

# APPENDIX C: WORKING GROUP PROCESS GUIDELINES

## **Collaborative Process for Manitoba Hydro Bill Affordability Program Working Group Process Guidelines**

**April 1, 2016**

### **1. Introduction**

First Person Strategies is facilitating a collaborative process on bill affordability in which Manitoba Hydro and other interested stakeholders will participate to produce and submit a final report and implementation plan setting out the findings and/or recommendations from the process to the Public Utilities Board.

Additional detail about the process, including its scope and participants, are set out in the approved Terms of Reference attached as **Appendix A**.

This document is intended to provide the work plan and process guidelines for the participating stakeholders, who will be described in this document as the Manitoba Hydro Bill Affordability Working Group (the “Working Group”).

The guidelines set out in this document will create a productive, respectful working environment for the Working Group to meet its goals and were informed by the Terms of Reference, as well as input and comments received from stakeholders through email and interviews conducted by First Person Strategies in March 2016 and provided by Working Group participants at the April 1 kickoff meeting. This document notes where consensus was reached by the Working Group on the items set out herein.

The Working Group may encounter circumstances not covered in this document. In these instances, Working Group members are encouraged to consult with Manitoba Hydro as the leader of the collaborative process and the facilitator as to how best to address such circumstances.

### **2. The Purpose of the Working Group**

The purpose of the Working Group, adapted from the Terms of Reference and preliminary interviews with participants, is to undertake a comprehensive collaborative process to consider and define energy poverty in Manitoba as well as identify, consider and evaluate a potential portfolio of measures to help address it, which may include improvements to existing Manitoba Hydro Affordable Energy Program and/or new initiatives.

The Working Group adopted the purpose as described, by consensus, at the April 1 Kickoff Meeting.

### **3. Scope and Key Issues**

The Working Group developed and adopted, by consensus, the framework and key scope items that the Working Group will use and/or address as part of this collaborative process. The framework and key scope items are summarized in the “Key Scope + Issues” document attached as **Appendix B**.

The Working Group noted that the collaborative process is necessarily iterative and that although consensus on the framework and key scope was achieved, these items may be

revisited and/or adapted by the Working Group as the process moves forward and new information or considerations arise.

#### **4. Composition + Participation of the Working Group**

##### ***(a) Composition***

The Working Group currently includes 4 Manitoba Hydro representatives, 2 Public Utilities Board representatives and 14 other members representing the 10 organizations identified as key participants in the Terms of Reference. A draft list of current participants is attached as **Appendix C** and will be updated throughout this process as needed.

As set out by the Public Utilities Board, Working Group membership is open-ended and other organizations not originally identified by the Terms of Reference are welcome to participate in the collaborative process.

In order to keep the process moving forward so that the objectives of the Working Group can be achieved on the tight timelines presented, the Working Group agreed by consensus that:

- Working Group members will identify potential additional participants in the first facilitated meeting and as part of a stakeholder subcommittee so that they can be included in the process as needed and as early as possible. A draft list of potential additional stakeholders and engagement tactics, developed by the Working Group for further consideration and recommendation by the Stakeholder Subcommittee, is attached as **Appendix D**
- Stakeholder identification will consider the needs, impact, influence and role of potential participants in this process so that engagement is as effective as possible. Possible tactics may include interviews, opportunities to provide feedback online or through Working Group members, Working Group membership, public events and/or consumer engagement research
- In the event additional participants are identified, the facilitator will be notified so that they may be presented to the Working Group for consideration prior to attending a Working Group meeting or participating in the process
- Items already discussed by the Working Group will not be revisited if a new member is added to the Working Group. New members will be given the opportunity to adopt the consensus of the Working Group or provide written comments on those items, as applicable
- All new members will be subject to these process guidelines as adopted by the Working Group
- The Working Group or Stakeholder Subcommittee will consider providing a public facing web page describing collaborative process as well as what key documents and information that website will provide (e.g. approved Terms of Reference, list of participants and appropriate opportunities to engage in the process)

##### ***(b) Participation***

The Working Group agreed by consensus that:

