  
City of Guelph  
City of London  
EcoCap  
Environmental Action Barrie  
Horizon Utilities Corp.  
Ontario Horticultural Association  
Ontario Korean Businessmen's Association  
Retail Council of Canada  
Rideau Environmental Action League (REAL)  
Thames Regional Environmental Action  
Timmins Chamber of Commerce  
Town of Caledon  
Town of Markham  
Town of Oakville  
Town of Uxbridge  
Woodstock Hydro

### Retail Partners

Blue Mountain Village  
Fairmont Hotels  
HBC  
HMV Canada  
Roots Canada  
Pier 1 London  
SuperPet Centers  
The Beer Store

## Feedback from the Stores

The Doors Closed program is mostly well received by retail owners and managers across the city. The number of stores participating is higher this year and stores that last year were completely unaware are now closing their doors.

Two areas in Toronto were dismal in their efforts in trying to conserve energy. Chinatown had 102 out of 296 (34.46%) stores with their doors open and air conditioning on and West Queen West was not far behind with 112 out of 421 (26.84%).

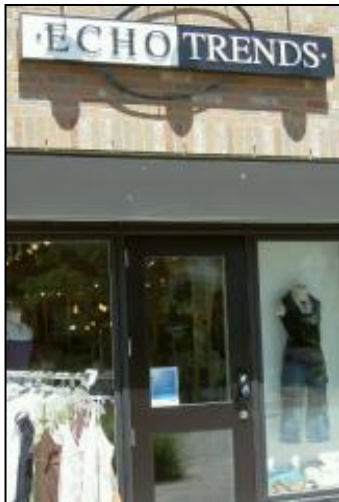
*"Again, this year we offered the free exposure on our website for participating, by listing the stores, store owners are always more willing to place the poster in their door once you mention this opportunity! I was also able to help store owners troubleshoot on being more energy wise by providing tips on how to cool the store without blasting the air, such as ceiling fans and lighting ideas."*

**Suzanne Austin from the Environmental Policy Department, Town of Oakville.**

There were some challenges for the staff and volunteers of Earth Day

Canada who visited stores on Queen Street West, in Toronto, an area without a BIA. Most of the stores are averse to closing their doors for fear of losing street traffic. A number of stores, in the Queen Street area as well as throughout the city, mentioned once again that the decision about keeping the doors open or closed rests with the head office. This was frustrating for some volunteers however others took it as an opportunity to leave information and collect the name and contact information of the head office person involved.

As the media increased and people began to hear about the campaign it became easier for the



volunteers to approach retailers and initiate discussion. We have received positive feedback about the poster and the information handout from the retail community. One suggestion has been to either laminate the posters or distribute clinging stickers that are more durable. Many retailers would like to have a sticker that they can use year round.

Bars and restaurants with open patios were the least likely to be interested in closing their doors or learning about energy conservation. Restaurants with patios in some of the more upscale areas of the city, have giant windows that they keep open throughout the season making their air conditioners work overtime to keep the air cool inside the restaurant. There are however examples of energy conscious restaurants that keep their doors and patio windows closed or install fans instead of using air conditioning when their windows and doors are open.

As the Doors Closed word spread, a number of stores contacted the Conservation Council of Ontario office to request a poster. These posters were distributed through staff and volunteers to the various businesses across the city.



## Volunteers and Doors Closed Ambassadors

Volunteers were once again the driving force behind this year's Doors Closed Toronto campaign. With the help of twenty-one volunteers, two Doors Closed Ambassadors, two Cool Shops Street Teams and staff and volunteers from Earth Day Canada and the Toronto Green Community, Doors Closed was able to reach out into many more neighbourhoods than in 2005.

To prepare volunteers for canvassing, prospective volunteers were invited to attend a two hour training session at the Conservation Council of Ontario. During this session, volunteers learned about the project, their responsibilities as Doors Closed volunteers and selected areas of the city to visit. Representatives from Cool Shops and greenTbiz spoke to the volunteers and gave overviews of both programs.

To augment the work of the volunteers, the Conservation Council of Ontario hired two student ambassadors who reported to the Doors Closed Program Coordinator. The ambassadors developed a plan to target neighbourhoods that were not being targeted by volunteers or the Cool Shops Street Teams. In collaboration with the Doors Closed Coordinator, the Ambassadors developed a plan for their discussions with retailers and implemented strategies for recording and quantifying the success of the project.

## Coordination with TABIA and Cool Shops

Throughout the campaign, we worked closely with TABIA's greenTbiz program and the Cool Shops teams. Part of the Doors Closed campaign was to encourage those stores with interest in energy conservation to take the next step. The Doors Closed Ambassadors and volunteers distributed information sheets that provided descriptions and contact information for Cool Shops and the greenTbiz programs. The Ambassadors encouraged the businesses they visited to go deeper with energy conservation and contact whichever program was suitable for their store or restaurant.



