

BUSINESS PLAN 2026 2029

EMISSIONS
REDUCTION
ALBERTA



Alberta

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MESSAGE FROM THE CHAIR

KELLY J. OGLE

The political, technological, and geopolitical landscape is shifting at a velocity unmatched in recent history. Governments, industry, and capital markets are being pushed toward new discoveries and new operating models at unprecedented speed. Geopolitical tensions are forcing industries to pivot at a breakneck pace, reshaping supply chains, trade relationships, and investment decisions in real time.

As the provincial, national, and international innovation landscape continues to evolve, Emissions Reduction Alberta (ERA) has demonstrated its unique position to deliver meaningful funding in support of a broad range of industrial sectors as they pursue both economic growth and environmental performance. ERA's mandate, experience, and credibility enable it to operate at the intersection of innovation, competitiveness, and emissions reduction, as all three rapidly converge.

At the same time, these pressures are being met with powerful enablers. Advances in artificial intelligence, combined with changing intergovernmental and international partnerships, are accelerating innovation across energy, industrial systems, and advanced manufacturing. Governments are seeking faster pathways to achieve international export objectives and to position themselves as reliable suppliers of energy and low-emissions technologies that contribute to global emissions reduction.

While the United States is currently driving much of this global economic and technological momentum, Canada, and Alberta in particular, are well prepared for the pivot. Our province's skilled workforce, access to abundant natural resources, and thoughtfully designed industrial carbon-pricing system create a strong foundation for competitiveness. These systems enable capital to be reinvested back into the Canadian economy through organizations like ERA, ensuring that emission-reduction policies translate into tangible economic and environmental outcomes.

Because of ERA's longstanding track record, trusted governance, and rigorous adjudication processes, the organization is well positioned to support Alberta's contribution to provincial and national priorities.

This includes supporting industrial sectors to advance Canada's export objectives and create jobs, while moving toward carbon neutrality, achieved in part by reducing the emissions intensity of Canadian oil and gas production to best-in-class levels. Other ERA success highlights include pivotal contributions, from methane mitigation successes to technologies that enhance industrial efficiency, underscoring our ability to turn challenges into catalysts for progress.

The Board is confident that ERA's role—as a funding powerhouse, collaborative convenor, and steadfast delivery partner—is indispensable in this era of transformation. Through strategic investments, deepened alliances with governments and industry, and an unwavering commitment to measurable, inspiring outcomes, ERA will empower Alberta to emerge not just competitive and resilient, but as a global leader in emissions-reducing innovation.

On behalf of the Board, I am thrilled to present this 2026–29 Business Plan and to reaffirm our unshakeable confidence in ERA's mandate, leadership, and strategic direction. Together, we will turn today's uncertainties into tomorrow's triumphs.

Sincerely,

KELLY J. OGLE
CHAIR, ERA



MESSAGE FROM THE CEO

JUSTIN RIEMER

We are operating in a period of profound change. Political dynamics, market conditions, and technological progress are evolving at a pace rarely seen before. While this environment brings uncertainty, it also presents a powerful opportunity to accelerate innovation, strengthen competitiveness, and deliver meaningful environmental outcomes.

ERA remains steadfast in its leadership during this transition. Through the expertise of our people and our trusted, transparent adjudication processes, we manage rapid change with rigour, responsibility, and precision. We understand the urgency of the moment—balancing long-term planning with the ability to respond to market signals, as demonstrated through our targeted funding calls and efficiency incentives. ERA remains nimble and adaptable to the evolving needs of government, industry, and the market.

ERA's value proposition is this: we help industry reduce costs and emissions, help innovators scale, and help governments turn policy ambition into investable, measurable outcomes.

This 2026–29 Business Plan builds on the strong foundation established over the past 17 years and remains anchored in ERA's three strategic priorities. ERA remains committed to the prudent management of operating expenses and the responsible stewardship of public funds. We have kept this Plan focused and concise—while also increasing clarity and transparency in how we communicate our work and our funding programs. In particular, it delineates between ERA's funding sources, including the Government of Alberta's Technology Innovation and Emissions Reduction (TIER) fund and our new Fuel Innovation Fund. With the addition of this new subsidiary to ERA's funding portfolio, this Plan acknowledges the expanded scope and is designed to speak not only to Alberta-based stakeholders but also to a broader, pan-Canadian audience.

A defining strength of ERA is our ability to bring together innovators, industry leaders, investors, and policymakers. We have a strong track record of creating meaningful forums for exchanging ideas, sharing learnings from ERA-funded projects, and amplifying the impact of emission-reducing technologies. We will continue to convene and participate in strategically important events.

ERA's portfolio of funded projects represents a deep reservoir of experience and impact. Through continued targeted engagement and enhanced project and portfolio storytelling, we are improving how those outcomes are communicated and shared.

Driving commercialization and adoption remains a core strategic focus for ERA. Through targeted funding initiatives, ERA will continue to support critical solutions across sectors, including agri-food, electricity and grid optimization, digital solutions, resource efficiency, and critical minerals processing. Core to this work, in 2026, ERA will advance the sixth edition of its Technology Roadmap (TRM), providing a strategic guide for investments that reflects Alberta's current emissions challenges and the transformative potential of emerging technologies. Over the next three years, we will go further, deepening our understanding of what enables technologies to scale and succeed in the market, and applying those insights to how we design programs, engage partners, support innovators, and deploy capital.

This 2026–29 Business Plan reflects ERA's readiness to lead through complexity, to convene those shaping the future, and to accelerate the adoption of technologies that deliver real economic and environmental value. I am confident in our team, grateful to our partners, and optimistic about the role ERA will continue to play in Alberta and across Canada.

Sincerely,

JUSTIN RIEMER
CEO, ERA




OVERVIEW

MANDATE

Reduce emissions and support the competitiveness and growth of Alberta's economy by accelerating the development and adoption of innovative clean technology solutions.

VISION

Alberta has a diversified economy with competitive industries that deliver sustainable environmental outcomes and attract investment.

CORE VALUES



VALUE PROPOSITION

ERA provides funding to reduce emissions and strengthen the competitiveness of Alberta's industries. These investments help innovators develop and demonstrate technologies that reduce emissions and enhance Alberta's environment and ecosystems.

STRATEGIC FUNDING

ERA receives funding from the Government of Alberta through the TIER Regulation. TIER is at the core of emissions management in Alberta and serves as a framework that offers industrial facilities an opportunity to advance innovative approaches to reduce emissions and encourages investments that maintain competitiveness. ERA also receives funding from Canada's federal government through Natural Resources Canada (NRCan) and other federal funds to deliver targeted initiatives that support Alberta's priorities that include late-stage technology demonstration projects and efficiency programming.

ERA is able to leverage both federal and provincial funds towards its Strategic Energy Management for Industry (SEMI) program and the Methane Reduction Deployment Program. Beginning in 2026, the Fuel Innovation Fund, a subsidiary of ERA, will reinvest federal Clean Fuel Regulations compliance contributions received directly from the refining industry into projects that lower the carbon intensity of transportation fuels.

UNIQUE BUSINESS MODEL

While many jurisdictions have a mechanism to invest in clean technology, ERA's model is unique:

- Establishes a clear line of sight from the carbon price paid by industry under the TIER Regulation to investment in the solutions needed to achieve provincial goals for emissions reduction.
- Funding accelerates innovation toward commercialization by de-risking technology in the demonstration and first-of-kind deployment stages of development.
- Non-dilutive* grant funding allows ERA to accelerate the advancement and adoption of clean technology by allowing ERA to share innovation risk with industry and private funders through key development stages.
- A Delegated Administrative Organization (DAO) governance structure means ERA has no annual investment caps, can fund multi-year projects, carries funding over from year to year, and can reinvest funds if projects do not progress.
- ERA requires a minimum 1:1 matching of its investments with private dollars.

**Non-dilutive funding is defined as funding that does not require companies to give up ownership or shares of the company or product.*

BOARD AND GOVERNANCE

ERA is a not-for-profit organization that reports to an independent Board of Directors. ERA remains accountable to the Government of Alberta through the TIER Fund Administration Regulation, a Memorandum of Understanding, and a Grant Agreement. Through this accountability framework, ERA has two primary reporting requirements to the Alberta Ministry of Environment and Protected Areas:

- Delivery of an annual rolling three-year Business Plan to highlight priorities and planned activities
- Completion of an Annual Report to highlight achievements and outcomes from each fiscal year
- Quarterly information sharing through ERA's Board of Directors meetings

The governance role of ERA's Board involves strategic planning, organizational oversight, risk management, standards of business conduct, and reporting to the Government of Alberta.

ERA's Board makes the final investment decisions to fund projects and provides advice to inform Alberta's overall efforts to achieve environmental and economic objectives. With highly accomplished backgrounds across industry, post-secondary, finance, and government, ERA's Board provides tremendous expertise and leadership to the organization.

ERA'S BOARD MEMBERS:

- | | |
|--------------------------------|---------------------------|
| ■ Kelly J. Ogle – <i>Chair</i> | ■ Kathryn (Kate) Chisholm |
| ■ Sarah Applebaum | ■ Stuart Cullum |
| ■ Kevin Birn | ■ Dr. Monica Gattinger |
| ■ Mark Blackwell | ■ David Moss |
| ■ Stephanie Clarke | ■ Dale Swampy |