- All parties, regardless of when they get involved in the process, are expected to consistently attend meetings and actively participate in accordance with the Terms of Reference and their role as defined by these guidelines. Although this expectation applies to all participants, it is especially acute for intervenors from the 2014/15 GRA (including CAC, GAC, MMF, MKO, Winnipeg Harvest and MIPUG), as set out by the Public Utilities Board in the Terms of Reference
- Working Group members will designate a primary representative(s) and an alternate on behalf of their organization. Although an alternate may attend meetings in instances where a primary Working Group member cannot attend, primary representatives should make efforts to attend as consistently as possible
- Both primary and identified alternate Working Group members will receive meeting notes, materials and agendas
- Attendance will be tracked at each meeting and provided to the Public Utilities Board as part of the final report. Working Group members will be asked to sign in and sign out at every meeting to ensure participation is accurately recorded
- Tele-conferencing will be made available to Working Group members where required. Working Group members will provide as much notice as possible if teleconference arrangements are required, preferably 48 hours prior to the meeting

### **(c) Subcommittees**

The Working Group agreed by consensus to create a Stakeholder Subcommittee and a Research Subcommittee to review and provide recommendations to the Working Group on issues arising out of Working Group meetings that are referred to subcommittees for further consideration. The Stakeholder Subcommittee will be chaired by Gloria Desorcy (CAC) and the Research Subcommittee will be chaired by Peter Miller (GAC). Other committee members currently include: Josh Brandon (Research), Paul Chard (Research), Colleen Galbraith (Stakeholder, Research) and Tiffany Monkman (Stakeholder).

Additional issues may be referred to the Stakeholder and Research subcommittees, additional members may be nominated and additional subcommittees may be created by the Working Group from time to time and as needed.

### **3. Working Group Schedule**

The original timeline for the collaborative process was adjusted to account for the April start date by consensus of the Working Group and as follows:

- Collaborative process kick-off and follow-up meetings – April + May 2016
- Consider appropriate means and timelines to provide public information and what engagement is needed to support this process - April 2016
- Establish sub-committees, as needed – April 2016
- Existing research review and presentation, conducting new research – April to June 2016

- Check-in to assess schedule – consider whether scope revision or time extension is required – end of June 2016
- New research review and comment period – July 2016
- Follow-up period, meetings and/or breakout sessions – August 2016
- Check in to assess schedule – consider whether scope revision or time extension is required – end of August 2016
- Draft final report preparation – September 2016
- Draft final report submitted to Working Group for review – September + October 2016
- Follow-up period, meetings to comment on draft final report – September + October 2016
- Preparation of final report – October 2016
- Final report submission to Working Group and follow-up meeting, as needed – October 2016
- Final public report submitted to Public Utilities Board, the Board and other interested parties by the Working Group – November 30, 2016

A detailed preliminary schedule of meeting dates is attached as **Appendix E** and will be updated by the Working Group as needed throughout the process.

#### **4. Process Deliverables**

The Working Group agreed by consensus that a final report will be prepared, including recommendations and an implementation plan. In particular, the final report will:

- Set out the agreed scope/key issues that the Working Group will consider in the collaborative process
- Note the research or information available or prepared for each item in scope
- Summarize key points from the Working Group's discussions, noting consensus where applicable
- Set out any recommendations reached by the Working Group, noting consensus where applicable

The following items will be attached as appendices to the final report:

- The Terms of Reference as adopted by the Public Utilities Board
- These Process Guidelines as agreed by the Working Group in the April 1 kickoff meeting
- All research, presentations and/or submissions provided by Working Group members to the Working Group or conducted as part of this process
- Schedule of engagement activities and summary of resulting participation and input, as applicable
- Meeting schedule and attendance records

The Working Group agreed there is a distinction between the public report with recommendations and the implementation plan that will be submitted to the Public Utilities

Board, noting the implementation plan for the recommendations may require further approval of the Manitoba Hydro Board or other organizations outside of the Working Group. As a result, the Working Group agreed that an implementation plan would be prepared for only those options proposed to be undertaken by Hydro and that plan would include reference to any additional approvals that are required.

