



EfficiencyOne

2026 Business Plan



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Introduction

The 2026 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 and benefit the local economy.
- 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, including the economic benefits of transforming how people use energy.

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, to increase energy affordability.

In 2026 we will invest \$61.8 million in our demand-side management (DSM) programs, funded by Nova Scotia Power ratepayers. Our 2026 DSM efforts are a one-year extension to our 2023-2025 DSM Plan, approved by the Nova Scotia Energy Board. Over this four-year period we have targets to achieve 551.5 GWh of first-year electrical energy savings and 102.9 MW of first-year peak electrical demand savings. In addition, in the last year our demand response capacity target is 16.6 MW. We will also invest \$238.1 million in government-funded programs to achieve first-year greenhouse gas emission reductions of 15,300 tonnes of carbon dioxide equivalent (CO₂ eq.).

Our efforts in 2026 will result in many benefits, including:

- \$37.4 million in first-year energy bill savings and \$711.3 million in lifetime energy bill savings, for Nova Scotian households and businesses.
- Assistance for Nova Scotians experiencing energy affordability challenges and for those in equity-deserving groups. This includes having 10,350 households take part in programs and pilots specifically tailored to low-income homeowners, low-income renters, moderate-income homeowners, Mi'kmaw communities, and African Nova Scotian communities.
- Support for over 400 local businesses who work in the green building sector, through our Efficiency Preferred Partner Network.
- A cleaner environment by reducing greenhouse gas emissions by 82,695 tonnes of CO₂ eq, sulphur dioxide by 340,000 kg, nitrogen oxide by 117,000 kg, and mercury by 390 grams, all in one year alone. These reductions will then continue in future years as the energy efficiency upgrades continue to realize energy savings and avoid emissions.

Lead with Purpose

Our work lowers people's energy bills, reduces greenhouse gas emissions, 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, Efficiency Nova Scotia programs have avoided the release of over 12.7 megatonnes of greenhouse gas emissions (CO₂ eq.) in the province. That is the same as removing over 2.9 million gasoline powered passenger vehicles for one year. Our work in 2026 will help us achieve energy, electricity 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:

- Focus on customer service with updated methods to monitor customer service standards, and a new process to seek out and implement continuous improvement projects.
- Support customers as our programs continue to evolve, including those that will sunset or have measure changes during the year.
- Place an emphasis on demand response capacity targets to help better manage electricity peak demands. This includes piloting initiatives to enhance EcoShift programming and leverage data, thus increasing the value to the electrical grid.
- Use a customer-lens to strengthen the consistency and usability of our programs to deliver a clearer, more intuitive experience for customers.
- Maintain continuous, organization-wide initiatives to address data security, reduce risk, and maintain resilient operations.

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. With increased funding support the energy efficiency industry has continued to grow in recent years. Our Efficiency Preferred Partner Network includes over 400 businesses that provide a variety of energy-related services to Nova Scotians. In 2026 we will continue to invest in our people, the broader industry, and in new technologies.



Key initiatives:

- Use insights from customer and partner engagements to inform priority areas for our program evolution. This will be completed as part of a new continuous improvement process, to inform options of how we can improve what we offer to, and how we communicate with, customers.
- Continue to support our staff with training on productivity-enhancing tools and technology, by evolving our artificial intelligence technology integration, and with ongoing change management support.
- Streamline back-end processes to automate work flows, thus increasing the efficiency of our operations.
- Achieve employee diversity to match the communities which we serve, by leveraging our strategic partnerships and working with community groups, employment organizations, and others, to meet diversity targets as part of our environmental, social, and governance (ESG) metrics. This includes targets for female, gender diverse, Indigenous, African Nova Scotian, and racialized persons.

Grow and Evolve

The energy industry, and our role in it, continues to evolve. On one-hand, we've placed more emphasis on some technologies in recent years. On the other hand, some products we incentivized years ago are now commonplace, and no longer require our support. As the market evolves our role in achieving energy savings, managing electricity demand, expanding electrification, and realizing small-scale renewable projects will also evolve. Innovation, increased funding, and growing our overall impact are focus areas for 2026. Our innovation focus for 2026 includes market transformation and demand-response.



