



A L B E R T A

*Energy Efficiency Alliance*

## **2010-2012 Business Plan**

The 2010-2012 business plan for the Alberta Energy Efficiency Alliance (AEEA) is the third update to the rolling 3-year business planning process. This business plan will guide the activities of the Alliance, its board, and its staff and contractors. It will be renewed annually to reflect changes to the organization and its operating environment.

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The beliefs, vision, mission, guiding principles and values of the AEEA were developed during the formation of the organization in the fall of 2006. These ideas help to inform and guide the development and implementation of the business plan.

### **Beliefs:**

1. Energy efficiency plays an important role in creating a sustainable Alberta, economically and environmentally.
2. There are non-economic barriers to the adoption of economic energy efficiency technology and activities.
3. There is a role for all orders of government, all businesses (commercial, institutional, retail, industrial, and utilities), non-profit organisations and individuals in maximizing the benefits of energy efficiency.
4. By working together we all achieve more.

### **Vision**

Alberta will become a world leader in energy efficiency, as it is a world leader in energy production.

### **Mission**

Drive to maximize energy efficiency by being an inclusive and diverse forum for communication, collaborative problem solving, coordinated action and a common voice to enhance the economic and environmental success of Alberta.

#### Definitions:

- Inclusive and diverse: broad representation from multiple sectors throughout Alberta; open to all organisations.
- Forum . open discussion for ideas and problem solving, identifying common issues, build relationships and networking.
- Collaborative problem solving . bringing together diverse opinions and experiences to develop an innovative solution to a common problem.
- Coordinated action . two or more members working together on activities such as education and engagement, regulatory changes, incentives etc.
- Common voice . common messaging that all members support.

**Guiding Principles:**

Innovation & Leadership

- Proactive
- Leading change
- Open to and seeking new ideas
- Visioning to the future/forward looking

Practical

- Considers the economic, social and environmental implications
- Concentrates on the best available technology that is economically affordable+(BATEA)
- Provides opportunities for members to collaborate on next generation technology & processes

Provide value to all stakeholders

- Assist members in achieving common goals

Results oriented

- Quantifiable

Balanced portfolio approach

- Short, medium and long-term approaches
- Diversity of scope, scale and types of approaches

Inclusive & diverse

- Representation from all orders of government , all businesses (commercial, institutional, retail, industry, utilities), non-profit organisations and individuals

**Values:**

AEEA shows INTEGRITY in our relationships with partners, stakeholders, and audiences by being:

- Ethical
- Transparent
- Fiscally responsible
- Accountable

AEEA demonstrates VALUE in all aspects of our business by:

- Being attentive to our stakeholders
- Having relevance
- Being fiscally responsible and cost effective
- Being creative and innovative

AEEA is INCLUSIVE by:

- Encouraging participation of all stakeholders . governments, companies, associations or organisations and individuals
- Recognising all forms of energy
- Working in a collaborative manner
- Respecting a diversity of opinions
- Ensuring balance
- Being equitable
- Seeking potential synergies that may exist with other industries and associations

AEEA will build our CREDIBILITY through:

- A balanced approach
- Encouraging a diversity of opinions
- Being broad-based in our membership
- Being open and transparent in our actions and communications
- Serving the greater good+rather than others proprietary issues

### **Critical Success Factors**

At the launch of the AEEA, six critical success factors were identified for the Alliance by stakeholders. These success factors continue to guide the development of the organization's business plan.

- A critical mass of diverse stakeholders representing a broad spectrum of energy efficiency interests
- Real / quantifiable value to members / stakeholders
- Adequate resources provided by the organisations benefiting from AEEA activities
- Seen as credible by all stakeholder organizations / audiences (over time)
- Financially self-sustainable
- Positive impact on energy efficiency in Alberta . i.e., tangible results

### **Objectives**

The primary objectives for the AEEA over the next one to three years are:

- Increase the AEEA's ability to influence energy efficiency related policy
- See ideas advanced by the AEEA within energy efficiency related policy
- Increase the profile of energy efficiency for key audiences through events
- Increase the organization's membership

### **Activity Areas for 2010**

#### 1. Participate in Government Consultations

The AEEA will participate in consultations undertaken by the Province of Alberta regarding energy efficiency policies and programs. These will include, but not be limited to involvement in discussions regarding the Alberta Energy Efficiency Act and the Alberta Building Code. AEEA involvement is not intended to replace the involvement of individual members in the consultation process, but is intended to be complementary.

#### 2. Finalize and Share EE Act Discussion Paper

The AEEA will finalize its discussion paper on the upcoming Alberta Energy Efficiency Act, and will work to promote it to government officials and other stakeholders as part of its efforts to convey the perspectives of members regarding the advancement of energy efficiency in the province.

