



## About us

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EfficiencyOne is a leading efficiency enterprise. We believe in the good things efficiency brings to our lives, and we work with a number of outstanding partners to transform how our customers use energy and other resources. In Nova Scotia, EfficiencyOne supplies cost-effective energy efficiency and carbon mitigation services through the Efficiency Nova Scotia franchise. EfficiencyOne Services brings our experience and expertise to even more people and more places.

**We welcome you to take a closer look.**



## Letter from our Board Chair

**In last year's annual report, I noted that our success in 2018 would be determined, in part, by our efforts to further champion energy efficiency and to mitigate climate change.**

We made significant progress toward these goals in 2018, exceeding our three-year performance targets for savings in both energy and peak demand, and helping Nova Scotians reduce CO2 emissions by one million tonnes. With support from the Province of Nova Scotia and the Government of Canada, we also expanded our range of services, enabling even more companies and customers to benefit from energy efficiency, while continuing to grow our contribution to Nova Scotia's climate change mitigation goals.

Our focus on contributing to a better world is reflected in the organization's updated Strategic Plan, which underwent a planned mid-term review in 2018. EfficiencyOne remains committed to fostering the development of a sustainable economy by continuing to build and grow programs that save customers money, support local industry and contribute to a greener Nova Scotia.

As Canada - and the world - adapts to climate change, Nova Scotia's success in using energy more efficiently will continue to yield economic, social and environmental benefits while becoming of greater

importance to the contribution Nova Scotia makes to both national and global efforts. Our next three-year plan, now before the Nova Scotia Utility and Review Board, proposes to keep Nova Scotia ahead of the curve in the delivery of efficiency programs while bringing more benefits to more people. We remain committed to earning the support of Nova Scotians for our goals to maintain and responsibly grow energy savings and CO2 emission reductions while we continue to challenge ourselves to deliver long-term benefits and cost savings to all Nova Scotians.

Keeping commitments and challenging ourselves to do more, as much as reducing energy use and saving money, have become what we do at EfficiencyOne. That is the doing of our great staff, our many partners in Nova Scotia's thriving energy efficiency sector and our customers. On behalf of my Board colleagues, I thank them all for what they are doing to make this possible and to enjoy the good things efficiency brings.

**William (Bill) Lahey,**

**Chair of the Board of Directors  
EfficiencyOne**



## Letter from our Chief Executive Officer

**In 2018, Nova Scotia reached an important milestone: ten years of investment in efficiency programs. In that time, we have reduced the province's electricity use by an impressive 11 per cent. Nova Scotians are saving over \$180 million in annual energy costs, and we've reduced one million tonnes of CO2 emissions—1 tonne for every person in the province.**

We are also reaching more customers today than ever before, with new support for oil-heated homes and new services for low-income renters and Mi'kmaq Communities. In 2018, we launched a new program to make solar projects more affordable for homeowners and received hundreds of applications within months of the program's launch.

Our success in the past year has helped support continued growth in Nova Scotia's efficiency industry. Our programs are delivered by more than 200 partner companies that employ 1,400 people across the province - an impressive group of experts in energy efficiency technologies and services.

Looking ahead, we will continue to expand our partnership network in order to help even more people and continue to build a better world through efficiency. Our next three-year efficiency plan, which

we recently filed with the Nova Scotia Utility and Review Board, builds on our record of achievement and outlines new ways to help residents and businesses achieve greater energy and cost savings, while also reducing harmful emissions that impact climate change. We believe strongly that it provides the best value to Nova Scotians—delivering more than \$5 in savings for every \$1 invested in efficiency programs. Our results to-date are because of the hard work and dedication of our staff, delivery agents and partners.

I invite you to read the stories and results in our Annual Report and to show your support for efficiency by sharing them widely.

Stephen MacDonald,

**Chief Executive Officer  
EfficiencyOne**



# Our Board of Directors



**William (Bill) Lahey**, BA, BA (JURIS), LL.M  
**Chair of the Board of Directors**

William Lahey is President and Vice-Chancellor of the University of King's College. He is also an Associate Professor at the Schulich School of Law at Dalhousie University. A Rhodes Scholar, Bill's diverse legal career started with clerking for the Supreme Court of Canada. Since then he has worked in private and government legal practice and served as an Assistant Deputy Minister of Health and as a Deputy Minister of Environment and Labour for Nova Scotia, in addition to being a law professor. He is also the Chair of the Nova Scotia Health Research Foundation and previously served as Chair of the Board of Directors of the Canadian Centre for Ethics in Public Affairs. He is also a member of the Nova Scotia Barristers' Society.



