



# Canadian Renewable Energy Association Strategic Plan: 2020-2023

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## About the Canadian Renewable Energy Association

We are the voice for wind energy, solar energy and energy storage solutions that will power Canada's energy future.

Our association works to create the conditions for a modern energy system through stakeholder advocacy and public engagement.

Our diverse members are uniquely positioned to deliver clean, low-cost, reliable, flexible and scalable solutions for Canada's energy needs.

## Mission

*The Mission of the Canadian Renewable Energy Association succinctly defines the organization's main purpose, philosophies and rationale. Mission statements are based on clear values and define what will always be the primary focus of the organization.*

**Advocate on behalf of the wind energy, solar energy and energy storage industries to benefit Canada's economy and energy future.**

**Increase stakeholder understanding that renewable electricity and energy storage are clean, low-cost, reliable, flexible and scalable solutions for Canada's energy needs.**

**Provide a forum devoted to dialogue, collaboration, stewardship and growth of the industry.**

## Vision

*The Vision of the Canadian Renewable Energy Association is a goal-oriented measure defining how the organization succeeds in its mission. Vision statements include activities based on attainable goals within a set timeframe, which is a measure of how successful the organization is at accomplishing its mission, and are updated when a goal has been reached.*

**Our vision is to ensure wind energy, solar energy and energy storage play a central role in transforming Canada's energy mix.**

## Elements of this Plan

### Key Result Areas

*The Key Result Areas (KRAs) of the Canadian Renewable Energy Association define where the organization must demonstrate success to provide member value. These KRAs represent the foundation upon which the organization's Strategic plan is built.*

### Strategic Objectives

*The Strategic Objectives describe the key outcomes that the Canadian Renewable Energy Association is seeking to accomplish within each KRA over the next three years.*

### Strategic Initiatives

*The Strategic Initiatives describe the actions that the Canadian Renewable Energy Association must undertake to achieve its strategic objectives.*

# KRA # 1 – Development Opportunities

## Key Result

Policy, market and regulatory frameworks that facilitate and enable deployment of wind energy, solar energy and energy storage in front-of-the-meter and behind-the-meter applications and respect the unique design and organization of different Canadian markets.

## Priority Strategic Objectives and Initiatives

1. *Electricity market rules and signals that enable our technologies to supply, and be fairly compensated for, a broad range of services to the electricity grid and customers.*
  - Advocate for transparent, fair and competitive markets and associated regulatory frameworks to support deployment of the lowest-cost non-emitting generation and energy storage.
  - Enable participation in ancillary services markets for our technologies to compete to provide needed services.
2. *Policy measures that create demand for services provided by our technologies or enable greater customer choice and participation in electricity supply.*
  - Advocate for transparent, fair and competitive procurement for the lowest cost non-emitting generation and energy storage.
  - Advocate for policy and regulatory frameworks that expand the number of potential customers for our technologies in front-of-the-meter and behind-the-meter.
  - Advocate for government tax policy / program funding to encourage deployment of our technologies and investment from a broad range of potential investors.
  - Advocate for renewable energy targets / portfolio standards and GHG emission reduction targets and related environmental attribute mechanisms / systems / markets.
  - Advocate for policies that encourage and facilitate increased electrification of the transport, buildings and industrial sectors.
3. *Network systems and / or physical infrastructure that facilitate access to, and greater integration and deployment of, our technologies.*
  - Advocate for more efficient use of existing infrastructure and deployment of non-wires alternatives that meet electricity supply needs where cost-effective.
  - Advocate for new transmission / distribution infrastructure investments to facilitate access and enable integration / utilization where cost-effective.
  - Advocate for improved, transparent, fair and timely connection processes for our technologies.

## KRA # 2 – Sustainable Operations and Stewardship

### Key Result

Policy, market, regulatory and industry frameworks that facilitate and enable the safe, profitable and environmentally sustainable operation of existing facilities.

### Priority Strategic Objectives and Initiatives

1. *A stable policy, market and regulatory framework where changes do not occur without being informed by our active engagement.*
  - Advocate for stable investment environments where contracts signed by our members for the provision of services are honoured.
  - Undertake regular monitoring / advocacy to ensure changes to frameworks are science-based and impact existing or future projects in the most positive way possible.
2. *Industry benchmarks / best practices in health and safety, workforce development and environmental performance in installation/maintenance/operations/decommissioning.*
  - Develop and regularly update best practices to guide industry in areas of activity where there is significant diversity in approaches and outcomes.
  - Collect and analyze data to provide industry members with opportunities to assess their performance on different metrics relative to their peers.
  - Participate in processes that establish technology/operational standards.
3. *Reforms in electricity markets, regulatory frameworks and grid operations that encourage innovation and optimization and extended operation of existing assets.*
  - Advocate for mechanisms that encourage adoption of innovations targeted at maximizing performance and extending the life of existing assets.
  - Advocate for participation in ancillary services markets for our technologies to compete to provide needed services.

## KRA # 3 – Education and Awareness

### Key Result

Key audiences who are well informed and supportive of our technologies and see the Canadian Renewable Energy Association as the primary representative for those technologies.

### Priority Strategic Objectives and Initiatives

- 1. Increased awareness and improving attitudes about our technologies' benefits and role in providing lowest-cost, non-emitting and reliable electricity today and in the future.*
  - Develop fact-based key messages highlighting benefits of our technologies and implement a deployment strategy with key audiences.
  - Develop a comprehensive vision for the role of our technologies in the electricity grid and for customers in the short- and long-term and quantify benefits.
  - Develop and maintain key datasets that enable us to describe our industry and its impacts in Canada – nationally and by province / territory.
- 2. Strategic relationships and communications that increase and mobilize key stakeholder support and advocacy for our technologies.*
  - Identify and collaborate with a network of prominent champions for our technologies among our members and within different stakeholder groups.
  - Engage, inform and collaborate with prominent organizations / stakeholders that can mobilize their members / audiences in support of our technologies.
- 3. Informed consumers / customers / communities / Indigenous Peoples through fact-based information that supports consumer protection, community engagement, and decision-making.*
  - Develop materials and implement a strategy for engaging consumers / customers / communities / Indigenous Peoples at all levels that clearly and accurately describe our technologies, their benefits and the processes for their deployment.

## KRA # 4 – A Sustainable Association

### Key Result

A sustainable, growing and evolving association that provides excellent member value.

### Priority Strategic Objectives and Initiatives

1. *Revenue growth through the Canadian Renewable Energy Association membership expansion and profitable events that provide value to its members.*
  - Ensure that our value proposition allows us to maximize membership from investors and the full supply / value chain associated with deployment of our technologies.
  - Ensure that the organization hosts events that are regionally distributed and respond to the interests of our members.
2. *Revenue growth through new and creative partnerships with non-industry members who have an interest in our technologies.*
  - Develop stronger relationships, and new revenue generating partnerships, with regulated utilities, system operators and other entities while maintaining our independence.
  - Develop new revenue-generating partnerships with companies that support our technologies and are customers for the services our technologies provide.
3. *Engaged and active members who are well informed and contribute to the work of the organization.*
  - Create forums, including regional forums, that enable our members to actively engage in, and help shape, the policy, regulatory and market design work undertaken by the Canadian Renewable Energy Association.
  - Provide members with quality information on activities and the opportunities, challenges and successes of our industry.