



EfficiencyOne

2024 Business Plan



TABLE OF CONTENTS

Introduction	2
Lead with Purpose	5
Build for the Long Term.....	6
Grow and Evolve	7
Positively Impact Communities.....	8
Conclusion	9
Budget.....	10
2024 Scorecard	11

Introduction

The 2024 Business Plan outlines key initiatives that will help EfficiencyOne bring our purpose, mission, and strategic priorities to life.

Our Purpose

We transform the way people use energy.

Our Mission

Together, we help people achieve their energy goals, save money, conserve resources, improve wellbeing, and combat climate change.

We have four Strategic Priorities:

Lead with purpose

- Achieve measurable results and meet annual and multi-year targets and funding obligations
- Integrate environmental, social, and governance considerations into our decision making
- Support our customers, funders, and partners to help them transform the way they use energy
- Provide exceptional customer service and deliver programs and services with the highest level of safety
- Lead the advancement of policy that drives the energy transition



Build for the long term

- Work with partners to increase capacity to accelerate the energy transition
- Build and maintain a talented, high-performing workforce to lead the industry transformation
- Invest in and test new technologies and approaches to advance industry and market readiness



Grow and evolve

- Seek out and respond to new opportunities to advance our purpose and mission
- Leverage our knowledge and expertise by using our data, tools, and resources to expand our services to meet the evolving needs of our customers
- Partner with organizations to realize mutual goals



Positively impact communities

- Expand equitable access to our services
- Design services to reduce energy poverty
- Commit to reconciliation with Indigenous Peoples
- Provide expertise and advice on the benefits of energy efficiency and renewable energy

In 2024, we will invest \$59.6 million to achieve 142.6 GWh of first-year electrical energy savings, 25.6 MW of first-year peak electrical demand savings, and 10.0 MW of demand response capacity. We will also invest \$74.3 million to achieve first-year non-electrical greenhouse gas emission reductions of 31,400 tonnes of CO₂ eq.

Our efforts in 2024 will result in many benefits, including:

- A cleaner environment by reducing greenhouse gas emissions by 124,400 tonnes of CO₂ eq. in one year alone, through first-year energy savings.
- \$714 million in energy bill savings over the next 16 years, helping Nova Scotia improve its economic productivity and competitiveness. This includes a focus on those in energy poverty and equity-deserving groups:
 - \$5.4 million in first-year energy bill savings, and \$108 million in lifetime savings, for low-income homeowners who participate in our HomeWarming program.
 - \$1.4 million in first-year energy bill savings, and \$26.6 million in lifetime savings, for building owners and tenants who participate in our Affordable Multifamily Housing program.
 - \$428,000 in first-year energy bill savings, and \$8.6 million in lifetime savings, for Mi'kmaw communities in our Mi'kmaw Home Energy Efficiency Project.
 - Launching the African Nova Scotian Community Retrofit Pilot Project.
- Training and support opportunities for over 370 local businesses who work in the Green Building Sector through our Efficiency Preferred Partner Network.

Lead with Purpose

Our work reduces greenhouse gas emissions, lowers people's energy bills, and improves wellbeing. By reducing energy use and electricity demand, adding new small-scale renewable energy projects, and via other projects that combat climate change, we lead with our purpose of helping people transform how they use energy. Since we began in 2011, 22% of the greenhouse gas emission reductions achieved in Nova Scotia have come from individuals, families, businesses, and organizations that participated in our programs and changed how they use energy.

Our work in 2024 will help us achieve energy, demand, participant, and greenhouse gas savings targets in our funding agreements with Nova Scotia Power, the Province of Nova Scotia, and the Government of Canada.



Key initiatives include:

- Realize energy savings from new programs, initiatives, and projects, such as our residential behaviour program.
- Update our website to create a more intuitive and engaging user experience, which will ultimately drive program uptake.
- Implement Net Promoter Score as a new metric for EfficiencyOne that will be used to collect and track ongoing feedback from prospective customers.
- Increase cybersecurity focus, including new efforts with third parties.
- Further integrate Environmental, Social, and Governance (ESG) into our operations, with benefits to our employees, the communities in which we work, and the environment.