PORTFOLIO IMPACT

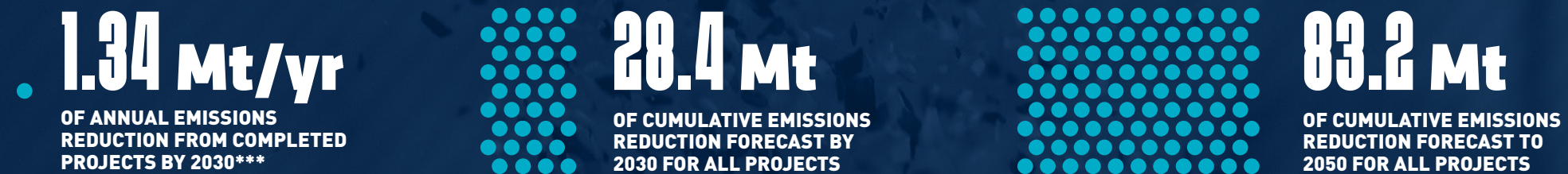
INVESTMENT IN TECHNOLOGY INNOVATION PROJECTS



ECONOMIC OUTCOMES



PROJECT ENVIRONMENTAL OUTCOMES



ENERGY EFFICIENCY INCENTIVE FUNDING



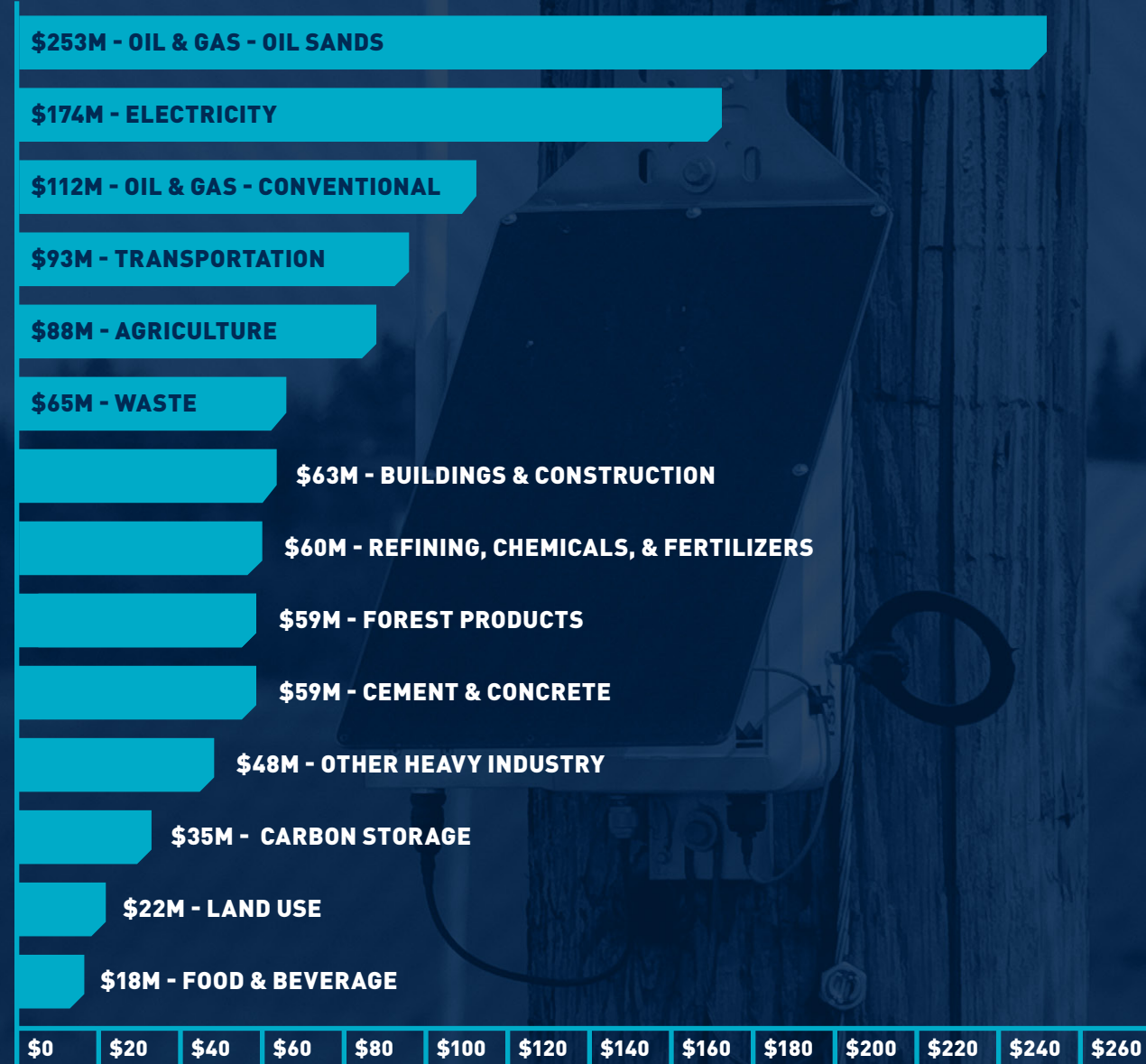
Note: Portfolio Impact data are accurate as of March 2026. SEMI and ESB data are accurate as of December 31, 2025.

*To ensure accuracy of the leverage ratio, projects with high project costs are capped at \$1B, as these are considered outliers.

**A person-year is equal to one-year of employment for one individual. Please note: economic impact is reported on a calendar year basis, not fiscal year. This data reflects the most recent analysis completed in September 2025.

***Unless otherwise noted, GHG emissions reductions are in units of million tonnes (Mt) of CO₂ equivalent (CO₂e).

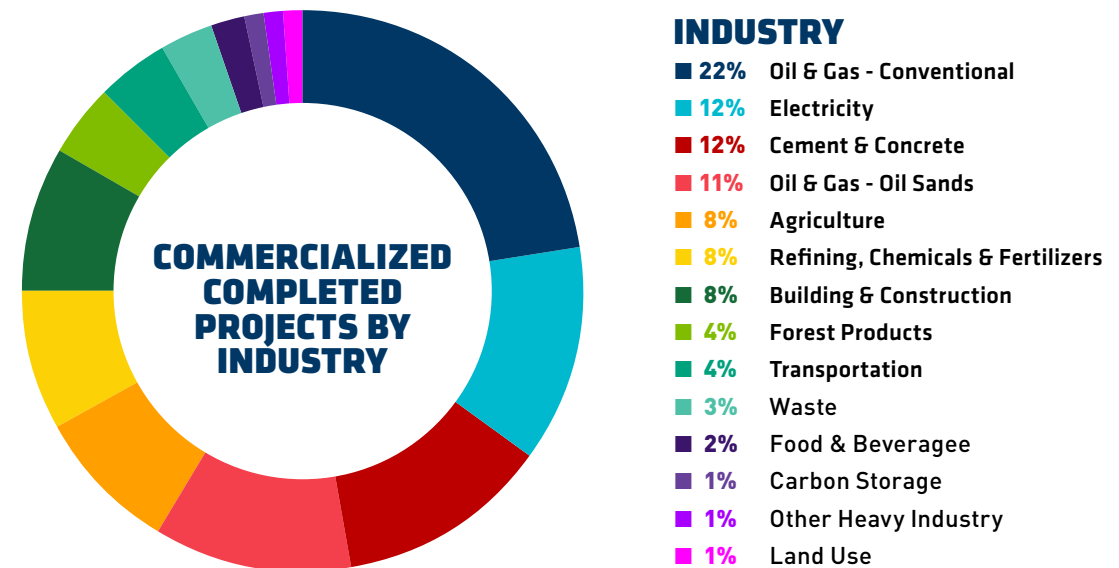
DIVERSIFIED PORTFOLIO



ADVANCING TOWARDS COMMERCIALIZATION



ERA considers a project commercialized if the technology is de-risked and commercially available, a commercial demonstration is successful, the technology reaches a TRL 9 or higher, it is successfully piloted and implemented, or the project is commercially installed.



MAP OF ERA-FUNDED PROJECTS

This map highlights the 351 projects funded through competitive funding calls and continuous intake programming.

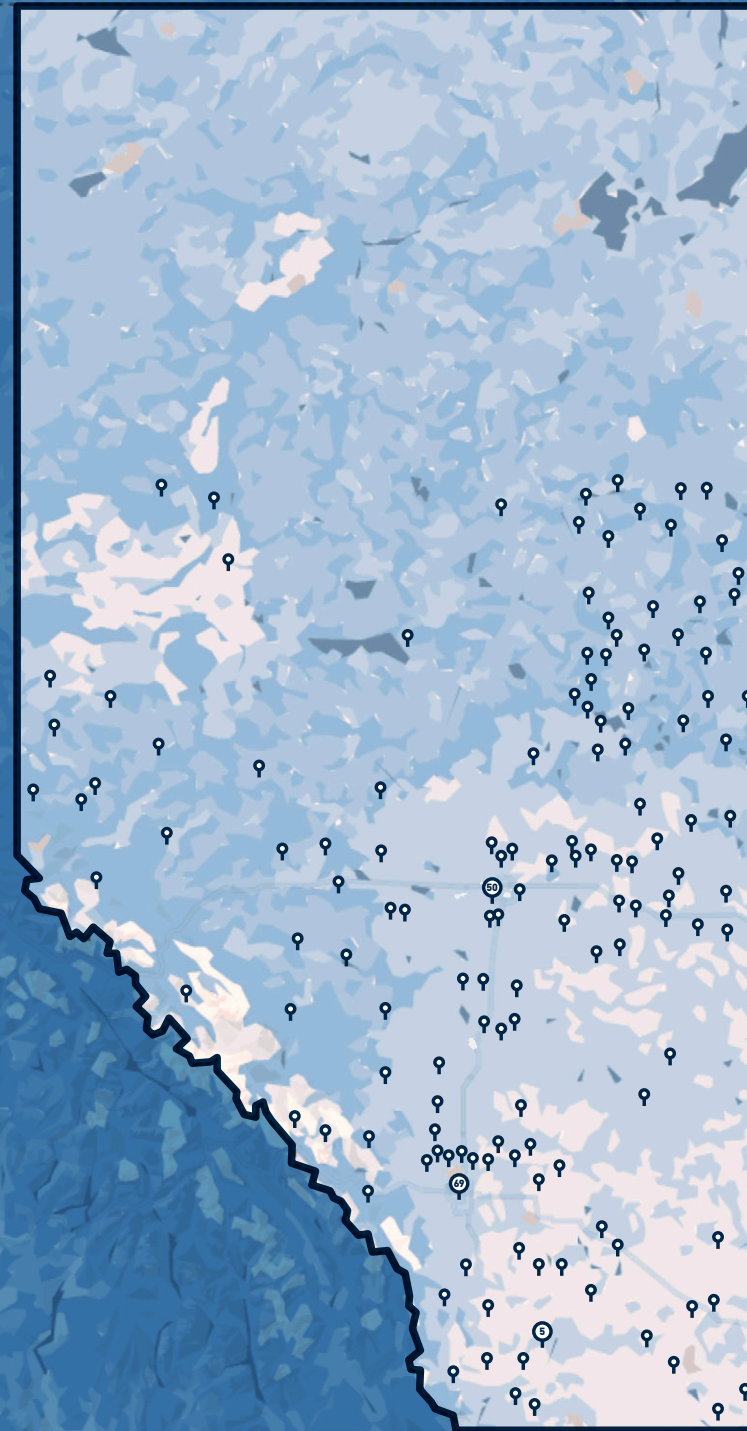
- 323 projects are located at specific sites within Alberta and are represented on the map
- 28 projects are located outside Alberta (10 elsewhere in Canada & 18 outside Canada)

Note: Some mapped locations reflect proponent head offices rather than project site locations.