## 5. Communications + Meeting Logistics

The Working Group agreed by consensus that the following guidelines for communications and meeting logistics will apply to the collaborative process:

- **Communications** – Information to be shared with the Working Group members will be provided to the facilitator first, who will then circulate to Working Group members, as necessary, through email or other notice prior to, or at, the Working Group meeting
- **Agenda** – Circulate to Working Group members one week in advance
- **Action Items** – Circulate to Working Group members within 48 hours of meeting close
- **Meeting format and tools** – Use formats and productivity tools that create a meaningful problem-solving environment and increase focus and productivity of the group
- **Materials** – Facilitate effective presentations by Working Group members and/or other participants, make materials accessible online to Working Group members. Presenters are responsible for providing meeting materials/presentations to be circulated one week in advance. Participants are responsible for bringing print outs of such materials to meetings, if desired. Where presenters have not provided materials in advance, they are responsible for providing sufficient hard copies for members at the meeting
- **Feedback** – Seek participant feedback using a variety of approaches including verbal session evaluation or feedback forms at session
- **Location and timing** – consistent use of Manitoba Hydro offices in Winnipeg, Manitoba for Working Group meetings throughout the process. Full day meetings typically between 9 AM to 4 PM, unless otherwise noted

## 6. Roles and Responsibilities

### *(a) Working Group Members*

Working Group members will actively participate in the collaborative process, which includes the following responsibilities as adopted by consensus of the Working Group:

- Prepare for, attend and participate in scheduled meetings between April and November 2016, which will be scheduled for full days between 9 AM to 4 PM, unless otherwise noted and depending on need
- Identify an alternate representative to attend in the event of a conflict with a scheduled meeting
- Be entitled to speak and prepared to gather and provide input on behalf of their organization and provide consensus at the meeting or otherwise acquire it within a reasonable time period

- Identify, provide and present information, research and/or submissions to the group at Working Group meetings, as needed
- Participate in meetings, work constructively and collaboratively with Working Group members
- Follow process guidelines as set out in this document and adopted by the Working Group
- Allow name and organization to be included on the public facing webpage, if applicable, and the final report submitted to the Public Utilities Board
- Establish a Working Group Chair, who will chair meetings and issue communications or media releases on behalf of the Working Group, as determined by the Working Group and as needed. Working Group members may choose to respond to media requests or speak on behalf of their organization, but no Working Group member will speak on behalf of the Working Group unless otherwise agreed by the Working Group.

**(b) Manitoba Hydro**

Manitoba Hydro is both a Working Group member and the “lead” for the collaborative process. Manitoba Hydro responsibilities include those of the Working Group as well as the following:

- Act as point of contact for Public Utilities Board
- Solicit and provide input to the Working Group on behalf organizations delivering aspects of its current Affordable Energy Program (BUILD, BNRC, DOFNHA, HOP, Neighborhood Residents Associations, etc.)
- Engage and contract with the researcher, as needed and in accordance with the research scope as set out in the Terms of Reference or otherwise identified and/or clarified by the Working Group
- Reserve meeting rooms and provide refreshments for Working Group meetings

**(c) Facilitator**

The facilitator is a non-voting participant and will support the Working Group through process design and meeting facilitation. Responsibilities of the facilitator are as follows:

- Conduct pre-session interviews with stakeholders
- Develop and manage the facilitated process, which includes circulating information and agendas, providing that information as an accessible online resource and acting as a point of contact for the Working Group on process and expectations
- Facilitate Working Group meetings, strive for consensus and timely execution of process objectives
- Assist the Working Group to identify research and information gathering, the parties responsible and the timeline to provide it
- Help Working Group develop a work plan to guide research, public engagement, discussion, negotiations and reporting

- Keep meeting notes tracking attendance, action items, summarizing key points and identifying consensus where applicable. Presentations and materials provided to the Working Group members will also be provided to the facilitator and made accessible online.
- Prepare draft and final reports summarizing group findings and recommendations, as applicable. Specific research and/or any relevant presentations and submissions will be highlighted, not summarized, and appended to the reports as required.
- Facilitate and attend up to two public engagement activities, as needed

***(d) Public Utilities Board***

Representatives from the Public Utilities Board will attend and participate in the process as observers. Responsibilities of the Public Utilities Board include:

- Keeping Public Utilities Board panel apprised throughout process
- Providing insights and information on previous Public Utilities Board Orders and/or public feedback, as needed
- Providing guidance and clarification on expectations of the Public Utilities Board panel on process, as needed, which does not include making decisions on behalf of panel, providing consensus on behalf of the PUB or otherwise providing opinions or comments on specific recommendations or input provided by Working Group members
- Follow process guidelines as set out in this document and adopted by the Working Group

***(e) Other guests, observers***

From time to time, the Working Group may agree to invite guest specialists, experts or consultants to present information for the Working Group's deliberation and discussion, which may include the Public Utilities Board. Observers are not Working Group members and will not participate in group discussions.

