



ENVIRONMENTAL SERVICES ASSOCIATION OF ALBERTA



# Strategic Plan 2020 - 2022

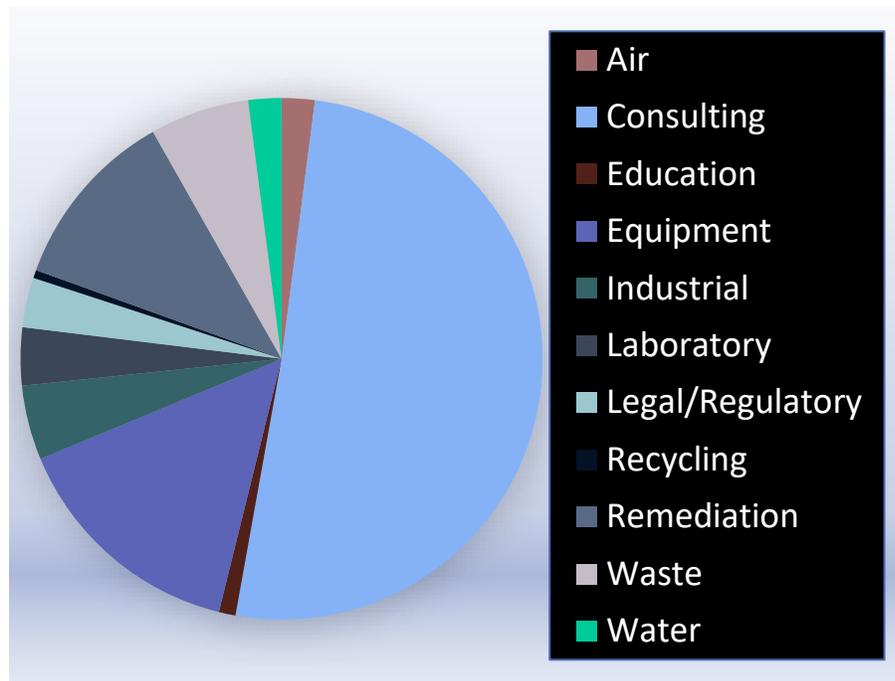
## Who We Are

The Environmental Services Association of Alberta (ESAA) is a not-for-profit, event funded and membership driven association dedicated to supporting a strong environmental services industry. ESAA was established in 1987, and with over two hundred member organizations, it has grown to become one of Canada's leading environment industry associations.

## Our Membership

ESAA is currently comprised of 210 corporate members, split 1/3 associate and 2/3 full members. A total of 83% of ESAA Members are located in Alberta.

ESAA's full members are broken down into 10 service areas and their primary focus is shown in the pie chart. Member's provide additional services beyond their primary service.



While many members work within multiple categories, 50% of ESAA's membership identifies as working in the consulting category. ESAA strives to diversify revenue streams by expanding membership in represented, under-represented and non-represented categories, while developing products and services that provide additional revenue streams.

## Our Plan

The 2020-2022 ESAA Strategic Plan was created to provide direction and actionable items on the strategic priorities identified in May 2019 during a facilitated planning session. The

planning session was attended by the ESAA Board and Management and was the key driver in developing a new vision, mission and strategic priorities for the organization.

This strategic plan defines actions, accountability, expected outcomes and measurements that will successfully implement the plan. This plan translates ESAA's vision into defined goals and objectives and the steps needed to deliver on ESAA's strategic priorities.

## Our Vision

Leaders in Advancing Canada's Environmental Industry

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## Our Mission

We Create and Deliver Opportunities That Support Our Members Success

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## Our Values

### Accountability

- We are accountable to our members and industry for operating in a financially responsible manner

### Innovative

- ESAA will continue to be adaptive to the changing environment to deliver innovative services and events to our stakeholders

### Community Involvement

- ESAA is committed to supporting the growth of ESAA's charity and other industry-led initiatives

### Environmental Integrity

- Any initiative ESAA undertakes will result in a positive environmental impact

## Our Advantages

Network	Results	Expertise	Events	Advocacy
<ul style="list-style-type: none"> <li>•We provide our stakeholders with beneficial networking opportunities</li> <li>•ESAA utilizes the strength of our networks to provide opportunities to our members</li> </ul>	<ul style="list-style-type: none"> <li>•We deliver transparent and audited financials</li> <li>•ESAA will remain innovative in the way we deliver events and services</li> </ul>	<ul style="list-style-type: none"> <li>•ESAA and its members are a trusted resource</li> <li>•ESAA can leverage the vast knowledge of its membership to support a strong industry</li> <li>•ESAA's Board and Management possess a diverse skill-set that has a positive impact on the industry</li> </ul>	<ul style="list-style-type: none"> <li>•We provide high quality learning opportunities</li> <li>•Delivery of opportunities that are leading edge, prominent, relevant and timely</li> <li>•Our events provide opportunities for all areas of the environment industry</li> </ul>	<ul style="list-style-type: none"> <li>•We are a respected voice for the industry</li> <li>•We work collaboratively with industry and government to encourage abundant and transparent transfer of information</li> </ul>

## 2020 - 2022 Strategic Priorities

To provide direction, the ESAA Board of Directors has identified five priority areas on which the organization will focus over the next three years.