Project locations shown on this map are approximate and intended for illustrative purposes only. Pins do not represent exact geographic coordinates.

DISCLAIMER

While ERA makes every effort to ensure claims related to emissions performance are accurate, it does not audit underlying information or verify all source data and is not responsible or liable for any environmental claims, environmental performance metrics, or any representations, statements, or claims regarding emissions or emissions reductions contained in this Business Plan, or any assumptions or methodologies underlying any such claims.



BUSINESS PLAN AT-A-GLANCE

STRATEGIC PRIORITIES

ERA has three strategic priorities to deliver on its mandate and vision for Alberta. These priorities serve as the framework for deliberate initiatives that will be implemented over the next three years.

1. ACCELERATE TECHNOLOGY

Invest in innovative technologies that help industries in Alberta reduce emissions and mitigate environmental impacts while improving global competitiveness.

2. DRIVE COMMERCIALIZATION

Convene the right resources to accelerate the adoption and broader commercial deployment of clean technology solutions that drive economic growth, emissions reductions and wider environmental benefits in Alberta.

3. MAXIMIZE IMPACT

Extend ERA's impact beyond technology support by sharing knowledge and striving for operational excellence.

1. ACCELERATE TECHNOLOGY

OBJECTIVES

1. Identify high-potential opportunities and gaps where investment can accelerate clean technology solutions that can drive emissions reductions and enhance the competitiveness of Alberta's industries.
2. Support efforts by Alberta's businesses to accelerate the commercialization and deployment of innovative clean technologies in Alberta and beyond, resulting in increased employment and investment attraction in Alberta.

STRATEGY

Manage and invest in a balanced portfolio of innovation projects directed by ERA's TRM.

Initiatives

1. Develop and release an updated Technology Roadmap.
2. Identify solutions that reduce emissions for Alberta industries, building on our strengths and creating new business opportunities.
3. Deliver competitive funding calls and continuous intake programming.

2. DRIVE COMMERCIALIZATION

OBJECTIVES

1. Accelerate the commercialization and market adoption of Canadian-based emissions-reducing technologies within Alberta, across Canada, and globally.
2. Leverage investments to create larger pools of capital for innovation and technology commercialization.
3. Highlight economic benefits (direct and indirect) in Alberta from projects funded by ERA.

STRATEGY 1

Leverage government programming and other technology funding opportunities to optimize funding for commercialization efforts and maximize the economic benefits and environmental impacts for Alberta.

Initiatives

1. Deliver the Strategic Energy Management for Industry program.
2. Deliver the Methane Reduction Deployment Program.

STRATEGY 2

Reduce barriers to commercialization through thought leadership, knowledge sharing and convening ecosystem support.

Initiatives

1. Enhance strategic partnerships to drive commercialization.
2. Strengthen international partnerships.
3. Alleviate barriers to commercialization.
4. Engage strategic ecosystem supports.

3. MAXIMIZE IMPACT

OBJECTIVES

1. Promote widespread dissemination of knowledge and lessons learned from ERA-supported technologies among innovation ecosystem stakeholders to gain support for greater adoption.
2. Increase awareness of ERA's role within the innovation system.
3. Incorporate project learnings into future implementation and projects.
4. Increase recognition of Alberta as an innovation and clean technology leader, strong environmental steward, and globally competitive investment destination.
5. Demonstrate the efficient and effective use of public and industry funds.

STRATEGY 1

Elevate awareness of ERA's impact.

Initiatives

1. Share portfolio insights, technology analysis, and reports.
2. Craft ERA impact stories to engage new and existing audiences.
3. Host and participate in strategic events, workshops, and conferences.
4. Secure media coverage.

STRATEGY 2

Strengthen ERA's performance management framework.

Initiatives

1. Strategic dashboard refinement.
2. Implement updated project reporting processes.
3. Quantify and report emissions reductions.
4. Promote and enhance ERA's open data portal.
5. Quantify and report economic impact.

STRATEGY 3

Continuous improvement of operations and governance.

Initiatives

1. Seek out and implement ongoing operation efficiencies.
2. Continue to foster a culture of collaboration and respect.

DELIVERING ON STRATEGIC PRIORITIES

1. ACCELERATE TECHNOLOGY

Invest in innovative technologies that help industries in Alberta reduce emissions and mitigate environmental impacts while improving global competitiveness.

OBJECTIVES

1. Identify high-potential opportunities and gaps where investment can accelerate clean technology solutions that can drive emissions reductions and enhance the competitiveness of Alberta's industries.
2. Support efforts by Alberta's businesses to accelerate the commercialization and deployment of innovative clean technologies in Alberta and beyond, resulting in increased employment and investment attraction in Alberta.

KEY INDICATORS

- Total project investment and total dollars invested
- Impact on provincial and national GDP
- Jobs created
- Funding allocation by sector
- Project location
- Emissions reductions from the project
- Emissions reduction potential from the commercial rollout of funded technologies
- Technology Readiness Level (TRL)* progression of projects
- Measurable environmental, social, economic viability, and other benefits

**Technology readiness levels are a method for estimating the maturity of technologies.*



STRATEGY

STRATEGY 1

Manage and invest in a balanced portfolio of innovation projects directed by ERA's TRM.

ERA supports the advancement of technologies that reduce emissions at different stages of deployment, aiming to de-risk, validate, scale, and ultimately implement a wide range of technology solutions across Alberta's major industrial sectors. ERA's investments in this strategic priority area primarily take the form of non-repayable grants to pilot, demonstrate, and deploy projects, with investment themes guided by ERA's TRM. The five focus areas outlined in the TRM are designed to pursue a multi-pathway approach, maximize impact on Alberta's emissions and economy, and align with the provincial environmental and energy development priorities. The current edition of the TRM is [available here](#).

INITIATIVES

1. Develop and release an updated TRM.

In 2026, ERA will release the sixth edition of the TRM. The TRM serves as ERA's investment strategy, aligning with the Government of Alberta's priorities and innovation needs. ERA consults with stakeholders and partners across government, industry, and post-secondary to ensure the TRM reflects international and national context while maintaining a focus on five cross-cutting technology areas. Investments are intended to be distributed across a portfolio that demonstrates technological, sectoral, geographical, and risk diversification.

The next edition of the TRM will address the current status of Alberta's emissions challenges, emphasizing the role of technology disruption. It will continue to demonstrate opportunities for more diverse investments in critical areas such as traditional and unconventional energy production, methane-reduction technologies, agriculture and agri-food, forestry and land management, waste management, heavy industry, transportation, electricity needs for AI data centres, air pollutants, land remediation, and water management.

2. Identify solutions that reduce emissions for Alberta industries, building on our strengths and creating new business opportunities.

Alberta's industries and innovators have a track record of driving the discovery, development, and adoption of clean technology—from advanced approaches to methane detection and mitigation to carbon capture and storage infrastructure. ERA will continue to enhance its technology scouting capacity with the support of strategic partners to help bring emissions-reducing technology to Alberta to deliver environmental and economic benefits. ERA will also continue to leverage its provincial, national, and international strategic partners to identify shared challenges and opportunities and tap into local and global innovation activity. Specifically, ERA will assess and undertake efforts to improve the pipeline at early TRL stages where appropriate, including increased collaboration with Alberta Innovates to identify ways to catalyze projects at the earlier stage.

3. Deliver competitive funding calls and continuous intake programming.

To help reduce technical and commercial risk, ERA delivers non-dilutive grant funding through targeted, competitive funding challenges and continuous intake programming. ERA's trusted, rigorous, and transparent funding processes are designed to fill a significant need for de-risking technologies that have been proven in concept and prototype but need support to progress to field piloting, demonstration, and first-of-kind commercial deployment.

ERA continues to explore further alternative opportunities to enable and catalyze new technologies and major projects of interest through various mechanisms, including support for feasibility and front end engineering design (FEED) studies, strategic investments in technology development, and an expanded focus on a broader range of project outcomes.

ERA understands that technology investments across multiple focus areas and sectors are needed. ERA continues to be committed to a flexible, non-technology-prescriptive approach that allows the best solutions for emissions reduction to come forward across the priority sectors and pathways identified in the TRM. The 2026–29 Business Plan commits to delivering competitive funding programs that are accessible to a broad range of sectors and technologies.

ERA FUNDING PROGRAM OUTLOOK 2026–2029

For the term of this Business Plan, ERA anticipates delivering two competitive funding calls annually, supplemented by the Continuous Intake Program.

Annual Open Call: Industrial Transformation Challenge

Estimated timing: Spring 2026, Spring 2027, and Spring 2028

Scheduled each Spring, ERA's Industrial Transformation Challenge aims to support a wide range of technologies through a reliably timed process, providing industry and innovators with predictability for long-term planning and capital investment. This call enhances Alberta's competitiveness and environmental performance by reducing risks, demonstrating, and deploying diverse innovative technologies and solutions that have the potential to bring about significant improvements in the province's key industries. These technologies may include next-generation extraction and manufacturing processes; automation and advanced digital solutions; process electrification; new feedstocks, processes, and chemistries; waste heat recovery and thermal energy storage; water treatment; soil remediation; integration of geothermal, nuclear, and other emerging energy sources; grid resilience and optimization; circular economy approaches and industrial symbiosis; development of new products such as advanced bitumen materials; and major upgrades to facilities, among others.

By investing annually in transformative emissions reduction opportunities across multiple sectors, ERA expects to achieve the following outcomes:

- **Attract world-leading solutions that will reduce emissions while enhancing competitiveness and reducing costs**
- **Develop a pipeline of commercial-ready, competitive, emissions-reducing technologies that can be broadly adopted across Alberta's major industrial sectors**
- **Foster new low-emissions industries in Alberta to deliver economic diversification and open the province to new market opportunities**



INDUSTRIAL TRANSFORMATION CHALLENGE

Annual Targeted Calls

Estimated timing: Fall 2026, Fall 2027, and Fall 2028

To remain nimble and responsive, targeted calls, typically launched each Fall, address emergent strategic needs based on ongoing analysis of the innovation landscape, technology trends, and industry needs. These targeted calls draw from themes highlighted in the TRM and are intended to complement the annual Industrial Transformation Challenge. Future targeted calls may focus on various topics, including, but not limited to, opportunities in agriculture and agri-food, electricity, grid resilience and optimization, digital solutions, resource optimization, critical minerals processing, and nature-based approaches.