**7. Working Group Consensus + Decision-Making**

The Working Group agreed by consensus to the following work process for consensus and decision-making in principle, noting that it may revisit and revise these items on an as needed basis throughout the process.

***(a) Consensus***

- Working Group will discuss and identify potential options broadly with a view to achieving consensus by the group
- Where consensus exists, it will be noted and votes may be held to determine the Working Group's position on issues or recommendations as appropriate
- Working Group members may choose to provide context or comments to accompany their consensus (e.g. to note the rationale or basis for their compromise, or to specify the objections that were addressed prior to providing that consensus)

- Where consensus does not exist it will also be noted. Where consensus is not possible, the Working Group will nevertheless work to identify and achieve consensus on the benefits, constraints or qualities of the options or issues presented
- In the context of the Working Group, consensus will be defined as “I will support the decision of the group.” The opinions of all Working Group members will be valued and taken into consideration

### **(b) Decision-Making**

Working Group members’ decision making involves:

- Contributing input for consideration and use in the final report for the Public Utilities Board use in decision making
- If Working Group members choose to abstain from consensus or other decisions, those abstentions will be noted in the final report
- Primary and alternate members are welcome at all meetings, however, the Working Group may identify instances where the interests of efficiency require only primary members to be involved in discussions and consensus decisions, with alternates acting as observers unless presenting to the group or the primary member is not present
- The Working Group acknowledged that there may be some cases where Working Group members or alternates are not able to provide consensus on behalf of their organizations, due to the nature of the decision or their participation. In those cases, the Working Group member will endeavor to confirm that consensus with their organization and provide an update to the group as quickly as possible
  - In the event that consensus is not possible, or additional considerations are raised outside of the Working Group, the Working Group may decide whether to revisit the issue or whether those considerations should be submitted in writing and noted in the final report
- Decisions may be requested and made on Working Group meeting and logistical requirements by the project lead

## **8. Respectful Participation**

All Working Group representatives agreed by consensus that meeting participants will adhere to the following guidelines for respectful, productive discussion:

- **Strive to meet the Working Group purpose.** Adhere to meeting agendas, table issues that are not immediately relevant and strive to achieve intended meeting outcomes
- **Listen actively to others.** Respect the speaker, avoid interrupting and one-on-one side conversations while other are speaking
- **Manage your own participation.** Actively provide focused input, comments and questions. Recognize the value of other’s input by giving them a chance to contribute
- **Support or accept group decisions where consensus exists, or has been reached.** Understand that compromise is essential to the success of a collaborative process and that

Working Group members are encouraged to ask themselves “is this something I can live with” as opposed to “am I getting everything I want?”

- **Create an encouraging and inclusive environment.** Use a respectful tone, treat others as equal participants in the process and avoid confrontation. Dominating conversation or body language will not be tolerated
- **In meetings, ensure devices are on silent.** Respond to urgent calls or emails outside the meeting room and use discretion when responding and reviewing your messages

## **APPENDIX TO THE WORKING GROUP PROCESS GUIDELINES**

### **SCOPE AND KEY ISSUES**

#### **OVERVIEW**

##### **1. A QUANTIFIED MANITOBA DEFINITION OF ENERGY POVERTY**

What are the needs or targets that an affordable energy program should address?

##### **2. EVALUATION CRITERIA**

What are the drivers, considerations and/or performance criteria affordable bill options need to respond to/be evaluated against?

##### **3. BASELINE ANALYSIS**

How is bill affordability currently addressed by Hydro and others?

##### **4. BASELINE ASSESSMENT**

What exists? What may be needed?

##### **5. OPTIONS IDENTIFICATION**

What options are available or could be created?

##### **6. OPTIONS ASSESSMENT**

Do the identified options meet the identified needs and criteria?

Who is responsible for providing the options?

How do the options work together and/or interact with existing programs and services?