Objectives	Action Steps
<b>Strategic Priority 1: Diversified Membership and Services</b>	
<ul style="list-style-type: none"> <li>• Growth in membership in both geographic and categories through attractive benefits resulting in a more balanced membership mix</li> </ul>	<ul style="list-style-type: none"> <li>• Attract and retain a robust and representative membership</li> <li>• Complete a trend analysis of membership and services in current state</li> <li>• Complete a cross-benefit analysis of existing services of ESAA</li> <li>• Complete a cross-benefit analysis of services offered by comparable industry associations</li> <li>• Recruit potential members that are under-represented and/or not represented in the ESAA membership demographic</li> <li>• Identify and define potential member service areas (formally categories) to add, and implement membership benefits that will attract the identified member service</li> </ul>

	<p>areas</p> <ul style="list-style-type: none"> <li>• Create Grande Prairie and Medicine Hat networking groups by the end of first quarter of 2020</li> <li>• Increase membership by 40-50 companies by the end of 2020 (over final 2019 number)</li> </ul>
Strategic Priority 2: Mutually Beneficial Stakeholder Relations	
<ul style="list-style-type: none"> <li>• Deepen relations with a targeted list of stakeholders where expectations are clearly defined</li> </ul>	<ul style="list-style-type: none"> <li>• Improve relationships with 1-3 like-minded organizations to cross-promote activities in each year of the plan</li> <li>• Create new relationships with 1-2 organizations not previously interacted with in each year of the plan</li> <li>• Develop a comprehensive list of current and potential stakeholders</li> <li>• Meeting between ESAA Staff, ESAA Board Executive, Alberta Environment and Parks Minister and Deputy Minister by first quarter of 2020</li> <li>• Meeting between ESAA Staff, ESAA Board Executive, Alberta Energy Minister and Deputy Minister by first quarter of 2020</li> </ul>
Strategic Priority 3: Create Sustainable Revenue Streams	
<ul style="list-style-type: none"> <li>• Our revenue mix is such that we are not dependent on one or two events for long-term viability</li> </ul>	<ul style="list-style-type: none"> <li>• Raise organizations revenue by 9% by 2022</li> <li>• Increase membership fees each year at rate of inflation starting in 2021</li> <li>• Grow membership revenue from 9% to 11% by 2022</li> <li>• RemTech revenue decreases from 58% to 55% in 2022 (difference offset by an increase in membership fees and other events and activities)</li> <li>• Increase the number of job ads, ads and sponsorship in the Weekly Newsletter</li> <li>• Create other annual and monthly events</li> <li>• Host a new conference every second year in Eastern Canada starting in 2021</li> </ul>
Strategic Priority 4: Prominent Brand Awareness	
<ul style="list-style-type: none"> <li>• The industry understands ESAA's role in their</li> </ul>	<ul style="list-style-type: none"> <li>• Rebrand ESAA including logo and website by</li> </ul>

<p>success</p>	<p>April 2020</p> <ul style="list-style-type: none"> <li>• Attend industry related events (ie. CLRA, PTAC, CPANS, CREW) and other conferences as financially feasible. (RPIC, Water Summit, BEST, SustainTECH, Executive Summit)</li> <li>• Sponsor other events including lunch and learns, workshops and conferences that align with ESAA's mission and mission</li> <li>• Create a Linked In business page and accumulate over 800 followers by end of 2020</li> <li>• Host 3-5 networking events throughout the province with an emphasis on informing members of the value of being a member</li> </ul>
<p>Strategic Priority 5: Organizational Excellence in Governance and Operations</p>	
<ul style="list-style-type: none"> <li>• There is focused allocation of resources at board and operational levels creating undisputed value to membership and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Produce Annual Report and audited financials</li> <li>• Review all policies and procedures annually and update as necessary</li> <li>• Create the ESAA Board Orientation Package</li> <li>• Conduct the first Board Orientation meeting following the 2020 AGM</li> <li>• Improve the Board nomination process</li> <li>• Start succession planning</li> <li>• Review the strategic plan annually</li> </ul>

## Fiscal Responsibility

Minimizing operational overhead is an important goal of ESAA. Another important objective of ESAA will be to ensure that there is a six-month operating reserve. In May 2019, ESAA paid off its long-term debt related to the mortgage and has started the process of saving the equivalent payments in an account.

Monthly financials are provided to the Board as they are prepared. Any financial concerns are presented on a quarterly basis to the Board of Directors by ESAA Management.

## Monitoring and Evaluation

ESAA will constantly monitor its actual results and will compare these to the targets or performance measures established for each goal. Strategic plan evaluation reports will be prepared by management to present to the Board at each Board meeting.

ESAA is committed to evaluating its goals annually to ensure they are consistent with its mandate and objectives and add or adjust its goals as may be desirable with regard to the above. Weaknesses in its plans, goals, targets, reporting and evaluation processes will be identified as part of an annual overall evaluation by ESAA, through its Board of Directors in conjunction with management, as part of the annual reporting function. All policies and procedures will be reviewed annually to ensure consistency with its mission, objectives and goals, and to assess effectiveness.

This strategic plan will be updated annually and the Board shall approve the annual three-year strategic plan prior to the then-current fiscal year end of ESAA.

## Our Accountability

ESAA's budget and strategic plan for the period January 1, 2020 through December 31, 2022 was prepared in accordance with the requirements of the organization's bylaws. All of ESAA's policy decisions as of December 31, 2019, and all of the Association's accountability obligations and relationships have been considered in preparing the budget and strategic Plan.

ESAA is governed by a Board of Directors that is accountable to its members. ESAA serves its membership interest by only undertaking projects that benefit and promote the environmental industry and are aligned with the organization's vision and mission. ESAA's obligations to its stakeholders include pursuing its objectives in a balanced manner, maintaining administrative efficiency, and representing all members' interests in an equitable manner. Serving the members' interest is further accomplished by responsibly managing, both operational and financially, the events, projects and services through a number of effective internal controls.

Note: See Appendix A for 2020-2022 Budget