



EfficiencyOne

2020 Business Plan





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Introduction

EfficiencyOne's annual business plans guide the organization in achieving the goals and priorities outlined in our Strategic Plan, our Demand Side Management (DSM) Plans approved by the Nova Scotia Utility and Review Board, and our service agreements with the Province of Nova Scotia and other customers.

The 2020 Business Plan highlights key initiatives that will help EfficiencyOne significantly contribute to greenhouse gas emission reductions, achieve our scorecard targets, and make progress in each of our strategic priority areas:

Achieve

Deliver excellent value and satisfaction to our customers with products and services that contribute to economic and environmental prosperity.

Innovate

Become even better at helping people by leading the way with improved products, services and systems.

Champion

Support employees and partners to be highly engaged and inspire them to take pride in helping people build a better world through efficiency.

Grow

Significantly increase our impact in building a better world by expanding and diversifying the markets and customers we serve.

EfficiencyOne will invest \$34.4 million in 2020 to achieve 119.2 GWh first year electrical energy-saving and 29.2 MW electrical peak demand-saving targets. The organization will invest an additional \$33.0 million to achieve first year non-electrical energy savings of 302,423 GJ in 2020.

The strategies and initiatives described in the 2020 Business Plan will help Nova Scotia improve its economic productivity and competitiveness resulting in:

Average bill savings of over \$750

in 280 band-owned homes in 13 Mi'kmaw communities.



Over \$750 in average annual heating cost savings for more than 1,800 low-income homeowners.



\$340 million

recirculated in our local economy over the next 17 years.



300+ Partners
operation across the province.

85,000

tonnes of CO avoided annually.



that is the equivalent of the electricity used in over **14,000 homes** each year.



Average savings of \$450 per unit

for over 700 tenants renting affordable housing.

Achieve

Energy efficiency is a critical component of Nova Scotia's energy future. While Nova Scotians put a strong emphasis on the importance of reducing their energy use, the upfront cost of energy efficient technologies, the availability of information and resources to guide decision-making, and the time required to research and implement upgrades remain barriers to participation. In 2020, EfficiencyOne will implement several initiatives to make it easier for all Nova Scotians to benefit from energy efficiency.

Key initiatives in this area include:

- **Continue to diversify our portfolio of incentives** to provide more financial support for energy efficient technologies in the areas of space and water heating, building envelope, and more.
- **Introduce improvements and enhancements to our existing services** to increase access and improve the customer experience, such as more project management support, new product incentives and more technical assistance.
- **Develop pilots to inform future program offerings** that meet the needs of customers, overcome barriers to participation, and help meet Nova Scotia's future energy goals.

Champion

EfficiencyOne is committed to creating an engaged, customer-focused, diverse and inclusive workplace culture, with an emphasis on continuously developing the skills and abilities of our employees and the diverse network of partners that deliver our services. We strive to provide leadership and expertise to promote training and skills development within the energy efficiency industry.

Key initiatives in this area include:

- **Continue to grow the Efficiency Trade Network** with increased engagement activities and more marketing support for members.
- **Support training and skills development** for the energy efficiency industry through the Efficiency Trade Network and continued development activities for EfficiencyOne staff.
- **Expand our partnerships with Mi'kmaw communities** by working with community-preferred contractors to make energy efficient upgrades to affordable housing units.

Innovate

EfficiencyOne's customers have diverse needs and interests. Our portfolio of services must be responsive to changing customer needs, evolving market conditions and new technologies. EfficiencyOne aspires to lead the industry with improvements to our current ways of doing things, and with innovations in our products and services.

Key initiatives in this area include:

- **Implement an integrated Customer Information System** to standardize and streamline activities related to program administration, business development, case management, marketing and communications.
- **Work with NS Power to identify opportunities for Demand Response programs** to reduce costs for customers.
- **Introduce new program offerings for small business** and new incentives and customer journey improvements across our portfolio of products and services.

Grow

EfficiencyOne is committed to growing our impact by expanding and diversifying the markets and customers we serve. In 2020, EfficiencyOne will focus on the following growth initiatives:

- **Build strong relationships with existing partners** and identify new opportunities to partner to reach new customers and increase access for underserved markets.
- **Support continued growth beyond Nova Scotia** through EfficiencyOne Services by helping governments, utilities and businesses transform the way they use energy.
- **Establish a Low Carbon Centre in Halifax** to achieve ambitious local climate action in collaboration with the City of Halifax and federal funding through the Federation of Canadian Municipalities.