## SCOPE + KEY ISSUES (1)

### A QUANTIFIED MANITOBA DEFINITION OF ENERGY POVERTY

*What are the needs or targets that an affordable energy program should address?*

#### WHAT WE HEARD

- Monthly bills that regularly cannot be paid due to level of income and/or level of consumption, alone or in combination
- People with income assistance
- People without income assistance
- Renters/tenants
- “All electric” customers
- Unique needs of Aboriginal, First Nations and remote communities
- Bills that exceed a threshold (e.g. %) of individual or household income
- Statistic Canada Low Income Cut-off (LICO)
- LICO + 25%
- Cost of living impacts
- When access to sufficient and reliable energy poses a burden that limits a household’s ability to access other basic needs and social participation
- Those that do not make regular payments without prompting

## SCOPE AND KEY ISSUES (1)

### A QUANTIFIED MANITOBA DEFINITION OF ENERGY POVERTY

#### WHAT WE HEARD

The Working Group noted it may be beneficial to engage someone to review and report on the available data and information and present it to the Working Group. Dr. Carter (University of Winnipeg) or Richard Colton were identified as potential resources for this task.

WHAT DO WE HAVE	WHAT DO WE NEED
<ul style="list-style-type: none"> <li>- Bill collection data, including arrears for various periods, write-offs, disconnections and costs to Manitoba Hydro from troubled payments including comparison to previous years</li> <li>- Winnipeg Harvest NFAT submission</li> <li>- View from Here Report, 2015</li> <li>- Acceptable Living Level Report, 2012</li> <li>- Data mining utility database to gain knowledge of lower income customers (GAC)</li> <li>- Home energy insecurity scale (GAC)</li> <li>- Manitoba poverty literature (GAC)</li> <li>- Residential Energy Use LICO sector Report, 2009 (GAC)</li> <li>- Customer segmentation studies (GAC)</li> <li>- 2010 Dr. Carter Report (Energy Programs and Poverty Alleviation)</li> <li>- Dr. Simpson Report (Impact of Electricity Rates on Low Income Households)</li> <li>- Consumer household spending survey</li> </ul>	<ul style="list-style-type: none"> <li>- Arrears analysis – energy poverty vs. other</li> <li>- Arrears analysis – First Nation and Aboriginal communities</li> <li>- Gas available vs no gas available analysis</li> <li>- Landlord and tenant incentives + split incentives</li> <li>- Consideration of unique needs and impacts on Aboriginal and First Nations</li> <li>- Information on the nature, extent and impacts of energy poverty in Manitoba</li> <li>- MB-specific customer segmentation studies</li> <li>- Available 2015 updates to Acceptable Living Level Report</li> <li>- Available 2014 updates to Residential Energy Use Survey + Report</li> <li>- Assessment of consumer knowledge of DSM, energy consumption</li> <li>- Feedback/survey information from impacted individuals and/or groups</li> <li>- Consideration of causes for bill collection issues</li> </ul>

## SCOPE + KEY ISSUES (2)

### EVALUATION CRITERIA

***What are the drivers, considerations and/or performance criteria affordable bill options need to respond to/be evaluated against?***

#### WHAT WE HEARD

Working Group noted that not every evaluative criterion will apply to every option and that although these criteria should be used to evaluate options, they should not be a barrier to considering those options or a measure to eliminate them.

- Policy + legal framework
- Roles and mandates of Manitoba Hydro, Manitoba Government and other agencies
- “Business case”
- Synergies with other provincial, federal or municipal initiatives
- Cost effective
- Beneficial to overall utility revenues and costs
- Needs of Aboriginal and First Nations communities
- Manitoba context
- Reduction of individual bills
- Partners/interaction with other programs
- Revenue requirement impacts
- Needs of urban and rural customers
- Synergies/harmonies with other Hydro, policy and low income programs
- Performance impacts and measurable individual, household and lifestyle impacts
- Funding
- Eligibility/Qualifications (owner/tenant, Aboriginal and First Nations, all electric, gas + electric areas)
- Market segmentation
- Criteria from programs in other jurisdictions
- Culturally sensitive
- Impacts to cost of living
- Costs in relation to cost of living
- Participation
- Accessibility, barriers to entry
- Multi-unit coverage (single, multi, mobile, rentals)
- Consistent with regulatory principles
- Effective, coordinated delivery
- Social, economic and ecological considerations
- Renters
- Sustainability of programs (longevity, consistency, etc.)

## SCOPE + KEY ISSUES (3)

### BASELINE ANALYSIS

#### *How is bill affordability currently addressed by Hydro? and others?*

#### WHAT WE HEARD

The Working Group agreed that establishing the baseline for existing assistance will be important to identifying the gaps in existing services and additional services that need to be considered and/or addressed by the Working Group. The Working Group also agreed that the provincial Employment and Income Assistance department will be important in establishing the baseline of available assistance and should be an active participant in the collaborative process.