Continuous Intake Programming

While most of ERA's funding is distributed through competitive funding calls, projects are also considered through the Continuous Intake Program. This program enables ERA to remain agile in addressing gaps, ensuring that high-potential and strategically important projects can be evaluated outside the traditional call-for-proposals cycle.

Partnership Intake Program

At the core of the Continuous Intake Program is a referral process that enables ERA to evaluate proposed projects referred by Trusted Partners—organizations with rigorous, fair, and transparent processes comparable to those of ERA. This approach enables ERA to leverage funds and conduct due diligence, share risk, and reduce administrative burdens for applicants.

The Partnership Intake Program is expected to deliver the following outcomes:

- Ensure ERA's funding is accessible to the widest possible range of applicants
- Attract novel projects and technologies that may not align with calls for proposals but nonetheless have significant strategic value to Alberta
- Maximize the emissions reductions, economic benefits, and financial leverage associated with ERA's investments, for example, by supporting feasibility/FEED studies for strategically important technologies

Project Re-Entry & Building on Success Programs

Many early-stage projects face temporary barriers—technical, regulatory, or market-related. ERA's Project Re-Entry Program allows for the re-intake of previously advanced projects that were paused or cancelled, providing flexibility to reconsider funding for high-potential opportunities once barriers are resolved. Similarly, to maintain momentum for promising technologies and address the issue of a noted lack of follow-on funding, financing, and infrastructure—including demonstration sites—that challenge commercialization, the Building on Success Program enables follow-on funding for previously supported technologies, ensuring continued progress in their development.

Both of these "invitation-only" continuous intake programs allow projects to proceed when they are ready and have all the elements for success to further advance to commercialization. ERA will continue to identify and implement ways to address commercialization challenges, including securing demonstration sites and overcoming the barriers of subsequent funding and infrastructure.



ERA is a key delivery partner of the Government of Alberta's TIER fund.



Natural Resources Canada

Ressources naturelles Canada



DELIVERING ON STRATEGIC PRIORITIES

2. DRIVE COMMERCIALIZATION

Convene the right resources to accelerate the adoption and broader commercial deployment of clean technology solutions that lead to economic growth, emissions reduction, and wider environmental benefits in Alberta.

OBJECTIVES

1. Accelerate the commercialization and market adoption of Canadian-based emissions-reducing technologies within Alberta, across Canada, and globally.
2. Leverage investments to create larger pools of capital for innovation and technology commercialization.
3. Highlight economic benefits (direct and indirect) from projects funded by ERA.

KEY INDICATORS

- Completed projects continuing toward commercialization
- Enhanced support for small and medium-sized enterprise innovation progressing towards commercialization
- Investment allocation by facility type
- Collaborative partnerships to facilitate and accelerate the commercialization efforts of the most promising technologies
- Measurable transformation toward a carbon-neutral economy
- Lifetime emissions reductions and energy savings

STRATEGIES

STRATEGY 1

Leverage government programming and other technology funding opportunities to optimize funding for commercialization efforts and maximize the economic benefits and environmental impacts for Alberta.

INITIATIVES

1. Deliver the Strategic Energy Management for Industry program.

Energy efficiency is especially important in Alberta because of the province's climate, energy-intensive economy, rising costs, and need for long-term sustainability. In October 2024, ERA launched the SEMI program. This \$70 million program, funded by the Government of Alberta and Natural Resources Canada (NRCAN), supports the province's industrial and manufacturing sectors in building internal capacity, improving energy efficiency, cutting operational costs, and reducing emissions. It is one of the most successful government-funded energy efficiency incentive programs in the country, based on total dollars deployed.

SEMI provides industrial and manufacturing facilities with tools to identify energy efficiency opportunities through energy assessments and audits; implement energy management systems that can be used to track, analyze, and manage energy consumption; build internal capacity through Strategic Energy Management training; and provide incentives to upgrade energy-consuming systems and equipment.

The program builds lasting institutional competencies that enable companies to plan and implement continuous operational efficiency improvements, invest in efficiency-focused capital retrofits, and develop long-term emissions reduction strategies necessary to meet future goals. The SEMI program will continue until March 31, 2027, or until funding is fully allocated.

The SEMI program is expected to deliver the following outcomes:

- Enhance profitability for participants by boosting their bottom line through conducting energy assessments, implementing an energy management information system, or investing in capital retrofits.
- Lower operating costs and equipment longevity for participants by cutting energy costs while extending the lifespan of their equipment.
- Enable participants to collaborate with industry peers to exchange ideas and best practices in energy management and create a thriving community of energy managers.

2. Deliver the Methane Reduction Deployment Program.

Alberta is a global leader in monitoring, managing and reducing methane emissions. The province has reduced methane emissions from the conventional oil and gas sector by 52% since 2014, and 17 million tonnes of emissions have been prevented from being released through technology funding. To build on this momentum, ERA launched its Methane Reduction Deployment Program in November 2025. The program is designed to help Alberta's oil and gas industry cut methane emissions faster and more cost-effectively. The program supports the deployment of commercial-ready technologies that detect, measure, and reduce methane.

The program was launched with \$22.4 million in funding from the Government of Alberta. In 2026, Environment and Climate Change Canada (ECCC) confirmed an additional \$19.4 million in funding from the federal Recapitalized Low Carbon Economy Leadership Fund (LCELFF). With this confirmed, the total program budget will rise to \$41.8 million, supporting over 950 job-years and adding more than \$122 million to Alberta's GDP.

ERA's Methane Reduction Deployment Program runs concurrently with the NGIF Accelerator's new Methane Reduction Demonstration Program, a \$7 million initiative designed to advance near-commercial technologies. ERA and Natural Gas Innovation Fund (NGIF) will work closely to deliver these two separate and distinct offerings in support of industry. The program will continue until March 31, 2029, or until funding is fully allocated.

The program is purpose-built to lower capital risk, accelerate technology deployment, and help producers position themselves ahead of regulatory requirements. It's not just a funding opportunity; it's a strategic advantage for Alberta's oil and gas sector.

The Methane Reduction Deployment Program is expected to deliver the following outcomes:

- Cut emissions fast: Methane is over 28 times more potent than CO₂. Every tonne reduced delivers a significant environmental impact.
- Stay competitive: Meeting and exceeding regulatory requirements today strengthens market access and investor confidence tomorrow.
- Lower costs and risks: ERA funding helps offset capital costs, speeding up adoption and reducing financial barriers.
- Show leadership: Support Alberta producers who are proving the world's energy can be both reliable and responsible.



PHOTO: Harbour Environmental conducted an energy audit and more through the SEM program.

STRATEGY 2

Reduce barriers to commercialization through thought leadership, knowledge sharing, and convening ecosystem support.

While public funding plays a vital role in accelerating new technologies, it alone cannot drive innovation to commercialization. Innovators encounter numerous obstacles that impede technological progress and industry adoption. Bridging these gaps requires a collaborative effort, with government and industry working together around the same table to accelerate and drive towards commercialization.

From 2026 through 2029, ERA will continue to work with government, innovators, ecosystem partners, industry, and post-secondary institutions to help address gaps and bring new technologies and solutions to market, including focused follow-on funding, commercialization guidance, helping to secure demonstration sites, strengthening the project pipeline, and more.

As projects are completed, ERA will continue to showcase lessons learned from projects that achieve commercialization through a variety of events, roundtables, presentations, technology briefings, white papers, podcasts, and blog posts. It will also include new, interactive disclosure tools and dashboards to keep stakeholders informed on project progress and impacts.

INITIATIVES

1. Enhance strategic partnerships to drive commercialization.

To better position Alberta as a strategic hub for cleantech commercialization, ERA will continue to strengthen and further leverage strategic partnerships along the innovation continuum to help build a pipeline of high-potential, market-ready technologies while maximizing the impact of public investment. This will enhance ERA's role as a convener, connecting innovators with the right resources based on their technology and business maturity to guide and support accelerated technology development towards commercial deployment. It will also allow ERA to gain deeper insights on high-potential technologies and their needs as they advance toward the demonstration and commercialization stages.

ERA will continue to work with post-secondary and business and technical support service providers such as Avatar Innovations, Foresight Canada, Platform Calgary, Edmonton Unlimited, PTAC, CRIN and Alberta Innovates to help ensure entrepreneurs and innovators have the business capacity and skills to advance their technology toward commercialization.

2. Strengthen international partnerships.

ERA invests in technologies expected to have an economic impact in Alberta and globally. Achieving a diversified local economy calls for global cooperation as the world demands affordable, secure, and reliable energy. ERA is committed to deepening its existing relationships with US and international partners to promote the export of local technologies and the import of global technologies to enhance local industries.

■ **Support Clean Energy Transition Partnerships (CETP).**

ERA is a member of the Clean Energy Transition Partnership (CETP), a transnational initiative for joint research, technological development, and innovation (RTDI) programming to boost and accelerate the energy transition. The initiative enables 50 national and regional funding partners from 30 countries to align on priorities and pool budgets for annual funding calls through 2027. ERA will continue to work with CETP on its annual Joint Calls, including adjudicating Joint Call 2025 projects. Previous projects funded through international initiatives like this have leveraged funding from countries including the United States, the United Kingdom, France, Germany, Norway, Sweden, the Netherlands, Austria, and more.

3. Alleviate barriers to commercialization.

Over the next three years, ERA will continue to focus on sharing lessons from proponents' commercialization journey. ERA will leverage learnings from its 2023 Barriers to Commercialization Study, which uncovered common gaps in commercialization, and recent in-depth interviews with proponents, to identify and share leading practices for successful commercialization and highlight proponents' successes through a variety of owned channels.

Learnings from this work will culminate in December 2026, when ERA will host its first Cleantech Commercialization Summit. The invite-only event will bring together innovators, government and industry leaders, ecosystem supports, and thought leaders to learn from previous commercialization successes and failures. The Summit aims to identify ways to streamline and accelerate the path to commercialization, enabling broader, commercial-scale deployment of cost-effective, emissions-reducing technologies.



PHOTO: Southland Trailers participate in strategic energy management training with SEMI.



PHOTO: Livestock Water Recycling conducts high-tech digital manure processing.

