



**Communications Plan**  
**2004 – 2005**

Prepared by:  
CASA communications committee

Board changes from the MAR-18-2004 meeting have been incorporated.

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## ***INTRODUCTION***

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This CASA communications plan contains three elements: the framework, key result areas, and action plans and was developed as a joint effort by the communications committee and the secretariat.

The framework within which CASA communications are to be managed includes communications goals, guiding principles, accountabilities, and a media relations policy as well as overall key messages.

The key result areas identify four key areas in which results are to be achieved by 2005.

To evaluate how well Albertans recognize CASA activities, the communications committee, in conjunction with the performance measures subcommittee developed two performance indicator sets (Web site indicator and media hits indicators) for the degree of recognition performance measure.

The action plans identify the key audiences for each key result area and specific strategies, activities, timing and responsibilities. The key audiences are described in general terms for each action plan. More specific, targeted audiences will be defined as the strategies and activities are implemented.

This CASA communications plan supports and contributes to CASA's core business as grouped into four areas in the *2003 – 2005 CASA Business Plan*:

1. Enabling strategic air quality planning.
2. Organizing and coordinating resources.
3. Evaluating results.
4. Building public awareness and stakeholder understanding.

This CASA communications plan has been developed to align with the goals and objectives contained within the communications committee's terms of reference.

**Communications goals**

1. Increase and maintain stakeholder awareness, understanding, support for, engagement and commitment to the CASA process and vision.
2. Increase individual Albertans' awareness, understanding, support for, engagement and commitment to the CASA process and vision.
3. Move toward influencing individual Albertans' decisions and behaviours related to air quality in support of the CASA vision.

**Guiding principles for communication**

1. Our communication efforts will concentrate first and foremost on supportive and active stakeholders and initiatives.
2. We will encourage informed dialogue between stakeholders and invite feedback wherever possible.
3. We acknowledge the diversity of opinions of our stakeholders and will customize communication to the extent needed.
4. We will use simple, easily understood language that promotes a common understanding of CASA, its goals and accomplishments.
5. We will support board members in their role as key communicators for CASA.
6. We will evaluate the effectiveness of our communications plans and ensure continuous improvement.
7. Communications related expenditures will be cost effective, focused on results and shared between CASA stakeholders.
8. We will offer support to stakeholders so they can effectively communicate about CASA as appropriate.

**Communications accountabilities*****Board of directors and the executive committee***

- Share clear and consistent direction
- Liaise with key government decision-makers
- Approve the CASA communications plan
- Approve key messages
- Represent and promote CASA its mandate and role to their respective stakeholder organizations
- Obtain and feed back to CASA input from their respective stakeholder organizations
- Sponsor periodic evaluation of communication plans.

***Communications committee***

- Recommend a CASA communications plan to the board of directors
- Recommend communication priorities to the board
- Participate in the identification of needs and the development of suitable communications plans
- Facilitate coordination and implementation of approved communications plans
- Ensure ongoing evaluation processes.

***Secretariat***

- Act as a resource and counsel in all matters related to communications
- Sensitize the board to communication issues, concerns, and opportunities
- Develop communications plans
- Staff and implement communications plans
- Support and guide project teams
- Liaise with project teams to ensure long-term alignment and integration
- Support the communications plans of regional airshed management zones as appropriate.

***Project teams***

- Develop with the communications advisor project-specific communications plans
- Regularly report progress to stakeholders and the board
- Promote inter-project team communication
- Positively represent CASA to their stakeholder organizations
- Obtain and feed back to their project team members input from their respective stakeholder organizations.

***Communication guidelines for project teams***

- Project teams are responsible for communicating with their respective stakeholder organizations during ongoing project development. The board is responsible for communicating final project team results and evaluation of the implementation process.
- Once a team has reached a consensus decision, team members will support and promote the CASA position regarding the findings to their respective stakeholder organizations.
- One page status reports on active projects are submitted to the board and circulated to other project teams when appropriate.
- Media relations will be conducted in accordance with the CASA media relations policy.
- When developing terms of reference, project teams should consider including reference to communications.

