

AEN Business Plan Summary

October 2011

I. Vision, what we are contributing to and hope to see in the future:

An influential Alberta environmental movement that is effective at protecting the air, water, land, and wildlife.

II. AEN's Mission, its unique contribution to achieving the vision:

The AEN facilitates cooperation among, and builds the capacity of the Alberta environmental movement.

III. Mission Assumptions, the main ideas our mission is based on:

1. The AEN itself does not protect the environment. AEN member-groups do.
2. The AEN serves its member groups, assisting them with parts of their public interest mandates as they define it (natural conservation, preservation of environmental quality).
3. Members of the public (persons) get involved by joining AEN member groups. Then, they may represent their group through an AEN facilitated consultation.
4. The longest lasting environmental protection is achieved through legislation and government policy.
5. One way of changing government policy and legislation is through multi-stakeholder negotiations.
6. Member groups can expand their public interest mandates to include matters like health protection, local and sustainable economy, and public values.
7. Member groups want AEN's assistance with:
 - supporting cooperation with each other;
 - supporting collaboration with other stakeholders;
 - training them in cooperative and collaborative skills;
 - supporting the creation of effective opportunities of affect legislation and government policy;
 - [training them in organizational governance, business, and operations];
 - [supporting member-group collaboration with, and/or transformation into, socially beneficial, environmentally sustainable, and economically viable service providers (a.k.a. "Fourth Sector Organizations")].
8. Member groups can direct the AEN board to pursue alternative assistance means, such as supporting deliberative dialogues, by resolution at a properly called general meeting.

IV. Mission Operations, what AEN does:

1. Advocate for the elements of effective stakeholder participation.
2. Conduct delegate selections for multi-stakeholder policy initiatives.
3. Support and improve sectoral consultation within the environmental constituency and selected delegates.
4. Convene training programs.
5. Provide referrals to members and outside parties.
6. Convene bilateral meetings between AEN member-groups and:
 - government agencies and departments, and

- Fourth Sector Organizations.

7. Administrative governance.

V. Mission Means, the actions AEN undertakes within each operation:

1. Advocate for the elements of effective stakeholder participation.
 - Meet and correspond with government and agencies, as necessary, so that engagement initiatives possess the essential features of fair and balanced collaborative stakeholder processes
2. Conduct delegate selections for multi-stakeholder policy initiatives.
 - Administer a transparent and democratic delegate selection process
 - Maintain an ENGO directory and deployment tracker
3. Support and improve sectoral consultation within the environmental constituency and selected delegates.
 - Convene caucus and other meetings and conference calls as necessary
 - Maintain mailing lists, including list-serves of AEN member groups, and individual caucuses.
 - Evaluate existing and potential communications tools and modify or adopt as desirable
 - Host caucus conference calls on a regular basis to facilitate communication among caucus members.
 - Host a province-wide in person cross caucus meeting at least annually.
 - Review existing caucuses to determine whether they are designed to best suit the needs of the membership, including the need to dissolve inactive caucuses or create new ones.
 - Provide resources for caucuses and other regional affiliates or subject specific groups to communicate and strategize together
4. Convene training programs
 - coordinate training opportunities for member groups
5. Provide referrals to members and outside parties
 - utilizing the ENGO directory and deployment tracker provide contact information for AEN members
6. Convene bilateral meetings between AEN member-groups and Fourth Sector Organizations
 - “design and promote appropriate events and activities in which full members will meet with potential expanded membership categories among other things, to discuss ways to work together”
 - consider mechanisms for expanded membership categories in the AEN
7. Administrative governance
 - Comply with all policies, procedures, bylaws and regulations
 - Review and revise policies, procedures, and bylaws as necessary
 - Carry out the responsibilities of a high performance board and administration

VII. Targets and Measures, the metrics by which AEN will consider that it has done a good job:

1. Targets (not specified)
2. Measures
 - Participation statistics in AEN events (meetings, conference calls)
 - Number of mailing list subscribers
 - Website traffic statistics

- Member qualitative feedback
- Board Performance Checklist