Two key ERA programs that help alleviate barriers to commercialization are:

- **Innovator Support Services Program.**

The Innovator Support Services Program pairs ERA proponents with curated experts who provide advisory services to strengthen business success. It offers focused technology commercialization support that drives commercial readiness and streamlines efforts toward market-relevant commercialized solutions. The program supports small-and medium-sized enterprises (SMEs) facing talent gaps within their organizations or in their strategic plans to advance their technology solutions. Feedback from program participants indicates that the program meaningfully reduced commercialization risk. Participants reported clearer pathways to customers, enhanced go-to-market readiness, validated commercial strategies, improved financial models, and stronger investor-facing materials.

The program is delivering material reductions in commercialization barriers, supporting ERA's broader objectives of economic diversification, GHG reduction, and SME competitiveness. With the support of program participants and service providers, who have provided positive feedback on the program to date, ERA will continue to strengthen the program to support innovators on their path to commercialization.

- **Lab Services Incentive Program.**

The Lab Services Incentive Program was designed to improve access to lab services for Alberta companies and foster the development of early-stage technologies. The program supported laboratory, analytical, materials, environmental, and computational services across Alberta's post-secondary research institutions (University of Alberta, University of Calgary, University of Lethbridge). Across all projects, the program supports early-stage research to de-risk scale-up by providing materials, chemical, environmental, and energy-related analytics. Feedback from ecosystem partners is positive, and participating SMEs are satisfied with the program and report consistently positive experiences.

- 4. **Engage strategic ecosystem supports.**

Alberta has a robust ecosystem of academia, industry, industry associations, government, and accelerators that make emissions-reducing technology innovation more accessible. As a convener, ERA can strengthen this ecosystem in various ways.

- **Showcase Decentralised Energy Canada's (DEC) Next Generation Energy Innovation Challenge.**

In 2026–27, DEC plans to complete the second intake of its Next Generation Energy Innovation Challenge, which aims to accelerate the adoption of near-commercial innovative energy technologies. ERA has already committed \$100,000 in funding to support the challenge's operations and will provide emissions quantification support as an in-kind service to Challenge winners. With additional funding, ERA will partner with DEC to showcase the Challenge's results. There may be opportunities to share lessons learned from the collaboration between municipalities, industry, and funders.

- **Continued support for Carbon Capture, Utilization and Storage (CCUS) technology development and deployment.**

ERA and the International CCS Knowledge Centre will continue to advance Carbon Capture Kickstart Challenge projects, share the learnings from these studies, and support WaterSMART in its work to understand the water impacts of CCUS in Alberta. Findings from these initiatives will be available in 2026. ERA will continue to work with the International CCS Knowledge Centre on knowledge-sharing opportunities.

- **Support other strategic investment areas.**

ERA anticipates and actively targets areas where gaps in the innovation pathway may emerge. It will offer diverse support, including leading comprehensive studies, providing technical expertise, funding regional technical and knowledge hubs, and supplying resources to develop whitepapers, presentations, and conference speaker opportunities.

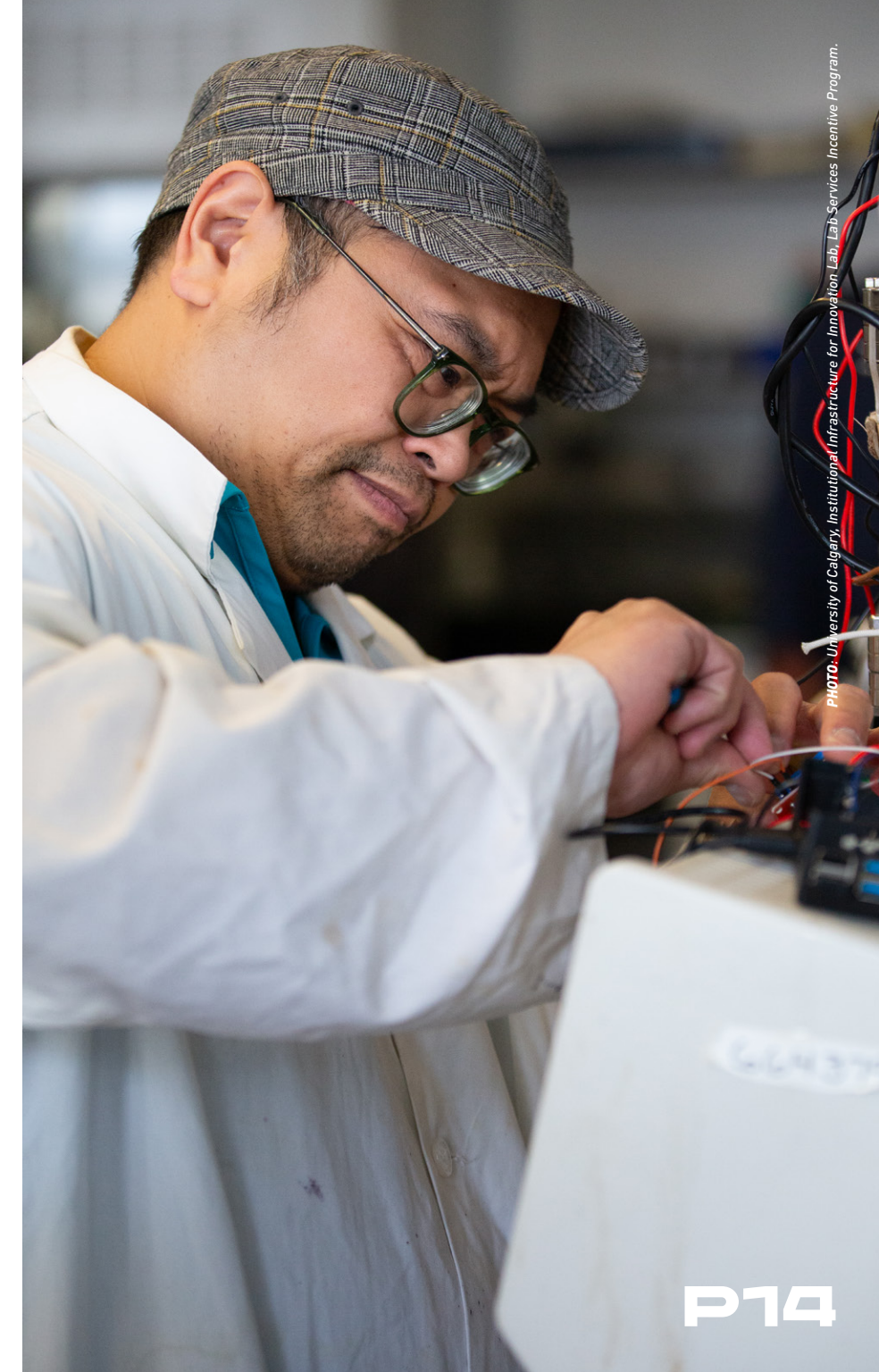


PHOTO: University of Calgary, Institutional Infrastructure for Innovation Lab, Lab Services Incentive Program.

DELIVERING ON STRATEGIC PRIORITIES

3. MAXIMIZE IMPACT

Maximize ERA's impact beyond technology support by sharing knowledge and striving for operational excellence.

OBJECTIVES

1. Promote widespread dissemination of knowledge and lessons learned from ERA-supported technologies among innovation ecosystem stakeholders to gain support for greater adoption.
2. Increase awareness of ERA's role within the innovation system.
3. Incorporate project learnings into future implementation and projects.
4. Increase recognition of Alberta as an innovation and clean technology leader, strong environmental steward, and globally competitive investment destination.
5. Demonstrate the efficient and effective use of public and industry funds.

KEY INDICATORS

- Stakeholder awareness, support, and collaborative partnerships
- Follow-on business from engagement with proponents
- Operating costs as a percentage of approved project commitments
- Length of ERA intake, decision-making, and contracting cycle
- Leveraged investment
- Audience reach and engagement
- Strengthened employee engagement



STRATEGIES

STRATEGY 1

Elevate awareness of ERA's impact.

ERA's success stories, lessons learned, and project outcomes highlight Alberta's proactive approach in delivering the environmental and economic results the world requires. Promoting knowledge sharing and collaboration across the broader industry helps accelerate the commercialization and proliferation of successful technologies. From 2026–29, ERA will utilize best-in-class internal and external communication strategies to underscore the importance of ERA's critical role in Alberta's economic growth and in reducing emissions.

ERA will also continue to improve its reporting on post-project outcomes and learnings, increasing visibility and public awareness of impactful data. It will undertake initiatives for more interactive, data-driven storytelling, enhance its website, and create new pathways to engage audiences. ERA's communication mix will help raise the profile of Alberta's emissions reduction successes, showcase Alberta as a place for clean technology investment, and amplify project outcomes to provincial, national, and international audiences to drive future investment in technologies that benefit Alberta and beyond.

INITIATIVES

1. Share portfolio insights, technology analysis, and reports.

ERA will share comprehensive qualitative and quantitative research from across key areas of the portfolio, including methane management, oil and gas, forestry, heavy industry (cement, petrochemicals), agriculture, and advanced materials/circular economy. Communication tactics will highlight commercialization challenges, success factors, barriers, lessons learned, and additional support needs, providing deep insights into technology development and market adoption.

■ Insights from Portfolio Impact.

The findings from ongoing portfolio analysis will inform ERA's decision-making and enhance knowledge sharing across the ecosystem, serving as the foundation for briefing notes for government and industry, speaking notes, videos, podcasts, blogs, briefing materials, webinars, interactive displays, and other content to share portfolio insights and help drive the adoption and scaling of clean technologies.

2. Craft ERA impact stories to engage new and existing audiences.

ERA's 17 years of investment experience provide a rich foundation of stories, insights, and lessons learned from across its portfolio. These insights will showcase the unique challenges and successes of Alberta's innovators and demonstrate the province's leadership in technology development. From 2026–29, ERA will build on its content strategy by using portfolio and technology analyses to create engaging, knowledge-driven content for blogs, videos, podcasts, and other communication platforms.

This strategy will draw on project and portfolio success stories, ERA-supported research papers, and key learnings gathered through in-depth interviews with funding recipients and detailed technology analysis. The resulting content will not only highlight innovation but also share leading practices with the broader ecosystem, informing decision-making and advancing Alberta's clean technology sector.

Content will be distributed widely across ERA's website, social media, newsletters, traditional media, YouTube, Spotify, Apple Podcasts, Google Podcasts, speeches, presentations, stakeholder updates, internal communications, and more. ERA will expand its digital reach by sponsoring content across social media platforms and proactively sharing materials with key stakeholders, ensuring broader dissemination of portfolio insights and technology learnings.