**Media relations policy**

Approved by the board SEP-2001.

***Goal***

To raise the CASA profile and promote its shared vision as a “better way to manage air quality issues” through a positive relationship with the media.

***Opportunity & challenges***

CASA’s unique consensus based, multi-stakeholder character, structure and process provide an opportunity and challenge for effective media relations. This is mainly due to the fact that CASA board and team members wear two hats. They represent CASA collectively where consensus agreement is achieved on important strategic air quality management issues for Alberta and they also represent the interests of their respective stakeholder organizations.

A powerful opportunity for CASA is to have the media view CASA messages as credible because they are consensus agreements among sectors that would otherwise have differing goals and objectives. To take advantage of this demands that each sector be on the same footing regarding information and discussions and that each contributes towards finding creative solutions to air quality management issues in Alberta.

The challenge is to maintain cooperation, without interfering in or overshadowing the views and voices of each sector on air quality management issues. This is less difficult when final recommendations have been developed and approved. It is more difficult when a team is still working on an issue and consensus has not yet been achieved.

CASA and its stakeholders have to ensure that its collective media relations activities respect the consensus based, multi-stakeholder character of the CASA process, without limiting the ability of stakeholders to engage in media relations on behalf of their respective stakeholder organizations.

***Media relations practice******1. Proactive:***

It is frequently appropriate for CASA to engage the media when an air quality issue is going through the Comprehensive Air Quality Management System. From receipt of a statement of opportunity to implementing final recommendations, media relations can present CASA recommendations, activities, the organization and partners in a positive way. CASA may also choose to engage the media to raise the organization profile as a “better way to manage air quality issues.”

CASA is usually proactive with the media when it:

- Adopts a new issue and a new team is formed
- Gives board approval to recommendations
- Recommendations are implemented
- Wants public participation as in a pilot project or survey
- Seeks a higher organization profile by organizing or participating in special events and promotional opportunities.

CASA’s board of directors will approve key messages for the media when it approves or implements recommendations.

Steps to engage the media will normally be developed and implemented by the secretariat.

When a team wants public participation in a pilot project or survey, the team chair(s) give final approval to the communications plan, based on advice from team members and the secretariat.

The CASA communications plan and actions to raise the organizations profile of CASA are developed by the CASA communications committee approved by the board and is usually implemented by the secretariat.

**2. Reactive:**

Media sometimes call the secretariat for general information or for the CASA position on specific air quality management issues. In these cases, the secretariat will use relevant pre-prepared information in its response. This information may include backgrounders about a team or the issue, terms of reference, status reports etc.

The secretariat will not speak on behalf of any one stakeholder organization or sector.

The secretariat will refer the media to individual stakeholders for comment on the issue from their respective stakeholder organizations or sector.

The secretariat will advise a stakeholder of a media referral in advance whenever possible and provide media relations advice as requested.

Stakeholders will make every effort to clearly identify whether they are speaking for CASA or for their respective stakeholder organizations. Stakeholders are encouraged to contact the CASA secretariat before or after speaking to the media about CASA matters.

**Key messages**

1. Celebrating 10 years of success (1994 – 2004).
2. CASA – a better way to manage air quality issues.
3. CASA -- leading by example.
4. CASA -- a unique partnership of environmental and health groups, industry and government.
5. Achieving air quality management solutions by consensus.

**Web site indicator framework**

Approved by the board JUN-2002.

***Degree of recognition performance measure:***

*“Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta.”*

***Introduction:***

The communications committee examined a number of Web site statistics that could be used as indicators for the degree or recognition performance measure. Statistics such as number of hits, number of page views, number of visits and number of visitors were examined. The statistic the committee chose, as one indicator of the degree of recognition of CASA by the general public, is the number of visitors who have visited the CASA Web site more than once over a one-year period.

The section in this framework titled, “background on Web site statistics,” serves as an introduction into web analytics while the section titled, “the indicator,” explains why this indicator was chosen and what it means. The remaining two sections of the framework outline the methodology and the stewardship.

