



# NW Energy Coalition

for a clean and affordable energy future

## 5-Year STRATEGIC PLAN 2016

### INTRODUCTION

The next five years will be critical for Northwest energy producers and consumers. The intensifying reality of climate change requires immediate and dramatic carbon emissions reductions. Rapidly evolving technologies offer groundbreaking solutions while challenging power system paradigms.

Because it unites widely diverse interests in thoughtful, pragmatic and regionally based policymaking, the NW Energy Coalition is uniquely positioned to serve as a national model for overcoming the obstacles, seizing opportunities and facilitating changes we urgently need to forge a clean, affordable, and equitable energy future.

### MISSION

The NW Energy Coalition leads the Northwest's broadest alliance of energy interests in designing, promoting and implementing clean, affordable and equitable energy policy grounded in analytical expertise.

### VISION

A 21st-century energy system that provides clean, reliable and affordable energy, sustains our communities and preserves the region's natural resources.

We seek to meet all electric load growth, reduce natural gas load, replace all coal generation now serving the region, and facilitate Columbia Basin salmon recovery by increased development of energy efficiency, environmentally responsible renewable energy, energy storage capacity and other grid edge technologies.

# THE COALITION'S CRITICAL ROLES

**Convener** of the Northwest's broadest collaboration of energy interests, including energy producers and consumers, utilities, environmentalists and clean energy advocates.

**Consensus builder** for clean energy solutions that can be adopted by utility, state, local and national policymakers, and by regulatory bodies.

**Developer of policies** that set specific and achievable goals for energy savings, renewable energy development, low-income energy services, and protection of fish and wildlife affected by energy production.

**Advocate for policies, rules and compliance actions** that ensure achievement of our shared clean and affordable energy objectives.



## GOALS POLICY

Hasten development of energy efficiency and environmentally responsible renewable energy infrastructure through policies that increase market demand and create opportunities for energy efficiency services companies and providers, renewable energy developers and installers, providers of new grid technologies and systems, and electric and natural gas utilities.

- Meet new energy demand and replace the region's retiring fossil-fueled resources with new energy efficiency and clean and renewable energy.
- Realize all cost-effective demand-side management savings through improved technologies, innovative delivery models and utility programs.
- Identify innovative financing strategies that promote delivery of clean and renewable energy systems.
- Further the adoption of utility business models that adapt to shifting markets and new service needs.
- Educate policymakers and regulators on triple bottom-line approaches to the energy economy that advance energy efficiency and environmentally responsible renewable energy, increase opportunity for workers and serve hard-to-reach Northwest communities.
- Uphold reliability and consumer protections through smart rate designs and affordability programs, and ensure that low-income consumers, communities of color and other hard-to-reach populations have access to energy efficiency, distributed generation and alternative-fuel vehicle programs.

Accelerate adoption of policies and programs that reduce climate pollution, encourage resiliency and restore fish and wildlife harmed by the power system.

- Ensure implementation of strong and flexible carbon-reduction policies and pricing strategies at the utility, state, regional and federal levels.
- Make significant progress in restoring harvestable and sustainable populations of wild salmon and other wildlife harmed by the federal hydropower system in the Columbia and Snake rivers.
- Grow programs that make energy services affordable and equitable for all customers through advocacy in utility and regulatory proceedings.
- Promote design improvements, including energy storage and non-wire and pipeline solutions, to optimize energy infrastructure performance.

# GOALS

## ORGANIZATIONAL

Enhance the Coalition's inclusiveness and capacity for developing and advocating quality energy policy.

- To advance our mission and vision, collaborate with organizations engaged with ethnically and racially diverse communities that have been underserved or harmed by the energy system and work toward a membership and staff that better reflect state and regional demographics.
- Implement strategies and programs that reflect the unique circumstances of each state and province in which the Coalition operates.

Secure a reliable and diverse funding stream.

- Enhance and diversify Coalition resources through new partnerships and special projects that align individual members and non-member businesses with Coalition program and policy goals.
- Identify and secure new funding sources; broaden our reach with foundations, businesses and donors; and pursue innovative fundraising techniques.

Develop systems and procedures reflecting a mature and durable organization.

- Invest in resources and systems that empower staff and increase productivity.
- Develop and implement an effective and compelling communications strategy that connects the Coalition to a broader and more diverse audience.
- Use proven measurement tools to assess progress on goals.

## GOVERNANCE

Develop a governance structure that furthers the Coalition's vision through board oversight, staff independence, and sensible checks and balances.

- Give board members the tools necessary to effectively convey to members, funders, policymakers and others the Coalition's success in bringing diverse interests together to advance clean energy policy.
- Create a culture in which staff are empowered to do their best work and board members provide oversight, fiscal checks and balances, and effective management.
- Fully engage and increase input from Coalition members through clear and frequent communication.



## WHERE WE WORK

The NW Energy Coalition, comprising some 100 member organizations, develops and advances clean energy policy in Idaho, Montana, Oregon, Washington, and British Columbia, and at the regional level. Headquartered in Seattle, the Coalition has staff and offices in Portland, Ore., and Helena, Mont.

## WHAT WE VALUE

**COLLABORATION** to use the full diversity and collective knowledge of our region to improve the lives of Northwest residents and the health of the natural world we inhabit.

**COMMITMENT** to advancing environmentally responsible energy efficiency and renewable energy while addressing consumer concerns and protecting fish and wildlife affected by the energy system.

**CONSENSUS** among the Northwest's broadest array of energy interests on policies aimed at achieving a clean, affordable and equitable energy future.

**INCLUSIVENESS** to ensure that all voices are heard when fashioning energy solutions and that all communities – especially underrepresented sectors – benefit from those solutions.

**RESILIENCE** so the organization can respond to dynamic changes in the region's energy industry and market with member outreach, first-rate research and analyses, and proactive multi-level advocacy.

**ACCOMPLISHMENT** of the Coalition's clean energy goals through consensus-building, analytical expertise and continuous policy monitoring.

## 35 YEARS OF ACCOMPLISHMENTS



After Congress adopted the Pacific Northwest Electric Power Planning and Conservation Act in 1980, advocates for clean and affordable energy and wildlife formed the Coalition to push for energy efficiency, renewable energy, consumer protections and salmon restoration in official regional power plans.



The Coalition and allies successfully advocated for clean energy standards in Montana, Oregon and Washington that have helped grow the market for efficiency and new renewables, created economic development opportunities and saved consumers money.



The Coalition helped to slow British Columbia's rush to natural gas and halt new coal plant development in Idaho.



Coalition advocacy led Idaho regulators to approve one of the region's first electric decoupling programs.



The Coalition played central roles in negotiating agreements that will end coal-fueled electricity generation in Washington and Oregon by 2025.

The Coalition has helped the region save enough electricity to power the City of Seattle six times over.

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