Key initiatives:

- File the 2027 – 2031 demand-side management plan with the Nova Scotia Energy Board. This plan will outline our planned approach for electricity demand-side management programs and services over five years, and will undergo a regulatory process in 2026.
- Embed innovation across the organization by continually improving program and service delivery, deepening partnerships, and advancing priority areas, including demand response, to increase impact.
- Increase the impact of the Halifax Climate Investment, Innovation and Impact Fund (HCi3) by making new direct investments in projects, securing project-level matching funds, and increasing the HCi3 endowment.

Positively Impact Communities

A cornerstone of a net-zero carbon future is providing equitable access to programs that reduce energy bills. This means doing more for some individuals and households, so that they can realize significant energy bill savings from energy efficiency upgrades. In the past few years we've ramped up our programs and services for Nova Scotians experiencing energy affordability concerns and for those in equity-deserving groups. In 2026 we will continue our six programs for low-income homeowners, low-income renters, moderate-income homeowners, Mi'kmaw communities and African Nova Scotian communities.



Key initiatives:

- Celebrate the Mi'kmaw Home Energy Efficiency Project and plan for the future. Since 2018 we've worked with Housing Managers and homeowners in Mi'kmaw communities to complete significant energy efficiency upgrades in Indigenous homes. In 2026 we expect to identify all remaining homes to go through the project. Looking forward, we will work with our community partners by supporting the development of community energy plans, with pathways to net-zero emissions by 2050.
- Provide navigation support in our African Nova Scotian Community Retrofit Pilot Project. Launched in late 2024, this project collaborates directly with homeowners in select communities and provides support to complete upgrades, often resulting in significant energy bill reductions.
- Continue our Reconciliation Action Plan. Launched in 2024, we'll continue to focus on leadership, community relations, employment and business development.

- Support, via strategic partnerships and research, communities to realize significant energy bill reductions and diverse businesses to increase participation in the green energy sector.

Conclusion

We are dedicated to advancing our strategic priorities.

Over the last 15 years we've already avoided greenhouse gas emissions in the province by 12.7 megatonnes and will save Nova Scotians more than \$5.6 billion in lifetime energy savings. This includes \$1.7 billion in lifetime energy savings for businesses, making them more profitable and competitive. We continue to be committed to helping Nova Scotian households and businesses complete energy efficiency, electricity demand, electrification, and small-scale renewable energy projects. For a list of Efficiency Nova Scotia programs please visit: www.efficiencyns.ca

In addition to our Efficiency Nova Scotia programs we operate one of six Low Carbon Cities Canada centers in the country. Our Halifax Climate Investment, Innovation and Impact Fund (HCi3) has been increasing activities in recent years and will make even more investments in low-carbon solutions in 2026. For more information please visit www.hci3.ca

Budget

EFFICIENCYONE
Consolidated Statement of Operations
2026 BUDGET
In Thousands

	DSM FUND	PNS FUND	FEDERAL FUND	HCi3	TOTAL BUDGET
Revenue					
DSM Fee for Service	\$ 63,800	\$ -	\$ -	\$ -	\$ 63,800
PNS Fee for Service	-	21,400	-	-	21,400
Federal Contribution	-	-	127,300	-	127,300
Other Revenue	-	-	-	500	500
Investment Income	-	-	-	700	700
Recognition/(Deferral) of Revenue	(2,000)	84,500	-	600	83,100
Interest Income	-	3,100	-	-	3,100
Total Revenue	61,800	109,000	127,300	1,800	299,900
Direct Costs					
Incentives	40,900	93,500	122,600	-	257,000
Evaluation & Verification	1,600	400	-	-	2,000
Program Support	1,600	300	-	500	2,400
	44,100	94,200	122,600	500	261,400
Other Program & Administrative Costs					
Amortization	100	100	-	-	200
Information Technology	1,000	1,200	1,000	-	3,200
Marketing, Outreach, Education & Research	2,500	2,300	200	100	5,100
Meetings & Travel	200	200	200	100	700
Office & Insurance	200	300	200	-	700
Professional Fees & Consulting	400	600	900	300	2,200
Rent	400	300	-	-	700
Salaries & Benefits	12,700	9,600	2,000	800	25,100
Training & Development	200	200	200	-	600
	17,700	14,800	4,700	1,300	38,500
Total Costs	61,800	109,000	127,300	1,800	299,900
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

2026 Scorecard

2026 greenhouse gas (GHG) emissions reduction target: 82,695 tonnes CO₂ eq.