***Background on Web site statistics:***

Unlike other communication tools, it is relatively easy to gauge Web site performance and to track a visitor’s behaviours. Most of these statistics are useful to communicators, marketers and Web site developers because the statistics show who accesses the site, what information people access, how they find information and various other technical measures of site and server performance.

Data is continually recorded in a log file resident on the server that hosts the CASA Web site. A software package takes the data contained in the log file, analyzes it and generates a report. The reporting period is usually one-calendar-month, however for this indicator, a report will be generated for a one-year period starting January 1 and ending December 31.

When the communications committee examined the plethora of statistics, it became evident that only a small number of statistics specifically focused on how many visitors came to the site as opposed to what or how information was viewed or downloaded.

The number of visitors that have visited more than once is calculated based on the IP address information found on the server log over a designated reporting period. This statistic indicates the relative size of our Web site audience. As with all web statistics, the number of visitors that have visited more than once is an estimate. Since it is based on IP addresses, one IP address may serve a number of people. This is the case in the CASA office where access to the Internet by all secretariat staff is done through a single IP address. Conversely, one person may access the site through their work IP address and then again through their home IP address, thus counting two visitors for one person. Additionally, not all IP addresses are permanent because Internet service providers may assign a different IP address each time a person uses a dial-up connection. Even with these limitations, this statistic is widely used to estimate how many people visit a Web site.

***The indicator:***

The recommended indicator is the number of visitors who have visited the CASA Web site more than once over a one-year period.

This statistic is used as the indicator as opposed to the number of unique visitors or the number of visitors who visited once because it mitigates the impact of accidental one-time visitors to the CASA Web site and the impact of short-term increases in Web site traffic based on the promotion of pilot projects with a presence on the CASA Web site. This statistic implies there is a purpose to the visitor's visits and subsequently, they recognize CASA as an organization and its purpose. This assumption is strengthened further because prominently displayed on the home page and also present on other pages and sections of the Web site is a description of the organization and its overall purpose:

*“The Clean Air Strategic Alliance (CASA) is a non-profit consensus-based association of senior representatives from government, industry and non-government organizations (including health and environmental groups) who are committed to develop and apply a comprehensive air quality management system for Alberta.”*

If the previous assumptions are true then the number of visitors who visited more than once purports the recognition of CASA by the general public and the trend over a five-year period would indicate the change in the general public's recognition of CASA.

Other Web site statistics were not used as indicators because they report the performance of the Web site as a communication tool whereas the number of visitors reports audience size and is more suitable as an organization performance indicator.

***Methodology:***

1. CASA's Web site statistical report will be generated from the Web site server logs. The report will cover a period from January 1 at 00:00:00 to December 31 at 23:59:59 each year.
2. From the report, the number of visitors who visited the Web site more than once over the year will be extracted and reported to the board at its March meeting.
3. A histogram will be generated of the number of visitors that visited the Web site more than once for each year as the statistic is accumulated over a five-year period. Thereafter the oldest year would be dropped as each New Year is added.

***Stewardship:***

1. The communications committee will review the results and provide the analysis of the indicator each year.
2. The communications committee will report to board members at the March board meeting each year in order to allow for the publication of the indicator results in the annual report released each June.

**Media hits indicators framework**

Approved by the board NOV-2002.

***Degree of recognition performance measure***

*“Degree of recognition by emitters and the general public of CASA as a major vehicle for delivering improved air quality management for Alberta.”*

***Introduction:***

The three indicators in this framework were chosen to show the absolute and proportional public exposure CASA receives by means of news stories in media outlets across Alberta. The three indicators are:

1. How many news stories mention CASA each year?
2. How many news stories mention CASA compared to those that mention air quality each year?
3. How many news stories mention both CASA and air quality compared to those that only mention air quality each year?

The three indicators, used over multiple years, will show how many news stories mention CASA, how many mention CASA versus stories that mention air quality, and how many mention both CASA and air quality versus stories that mention air quality.