3. Host and participate in strategic events, workshops, and conferences.

Engaging with industry stakeholders, government influencers, and innovation partners at national and international events strengthens ERA's credibility as a convener and accelerator across the innovation system. ERA will focus on organizing and participating in events that provide the greatest opportunity to disseminate key learnings, showcase portfolio successes, and enhance Alberta's reputation as a hub for clean technology innovation.

ERA will leverage its portfolio insights and technology analysis to maximize the value of hosting and participating in events. By drawing on in-depth understanding of project outcomes, commercialization challenges, and lessons learned, ERA can share actionable knowledge, inform decision-making, and highlight Alberta's leadership in emissions-reducing technologies.



PHOTO: ERA's CEO, Justin Riemer, and Aidan Mills, President and CEO of Northstar Clean Technology's grand opening.

■ **Host regular, proactive briefings with provincial and federal governments.**

ERA will continue to share regular briefings on project progress with the Government of Alberta’s Ministry of Environment and Protected Areas and other provincial and federal ministries and funding agencies when appropriate. The Government of Alberta and the Government of Canada’s senior officials, departments, and agencies will be provided with relevant and timely information about ERA’s investment impacts related to emissions reductions and Alberta’s economic growth.

■ **Host and co-host knowledge sharing events and workshops.**

Throughout 2026–2029, ERA will capitalize on ecosystem partner opportunities—such as panels, owned events, videos, and podcasts—to ensure project learnings are shared with innovators, policy makers, industry and associations. ERA’s Lessons Learned events are a way to share insights from experts with those who can benefit from knowledge translation. The goal of these events is to accelerate technology adoption by sharing insights from project proponents and industry leaders.

■ **Sponsor and speak at events, roundtables, and webinars.**

ERA will sponsor and speak at national and international innovation and sustainability events focused on raising awareness of emissions-reducing technology advancements and projects. ERA will also attend and participate in events, roundtables, technical briefings, webinars, and more where cleantech developers convene with representatives from the business community, government, and the innovation system. Key events include the CERAWeek, Cleantech Forum North America, Alberta Emerald Foundation Awards, ASTech Awards, National Coalition of Chiefs Energy Summit, ScaleUP Week, Energy Disruptors, Clean Fuels Canada Summit, PTAC Methane Leadership Summit, the Global Energy Show, and more. ERA will continue to support key international events when the team’s presence can lead to reputational gain or greater investment in Alberta.

4. **Secure media coverage.**

Recognizing that earned media serves as a powerful third-party validator, ERA will continue to pursue coverage from top-tier news organizations at the provincial, national, and international levels. This will include generating media coverage to share the Alberta clean technology story and reinforce the action Alberta has taken to address climate change. ERA will also offer project proponents media training and storytelling workshops to enable organizations to tell their own stories and speak to the value of ERA’s support. ERA will work closely with project proponents and partners on their media relations activities to amplify ERA’s investments. ERA will also develop new communications toolkits to help proponents share and promote projects through earned media.

■ **Foster Government of Alberta participation in funding announcements.**

As an enabler of the province’s strategic communications outcomes, objectives, and activities, ERA aligns its annual Communications Strategy and Event Plan to ensure funding launches and project announcements are made in partnership with the Government of Alberta. This includes in-person or digital media events with participation from the appropriate Minister(s) and, where possible, the Premier of Alberta. It also includes a corresponding news release from the Government of Alberta. ERA will work with the Government of Alberta to ensure industry and innovator stakeholders participate in these announcements and provide validator quotes for news releases.



PHOTO: Premier Danielle LeSmith announces funding for Big Marble Farms.



PHOTO: ERA’s CEO, Justin Riemer, speaks at the Materials That Matter event co-hosted by ERA and SSRIA.

STRATEGY 2

Strengthen ERA's performance management framework.

Performance management is critical to demonstrating that ERA is delivering on its mandate while staying true to its core values. For over 17 years, ERA has been a well-established delivery agent of Alberta's emissions reduction and economic policy, and its efforts are aligned with defined provincial, national, and international metrics. ERA is continually updating the performance metrics it uses and fine-tuning its collection methodology to align with best practices. ERA will continue strengthening its performance management approach to measure performance against key indicators and deliver maximum value to its stakeholders.

INITIATIVES

1. Strategic Dashboard refinement.

Each quarter, ERA reports on portfolio-based performance outcomes and measures to demonstrate and communicate how it delivers results. ERA's Strategic Dashboard shows how its portfolio of projects is performing against original projections. In 2026–29, ERA will further analyze attrition metrics and identify barriers that can be addressed by the broader innovation ecosystem. ERA's strategic dashboards will continue to be augmented to provide more meaningful KPI reporting.

2. Implement updated project reporting processes.

In 2026–29, ERA will implement updated processes to collect and share highlights from active projects for various communications tactics, such as newsletters, stewardship reports, videos, and podcasts. This process also includes reviewing final reports at project closeout and developing lessons-learned write-ups and knowledge-sharing plans. Retroactive lessons-learned write-ups are added to the current closeout process to provide additional value to innovators, policymakers, and funders.

3. Quantify and report emissions reductions.

ERA has a robust quantification methodology that aligns with industry standards and is applied by a team of experts. ERA funding applications are evaluated on their emissions reduction and economic potential. This is central to ERA's mandate and is the most heavily weighted criteria during ERA's project selection process. ERA quantifies the estimated emission reductions delivered through its portfolio of projects on a quarterly basis.

In 2025, ERA refreshed its market emissions forecasting approach following an external audit, including reviewing global standards, recommending the GHG Protocol Policy and Action Standard as the foundation for future forecasting, and improving internal consistency through clearer terminology, streamlined templates, and better data management. In 2026, ERA will begin implementing these recommendations and update its market emissions forecasts using improved methods and more transparent assumptions to better reflect potential market uptake and to support credible projections of emissions-reduction impacts through 2050.

ERA completed its first assessment of its 2024 carbon footprint to better understand operational emissions and support transparent reporting. Few comparable organizations publicly disclose this information, and among those that do, ERA's emissions are somewhat higher, largely reflecting activities such as public engagement, inter-office travel, and participation in sector events. The assessment provides a baseline for tracking changes over time, and ERA will continue to monitor its carbon footprint as the organization grows and its activities evolve.

4. Promote and enhance ERA's open data portal.

ERA will continue to enhance its Open Data Portal, a publicly accessible platform on its website designed to increase transparency and accessibility of the portfolio and associated emissions-reduction data. The portal enables users to explore project details, download datasets, and engage with interactive features such as maps, visualizations, and additional disclosure tools and dashboards to keep stakeholders informed on project progress and impacts. With a focus on continuous improvement, ERA will regularly update the portal's functionality and content to ensure it remains a highly useful, user-friendly resource for stakeholders, innovators, and the public. The project portal is available at eralberta.ca/projects and will be consistently promoted to maximize awareness and impact.

5. Quantify and report economic impact.

To ensure responsible and effective management of public funds, ERA monitors and reports on past performance metrics. ERA evaluates impact at both the project level and the macro scale. During this plan's duration, ERA will maintain its focus on project-specific and technological economic results. These insights are showcased on project pages on the website, along with other materials like reports, social media highlights, and events.

ERA will continue to refine its analysis to quantify the net economic impact of ERA's emissions-reduction investments. This quantification includes direct benefits from economic activities advanced through ERA-funded projects.

ERA uses Statistics Canada's Input-Output (I-O) model (2025) to determine the projected GDP impact to Alberta by 2028. ERA's funded projects were expected to contribute \$8.19 billion to Alberta's GDP and \$10.99 billion to the national GDP by 2028.

As data analysis and reporting become more advanced, additional initiatives are being evaluated. In 2026–29, ERA will continue:

- To communicate and signal to investors the potential economic benefits these technologies offer in both Alberta and Canada, including the long-term potential associated with market adoption of ERA-funded technologies.
- To further demonstrate to its stakeholders a clear line of sight between its funding and outcomes, such as technology commercialization activities and emissions reductions.

STRATEGY 3

Continuous improvement of operations and governance.

Delivering operational effectiveness and efficiency remains a guiding principle. ERA's approach to resourcing and capacity building is centred on being able to scale in response to the needs of industry, the government, and the innovation ecosystem. To enable this, ERA relies upon a hybrid of internal staff and external service providers. ERA will continue to hold staff and service providers to high standards, encouraging them to identify efficiencies and assist ERA in maintaining low operating costs while delivering high value for money. Given the significant increase in the portfolio of funded projects, ERA has enhanced the team's internal capacity in both Edmonton and Calgary to manage and oversee it.

INITIATIVES

1. Seek out and implement ongoing operational efficiencies.

ERA has a culture of continuous improvement to enhance internal and external partner experiences and generate high-quality work and client satisfaction. Upcoming operational improvement initiatives include:

■ Internal process improvements:

- Leveraging technology solutions to optimize operational efficiencies, including enhancing SharePoint functionality and leveraging Artificial Intelligence (AI) tools such as Microsoft Copilot and ChatGPT. These enhancements are guided by an overarching Digital Strategy to ensure robust processes and controls are implemented alongside new technologies. This includes reviewing and updating internal policies.

■ Proponent engagement and satisfaction:

- The majority of proponents and partners are satisfied with ERA's existing processes, however, ERA will focus on areas of improvements such as streamlining and modernizing the Contribution Agreement process, upgrading tools and workflows to streamline submissions and enhance the user experience, and refining the stewardship of project execution from the project intake process through to the close-out process to ensure proponents have a streamlined experience.

■ Conduct the 5th Biennial Stakeholder Research Survey:

- In 2026, ERA will conduct the 5th biennial stakeholder research survey and formal interviews to further understand target audiences' needs, how ERA is viewed, and how it might improve its work to reduce emissions and strengthen the economy. This research reports on progress to address these core objectives:
 - Identify changes in levels of awareness, familiarity, and support for ERA and its mandate among a cross-section of audiences since benchmark waves in 2017, 2019, 2022, and 2024.
 - Understand current impressions of and attitudes toward ERA.
 - Gain an understanding of communication needs and preferences among stakeholders.
 - Provide insight into programming and operations, including awareness of funding calls and feedback on the application process.

2. Continue to foster a culture of collaboration and respect.

ERA fosters a positive, engaged, and high-performing workplace culture. The success of ERA is rooted in its team and the values they embody daily—innovation, integrity, collaboration, and transparency—values anchored in mutual respect and a relentless drive to deliver results for Alberta. Our employee engagement surveys and enhanced performance management systems are a couple of ways in which we continue to strengthen our culture, uphold our values, and support excellence across the organization.