#### 3. Initiate the Next AEEA Discussion Paper

The topic for the next AEEA discussion paper has not yet been decided. Discussions with members will occur in order to identify a topic of strategic importance.

#### 4. Continued Relationship Building

Relationships will be established and strengthened with key audiences and potential member organizations. This may take the form of one-on-one meetings or group meetings (including sector sub-committee meetings).

#### 5. Host Events

The AEEA will host a prominent speaking event on January 21, 2010 featuring senior members of the internationally known firm McKinsey and Associates. The event will focus on McKinsey's landmark study to estimate the energy efficiency potential of the entire United States.

We will use this opportunity to also arrange meetings between the McKinsey representatives, and members of the Alberta Government and other key stakeholders in order to further raise the profile of the potential for energy efficiency to deliver significant benefits.

A second event will be held to promote both energy efficiency and the Alliance to potential members and other key audiences. This could be a speaking event, a networking event, a mini-conference, a peer-learning event or a combination of these types of events.

6. Hold an Annual General Meeting (in conjunction with another activity)

In accordance with the AEEA bylaws, the Association will hold its Annual General Meeting of members prior to May 31, 2010. The AGM will be held in conjunction with another activity of interest to members (eg. a speaker event, an all-member workshop, an all-member strategic planning meeting, or a prominent external event).

7. Membership Drive and Networking

The general membership drive will continue in 2010. This will involve continuing to engage potential member organizations as they are identified and as the Alliance promotes itself (eg. through the release of a discussion paper or hosting of a speaking event).

8. Communicate with Members

An ongoing activity is to regularly communicate with members, potential members and key stakeholders throughout the year. This will take the form of electronic communications, website updates and meetings.

**Annual Budget**

The annual budget for the AEEA over the 2010 to 2012 time period is estimated to be \$50,555. The budgeted revenues and expenses are listed below by quarter and as an annual total. Priorities have also been assigned to the expense categories in the event that insufficient revenue is secured to cover all of the expenses.

<b>2010 Revenue</b>	<b>Annual</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Membership Fees</b>					
<i>Charter Partner - 4 @ \$5,000 ea.</i>	\$20,000	\$20,000			
<i>Partner - 9 @ \$1,500 ea.</i>	\$13,500	\$13,500			
<i>Association - 1 @ \$1,000 ea.</i>	\$1,000	\$1,000			
<i>Non-profit - 4 @ \$250</i>	\$1,000	\$1,000			
<i>Individual - 2 @ \$100</i>	\$200	\$200			
<b>Total</b>	\$35,700	\$35,700			
<b>Event Revenue</b>	\$6,000	\$4,000			\$2,000
<b>2009 Carry-forward</b>	\$8,855	\$8,855			
<b>Total Revenue</b>	<b>\$50,555</b>	<b>\$48,555</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>

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<b>2010 Expenses</b>	<b>Annual</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Priority</b>
<b>Operations Contractors</b>						
<i>Participate in Government Consultations</i>	\$6,000	\$1500	\$1500	\$1500	\$1500	1
<i>Finalize and Share EE Act Discussion Paper</i>	\$1,000	\$1,000				1
<i>Initiate Next Discussion Paper</i>	\$1,000	\$300	\$700			2
<i>Continued Relationship Building</i>	\$2,000	\$500	\$500	\$500	\$500	2
<i>Host Events</i>	\$4,000		\$1,500	\$1,000	\$1,500	2
<i>Hold an AGM</i>	\$2,000	\$500	\$1,500			1
<i>Membership Drive and Networking</i>	\$3,000	\$750	\$750	\$750	\$750	2
<i>Communicate with Members</i>	\$2,000	\$500	\$500	\$500	\$500	1
<i>Administrative support</i>	<u>\$4,000</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$1,000</u>	1
<b>Total</b>	<b>\$25,000</b>	<b>\$2,750</b>	<b>\$3,750</b>	<b>\$2,250</b>	<b>\$2,250</b>	
<b>Contractor Expenses</b>						
- Discussion paper	\$15,000			\$7,500	\$7,500	2
<b>Travel / Meetings</b>						
- Approved travel for AEEA activities. - Meeting expenses such as facility rentals, meals and refreshments.	\$1,000	\$250	\$250	\$250	\$250	2
<b>Marketing / Communication Materials</b>						
- Includes production of both hard and electronic materials, including maintenance of the website.	\$2,000	\$1,200			\$800	3
Event expenses	\$6,000	\$3,000			\$3,000	2
Insurance	\$1,555					1
<b>Total Expenses</b>	<b>\$50,555</b>	<b>\$12,750</b>	<b>\$7,450</b>	<b>\$12,250</b>	<b>\$16,550</b>	