***The indicators:***

1. **NUMBER OF CASA NEWS STORIES:** The total number of Alberta news stories that contain the phrase “Clean Air Strategic Alliance” and/or the acronym “CASA” (referring to the Clean Air Strategic Alliance) for a one-year period.
2. **CASA NEWS STORIES VERSUS AIR QUALITY NEWS STORIES:** A ratio of the number of Alberta news stories that contain the phrase “Clean Air Strategic Alliance” and/or the acronym “CASA” (referring to the Clean Air Strategic Alliance) in relation to the number of Alberta news stories that contain the phrase “air quality” for a one-year period.
3. **CASA-AIR QUALITY NEWS STORIES VERSUS ALL AIR QUALITY NEWS STORIES:** A ratio of the number of Alberta news stories with the phrase “Clean Air Strategic Alliance” and/or the acronym “CASA” (referring to the Clean Air Strategic Alliance) and the phrase “air quality” in relation to the number of Alberta news stories that contain the phrase “air quality” for a one-year period.

The key terms “Clean Air Strategic Alliance,” “CASA,” and “air quality” were chosen for three reasons:

1. The terms are specific enough to have meaning related to the performance measure.
2. Monitoring for additional terms like “Kyoto” or “pollution” would substantially increase the number of stories delivered each day and because there is a per item charge, the cost would increase substantially.
3. There is an inherent longevity associated with these terms. For example, as long as the organization exists, it is assumed the terms “Clean Air Strategic Alliance,” “CASA,” and “air quality” will have value over a long period of time.
4. The terms are used in the degree of recognition performance measure.

***Methodology:***

1. Using a press clipping and a broadcast monitoring service, CASA receives daily press clippings and broadcast summary notes from most Alberta media outlets.
2. The term “news story” refers to a press clipping or a broadcast summary note.
3. News stories will be counted and categorized as follows:
  - a. If a single news story contains, once or multiple times, the phrase “Clean Air Strategic Alliance” and/or the acronym “CASA” (referring to the Clean Air Strategic Alliance), and does not contain the phrase “air quality” it is counted as one “CASA only news story.”
  - b. If a single news story contains, once or multiple times, the phrase “air quality”, and does not contain the phrase “Clean Air Strategic Alliance” and/or the acronym “CASA” (referring to the Clean Air Strategic Alliance), it is counted as one “air quality only news story.”
  - c. If a single news story contains, once or multiple times, the phrase “Clean Air Strategic Alliance” and/or the acronym “CASA” (referring to the Clean Air Strategic Alliance), and the phrase “air quality”, it is counted as one “CASA-air quality news story.”
4. Each one-year period is a calendar year, starting January 1<sup>st</sup> and ending December 31<sup>st</sup>.
5. The indicators will be calculated as follows:
  - a. NUMBER OF CASA NEWS STORIES =  
$$\text{CASA only news stories} + \text{CASA-air quality news stories.}$$

- b. CASA STORIES VERSUS AIR QUALITY STORIES =  
(CASA only news stories + CASA-air quality news stories) divided by  
(Air quality only news stories + CASA-air quality news stories).
- c. CASA-AIR QUALITY STORIES VERSUS ALL AIR QUALITY STORIES =  
(CASA-air quality news stories) divided by  
(CASA-air quality news stories + Air quality only news stories).
6. A table will be generated showing the results for each year over a five-year period. Thereafter the oldest year would be dropped as each New Year is added.

***Stewardship:***

1. The first one-year period will begin on January 1, 2003 and end on December 31, 2003.
2. Each February, the communications committee will review and analyze the data and the results.
3. The communications committee will report to board members its review and analysis at the March board meeting each year in order to allow for the publication of the results in the annual report released each June.

**1. Communication with stakeholders**

- Issue/Opportunity:*
1. Foster ongoing support and commitment to CASA, its vision and process.
  2. Foster effective communication among project teams.
  3. Communicate project team accomplishments and results to stakeholders.