**Raymond Côté**, BSC, MSC

Raymond Côté is Professor Emeritus in Resource and Environmental Studies at Dalhousie University. He has served the Province of Nova Scotia on numerous boards, committees and round tables. He was a columnist on business and environment for the Burnside News for 21 years. From 1998-2008, Raymond was Director of Dalhousie's award-winning Eco-Efficiency Centre. He has 40 years of experience in environmental management as a regulator, administrator, advisor, researcher, teacher and consultant.



**Hector Jacques**, OC, MENG, DCOMM (HON.), PENG, FEIC, DLAW (HON.)

Hector Jacques is a well-known name in Canadian engineering and a founding partner of Jacques Whitford and Associates Ltd. Set up in 1972 to offer earth sciences expertise to the Atlantic region, the company grew under his direction as CEO into an international operation with 45 offices employing 1,700 professionals worldwide. It was sold to Stantec in 2009 when he retired. Hector has received high-profile awards and recognition for his contribution to the engineering and business communities, including being inducted into the Nova Scotia Business Hall of Fame and being made an Officer of the Order of Canada in 2007. He sits as a director on several boards.



**Jack Kyte, BSC, DIJ**

Jack Kyte is a communications and public relations professional with over 35 years as an executive in Nova Scotia's pulp and paper industry. He is currently the Executive Director of the Pictou County Chamber of Commerce and is past Executive Director of the Pictou Regional Development Agency. Jack resides in New Glasgow, Nova Scotia, and his personal interests are related to health care, environmental stewardship and community economic development.



**Carol MacCulloch, BCOMM, MA**

Carol MacCulloch has vast experience as a non-profit executive and director. She is currently serving as Board Chair of the Nova Scotia Apprenticeship Agency. Her expertise has helped several start-up organizations, and her leadership has energized a series of quasi-governmental organizations, advisory committees, and non-profit boards. In 2009, Carol received an honorary diploma from the Nova Scotia Community College.



**Joan McArthur-Blair, BA, MED, EDD**

Dr. Joan McArthur-Blair, Co-President of Cockell McArthur-Blair Consulting is an inspirational writer, poet, speaker and facilitator. She moved into full-time consulting after a full and rich career in higher education where she fulfilled roles from faculty to college president. She works all over the world with individuals and organizations to make a positive difference. Joan specializes in the use of appreciative inquiry to foster leadership development, board development, strategic planning, leadership resilience and innovation. She has published many articles on appreciative inquiry and co-authored two books: *Appreciative Inquiry in Higher Education: A Transformative Force* (2012) and *Building Resilience with Appreciative Inquiry: A Leadership Journey through Hope, Despair, and Forgiveness* (2018).



**Sean O'Connor, BCOMM, CPA, CA**

Sean O'Connor is a businessman with interests in several small and medium-sized businesses in Atlantic Canada. An accountant by training, he has held senior positions in both the private and public sectors. Sean sits on the boards of a number of private and non-profit organizations and is currently the Chair of the Atlantic Lottery Corporation and Vice Chair of Credit Union Atlantic.



**Dan O'Halloran, MSC, PENG**

Dan O'Halloran, with close to 50 years of professional engineering, management and business experience, has been involved in a wide range of projects in Atlantic Canada and further afield. He is a founder of O'Halloran Campbell Consultants, and a former Fellow of the Canadian Society for Civil Engineering, the American Society of Civil Engineers and the Institution of Civil Engineers. He has experience with several boards and advisory groups. Dan is an enthusiastic advocate of energy and GHG saving and has strong environmental interests.



**Michele Wood-Tweel, FCPA, FCA**

Michele Wood-Tweel has more than 30 years of experience in the accounting profession and she is the Vice-President, Regulatory Affairs at CPA Canada. Always active in the community, she has served on many boards and most recently was the Chair of the Board of Governors of Sacred Heart School of Halifax. Michele is a past Chair of the Board of Governors of Saint Mary's University and was recognized with an Honourary Doctorate of Civil Law in 2015.