



2010 | STRATEGIC PLAN

The MISSION and Strategic Goals of the Canadian Electricity Association

The Canadian Electricity Association (CEA) is dedicated to contributing to the success of its members through the delivery of a strong advocacy program and value-added services. By providing a clear, focused and coherent voice in Ottawa and Washington, CEA ensures that the interests and needs of its members have a significant impact on policy and regulatory developments.

To ensure CEA remains on-track with meeting the evolving needs of an ever-changing industry, the Association's Board of Directors has recently undertaken a comprehensive review of its strategic orientation. The results are a revised mission and series of strategic goals, modified to better reflect and respond to the current realities facing the electricity sector. CEA is evaluating its programming which it will be adapting to deliver upon this new mission and these new goals during 2007 and into 2008.

CEA's NEW STRATEGIC GOALS

Based on extensive consultations with the leaders of CEA's member companies, the Association's new strategic goals provide a comprehensive road map to addressing the industry's most pressing issues. Six main priority areas present the framework for CEA's objectives moving forward: Infrastructure, energy efficiency, technology, regulation, environment and security.



1. Infrastructure

The ability to build needed electricity infrastructure, to meet growing demand and replace aging assets is key to the economic prosperity of Canada.

- CEA works to overcome the barriers to timely investment in infrastructure, including siting, rates of return, community acceptance, and public understanding of need.

2. Energy Efficiency

Customers expect their electricity supplier to provide options to assist them in using electricity more efficiently,

CEA's NEW Mission Statement

A safe, secure, reliable, sustainable and competitively priced supply of electricity is essential to Canada's prosperity.

CEA is the voice of the Canadian electricity industry, promoting electricity as the critical enabler of the economy and Canadians' expectations for an enhanced quality of life.

to help manage customer costs and minimize environmental impacts.

- CEA and its member companies adopt a leadership role in providing energy efficiency information and programs; CEA works with government and stakeholders in support of energy efficiency and seeks to achieve greater understanding among regulators of the business case for energy efficiency.

3. Technology

Maximizing the benefits of leading-edge technologies and deploying next-generation technology is essential to meeting industry and customer needs and to ensure an adequate and sustainable supply of electricity.

- CEA advocates and catalyzes a strong market based framework (including tax and financial incentives and regulatory reform) that will advance investment in



CEA'S NEW MISSION AND STRATEGIC GOALS

commercial (BATEA) technologies that better serve customer needs and meet expectations for sustainability.

4. Regulation

Regulatory burden and delay, including duplication of process, result in lost opportunities and increased costs, hindering the ability to build essential infrastructure, implement new technologies and deploy innovative approaches to meeting customer expectations.

- CEA seeks more coordinated, effective and efficient regulatory regimes within and between governments, and more timely decisions to provide greater certainty for customers and shareholders.

5. Environment



A fragmented approach by governments to dealing with environmental issues, coupled with the lack of

an integrated and coordinated Federal/Provincial environmental policy framework is a barrier to building needed infrastructure and deploying commercial (BATEA) technologies.

- CEA seeks a holistic approach and greater regulatory coherence on environmental issues, in a manner that results focused and preserves the widest range of options in a sustainable manner.

6. Security

Ensuring the long-term security, reliability and stability of the electricity system in Canada, considering its key role in powering other critical infrastructure sectors, is essential to the economy and quality of life.

- CEA takes a risk-based all-hazards approach and provides members with coordination and programs to protect the Canadian electricity system from physical and cyber threats.

Moving Forward: Critical Success Factors

Achieve / sustain consensus

Adopt processes to ensure common positions and agreed priorities are developed when possible among members, particularly where agendas may conflict.

Policy development

Ensure the governance structure and processes enable members to develop consensus-based and coherent policy positions for CEA to promote to governments and other stakeholders at various levels.

Focused communication

Consistently and effectively promote CEA positions on priority issues to government and other stakeholders.

Knowledge creation and sharing

Develop, track, distribute and enrich the information and knowledge that members need for policy, regulatory, or operational purposes.

Member services

Deliver the services that members want and are willing to fund.

Member involvement

Optimize member-company recruitment and member involvement at all levels to ensure optimum representation and engagement in CEA.

Efficiency and effectiveness

Ensure that CEA is managed to provide optimum value for all members by regularly monitoring its performance to objectives.

INFORMATION

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Perspectives is published by the Canadian Electricity Association, the voice of Canadian Electricity.

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