Build for the Long Term

The energy transition to a net-zero carbon 2050 requires high-performing staff, increased industry capacity, and investments in new technologies and approaches. These efforts require dedicated resources and will need to continue well beyond 2024. Investing in people, the industry, technologies, and approaches now, will reap benefits for years to come.



Key initiatives include:

- Grow our customer portfolio in our demand response program.
- Enhance employee engagement with a focus on workload management, career development, leadership effectiveness, and culture and collaboration.
- Achieve employee diversity to match the communities which we serve, by aiming to meet diversity targets as part of our ESG metrics.
- Assess E-Commerce merits to consider future opportunities to further energy efficiency product uptake.
- Support the Efficiency Preferred Partner network and grow industry capacity by helping partners take part in workshops, training, and professional development opportunities.
- Implement a Quality Assurance plan that fosters continuous improvement.
- Enhance data integrity processes in key areas of our customer information system.
- Streamline operations to help improve internal efficiencies and customer experience.

Grow and Evolve

We work in an evolving industry. Technologies, approaches, and priorities can all change over time. Our role in achieving energy savings, managing electricity demand, expanding electrification, and realizing small-scale renewable projects continues to evolve. Innovation, increased funding, and partnering with others are all needed to grow and evolve towards a net-zero carbon 2050. As part of our innovation efforts, we test new approaches and technologies, realizing that not all of them will ultimately succeed. This allows for true innovation. Our focus for 2024 is on electrification, electric vehicle chargers, market transformation, deep energy retrofits, and distributed energy resources. These initiatives will be considered for integration into our upcoming 2026-2030 demand-side management plan, and for other funding opportunities.



Key initiatives include:

- Consider new programs and measures to add to our upcoming 2026-2030 demand-side management plan to offset anticipated energy and demand savings reductions as the market transforms. This includes a focus on strategic electrification under our regulated activities.
- Secure new funding in 2024 for key areas of interest in innovation.
- Integrate remote energy assessments into applicable operations, providing an effective and efficient service.
- Foster Efficiency Preferred Partner network relationships, allowing EfficiencyOne and network members to achieve mutual goals.

Positively Impact Communities

Equitable access to programs that reduce energy bills is a cornerstone of a net-zero carbon future. We have been working with low-income, Mi'kmaw, and diverse communities for years, and will continue to expand our efforts in 2024.



Key initiatives include:

- Launch the African Nova Scotian Community Retrofit Pilot Project to begin the process of realizing energy bill savings.
- Increase heat pump installations in income-qualified residences to help reduce the use of furnace oil for home heating.
- Consider diversity in our Efficiency Preferred Partner network to inform the services and training we offer.
- Secure new funding for those in energy poverty and equity-deserving groups.
- Realize significant energy bill savings in Mi'kmaw communities via the Mi'kmaw Home Energy Efficiency Project.
- Enhance environmental sustainability at schools via our Green Schools program, by engaging no less than 75% of public schools in Nova Scotia and maintaining participation from all Regional Centres for Education / Conseil Scolaire Acadien Provincial (CSAP) and from all Indigenous Schools.

Conclusion

Advancing EfficiencyOne's strategic priorities requires ongoing focus to achieve existing commitments while also planning for new measures, programs, and other activities in the future. Since 2011, our efforts have reduced cumulative greenhouse gas emissions in Nova Scotia by more than 10 million tonnes. That's more than one-third of the Province's total emissions in 2021.

The past few years have been particularly challenging for many Nova Scotians. Amongst other issues, the cost of living has gone up significantly and this has created serious financial challenges for some. This is where our work becomes especially important – we help individuals, families, businesses, and organizations achieve energy bill savings. These savings continue for many years and are an important benefit in transforming the way people use energy.