ERA's connections include strengthening the communities in which we live and work. In addition to supporting staff through strong policies, professional development, and a culture grounded in respect, ERA is also helping to cultivate a sense of shared purpose through community involvement. ERA employees participate in volunteer initiatives such as river clean-ups, holiday donation campaigns, and supporting local community kitchens. These activities reinforce ERA's values, deepen team cohesion, and demonstrate ERA's commitment to contributing positively to Alberta's communities while advancing our mission.



PHOTO: Heather Stephens, ERA's Chief Operating Officer announces Industrial Transformation Challenge projects.

BUDGET

ERA's budget for core operational processes is projected to increase in 2026–27, reflecting growth in the overall project portfolio, strengthened stakeholder engagement activities, expansion of ERA's internal capacity, and advancement of strategic priorities. Revenue and expenditures associated with efficiency programming are included to support the delivery of the federal grant received, an incentive-based program, and a targeted call for investment in a key strategic area.

ERA maintains a lean administrative approach and an operating model that provides strong value for public dollars invested. As a trusted delivery agent for the Government of Alberta and other public funders, ERA actively manages its operations to maximize cost-effectiveness and efficiency. ERA remains strongly aligned with the policies and priorities of the Government of Alberta and has the capacity to deliver funding calls that exceed the annual funding commitment, as required.

REVENUE

The Government of Alberta (GOA) and ERA are currently executing a renewed three-year grant agreement and Memorandum of Understanding (MOU), expected to take effect in April 2026. The FY2027–FY2029 budget projections assume that the annual TIER funding allocation will remain consistent with prior years at \$50 million per year, net of interest income earned in the preceding year. This approach reflects provisions in the proposed agreement that allow the annual grant amount to be reduced by interest revenue generated in the previous fiscal year.

ERA has secured federal funding through Natural Resources Canada's Green Industrial Facilities and Manufacturing Program (GIFMP) to support delivery of the Strategic Energy Management for Industry (SEMI) program through March 31, 2027. An amended agreement finalized in December 2025 provides up to \$50 million over three years, an additional \$10 million commitment over the original funding allocation, and is complemented by \$20 million from existing TIER funding to support the capital retrofit stream.

ERA has successfully secured \$39.4 million from the Recapitalized Low Carbon Economy Leadership Fund (LCELF) over three years to supplement TIER funding for both the Methane Reduction Deployment Program and the Continuous Intake Program (CIP). Approval was received in February 2026, and the FY2027–FY2029 budget projections reflect this funding that is to be utilized between both programs at ERA's discretion.

The amounts reflected in this Business Plan represent planning estimates based on the funding scenarios outlined above. ERA retains the flexibility to scale its competitive funding calls and the CIP to align with the final funding envelope confirmed by the GOA. In addition, ERA maintains the ability to reallocate funding from approved projects that do not proceed, enabling capital to be redirected to future funding opportunities.

EXPENDITURES

ERA remains committed to the prudent management of operating expenses and the responsible stewardship of public funds. The organization routinely reviews expenditures to ensure resources remain aligned with strategic priorities and program delivery requirements. Call application volume is expected to decrease in FY2026–27, as FY2025–26 included an additional targeted call supporting both federal and provincial governments in key strategic areas. The per-unit cost of adjudicating and monitoring projects has remained consistent with prior years, resulting in an overall decrease in the project adjudication budget.

The Portfolio Management budget is expected to increase as ERA's overall project portfolio continues to expand, requiring additional oversight, monitoring, and reporting capacity. ERA's internal capacity has been strengthened to support growth in operations, including the addition of an Executive Director and increased finance capacity required due to the scale and complexity of ERA's activities.

In FY2026–27, ERA is also planning targeted investments in stakeholder engagement and communications, including a Technology Commercialization Summit and a Lessons Learned event. These activities support ERA's objective of effectively communicating the results and impact of ERA-funded initiatives.

Additional priorities for the year include targeted commercialization support through a PTAC Commercialization Project, implementation of actions arising from the GHG audit, advancement of ERA's data strategy, and expanded efforts to strengthen government engagement and alignment with strategic priorities. These investments are intended to support Alberta's innovation ecosystem and advance the commercialization of emissions-reducing technologies.

ERA maintains a robust internal control framework to ensure that project payments are issued in accordance with executed contribution agreements. Payments follow established milestone schedules, with reimbursement contingent on completion of required deliverables. Holdbacks are retained as a standard percentage of each payment until project completion and the publication of a final outcomes report.

ERA continues to manage significant funds under administration due to project attrition and delays arising from supply chain challenges, evolving economic conditions, policy and regulatory uncertainty, and competing capital allocation decisions within industry. Attrition data is analyzed and incorporated into funding recommendations to reflect that not all projects proceed through execution and completion.

	2025/26	2025/26	2026/27	2027/28	2028/29
	Budget (Approved March 2025)	Annual Forecast (Provided to Board March 2026)	Budget (Provided to Board March 2026)		
	\$	\$	\$	\$	\$
Revenue					
Government of Alberta	101,651,933	49,442,630	41,214,389	47,708,637	50,251,068
Government of Canada	26,467,575	19,567,041	26,119,621	-	-
Interest Income	17,155,161	20,422,408	13,928,160	11,477,742	8,989,359
Conference and Sponsorship revenue	50,000	6,914	50,000	50,000	-
Total Revenue	145,324,669	89,438,993	81,312,170	59,236,379	59,240,427
Project Expenditures					
Technology Contributions	91,716,735	87,651,809	111,410,439	149,166,366	153,868,205
Efficiency Programming	29,718,996	18,711,572	51,484,353	6,800,250	3,492,250
Total Project Expenditures	121,435,730	106,363,381	162,894,792	155,966,616	157,360,455
Operating Expenses					
General & Administrative					
Corporate costs	662,788	710,750	720,089	731,040	744,948
Insurance	35,000	28,000	28,000	28,000	29,000
GST expense	198,000	213,000	171,000	170,000	169,000
Total General & Admin	895,788	951,750	919,089	929,040	942,948
Operational Functions					
Project Adjudication	2,613,642	2,444,213	2,252,480	2,199,754	2,241,652
Portfolio Management	1,353,780	1,476,041	1,664,828	1,709,996	1,651,619
Contracts	601,912	346,064	303,268	311,131	319,222
Communication and Engagement	1,811,052	1,721,576	1,845,646	1,802,974	1,832,826
Strategic	764,817	526,769	526,926	562,828	576,859
Corporate Administration	1,029,185	1,173,141	1,333,742	1,372,832	1,412,951
Governance	327,213	303,188	309,119	317,278	325,676
Total Operational Functions	8,501,601	7,990,992	8,236,009	8,276,792	8,360,805
Contracted Services and Special Initiatives					
Fee-for-Service Projects	75,000	217,576	454,250	450,000	450,000
Performance, Measurement and Evaluation	85,000	44,000	44,000	44,000	44,000
Innovator Support Services	320,000	148,942	161,442	161,786	162,139
Other Strategic	135,000	205,387	160,000	160,000	160,000
Total Contracted Services and Special Initiatives	615,000	615,905	819,692	815,786	816,139
Board and Oversight					
Board remuneration and expense	151,000	93,520	97,301	90,716	90,716
Professional fees	84,000	53,181	66,278	74,740	76,609
Total Board and Oversight	235,000	146,701	163,579	165,456	167,325

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)
- (g)
- (h)

Energy Incentive Programming

ESB	2,025	71,347	-	-	-
SEMI	2,092,691	2,711,713	2,918,166	-	-
Methane Incentive Program	2,105,068	1,161,450	1,721,995	2,353,950	2,322,857
Total Energy Efficiency Programming	4,199,784	3,944,509	4,640,161	2,353,950	2,322,857

(i)

Total Operating Expense	14,447,173	13,649,857	14,778,530	12,541,024	12,610,074
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Surplus / (Deficiency) of Funds for the year	9,441,766	(30,574,246)	(96,361,152)	(109,271,261)	(110,730,102)
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Notes and assumptions

- (a) ERA and the Government of Alberta (GOA) are executing a renewed three-year grant agreement and Memorandum of Understanding (MOU), expected to take effect in April 2026. The FY2027–FY2029 budget projections assume that the annual Technology Innovation and Emissions Reduction (TIER) funding allocation will remain consistent with prior years at \$50 million per year, net of interest income earned in the preceding year. This approach reflects provisions in the proposed agreement that allow the annual grant amount to be reduced by interest revenue generated in the previous fiscal year. \$39.4 million of funding under the delivery entity agreement with the GOA supporting the Government of Canada's Low Carbon Economy Leadership Fund was approved in February 2026. Forecasted revenue recognition is based on projected program activity for both the Methane Incentive program and the Continuous Intake Program. Allocation of these funds between the two programs is at ERA's discretion.
- (b) ERA has secured federal funding through Natural Resources Canada's Green Industrial Facilities and Manufacturing Program (GIFMP) to support delivery of the Strategic Energy Management for Industry (SEMI) program through March 31, 2027. An amended agreement finalized in December 2025 provides up to \$50 million over three years, complemented by \$20 million from existing TIER funding to support the capital retrofit stream.
- (c) Interest income has been based on cash flow projections for the Corporation and current interest rate assumptions forecasted by ERA.
- (d) Program expenditures have been budgeted based on executed contribution agreements and on planning assumptions related to approved and anticipated project funding. Future funding initiatives reflect the anticipated calls outlined in the Business Plan and expected funding from the GOA and the Government of Canada (GOC). Projected cash flows incorporate estimated project attrition and delays based on historical averages.
- (e) General and Administrative Expenses for FY27 reflect an increase primarily driven by costs associated with team growth, including IT support, asset amortization, and professional development.
- (f) Operational Functions include internal salaries and service provider costs required to support ERA operations. Overall costs are expected to increase, primarily driven by expanded portfolio oversight for a growing number of active projects, increased corporate administration capacity, and enhanced engagement and outreach activities through Communications. These increases are partially offset by lower project adjudication volumes.
- (g) Contracted Services and Special Initiatives are budgeted to increase in FY27, reflecting targeted investments in strategic priorities. The increase is primarily driven by the PTAC Commercialization Project, contracted support to implement GHG audit findings and advance ERA's data strategy, and enhanced government relations capacity to support alignment with provincial priorities.
- (h) Board and oversight expenses are budgeted to increase in FY27, primarily reflecting a higher share of costs as the Fuel Innovation Fund becomes a separate entity with its own governance framework and will engage separate auditors.
- (i) Energy Efficiency Programming is budgeted to increase in FY27, primarily reflecting a full year of delivery for the Methane Incentive Program.

