

CASA Strategic Planning Retreat Agenda

Tuesday, June 7, 2011

Habitat Lounge (Grande Rockies Resort)

7:00 pm

COCKTAIL RECEPTION

Wednesday, June 8, 2011

Banff Room (Grand Rockies Resort)

Workshop Structure and Content

Part 1: Affirming strategic planning building blocks.

Part 2: Clarifying and prioritizing goals and objectives.

Part 3: Review of CASA's mission statement.

Part 4: Implications for CASA's function and structure.

9:00 am

OPENING REMARKS

Banff Room

Peter Watson, CASA President

9:05 am

SYNOPSIS OF WORK TO-DATE

9:15 am

INTRODUCTION

- Introduce the workshop agenda and expectations for the work to be undertaken by participants
- Review workshop outcomes
- Housekeeping items

9:25 am

ROUNDTABLE

Introductions and key expectations from participants

10:00 am

AFFIRMING STRATEGIC PLANNING BUILDING BLOCKS

Objective:

To ensure participants have a common foundation and understanding of the key strategic building blocks, as a basis to begin more focused discussions.

Activity:

In plenary, Board members review the materials and reach agreement on the foundations of the workshop and the strategic plan (reference: *Mission Review*).

- Assumptions
- Operating Principles
- Strategic Planning Framework
- Recommended Goals

Outcome:

Confirmation of the above elements for inclusion in the strategic plan.

10:30 am

SETTING THE STAGE

- Facilitator's description of process for Part 2: Clarifying and Prioritizing Goals & Objectives.
- Participants move to working group rooms.

COFFEE AVAILABLE IN BREAKOUT ROOMS

11:00 am

WG1: Banff Room

WG2: Banff Room #2

WG3: Canmore Room

CLARIFYING AND PRIORITIZING GOALS & OBJECTIVES – I (working groups)

Objectives:

- To provide an opportunity for participants to have in-depth discussions and develop an understanding of what each objective means.
- To identify whether objectives are consistent, or inconsistent, with CASA's role and the agreed foundations.
- To have input into the relative priority (high-medium-low) of each objective, based on the question "How can CASA best contribute to the management of air quality in Alberta?"

Activity:

- Each of three working groups will rotate through three stations discussing one or two of the four agreed goals and the associated objectives (ref: *Mission Review*).
- Groups will discuss the inclusion/exclusion of each objective and the relative priority of the objectives under each goal.
- Finally, individuals will indicate relative priority of the objectives using a ranking system of high, medium, or low.

Outcome:

Prioritized goals and objectives, for review by other working groups.

12:00 pm

LUNCH

1:00 pm

WG1: *Banff Room*

WG2: *Banff Room #2*

WG3: *Canmore Room*

CLARIFYING AND PRIORITIZING GOALS & OBJECTIVES – II (working groups)

Objective:

To enable participants to review the work of the other working groups and provide additional observations and comments.

Activity (30 minutes for each of the remaining 2 stations):

- Each of three working groups will continue to rotate through the three stations discussing one or two of the four agreed goals and the associated objectives at each station (ref: *Mission Review*).
- Recorder will provide an overview of the preceding groups' discussions.
- Each working group adds their own comments and suggestions.

Outcome:

Prioritized goals and objectives, confirmed/amended by other working groups.

COFFEE AVAILABLE IN BREAKOUT ROOMS

2:00 pm

Banff Room

CLARIFYING AND PRIORITIZING GOALS & OBJECTIVES – III (plenary)

Objective:

- To present and clarify the aggregated discussions from each station.
- To arrive at a consolidated list of prioritized goals and objectives.

Activity:

- Recorders from each station report on the most important aspects of the collected conversations (10 minutes each, with clarification – 30 min. total).
- Facilitator leads a plenary discussion about "CASA's job".
- The Board prioritizes the goals.

Outcome:

Prioritized goals and objectives, confirmed by all Board members.

3:15 pm
Banff Room

REVIEW OF MISSION STATEMENT –I (plenary)

Objective:

To review and discuss the implications of the prioritized goals and objectives for CASA’s mission.

Activity:

Based on the work of the preceding session, participants discuss how these priorities are reflected in CASA’s mission and suggest mission statement amendments as necessary.

Outcome:

A small task group volunteers to bring back a revised mission statement for Day 2, based on participants’ discussions.

3:45 pm

CONCLUSION

Facilitator’s summary of Day 1

4:00 pm

AGM

4:15 pm

WORKSHOP ADJOURNS FOR THE DAY

Board Dinner

Sage Bistro, 1712 Bow Valley Trail, Canmore

6:00 pm

COCKTAIL HOUR

7:00 pm

DINNER

Thursday, June 9, 2011

9:00 am

Banff Room

CHECK-IN

Objective:

To provide the opportunity for participants to reflect on the prioritization of goals and objectives from the previous day.

Activity:

Having had the opportunity to think about the work from Day 1, the facilitator leads a discussion on observations and perspectives of Board members regarding the nature of CASA's new strategic direction.

Outcome:

Participants have come to grips with the most challenging aspect of the workshop, are satisfied with the prioritization of goals and objectives and are prepared to discuss implications for 'how CASA does business.'

9:45 am

REVIEW OF MISSION STATEMENT – II (plenary)

Objective:

To amend and/or affirm CASA's mission.

Activity:

- The facilitation team reviews the collated results from Wednesday's sessions.
- The task group presents the proposed revisions to CASA's mission statement for discussion and confirmation.

Outcome:

A revised mission statement for CASA that reflects the priorities identified on Day 1.

10:00 am

WG1: Banff Room

WG2: Banff Room #2

WG3: Canmore Room

IMPLICATIONS FOR CASA: FUNCTION – I (working groups)

Objective:

To discuss and affirm CASA's approach to issue resolution and consensus-based decision-making.

Activity:

- Participants consider the unique approach that CASA uses to do business and reach consensus and considers the potential for improvement.
- Each working groups will discuss key issues drawn from the sector Performance Evaluations.

Outcome:

Clear advice for and direction to the Secretariat on "how CASA does business".

COFFEE AVAILABLE IN BREAKOUT ROOMS

11:30 am

IMPLICATIONS FOR CASA: FUNCTION - II (plenary)

Objective:

To review discussions from each working group.

Activity:

- Recorders report on the most important aspects of their conversations (10 minutes each, with Q&A).
- Participants contribute their own comments and suggestions.

Outcome:

Participants understand many of the potential impacts that CASA's new strategic direction could have on CASA's function.

12:30 pm

LUNCH

1:30 pm

Banff Room

IMPLICATIONS FOR CASA: STRUCTURE – III (plenary)

Objective:

To discuss the strategic and operational implications of CASA's new direction.

Activity:

Based on: 1) the prioritized goals and objectives, 2) the mission statement, and 3) conclusions from "Implications for CASA's Function", participants discuss implications for CASA's structure.

Outcome:

Participants scope and clarify the ways in which CASA's new strategic direction may require change in CASA's structure.

2:00

SUMMARY OF WORKSHOP OUTCOMES

- Review each workshop segment and outcome
- Clarification of next steps, responsibilities and timing
- Instructions to the Secretariat for preparation of the new Strategic Plan

2:30

CHECK-OUT

- Based on the workshop outcomes, is there still value in CASA and its approach?

3:00 pm

WORKSHOP ADJOURNS