



# **2023 Strategic Plan Summary**

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## Mission

The Energy Co-op's mission is to be a leader of today's sustainable energy evolution.

## Identity Statement

The Energy Co-op is a local, member-owned, nonprofit, cooperative organization focused on innovating in the energy space. We seek to enable our members and the community to 1) buy energy as responsibly and affordably as possible, 2) use energy sensibly and efficiently, and 3) understand their energy choices and the impacts of their decisions. The Energy Co-op serves members in Pennsylvania, Delaware, and New Jersey with a primary focus on renewable energy in the Commonwealth of Pennsylvania. We do this by offering three earned revenue services – 100% renewable electricity, 100% renewable natural gas (RNG), and heating oil services.

## Current Business Model

The Energy Co-op serves the Commonwealth of Pennsylvania and parts of Delaware and New Jersey with some geographic limitations based on services offered. We serve the PECO and PPL service territories with renewable electricity, the PECO and PGW service territories with renewable natural gas, and many Pennsylvania counties, northern Delaware, and New Jersey river counties with heating oil. The Energy Co-op's membership includes single and multi-unit residential households, small and medium sized commercial entities, non-profit organizations, and government entities.

# History & Background

1970

Members of Weavers Way Food Co-op formed the heating oil cooperative Northwest Energy Cooperative Association. The formation of this organization was in response to the oil embargo of the mid to late 1970s which led to oil shortages and high oil costs.

1979

Following deregulation of the electricity markets, The Energy Co-op became the first electric choice supplier offering renewable electricity in Pennsylvania. This launched the organization on its clean energy path. The organization renamed itself Energy Cooperative Association of Pennsylvania, doing business as The Energy Co-op.

1998

Similar to electricity markets, natural gas markets were deregulated in Pennsylvania in the late 1990s. The Energy Co-op piloted a proprietary renewable natural gas (RNG) program in the PECO utility service territory – the first of its kind in the region.

2015

The Energy Co-op expanded its service to the PGW utility territory, becoming the first gas supplier to offer Philadelphians the option to source 100% RNG. The existing program doubled in size in under 18 months, and The Energy Co-op remains the only gas choice supplier offering 100% RNG in Pennsylvania.

2019

Present

## Competitors

Currently, we face little to no competition in our renewable natural gas and heating oil programs. Our program models for both renewable natural gas and heating oil are unique to this region. Conversely, competition for our renewable electricity program continues to grow and strengthen as the push for electrification and the transition to renewable energy increases. Our strongest renewable electricity program advantage is that we are the only local retail electricity supplier offering transparent, quality, renewable retail electricity. The Energy Co-op is also the only renewable electricity supplier offering a 100% Pennsylvania-generated electricity product. Our competitors' advantages include substantially more industry purchasing power and much larger marketing and recruitment budgets. The increasing demand for renewable energy will prompt growth in renewable (or seemingly renewable) energy offerings which may dilute the value of The Energy Co-op if we don't continue to evolve. The Energy Co-op will need to stay ahead of the curve in product innovation and transparency to ensure that we continue to bring our membership value and progress our mission.

## Competitive Advantages

Member-owned, nonprofit cooperative.

A trusted source of education.

Dedicated membership looking to us as industry leaders.

Only supplier of 100% Pennsylvania renewable electricity.

Only supplier of 100% renewable natural gas in Pennsylvania.



# Trend Analysis

The energy industry is volatile and complex. While there are many trends that impact The Energy Co-op and its future, we will focus on the three we deem most critical.

## Trend 1: Extreme energy market volatility and consumer cost sensitivity

Energy market volatility is a reality given global market dynamics among many other factors. We aim to continue responsibly focusing on our mission by advancing our business proficiency and being transparent with our members who understandably seek a degree of predictability in their energy costs.

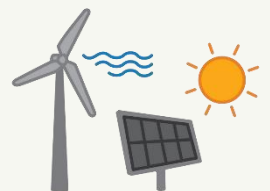


## Trend 2: Growing consumer awareness and demand

The need for The Energy Co-op's renewable energy services is increasing as consumer awareness of and demand for sustainable consumption grows. We realize that our members have varying degrees of knowledge surrounding renewable energy and that our educational efforts must be equally varied.

## Trend 3: Electrification

Increased electrification is key to a clean energy future, but also accelerates strain on our national grid, already in need of immense infrastructure investments. The Energy Co-op plays an important near-term role, by offering consumers a viable path to renewable energy independent of increased electrification. Our long-term role will also be important to sustainable electrification and as part of the transition to 100% renewable energy.



## Big Question

How can The Energy Co-op become more commercially relevant by making renewable energy accessible and accelerating Pennsylvania's renewable energy transition?

## Guiding Principles

Growth and  
Scale

Leadership

Innovation

Diversity,  
Equity,  
Inclusion

Accessibility

## Our Strategies Must...

help us fulfill our mission and answer our Big Question.

leverage our competitive advantages.

not erode existing values of trust and transparency.

reduce carbon emissions.

be financially sustainable and uphold viability.

be grounded in customer needs.

help position The Energy Co-op as a leader.

increase accessibility to renewable energy.

align with risk management guidelines.

allow for measurable impact.

# Key Strategies for the Next 3 Years

## Build Internal Capacity

#1

**Build The Energy Co-op's internal capacity to effectively respond to trends in the renewable energy industry and advance our mission.**

- a. Increase staffing and financial resources dedicated to market research and outreach to better understand and reach our viable market.
- b. Establish an internal policy arm to further the renewable energy transition through increased legislative expertise, leadership, and education.
- c. Raise at least 2% of revenue in 2024 from institutional and grassroots donors to support current and new programs, scale operations, grow staff, and upgrade infrastructure, and increase total donations each year thereafter.

## Expand the Reach of Renewable Energy

**Broaden the reach of renewable energy in Pennsylvania through programs, services, and offerings that increase adoption and enable new and diverse communities to learn about and participate in the renewable energy economy.**

- a. Increase The Energy Co-op's saturation in current utility territories based on identified viable market.
- b. Expand the geographical reach of renewable programs to new utility territories.
- c. Make The Energy Co-op's existing renewable programs and products more affordable and competitive.
- d. Offer renewable energy subsidies for lower-income customers through fundraising.

#2

## Support Community Energy Resilience

#3

**Foster connections with mission-aligned sectors, organizations, and initiatives to find collaborative approaches that promote energy resilience and accelerate the transition from fossil fuels to renewable energy.**

- a. Research and pursue Pennsylvania solar development opportunities.
- b. Establish 2-3 partnerships annually supporting corporate and public sustainability goals.
- c. Establish 2-3 partnerships annually educating on and facilitating the energy transition.
- d. Conduct nonpartisan advocacy for legislation supporting the renewable energy transition and carbon emissions reductions.