Conclusion

By following the strategies and initiatives described in this plan, EfficiencyOne will achieve its 2020 performance targets, while continuing to progress towards the ambitious long-term goals and priorities outlined in our Strategic Plan.

EfficiencyOne's 2020 Business Plan is supported by the strategy, goals, and initiatives of each department and the EfficiencyOne Services subsidiary. The organization's success in 2020 will be measured according to the targets outlined in our Scorecard and will deliver benefits to all Nova Scotians and export markets in the form of energy bill savings, economic growth, and avoided carbon emissions.

Scorecard

2020 EfficiencyOne Scorecard		
Strategic Priorities	Measures	2020 Target
Achieve	DSM - First Year Energy Savings (GWh)	119.21 (+/- 5%)
	DSM - Annual Demand Savings (MW)	29.2 (+/- 5%)
	DSM - First Year Unit Cost (\$/kWh)	\$0.280 to \$0.298
	PNS - First Year Energy Savings (GJ)	301,469 (+/- 15%)
	PNS - First Year Unit Cost (\$/GJ)	\$110.21 (+/- 15%)
Champion	% Customer Satisfaction	88% or better
	% Employee Engagement	88% or better
Innovate	Diversified Savings Res. (GWh)	27.62 or more
	Diversified Savings BNI (GWh)	31.78 or more
	Key Process Cycle Time	80% or better
Grow	E1 Services - Revenue Above Budget	10% or more
	EfficiencyOne - Total Funding Growth	10% or more

Budget

Our Revenues

EfficiencyOne has two revenue sources, represented in our financial statements as two distinct “funds” – the Demand-side Management Fund and the Provincial Fund. The Other Business Fund reports any income from our subsidiary, EfficiencyOne Services, and funding received from Natural Resources Canada.

The Demand-Side Management Fund

Under a fee-for-service agreement as approved by the UARB, EfficiencyOne received \$34.4 million from Nova Scotia Power in 2020 to provide electricity efficiency services. Under this fee-for-service agreement any underspending from 2020-2022 will be used to fund investment in future years.

The Provincial Fund

In 2020, EfficiencyOne will receive \$32.7 million from the Province of Nova Scotia under a fee-for-service agreement to support non-electric efficiency and low carbon services. This includes funding related to LCEF, the Home Energy Efficiency Project, the Multi-Family Affordable Housing Program, and HomeWarming.

The Other Business Fund

In 2020, EfficiencyOne will receive \$4.69 million. This includes funding related to LC3 and the NSP contribution to HomeWarming.

(in Thousands)	Demand-Side Management Fund	Provincial Fund	Other Business Fund	TOTAL
Revenue				
Efficiency Nova Scotia	\$ 34,168	\$ 32,749	\$ -	\$ 66,917
Other	-	-	4,691	4,691
Interest	200	475	-	675
Total Revenue	34,368	33,224	4,691	72,283
Direct Costs				
Incentives	22,150	25,852	4,013	52,015
Evaluation & Verification	1,000	250	-	1,250
Program Support	556	10	-	566
	23,706	26,112	4,013	53,831
Other Program & Administrative Costs				
Bad Debts	20	-	-	20
Information Technology	1,067	1,003	30	2,100
Marketing, Outreach, Education & Research	1,966	1,418	74	3,458
Meetings & Travel	157	81	10	248
Office & Insurance	225	207	15	447
Professional Fees & Consulting	289	134	121	544
Rent	404	242	26	672
Salaries & Benefits	6,370	3,870	397	10,637
Training & Development	164	157	5	326
	10,662	7,112	678	18,452
Total Costs	34,368	33,224	4,691	72,283
Net Surplus (Deficit) from Operations	\$ -	\$ -	\$ -	\$ -
Income Pickup from Subsidiary	-	-	56	56
Total Surplus (Deficit)	-	-	56	56
Fund Balance - beginning of year	-	-	120	120
Fund Balance - end of year	\$ -	\$ -	\$ 176	\$ 176