Budget

EFFICIENCYONE
Consolidated Statement of Operations
2024 BUDGET
In Thousands

	DSM FUND	PNS FUND	FEDERAL FUND	HCI3	TOTAL BUDGET
Revenue					
DSM Fee for Service	\$ 57,500	\$ -	\$ -	\$ -	\$ 57,500
PNS Fee for Service	-	25,044	-	-	25,044
Federal Contribution	-	-	51,049	-	51,049
Other Fee for Service	-	-	-	248	248
Investment Income	-	-	-	492	492
Recognition/(Deferral) of Revenue	1,734	34,888	-	383	37,005
Interest Income	391	14,353	-	109	14,853
Total Revenue	59,625	74,285	51,049	1,232	186,191
Direct Costs					
Incentives	39,743	60,411	47,729	-	147,883
Evaluation & Verification	1,692	292	-	-	1,984
Program Support	1,010	137	186	400	1,732
	42,444	60,840	47,915	400	151,599
Other Program & Administrative Costs					
Amortization	119	93	-	-	211
Bad Debts	20	-	-	-	20
Information Technology	789	829	440	15	2,074
Marketing, Outreach, Education & Research	3,505	2,215	384	28	6,130
Meetings & Travel	144	139	69	40	392
Office & Insurance	221	244	141	6	611
Professional Fees & Consulting	499	519	198	184	1,400
Rent	305	238	44	18	604
Salaries & Benefits	11,277	8,869	1,719	532	22,397
Training & Development	303	299	140	10	752
	17,181	13,445	3,134	832	34,592
Total Costs	59,625	74,285	51,049	1,232	186,191
Net Surplus (Deficit) from Operations	\$ -	\$ -	\$ -	\$ -	\$ -

**The financial statements may not add due to rounding*

Acronyms:

- DSM – Demand Side Management
- PNS – Province of Nova Scotia
- HCI3 – Halifax Climate Investment, Innovation and Impact Fund

2024 Scorecard

2024 greenhouse gas (GHG) emissions reduction target: 124,400 tonnes CO₂ eq.

Lead With Purpose				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Achieve measurable results and meet annual and multi-year targets and funding obligations	Demand-side management (DSM): first-year energy savings (net GWh)	DSM energy savings of 128.3 GWh (83,700 gross tonnes of CO ₂ eq.)	DSM energy savings of 142.6 GWh (93,000 gross tonnes of CO ₂ eq.)	Target + identify 20.0 GWh in the 2026-2030 DSM Plan to replace savings reductions from the 2022 evaluation insights, by adding new measures and/or programs
	DSM: first-year demand savings (net MW)	DSM demand savings of 23.0 MW	DSM demand savings of 25.6 MW	Target + identify 4.0 MW in the 2026-2030 DSM Plan to replace savings reductions from the 2022 evaluation insights, by adding new measures and/or programs
	DSM: available demand response capacity (net MW)	DSM available demand response capacity of 9.0 MW for the 2023/24 demand response season	DSM available demand response capacity of 10.0 MW for the 2023/24 demand response season	Target + identify 17.9 MW of available demand response capacity from customers by December 1, 2024 for the 2024/25 demand response season
	Non-DSM: first-year GHG savings (gross tonnes CO ₂ eq.)	Province of Nova Scotia (PNS) programs GHG savings of 21,800 gross tonnes of CO ₂ eq.	PNS programs GHG savings of 31,400 gross tonnes of CO ₂ eq.	Target + 10,000 participants in the Federally funded Greener Homes and Oil to Heat Pump Affordability programs