The Doors Closed campaign was presented to eager BIA members from across Toronto at the greenTbiz program launch. With support from TABIA and greenTbiz, the Doors Closed program was received enthusiastically by the attending BIA representatives. Through this meeting we discovered interest in some areas of Toronto outside the downtown area. The Doors Closed Ambassadors amended their schedules to visit those areas of the city in the north, east and western reaches where there was enthusiasm about the project but where in the past neither Doors Closed nor Cool Shops representatives had visited.

Working in collaboration with the Clean Air Foundation's Cool Shops program, the Doors Closed Ambassadors worked to visit those areas of the city that were not being visited by the Cool Shops Street Teams. The team also worked with greenTbiz to garner support for the program from the Toronto BIAs and notified each BIA when they would be visiting. The team planned to avoid local festivals and often contacted the BIA representatives as they were visiting an area.

The Cool Shops Street Team attended the launch of the Doors Closed program and was instrumental in taking media teams around to stores in the Bloor-Yorkville area to discuss the issue and demonstrate the importance and effectiveness of the campaign.

## Recommendations

### **1. Develop a broader retail sector campaign for 2007**

The response from the retail sector to the Doors Closed campaign has been exceptional, a reflection of the growing awareness and commitment to the environment across the sector. There is a strong interest on the part of our retail partners to participate in a broader initiative that a) is flexible, b) is broad in scope, c) can be integrated with other environmental initiatives of the stores and business associations, and d) will assist in promoting environmentally-conscious businesses and products to consumers.

Now that relationships have been developed with the Toronto area BIAs through TABIA's greenTbiz program, it will be easier in the future to disseminate important conservation information to the retail sector. With these relationships established, the Doors Closed and a year round We Conserve campaign can be developed that would allow stores to identify the conservation measure that make sense for them (i.e. not everyone has air-conditioning) and to promote their conservation products and services (organic cotton, recycled paper, energy efficient appliances, and organic food, for example).

We need stores and restaurants to be ambassadors for conservation, and in return Ontario needs to support those retailers and restaurants that embrace conservation in their operations and products.

We recommend initiating a provincial "We Conserve" campaign for the retail sector in 2007, culminating with a campaign to promote conservation gifts at Christmas.

### **2. Maintain a targeted Doors Closed campaign for 2007**

Much of Ontario has taken the Doors Closed message to heart, and is ready to move on to the next level. Problem areas still exist, in particular within Toronto and possibly other major urban centres. For 2007, we should maintain the campaign through targeted activities, such as:

1. a retail chain pledge
2. outreach and assistance to high-need areas (Chinatown, for example)
3. earned media via press releases
4. public campaigns to encourage people to remind stores to close the doors when running A/C.

The following are some recommendations for future Doors Closed projects gathered from feedback from volunteers, retailers, organizations and municipalities involved in the program:

- Develop a year round energy conservation program for retailers
- Print removable stickers or laminate the posters
- Continue targeting chain stores by contacting their head offices
- Connect with more community groups outside the GTA to help with distribution
- Work more closely with the BIAs especially outside the GTA
- Distribute posters through BIAs

# Please Come In

Our door is closed to save energy

A more targeted approach to big business and office buildings is required

Numerous reporters asked us about pricing and regulating doors closed. We are emphasizing a voluntary approach that promotes a deep-rooted cultural value that as opposed to a by-law or similar regulation. However, we do recognize that voluntary programs like Doors Closed need to be supported by peak pricing. Smart meters and peak power pricing for medium and larger stores and restaurants would help reinforce the message that air-conditioning the great outdoors is a waste we can all ill-afford!

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# Appendix One

Report of the Toronto Street Team

## Final Report to the Conservation Council

**Brian Morris, Corina Wong**

**Doors Closed Campaigners**

August 25, 2006

### **Breakdown**

The Doors Closed Team visited 4063 stores, business, and organizations. 2811 (69.18%) had air conditioning with their doors closed. 771 (18.98%) had their doors open with the air conditioning on or off, and 481 (11.84%) did not have air conditioning at all.

Doors Closed was able to post 541 (13.32%) posters up and around the Greater Toronto Area. The Campaign was also successful in getting 96 (2.36%) organizations to shut their doors. See Attached File (*Doors Closed 2006 – Master Copy List*) for complete list of raw data.

### **Toronto's Leaders**

The City of Toronto had some bright spots with conservationists. The BIA of Little Italy boasted a 101 of 122 stores (82.79%) having their doors closed or not having air conditioning. Little Italy also had a high rate of promotional spirit allowing 40 (32.79 %) posters to be raised on their doors.