*Goal:* Increase and maintain stakeholder awareness, understanding, support for, engagement, and commitment to the CASA process and vision.

**2. Communication with Albertans**

*Issue/Opportunity:* Raise the profile of CASA successes and credibility.

*Goal:* Increase individual Albertans' awareness, understanding, support for, engagement, and commitment to the CASA process and vision.

**3. Education and outreach**

*Issue/Opportunity:* Bring together stakeholder organizations involved in education and outreach related to air quality management to leverage, focus and amplify efforts to influence individual Albertans' behaviours.

*Goal:* Move toward influencing individual Albertans' decisions and behaviours related to air quality, in support of the CASA vision.

**4. Communications evaluation**

*Issue/Opportunity:* Ensure ongoing evaluation of progress in relation to the CASA communications plan.

*Goal:* Communications effectiveness.

**Key Result Area 1: Communication with stakeholders**

**Issue/Opportunity #1:** Foster ongoing support and commitment to CASA, its vision and process.

**Goal:** Increase and maintain stakeholder awareness, understanding, support for, engagement, and commitment to the CASA process and vision.

**Audiences:** CASA stakeholders (previous and current), government decision-makers, members of the Alberta Legislative Assembly, industry decision-makers, non-government organization leaders and airshed zones.  
*(More specific, targeted audiences will be defined as specific strategies and activities are implemented.)*

Strategies	Activities	Timing	Responsibilities
1. Orient new active CASA stakeholders.	<ul style="list-style-type: none"> <li>• Hold orientation meetings</li> <li>• Provide an orientation and information package.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Executive director (SPCs, ministers, deputy ministers, MLAs, board members)</li> <li>• Project managers (project team members)</li> </ul>
2. Promote CASA successes.	<ul style="list-style-type: none"> <li>• Recognize the 10<sup>th</sup> anniversary of CASA's formation</li> <li>• Identify and collect relevant content, prepare and distribute a document highlighting CASA successes</li> <li>• Nominate CASA for Emerald Awards, environmental awards, etc.</li> <li>• Partner with stakeholders on new initiatives as appropriate.</li> <li>• Present to stakeholder organizations as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• 2004</li> <li>• As opportunities arise</li> <li>• As opportunities arise</li> <li>• As opportunities arise</li> <li>• As opportunities arise.</li> </ul>	Board of directors and the secretariat
3. Hold formal, annual briefing with appropriate SPCs.	<ul style="list-style-type: none"> <li>• Identify appropriate timing based on SPC agenda</li> <li>• Brief health, environment and energy ministers in advance.</li> </ul>	Annually	Executive committee
4. Hold face-to-face meetings with	Hold one-on-one briefings with CASA board	Ongoing	Executive director

board members.	members and other key CASA stakeholders.		
5. Outline CASA secretariat activities.	Create and distribute the executive director's monthly report.	Monthly	Executive director
6. Utilize existing CASA communication tools.	<ul style="list-style-type: none"> <li>Identify and collect relevant content, prepare and distribute an annual report.</li> <li>Maintain and update the CASA Web site</li> <li>Identify and collect relevant content, prepare and distribute Clean Air Bulletin (CAB).</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>Ongoing</li> <li>6 times per year.</li> </ul>	Secretariat
7. Utilize government relations to promote CASA goals.	<ul style="list-style-type: none"> <li>Send annual reports to MLAs</li> <li>Develop and distribute information sheets containing key messages of importance to MLAs and their constituents.</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	Secretariat

**Key Result Area #1: Communication with stakeholders**

**Issue/Opportunity #2:** Foster effective communications between different project teams.

**Goal:** Increase and maintain stakeholder awareness, understanding, support for, engagement, and commitment to the CASA process and vision.