Strategic Priority: Lead With Purpose			
Measure of Success	Threshold	Target	Stretch
Demand-Side Management (DSM): available demand response capacity (net MW)	14.9 MW (90% of regulated target) in the 2025/26 demand response season, within DSM Plan total investment	16.6 MW (100% of regulated target) in the 2025/26 demand response season, within DSM Plan total investment	Up to a maximum of 17.9 MW in the 2025/26 demand response season, within DSM Plan total investment
DSM: first-year energy savings (net GWh)	105.5 GWh (90% of regulated target), within DSM Plan total investment	117.2 GWh (100% of regulated target), within DSM Plan total investment	Up to a maximum of 123.1 GWh (105% of regulated target), within DSM Plan total investment
DSM: first-year demand savings (net MW)	11.7 MW (90% of regulated target), within DSM Plan total investment	13.0 MW (100% of regulated target), within DSM Plan total investment	Up to a maximum of 13.7 MW (105% of regulated target), within DSM Plan total investment
Non-DSM: first-year GHG savings (gross tonnes CO ₂ eq.)	13,750 gross tonnes of CO ₂ eq. from non-DSM funded programs, within overall service agreement budgets	15,300 gross tonnes of CO ₂ eq. from non-DSM funded programs, within overall service agreement budgets	More than 16,100 gross tonnes of CO ₂ eq. from non-DSM funded programs, within overall service agreement budgets
Customer Experience	Customer Satisfaction (CSAT) score of at least 88, and combined Net Promoter Score (NPS) of at least 40 (call centre and website)	CSAT score of 90 or higher, and combined NPS score of 45 or higher	Target + 95% of customers fall within EfficiencyOne-delivered program service standards

Strategic Priority: Lead With Purpose			
Measure of Success	Threshold	Target	Stretch
Deliver programs safely and protect customer information	Compliance with third-party safety assessment of 95% or more		Zero lost time injuries for staff
	Simulated phishing report rate of at least 70%	Threshold + zero reportable data breaches of EfficiencyOne customer data	Target + simulated phishing report rate of 80% or higher

Strategic Priority: Build for the Long Term			
Measure of Success	Threshold	Target	Stretch
Employee engagement	Minimum 80% of staff complete employee engagement survey	Maintain top quartile overall employee engagement survey results + 80% of staff score 80% or higher on Efficiency Nova Scotia knowledge quiz	80% or more of staff participate in customer engagement activities

Strategic Priority: Grow and Evolve			
Measure of Success	Threshold	Target	Stretch
Secure funding to further EfficiencyOne's purpose and mission	Approval of a 5-Year (2027-2031) DSM Plan		Target + minimum \$70 million annualized non-DSM secured in new agreements and renewals
2026 innovation project recommendations approved by the Executive Leadership Team (ELT), in the following focus areas: market transformation, demand-response, and strategic electrification	80% of innovation project recommendations approved by ELT are either implemented in 2026 or a budgeted initiative for 2027	90% of innovation project recommendations approved by ELT are either implemented in 2026 or a budgeted initiative for 2027	100% of innovation project recommendations approved by ELT are either implemented in 2026 or a budgeted initiative for 2027 + innovation projects realize 0.8 MW of available demand response capacity from flexible technologies for the 2026/27 demand response season
Halifax Climate Investment, Innovation, and Impact (HCi3) Fund	HCi3 makes direct investments that total a minimum of \$750,000	Secure a minimum of \$1.0 million in project level matching funds (direct investments and grants)	Obtain a minimum of \$500,000 in new endowment matching funds

Strategic Priority: Positively Impact Communities			
Measure of Success	Threshold	Target	Stretch
First-year energy savings in energy affordability and equity programs	4.0 GWh (90% of regulated target) in DSM programs	4.5 GWh (100% of regulated target) in DSM programs	More than 4.7 GWh (105% of regulated target) in DSM programs
	9,300 non-DSM participants in 2026	10,350 non-DSM participants in 2026	More than 10,850 non-DSM participants in 2026