### **Needs Some Improvement**

Two areas in Toronto were dismal in their efforts in trying to conserve energy. Chinatown had 102 out of 296 (34.46%) stores with their doors open and air conditioning on and West Queen West was not far behind with 112 out of 421 (26.84%). See attached file (*Doors Closed 2006 – Breakdown*) for all the Business Improvement Areas that were visited.

### **Test Measurements**

West Queen West had few changes, as a direct result of stores being closed the first time we were there, and having been open the second time around. The same result came with stores that were open during our first visit and closed the second time. Little Italy experienced the same result, but unlike West Queen West they lost several posters as a result of either lack of tape or being ripped down. The above mentioned are highlighted in the attached file (*Doors Closed 2006 – Master Copy List*) marked in red.

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## Quotes

***“Why should I spend more?”***

– (Little Italy 621 College St.) Multimoda

***“I tell my employees to close the door or turn off the A/C***

– (Chinatown 393 Spadina Avenue) Butterfly Fashion

***“A lot people think of the here and now... they don’t think about the future”***

– (The Junction 2950 Dundas St.) Chiropractic Clinic

***“I was looking to get one of those, because my neighbours have one.”***

– (Old Cabbagetown 453 Parliament St). Reflections

## Post-Campaign Reflections

During our follow-up in Little Italy, we found that only a few stores (40) had kept their Doors Closed poster in place. Almost half of the displayed posters were in very poor condition. They were badly wrinkled and loosely attached to the doors. We believe that the reason why so few posters remained displayed is because:

- over time, the sides of the posters curled up and became visually unattractive
- when glass doors/windows were washed, posters would be taken down and not put back up
- on days that were not exceptionally hot, many stores opted to open their doors and duly turned off their air-conditioner. This caused the “Our Door is Closed to Save Energy” poster to seem irrelevant

We also found that most of the “Our Door is Closed to Save Energy” posters that did remain up, were being displayed on the side windows rather than doors.

Most businesses that had their doors open believed that open doors were perceived as more inviting, and would allow the cool AC air to draw people inside during hot days.

We did influence some stores to close their doors, even if they did not put up a poster.

## Suggestions

Towards the end of August many stores were wondering why we were not here earlier in the Summer to promote this campaign. One store owner happened to be a BIA board member for the Beaches BIA and suggested that the Conservation Council of Ontario distribute their information and posters through the BIA directly, so that the campaign can reach everyone earlier rather than in mid-August.

Double sided posters were also suggested by several stores so they could state that they were saving energy when their doors were open, and when their doors were closed.

Use a laminated “Come in Were Open” Sign with our signature blue sky background and Our Door is Closed to Save Energy slogan just beneath it. This would be a more attractive item for stores to accept, and would definitely last a longer period of time versus the 8.5 x 11 posters. The only downside of course is the extraordinary cost of producing thousands of laminated open signs.

A more targeted approach to big business and government buildings is required. Many stores believed they were being picked on as the little guy. With reassurances that we were visiting corporate, small and big business alike, as most people believed that downtown office buildings are the big energy wasters, and need to be examined closer.

Also some people are in favour of legislation that would require strict regulations on the consumption of energy. Whether this can be successfully lobbied is questionable.

### **Contact**

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*Corina Wong*  
*Conservation Council of Ontario – Student Ambassador*  
[corina.wong@utoronto.ca](mailto:corina.wong@utoronto.ca)

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## Appendix Two

### Canvasser Reports

Volunteer Canvassers and the Toronto Street team filled out a spreadsheet to document their efforts, including

- o Store address
- o Store type
- o Door size
- o Was the door open?
- o Do they have air-conditioning?
- o Did they take a poster
- o If open, did they agree to close the door
- o Other notes

In total:

- o 4,434 records were logged, and the complete Excel file is available on request
- o 3,290 doors were closed – 74%
- o Only 505 stores (11%) were without air-conditioning
- o 17% of stores were running air-conditioning with the door open, but that number dropped to 14% after the visit by a campaigner
- o The overwhelming majority of the problem areas were within Toronto. Smaller communities were at almost 100% compliance.

The difference between a large urban centre (Toronto) and the smaller towns and cities is stunning.

Of the 530 stores that were visited by canvassers in municipalities outside Toronto only two had the door open with air conditioning on.

### **Direct Savings**

Between 1.5 and 2 MW over 107 stores that changed their practices this year

It is impossible to make a comparison between the numbers recorded last year and this year's results due to the significant regional fluctuation in attitudes and responses to the campaign. Last year had a higher participation rate from outside Toronto. This year, with an active street team in Toronto, we recorded more stores that were not in compliance with the Doors Closed policy, but we were also able to record a high number of conversions.

Next year it would be possible to use the 2006 numbers as a benchmark for another Toronto-focused campaign.