**Audience:** Active project team members.

*(More specific, targeted audiences will be defined as specific strategies and activities are implemented.)*

Strategies	Activities	Timing	Responsibilities
1. Utilize existing CASA communication tools.	<ul style="list-style-type: none"> <li>• Maintain and update the CASA Web site</li> <li>• Identify and collect relevant content, prepare and distribute Clean Air Bulletin (CAB)</li> <li>• Increase readership of CAB.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly</li> <li>• 6 times per year</li> <li>• Ongoing.</li> </ul>	Secretariat
2. Project team status reports.	<ul style="list-style-type: none"> <li>• Identify and collect relevant content, prepare and include a team status report for each board briefing book</li> <li>• Integrate with CAB and Web site.</li> </ul>	As appropriate	Project managers
3. Encourage face-to-face communications between project team members.	Coordination workshop.	When several new project teams are formed	Secretariat
4. Utilize stakeholder communication tools.	Increase the number of links from stakeholder Web sites to the CASA Web site.	Ongoing	Secretariat

**Key Result Area #1: Communication with stakeholders**

**Issue/Opportunity #3:** Communicate project team accomplishments and results to stakeholders.

**Goal:** Increase and maintain stakeholder awareness, understanding, support for, engagement, and commitment to the CASA process and vision.

**Audience:** CASA stakeholders (previous and current), government decision-makers, members of the Alberta Legislative Assembly, industry decision-makers, non-government organization leaders and airshed zones.  
*(More specific, targeted audiences will be defined as specific strategies and activities are implemented.)*

Strategies	Activities	Timing	Responsibilities
1. Utilize existing CASA communication tools.	<ul style="list-style-type: none"> <li>• Identify and collect relevant content, prepare and distribute an annual report</li> <li>• Maintain and update the CASA Web site</li> <li>• Identify and collect relevant content, prepare and distribute Clean Air Bulletin</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Weekly</li> <li>• 6 times per year.</li> </ul>	Secretariat
2. Utilize existing stakeholder communication tools.	Stakeholder newsletters, Web sites, annual reports, meetings/forums, etc.	Ongoing	Secretariat
3. Develop communications plans with defined audiences and baseline research as applicable, for significant project team achievements and developments.	Research audiences, and develop and implement communications plans: <ul style="list-style-type: none"> <li>• Airshed zones project team report</li> <li>• Flaring and venting report</li> <li>• Greenhouse gases group report</li> <li>• Priority setting workshop promotion</li> <li>• VET diesel particulate filter test project report</li> <li>• VET transportation demand management committee report</li> <li>• Renewables group report.</li> </ul>	All are expected in 2004 except for the renewables group report which is expected in 2005.	Communications advisor closely collaborates with project managers and project team co-chairs.

**Key Result Area #2: Communication with Albertans**

**Issue/Opportunity:** Raise the profile of CASA successes and credibility.

**Goal:** Increase individual Albertans' awareness, understanding, support for, engagement, and commitment to the CASA process and vision.

**Audience:** Albertans interested in air quality management.

*(More specific, targeted audiences will be defined as specific strategies and activities are implemented.)*

Strategies	Activities	Timing	Responsibilities
1. Develop communications plans for significant project team achievements and developments.	Research audiences, and develop and implement communications plans: <ul style="list-style-type: none"> <li>• Airshed zones project team report</li> <li>• Flaring and venting report</li> <li>• Greenhouse gases group report</li> <li>• Priority setting workshop promotion</li> <li>• VET diesel particulate filter test project report</li> <li>• VET transportation demand management committee report</li> <li>• Renewables group report.</li> </ul>	All are expected in 2004 except for the renewables group report which is expected in 2005.	Communications advisor closely collaborates with project managers and project team co-chairs.
2. Support or participate in public events or other public opportunities related to air quality issues that supports a CASA initiative.	Hike, bike and ride week	Summer	Secretariat
3. Celebrate CASA's 10 <sup>th</sup> anniversary.	<ul style="list-style-type: none"> <li>• Develop and implement a communications plan</li> <li>• Produce and distribute 10<sup>th</sup> anniversary pins</li> <li>• Incorporate 10<sup>th</sup> anniversary logo on CASA documents and the Web site.</li> </ul>	2004	Secretariat
4. Communicate CASA successes.	Produce and communicate one-page CASA success stories.	Ongoing	Communications advisor closely collaborates with project managers and project team co-chairs.