OVERVIEW

ERA, a registered Emission Reduction Funding Program under the Clean Fuel Regulations, launched the Fuel Innovation Fund in 2026. The Fuel Innovation Fund Corporation (Fund) is a subsidiary of ERA that takes compliance contributions from fuel suppliers and invests them in projects that reduce the lifecycle carbon intensity of transportation fuels used in the Canadian market.

FUEL INNOVATION FUND

PHOTO: North West Refining's NWR Sturgeon Refinery.

STRATEGIC ALIGNMENT

Alberta has the largest refining capacity in Canada, with the majority of these assets operated by firms headquartered in the province. Refinery operators are the primary regulated contributors to the ERFPs under Canada's Clean Fuel Regulations. The regulations offer primary fuel suppliers a voluntary option to meet up to 10 per cent of their annual carbon intensity reduction requirements through contributions that are reinvested into Canadian clean fuel projects. The Fund, administered by ERA, is one of four approved funding programs. While ERA's investments will continue to be supported through Alberta's TIER regulation, this separate and distinct fund leverages federal Clean Fuel Regulations compliance dollars, ensuring measurable, near-term emissions reduction that helps Canada meet its environmental targets.

Recognizing the importance of collaborating with these industry partners, ERA engaged with refinery operators during the formation of the Fund to ensure it could contribute to the Clean Fuel Regulations objectives.

GOVERNANCE STRUCTURE & RISK MANAGEMENT

Establishing the Fund as a subsidiary ensures compliance with federal requirements, addresses conflict-of-interest concerns and enables tailored governance and reporting structures. The subsidiary has been established with a governance structure that will approve project funding, steward the investment strategy for funds held, oversee financial reporting and the external audit, and ensure strategic alignment with ERA's overarching objectives. ERA is leveraging its experienced Executive Team, existing operations, and overall oversight from its Board of Directors to ensure the Fund has efficient processes, rigorous application reviews, and maintains transparency and accountability. This builds on ERA's 17-year legacy of delivering robust, transparent, and efficient funding decisions and financial oversight.



CLEAN FUEL COMMERCIALIZATION

Accelerate greenhouse gas reductions in Canadian transportation fuels by advancing the commercialization of low-emission fuel technologies, aligning with Canada's Clean Fuel Regulations objectives.

OBJECTIVES

1. Support the competitiveness of Canada's fuels sector by funding projects that reduce the life-cycle emissions intensity of transportation fuels produced or consumed in Canada.
2. Enable adoption of under-deployed solutions for low-emission fuels.
3. Continue to optimize the FIF programs in collaboration with key stakeholders.

KEY PERFORMANCE INDICATORS

The primary key performance indicator (KPI) for the program is emissions reductions (tCO₂e). Other KPIs that are contemplated include:

- Number of facilities and/or companies participated
- Net new volumes of low-carbon intensity fuel produced in Canada
- Economic and ancillary benefits
- Investment allocation by location and sector
- Collaborative partnerships

STRATEGIES

STRATEGY 1

Launch Fuel Innovation Fund Programming.

Two funding programs will launch in 2026. Current program parameters are laid out below; however, this program is expected to evolve as the program progresses and regulatory amendments are approved. It is expected that some program elements will be dynamic over the Business Plan cycle.

INITIATIVES

1. Contributor Reinvestment Program

The Contributor Reinvestment Program follows a continuous intake process for projects led by regulated contributors to the Fuel Innovation Fund. The program focuses on commercial-ready solutions (i.e. Technology Readiness Level 9 or higher), and all projects must be implemented within Canada. This focus ensures fund investments have a direct national impact aligned with the overall Clean Fuel Regulations objective to reduce Canada's emissions. Collaboration is strongly encouraged, including partnerships with post-secondary institutions, Indigenous organizations, and municipalities, to ensure broad expertise and community involvement.

Each contributor to the Fund is eligible to receive funding of up to 75 per cent of their annual contributions via the Contributor Reinvestment Program. The minimum contribution to a single project is \$5 million, and the maximum project contribution is \$100 million. The Fund, at its discretion, may consider higher contributions, up to \$125 million, for exceptionally strong projects. The Fund's contribution is capped at 50 per cent of eligible project costs, meaning each dollar invested must be matched by at least \$1 of eligible private contributions. Stacking is permitted with other provincial or federal funds, excluding ERA funding.



PHOTO: Imperial - West Oil Sands Project



PHOTO: Suncor - Edmonton refinery

2. Future Fuels Challenge

The annual competitive funding call is open to a wide range of applicants, including regulated contributors to the Fund and other commercial or industrial project proponents. Projects must be deployed in Canada, and eligibility is limited to TRL 6-9+. The Future Fuels Challenge is scheduled to launch in mid-2026. The minimum contribution to a single project will be \$1 million, with a maximum of \$10 million per project. The Fund matches funding up to 50% of eligible expenses. Stacking is permitted with other provincial or federal funds, excluding other ERA funding.

Under the regulation, funding is open to a wide range of technologies, including but not limited to: energy efficiency and optimization; electrification, fuel switching and new processes; clean electricity/heat production; methane emission reduction; Carbon Capture Utilization and Storage; co-processing; production of biofuels, synthetic fuels, or e-fuels; electric vehicle charging stations; and, hydrogen fuel stations.

STRATEGY 2

Driving engagement, knowledge sharing, and portfolio insights.

INITIATIVES

1. Drive knowledge sharing and ecosystem influence.

The Fund will leverage portfolio insights and investments to share knowledge, influence the fuel innovation ecosystem, and accelerate the adoption of sustainable fuel technologies through targeted content creation and strategic event engagement.

2. Sharing portfolio impacts.

The Fuel Innovation Fund will highlight its investments through engaging, knowledge-driven content that showcases the successes, lessons learned, and innovations of its technology projects. This content—delivered through blogs, videos, podcasts, social media, and stakeholder communications—will share best practices, inform decision-making, and showcase the Fund and ERA as a leader in sustainable fuel innovation. The Fund will also expand its digital reach by sponsoring content and proactively distributing it to key stakeholders, ensuring maximum visibility and impact.

3. Engaging through strategic events.

To build awareness, the Fuel Innovation Fund will participate in strategic national and international events, workshops, and conferences and share portfolio insights, key learnings, and technology trends. Engaging with industry stakeholders, government leaders, and innovation partners will strengthen the Fund's role as a convener and accelerator in the fuel innovation ecosystem. The Fund will sponsor and speak at events, roundtables, technical briefings, and webinars to highlight sustainable fuel technologies and drive adoption of emissions-reducing solutions.



PHOTO: The Fuel Innovation Fund helps lower the carbon intensity of transportation fuels.

FORECAST

The Fuel Innovation Fund is committed to prudent financial management and the responsible stewardship of compliance-based funds entrusted to it under Canada's Clean Fuel Regulations. The Fund maintains a lean administrative structure and delivery model designed to maximize the impact of funds invested in emissions-reduction and fuel innovation projects.

As a dedicated compliance fund, the Fund's revenues are driven by regulated market participation and therefore subject to variability based on compliance behaviour, emission volumes, and broader economic conditions. The current-year forecast reflects the best available projections at the time of preparation and will continue to be refined as actual contribution levels and regulatory conditions evolve.

FY2026 represents the Fund's start-up phase, with a focus on establishing operations while maintaining cost discipline and efficiency.

REVENUE

The Fund's primary revenue source is compliance contributions under the Clean Fuel Regulations, based on regulatory parameters and market activity.

Investment income provides a secondary funding source and is managed under a conservative approach, with returns supporting operating requirements while preserving capital.

The Fund will continue to monitor market conditions and exercise prudent cashflow management to ensure funds are available to meet project commitments while maximizing returns within a low-risk investment framework.

EXPENDITURES

Project expenditures represent the primary use of funds and are deployed over time in alignment with project agreements and milestones.

Operating expenses support effective program delivery, governance, oversight, and stakeholder engagement. The Fund maintains a lean administrative model supported by shared services and strategic use of external service providers.

The Fund remains nimble in its delivery approach. The use of service providers allows operating costs to scale in alignment with approved funding levels and program activity. Should contribution revenues or program scope change, operating expenditures can be adjusted accordingly.



PHOTO: Biofuel production is an eligible technology under the Fuel Innovation Fund.



PHOTO: Workers at North West Refining's NWR Sturgeon Refinery.

	2025/26	
	Annual Forecast (Provided to Board March 2026)	
	\$	
Revenue		
Contributions from Primary Suppliers	188,215,403	(a)
Investment Revenue	5,642,503	(b)
Total Revenue	193,857,906	
Project Expenditures		
Project Expenditures	-	(c)
Total Project Expenditures	-	
Operating Expenses		
General & Administrative		
Corporate Expense	128,958	
Insurance	4,384	
GST expense	25,000	
Total General & Admin	158,342	(d)
Operational Functions		
Project Adjudication	216,508	
Portfolio Management	116,358	
Contracts	37,638	
Communication and Engagement	358,113	
Strategic	153,693	
Corporate Administration	240,884	
Governance & Board Administration	112,393	
Total Operational Functions	1,235,587	(e)

Governance and Oversight

Board and committee member remuneration and expenses	30,240	
Professional fees	47,571	
Total Governance and Oversight	77,811	(f)
Total Operating Expense		
	1,471,740	
Surplus / (Deficiency) of Funds for the year		
	192,386,166	

Notes and assumptions

- (a) Compliance contributions are typically received between January and July of each compliance year, with additional payments, if required, in November. In June/July 2025, \$188 million was received from primary suppliers for the 2024 compliance year.
- (b) Investment income projections are based on cash flow forecasts and prevailing interest rate assumptions. Interest earned is allocated to an operating reserve to support administrative costs, as compliance contributions are directed exclusively toward project funding.
- (c) Given the launch of two funding streams in January and late spring 2026, no project payments are expected in the current fiscal year.
- (d) General and Administrative expenses support core corporate functions and shared services required for program delivery.
- (e) Operational Functions include staffing and specialized service support required to deliver the funding programs and oversee funded projects.
- (f) Governance and Oversight expenses in FY2026 reflect start-up activities, including initial Board and committee meetings and professional services support such as audit and investment management.

EMISSIONS
REDUCTION
ALBERTA

A graphic element consisting of a series of overlapping, colorful triangles (orange, yellow, green, light blue, dark blue) that form a stylized arrow pointing to the right.

SUPPORTED BY:

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