#### *How is bill affordability currently addressed by Hydro?*

Manitoba Hydro Affordable Energy Program  
Power Smart programs, including “Pay As You Save”  
Bill Accommodation, including payment arrangements and Affordable Energy Program (AEP) referrals  
Arrears management, including discretion  
Neighbors Helping Neighbors including referral to AEP and other social agencies to assist  
“Restricted shut off” option

#### *How is bill affordability currently addressed by others?*

Legislated Affordable Energy Fund money/funding  
Province of Manitoba uniform rates  
Employment + Income Assistance (EIA)  
Income assistance other than EIA  
Federal diesel subsidy and cap, separate agreement but could be considered  
Non-Hydro programs addressing energy use/DSM

## SCOPE + KEY ISSUES (3)

### BASELINE ANALYSIS

#### WHAT WE HEARD

WHAT DO WE HAVE	WHAT DO WE NEED
<ul style="list-style-type: none"><li>- Information on Hydro Demand Side Management, bill accommodation and Neighbors Helping Neighbors initiatives including current offering, objectives, results, constraints, eligibility, participation, cost, financial benefits, trending data and impact/inequities resolved</li><li>- All Aboard: Manitoba's Poverty Reduction and Social Inclusion Strategy</li><li>- Hydro information on current restricted use policy, including when it is used, eligibility and accessibility</li><li>- Disconnection and aging arrears information</li></ul>	<ul style="list-style-type: none"><li>- Cost of Manitoba Hydro's collections and arrears efforts and return on investment</li><li>- Information on how Manitoba Hydro quantifies financial benefits of existing programs</li><li>- Information on current bill collection practices in First Nation and Aboriginal communities</li><li>- Bill costs (average/outliers/causes)</li><li>- Analysis of why some bills are so high, including regional differences and drivers</li><li>- INAC and EIA customer data, assistance or programs</li><li>- Eligibility for bills accrued prior to EIA</li><li>- Barriers to participation</li></ul>

## SCOPE + KEY ISSUES (4)

### BASELINE ASSESSMENT

*What exists? What may be needed?*

#### WHAT WE HEARD

Working Group acknowledged and agreed that the assessment of existing services and what additional services may be needed to meet identified energy needs is not necessarily fixed and is best understood and evaluated on a continuum.

WHAT EXISTS	WHAT MAY BE NEEDED
<ul style="list-style-type: none"><li>- Customers can save up to \$593 annually on their utility bill</li><li>- Target homeowners and tenants in all residential housing stock, including apartment suites</li><li>- Generates employment opportunities</li><li>- Energy reduction and savings, current</li><li>- Evaluation of current programs, including energy reduction and savings achieved and consideration of individual program components</li></ul>	<ul style="list-style-type: none"><li>- Increased participation</li><li>- Increased eligibility</li><li>- Better coordination and delivery of programs</li><li>- Improved education about bill affordability initiatives and rates</li><li>- Address social, cultural, educational barriers to participation</li><li>- Manitoba context</li><li>- Education and promotion programs</li></ul>

## SCOPE + KEY ISSUES (4)

### BASELINE ASSESSMENT

#### WHAT WE HEARD

WHAT DO WE HAVE	WHAT DO WE NEED
<ul style="list-style-type: none"><li>- External Review of the Affordable Energy Program Report (Dunsky Energy Consulting)</li><li>- GAC submissions 2015 GRA, including critique of existing programs</li><li>- Manitoba Hydro quarterly reports on the AEP</li></ul>	<ul style="list-style-type: none"><li>- Consumer engagement research to address gaps in existing information and programs</li><li>- Analysis of shortcomings issues and gaps</li><li>- Analysis of effectiveness of existing assistance/bill affordability programs of Hydro, MB government and other agencies</li><li>- Social science research identifying barriers to participation</li><li>- Trends data affecting use or programs</li><li>- MB specific research and context</li></ul>

**SCOPE + KEY ISSUES (5)**

**OPTIONS IDENTIFICATION**

*What options are available?*

**WHAT WE HEARD**

Working Group noted that education and promotion of existing and additional services or programs should also be considered as part of options identification and assessment.