**Key Result Area #3: Education and outreach**

**Issue/Opportunity:** Bring together stakeholder organizations involved in education and outreach related to air quality management to leverage, focus and amplify efforts to influence individual Albertans' behaviours.

**Goal:** Move toward influencing individual Albertans' decisions and behaviours related to air quality, in support of the CASA vision.

**Audience:** Individual Albertans who have an interest in air quality.  
*(More specific, targeted audiences will be defined as specific strategies and activities are implemented.)*

Strategies	Activities	Timing	Responsibilities
1. Bring together stakeholder organizations involved in education and outreach related to air quality management.	Invite stakeholder organizations to a meeting to find out what education and outreach activities are currently being offered and what they know about their audiences.	Spring or summer 2004	Communications committee
2. Evaluate if CASA can add value to the education and outreach activities of stakeholder organizations.	If value can be added, create a terms of reference for the formation of an education and outreach sub-committee of the communications committee.	To be determined	Communications committee
3. Develop education and outreach content for the CASA Web site.	Identify and collect relevant content, prepare and post.	To be determined	Secretariat
4. Participate in education and outreach forums dealing with environmental issues.	Present at Inside Education Teachers Conference.	Winter 2004	Secretariat
5. Link to existing education and outreach materials developed by stakeholders.	Link to existing education and outreach materials developed by stakeholders from the CASA Web site.	Ongoing	Secretariat

**Key Result Area #4: Communications evaluation**

**Issue/Opportunity:** Ensure ongoing evaluation of progress in relation to the CASA communications plan.

**Goal:** Communications effectiveness.

<b>Strategies</b>	<b>Activities</b>	<b>Timing</b>	<b>Responsibilities</b>
1. Assess effectiveness of CASA communications and identify future needs and priorities.	<ul style="list-style-type: none"> <li>• Conduct a communication audit</li> <li>• Assess degree of recognition performance measure.</li> <li>• Assess board and stakeholder satisfaction with communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Annually Q1</li> <li>• At the beginning of each three-year organization performance evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Communications committee</li> <li>• Communications committee and performance measures subcommittee</li> <li>• Performance measures subcommittee</li> </ul>
2. Assess effectiveness of project team communications plans.	Evaluate project team communications plans.		Secretariat

**APPENDIX: COMMUNICATIONS COMMITTEE TERMS OF REFERENCE**

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Approved by the board SEP-2003.

**Goals**

1. Increase and maintain stakeholder awareness, understanding, support for, engagement and commitment to the CASA process and vision.
2. Increase individual Albertans' awareness, understanding, support for, engagement and commitment to the CASA process and vision.
3. Move toward influencing individual Albertans' decisions and behaviours related to air quality in support of the CASA vision.

**Objectives**

1. To develop a clearly defined communications framework, priorities, and plans that sustains stakeholder involvement in order to:
  - Foster ongoing support and commitment to CASA's vision and process
  - Foster effective communication between different project teams
  - Communicate project teamwork and results to stakeholders and individual Albertans.
2. To ensure ongoing evaluation of progress in relation to the communications framework, priorities and plans, and report regularly to the CASA board of directors.
3. To bring together stakeholder organizations involved in education and outreach related to air quality management in order to leverage, focus and amplify efforts to influence individual Albertans' behaviours.

**Role and Structure of the Committee:**

The communications committee will formulate communication policy and direction for recommendation to the CASA board of directors. The communications committee will form subcommittees as needed.

**Meeting Frequency:**

The communications committee will meet prior to each board meeting.

***Membership:***

The CASA communications committee is to be comprised of board members, and/or alternates of the board of directors, and/or designated representatives chosen by stakeholder organizations, and the executive director.

At least one member from each of the three sectors (government, industry, non-government organizations) will be in attendance at committee and sub-committee meetings so consensus-decisions can be made.