Lead With Purpose				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Support our customers, funders, and partners to help them transform the way they use energy	DSM spending as compared to 2024 Budget	DSM spending between 90% and 100% of 2024 Budget	Threshold + DSM administration costs at or below 5.3% (per 2024 Budget)	Target + DSM quarterly forecast accuracy of +/- 15%
	Non-DSM spending as compared to 2024 Budget	PNS spending between 90% and 105% of 2024 Budget	Threshold + PNS administration costs at or below 3.7% (per 2024 Budget)	Target + PNS quarterly forecast accuracy of +/- 15%
Provide exceptional customer service and deliver programs and services with the highest level of safety	Employee safety and data security	Employees and supervisors complete training on site visit safe work practice (SWP), home office SWP, related hazard assessment checklists, and privacy and security training (min. 95%)	Threshold + zero lost time injuries for staff + zero reportable data breaches	Target + organizational Beauceron score below 575
	Third-party safety and data security	<ul style="list-style-type: none"> Contracted service providers (CSPs) are Workers Compensation Board (WCB) safety certified (min. 95%) CSPs complete data security training and Personal Information 	Threshold + <ul style="list-style-type: none"> Higher risk providers (i.e., providers that access high sensitivity personal information, very large data sets, and/or Advanced Metering Infrastructure (AMI) data) complete 	Target + <ul style="list-style-type: none"> 100% of all CSPs complete the PIPEDA compliance confirmation 100% of all higher risk providers complete the ISS compliance confirmation

Lead With Purpose				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Provide exceptional customer service and deliver programs and services with the highest level of safety		Protection and Electronic Documents Act (PIPEDA) compliance confirmations (min. 95%) <ul style="list-style-type: none"> All organizations that EI shares customer data with complete security questionnaire (min. 95%) 	annual Information Security Schedule (ISS) compliance confirmation (min. 95%) <ul style="list-style-type: none"> Zero reportable EI customer information data breaches by third-parties 	
	Customer Satisfaction (CSAT): of completed Efficiency Nova Scotia (ENS) participants Net Promoter Score (NPS): from potential customers through various stages of ENS program interactions (call centre and website)	CSAT of 88 – 89	CSAT of 90 – 91 NPS of 35 by December 31, 2024	CSAT of 92 or greater NPS of 50 or higher by December 31, 2024

Build for the Long Term				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Build and maintain a talented, high-performing workforce to lead the industry transformation	Employee engagement survey results	Complete actions related to employee engagement survey results, in the areas of: <ul style="list-style-type: none"> • Workload management • Employee career development • Leadership effectiveness • Culture & collaboration 	Threshold + maintain top quartile overall employee engagement survey results	Target + improve specific employee engagement survey items related to targeted areas (workload management, employee career development, leadership effectiveness, and culture & collaboration) by minimum 2 percentage points

Grow and Evolve				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Seek out and respond to new opportunities to advance our purpose and mission	2024 innovation project goals, as determined by the Innovation Oversight Committee, with a focus on electrification, electric vehicle chargers, market transformation, deep energy retrofits, and	70% of innovation project goals are complete (those with due dates in 2024)	80% of innovation project goals are complete (those with due dates in 2024)	90% of innovation project goals are complete (those with due dates in 2024) + secure 10% more funding for new programs or measures over our 2023 estimated spend

Grow and Evolve				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Seek out and respond to new opportunities to advance our purpose and mission	distributed energy resources			
	Halifax Climate Investment, Innovation and Impact (HCi3) Fund	HCi3 makes its first direct investment	\$500,000 in project level matching funds (direct investments and grants)	\$750,000 in project level matching funds (direct investments and grants)

Positively Impact Communities				
Strategic Priority	Measure of Success	Threshold	Target	Stretch
Expand equitable access to our services, design services to reduce energy poverty, and commit to reconciliation with Indigenous Peoples	Level of DSM first-year energy savings for those in energy poverty and equity-deserving groups	5.4 GWh in DSM energy savings for HomeWarming, Affordable Multi-family Housing (AMFH), and Mi'kmaw Home Energy Efficiency Project (MHEEP)	6.0 GWh in DSM energy savings for HomeWarming, AMFH, MHEEP	Target + secure 15% annual increase (from 2023 Q4 Forecast) in non-DSM funding for those in energy poverty and equity-deserving groups
	Level of non-DSM energy savings for those in energy poverty and equity-deserving groups	109,200 GJ in non-DSM energy savings for HomeWarming, AMFH, MHEEP, and African Nova Scotian pilot	138,000 GJ in non-DSM energy savings for HomeWarming, AMFH, MHEEP, and African Nova Scotian pilot	