<b>DSM</b>	<b>Bills + Arrears</b>	<b>Emergency</b>	<b>Rates</b>
<ul style="list-style-type: none"> <li>- Appliance replacement</li> <li>- Fuel switching</li> <li>- Incentives to heat + fuel choice initiative to incent home builders to use gas furnaces</li> <li>- Programs for renters and multi-family renters</li> <li>- Energy efficiency</li> <li>- Energy conservation</li> </ul>	<ul style="list-style-type: none"> <li>- Forgiveness of arrears principal, interest, and/or penalties</li> <li>- Long term repayment plans</li> <li>- Credit/incentive for staying on payment schedule</li> <li>- Reduction of capital tax and interest surcharge from Aboriginal or First Nations bills</li> <li>- Eliminate late payment charge or reduce annual interest rate</li> <li>- Equal monthly payments</li> </ul>	<ul style="list-style-type: none"> <li>- Neighbors helping neighbors</li> <li>- Modify eligibility for NHN program</li> <li>- Bill accommodation</li> <li>- Appeal to the regulator</li> <li>- EIA programs</li> </ul>	<ul style="list-style-type: none"> <li>- Inclining block rates or conservation rates</li> <li>- Separate on-reserve rate for Aboriginal and First Nations</li> <li>- Subsidy for northern homes to create uniform urban/rural cost (two-meter system similar to northern Hydro employees)</li> <li>- Special, all electric rate</li> <li>- Rate design</li> <li>- Discount rates for the “perpetually challenged” (Philadelphia Gas Works)</li> <li>- Bill credit</li> <li>- Low income rates</li> </ul>

## SCOPE + KEY ISSUES (5)

### OPTIONS IDENTIFICATION

#### WHAT WE HEARD

Working Group noted it would be beneficial to engage someone to review and report on the available data and information identifying possible options (i.e. a literature review) and present that information to the Working Group.

WHAT DO WE HAVE	WHAT DO WE NEED
<ul style="list-style-type: none"><li>- Previous submissions, including GAC + CAC</li><li>- PUB orders</li><li>- MKO Final Submission – 2015 GRA</li><li>- MKO NFAT submissions</li><li>- Winnipeg Harvest NFAT submission</li><li>- Win –Win Alternatives for Credit + Collections (Ron Grosse)</li><li>- External Review of the Affordable Energy Program Report (Dunsky Energy Consulting)</li><li>- Criteria and examples of best practices (Colton for Hydro Quebec)</li><li>- Example of program design for Philadelphia Gas Works (GAC)</li><li>- Inclined (lifeline) rates as a conservation and affordability strategy (Hydro Quebec) (GAC)</li></ul>	<ul style="list-style-type: none"><li>- Research on design, delivery and evaluation of bill affordability initiatives in relevant jurisdictions in Canada and elsewhere to assess their suitability in Manitoba</li><li>- EIA options or other assistance</li><li>- Information on federal/provincial annual income</li><li>- Potential changes to DSM</li></ul>

## SCOPE + KEY ISSUES (6)

### OPTIONS ASSESSMENT

*Do the identified options meet the identified needs and criteria?*

*Who is responsible for providing the options?*

*How do the options work together and/or interact with existing programs and services?*

### WHAT WE HEARD

Working Group noted it would be beneficial to engage someone to review and report on the available data and information compiled on options assessment (i.e. a literature review) and present that information to the Working Group.

WHAT DO WE HAVE	WHAT DO WE NEED
<ul style="list-style-type: none"><li>- Previous submissions, including GAC + CAC</li><li>- PUB orders</li><li>- MKO submissions (First Nations or Aboriginal as identifiable rate class)</li><li>- MKO NFAT submissions</li><li>- Win –Win Alternatives for Credit + Collections (Ron Grosse)</li><li>- External Review of the Affordable Energy Program Report (Dunsky Energy Consulting)</li><li>- Criteria and examples of best practices (Colton for Hydro Quebec)</li><li>- Example of program design for Philadelphia Gas Works (GAC)</li><li>- Inclined (lifeline) rates as a conservation and affordability strategy (Hydro Quebec) (GAC)</li></ul>	<ul style="list-style-type: none"><li>- Consideration of potential pilot projects for identified options</li><li>- Assessment of options in Manitoba context, including economics and interaction with existing Manitoba programming and social assistance</li><li>- Research on legislative framework, role of Hydro and government</li><li>- Analysis on how options and current programming interact to meet needs and criteria</li><li>- Analysis of how to implement and assess effectiveness of implementation</li><li>- Program promotion and education</li></ul>