



Southern Alberta Energy from Waste Association

Strategic Plan

2016 - 2017



Message from the Chair

SAEWA, an organization formed in mission of developing a viable solution to landfilling and mitigation of environmental impact due to landfilling has identified an opportunity to develop a facility in Southern Alberta that will treat waste into energy. Since 2012 SAEWA has worked collaboratively in dedication of moving the project groundwork forward in vision of developing a facility to treat waste to energy in 2021.

The management team participated in a planning session facilitated by the Province of Alberta that is intended to further lay out the groundwork in support of the mission and vision, goals of SAEWA.

The results of the session are captured in the Strategy Plan 2016 – 2017 document which in result of this focus session lays out the priorities and action plan moving forward.

I would like to take this moment to thank the management team for their participation and input in this planning process and for their continued support, what we have achieved to date would not have been possible without the vision and commitment of the team.

Thank you.

Ben Armstrong, Chair

The Mission -

The Southern Alberta Energy from Waste Association (SAEWA) is a coalition of waste management jurisdictions with an interest in implementing technologies to recover energy from residual waste and reduce long-term reliance on landfill disposal. With membership of 60 plus municipalities, encompassing 12 waste authorities and waste commissions, SAEWA represents a significant portion of the population of Southern Alberta outside of the 3 large urban municipalities.

Strategic Focus Area	Longterm Goal	Measure of Success	2016 Targets	2017 – 2021 Priorities
1. COMMUNICATION	Develop Communication Strategy that Breaks down Communication Barriers by establishing more effective communication outreach	Implementation of more effective communication tools – 1. Monthly F.A.Q. 2. Gantt Chart (HDR) 3. Survey membership for feedback 4. Targeted Media Bulletins	<ul style="list-style-type: none"> •Revisit communication strategy planning with intention of improving concentration of communication and outreach to members and stakeholders •Go to each Waste Commission / Authority and speak with them directly 	Opportunity to develop more effective Communication Strategy – PRIORITY #1
2. REGULATORY	Positioning SAEWA to get in Queue to sell Energy and Value Add offsetting	SAEWA sets up meeting with AESO and Alberta Economic Development representatives and repitches Business Diversification Model that includes energy offsetting, value add, and economic development benefits	<ul style="list-style-type: none"> •Invite member of Economic Development and AESO to sit on SAEWA Board •Identify those to court •Project Blue Thumb 	Opportunity to create discussion and presence within Alberta Regional Energy Producer Alliances - PRIORITY #2
3. POLITICAL	Alignment with Government and Influential NGO's	Enhanced relationship with Government and Influential NGO's	<ul style="list-style-type: none"> •Develop alignment with current Municipal Government Leadership: Economic Development, Environment, and Transportation 	Opportunity to attend Economic Development Summit with “New Business” presentation outlining economic benefits
4. FINANCIAL	Seeking Financial Resources and investment	SAEWA sources support through major funding initiative		

Through a process commonly referred to as storming, the group was able to identify SAEWA challenges as they relate to the project, perceived organizational strengths, identified emerging opportunities, and values.

The following information was recorded:

CHALLENGES TO OVERCOME:

1. Gaining access to higher level government
2. Lack of confirmation of confirmed, formal support
3. Political alignment
4. Keeping municipalities aware, engaged, involved in the process, and interested especially when they do not see tangible results.
5. Perception “we are losing steam” creates frustration

ORGANIZATIONAL VALUES:

1. Stewardship of the Environment
2. Maintain control of Environmental / Climate / Financial issues that affect our municipalities
3. Developing a Sustainable Future for our Children.
4. Rural Voice and Identity
5. Financial Viability

As part of the **S.W.O.T.** brainstorming process the group identified strengths, weaknesses, opportunities and threats as:

STRENGTHS -

1. Collaborative framework
2. Rural voice
3. Maintained focus of original project
4. Environmental stewardship
5. Value Add Economic Development benefactors
6. Clean energy initiative – good for the economy, good for the environment, win win for the Province

WEAKNESSES -

1. Communication – internal and external
2. Political alignment
3. Retention - overcoming municipal need for instant results in order to see through longterm investment

OPPORTUNITIES -

1. Invite representatives from higher level government and energy alliances to engage at Board Meeting level.
2. To create a communication strategy that identifies tools to communicate more effectively internally and externally.
3. To position SAEWA through a Business Diversification Methodology presentation as “New Business”
4. Implement SAEWA F.A.Q.’s Sheet that communicates more concisely specific tasks, focus, goals, and outcomes. (Intentionally less will be more)
5. Co-location to solar and wind (clean energy bridge)
6. Value add offsets

THREATS -

1. Municipalities’ inability to invest in longterm to realize project success by allowing for reasonable time delays to form reliability of science / research data gathering & reporting processes.
2. Potential Site Host must achieve social licensing, EIA screening, etc.
3. 2017 Municipal Elections - succession

STRENGTHS: (real and perceived)

1. Collaborative framework
2. Rural voice
3. Maintained focus of original project
4. Environmental stewardship
5. Value Add Economic Development benefactors
6. Clean energy initiative – good for the economy, good for the environment, win win for the Province

OPPORTUNITIES: (In the process of identifying challenges the group was able to see emerging opportunities.)

1. Invite representatives from higher level government and energy alliances to engage at Board Meeting level.
2. To create a communication strategy that identifies tools to communicate more effectively internally and externally.
3. To position SAEWA through a Business Diversification Methodology presentation as “New Business”
4. Implement SAEWA F.A.Q.’s Sheet that communicates more concisely focus, specific tasks, goals, and outcomes.
(essentially less will be more)
5. Co-location to solar and wind (clean energy bridge)
6. Value add offsets

WEAKNESSES:

1. Communication – internal and external
2. Political alignment
3. Retention

THREATS:

1. Municipalities’ inability to invest in longterm to realize project success by allowing for reasonable time delays to form reliability of science / research data gathering & reporting processes.
2. Potential Site Hosts must achieve social licensing, Environmental Assessment, site viability screening, etc.