

Community Energy in the Status-Quo

Using the 'Business Model Canvas'
to figure out....

What works? What doesn't work?

Types of Break-out Groups

1. Local partnerships

- Utility partnership & virtual net-metering
- Co-operative & neighborhood projects

2. Public institution

- Local government (municipality or county)
- University and/or school board
- Hospitals and health care facilities
- Housing (low income and/or affordable housing)

3. Revenue/benefits sharing

- Commercial partnership with project developer
- Local investment funds
- Energy retailer

Business Model Canvas

How can you
describe your
Business Model?

Business Model Canvas

1. Customers Segments

- Customer segments (businesses, farmers, home-owners, renters)
- Brainstorm unique needs & problems, interests & concerns
- Prioritize segments (who should you engage first in Alberta?)

2. Value Proposition

- What value do you offer that is unique to customer segment(s)?
- What are the most important 'value propositions'? Why?

3. Customer Relationships & Service Delivery

- Direct or indirect relation with customers? (Existing, or new?)
- Service delivery is about sales contracts — what kind of contracts?
- Marketing? Communications? Sales campaigns?

Business Model Canvas

4. Revenue Streams

- How is revenue generated from customer segments? E.g. energy sales, program services, facilitation support

5. Activities & Resources

- What are key activities, in light of customer relationships?
- What resources do you need to perform them?

6. Partners & Stakeholders

- Who do you work with? Who (organizations/people) are key influencers & enablers?
- What are key contracts with partners? How do they contribute to value proposition?

7. Cost Structure

- What are major costs? What are risks associated with costs?
- How are costs financed? By whom?

Applying the Business Model Canvas

1. Structure a **brainstorm & discussion** around business models
 - Design programs that deliver net benefit to society
 - Develop energy projects that have positive returns
2. Sketch **ideal project/program** in status-quo Alberta context
 - Describe by listing *ideas* under each part of the canvas
3. Identify *ideas* that a) **work well**, and b) **are is missing**
4. Discuss **why** *missing ideas* (status-quo) are not happening?

Break-out Activity

1. Choose a group 'type' — registration & lunch

- Identify with one of the following: a) Local Partnerships, b) Public Institutions, c) Benefits Sharing
- Diversity of stakeholder sectors & projects

2. Break-out into 6 groups — 5 minutes

3. Work with facilitators — 40 minutes

- Collect materials (flip-chart, paper, *Business Model Canvas*, markers & sticky notes)
- Find a space and collect ideas on Canvas

4. Report back — 20 minutes

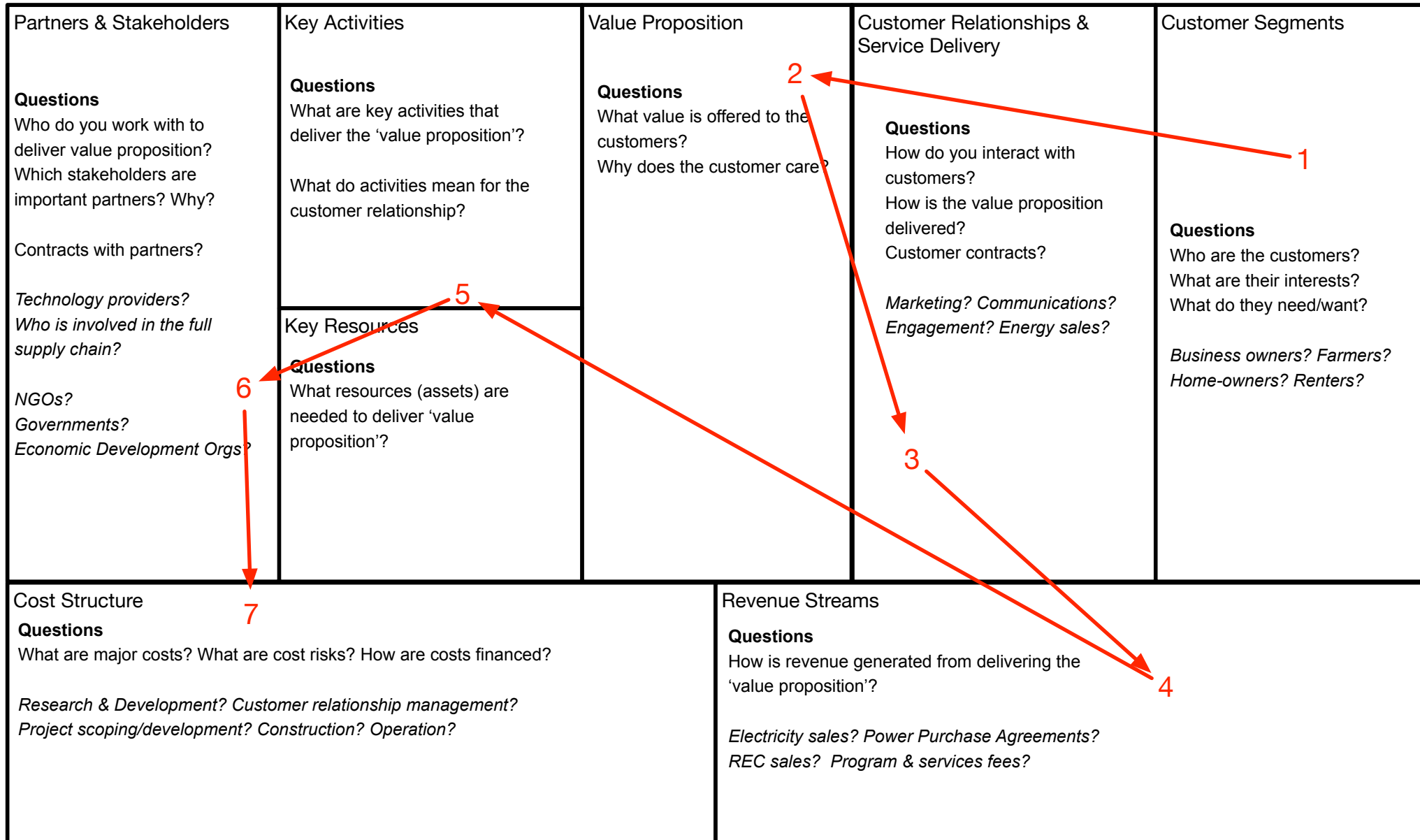
- Share findings (what is & is not working & why)
- Use structure from the *Business Model Canvas*

Facilitator's role

1. Choose type of group (& identify a project/program)
2. What needs to happen (ideal situation in Alberta)
 - Use the *Canvas* to describe the ideal situation
3. What is happening? What's not happening?
 - Facilitate a discussion around what ideas on the *Canvas* are happening (to a degree) and what is not happening
 - Circle what's happening in **GREEN** & not happening in **RED**
4. Why? Why? Why? Root cause analysis...
 - Identify top three key **GREEN** & **RED** elements
 - Brainstorm with sticky notes to understand *why* key ideas are (not) happening in status-quo situation
 - Use question 'Why?' to dive deeper in the analysis

* Canvas has been simplified for purpose of Alberta Community Energy workshop

Business Model Canvas*



Connect with Alberta

#ABCommunityEnergy

<http://www.pembina.org/blog/alberta-community-energy-workshop>

twitter.com/pembina facebook.com/pembina.institute

Hosts

PEMBINA
i n s t i t u t e

calgary economic
development
be part of the energy™

 **TREC** YOUR PARTNER IN
RENEWABLE ENERGY

PEOPLE POWER PLANET

Sponsors

GDF SUEZ is now


ENGIE

 **Emera**

Thrive
 momentum

URBAN
systems