

**Clean Air Strategic Alliance
2012 Strategic Plan**

March 2012

2012 CASA Strategic Plan

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2012 CASA Strategic Plan

The Alliance in 2012-2016

Since its inception in 1994 the Clean Air Strategic Alliance has prided itself on providing a place where a broad range of stakeholders can come together to discuss some of Alberta's most challenging air quality issues and to develop recommendations that significantly improve the quality of Alberta's environment. For the past 16 years the Alliance has "worked" because its members are committed to addressing each other's interests and because they hold a conviction that air quality and air quality management can be improved. The results of the 2011 strategic planning retreat are consistent with that long-standing commitment. This Strategic Plan for the years 2012 through 2016 provides new direction for CASA. Properly executed, we believe it will re-energize our discussions and provide a foundation to build new agreements.

Board Direction

At the June 2011 strategic planning retreat, CASA Board members had the opportunity to affirm CASA's strategic foundation and to clarify and prioritize goals and objectives. Members also considered the implications of CASA's 'new job' for the Board, Executive Committee, Secretariat, and project teams. Some highlights of the discussion included:

- CASA should focus on being a platform for consensus in Alberta, but should also articulate a broader collaborative toolkit that would improve stakeholders' ability to understand and contribute to air quality issues.
- Joint information gathering and more energy invested in the front end of the Comprehensive Air Quality Management System (CAMS) could lead to more effective project teams.
- CASA's ability to improve performance will require that the roles and capacity of the Board, the Executive Committee, the Secretariat, and project teams be reviewed.
- The emphasis that the Board placed on goals 1 and 2 clarifies CASA's job and requires that CASA be strategic in selecting candidates for projects.
- Through "strategic intervention" CASA can model sound multi-stakeholder engagement in other processes. It is more effective to demonstrate how CASA does business than to simply tell others.

Accountability

This strategic plan was prepared under the direction of the CASA Board of Directors and was approved by consensus on December 1, 2011.

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Purpose of the Strategic Plan

The CASA Strategic Plan sets out the vision and principles for the organization. It describes the purpose the organization will fulfill within its operating environment, and provides a blueprint for getting there. The plan provides a structure that the Board can use to amend operating policy and make day-to-day decisions, consistent with CASA's purpose and culture. Finally, the plan outlines the organization's four goals and provides a means of tracking consequences of decisions over time and, as experience or circumstances change, the foundation for changing course.

CASA's Vision and Mission

Vision

The air will have no adverse odour, taste, or visual impact and have no measurable short- or long-term adverse effects on people, animals, or the environment.

Mission

The Clean Air Strategic Alliance is a multi-stakeholder alliance composed of representatives selected by industry, government and non-government organizations to provide strategies to assess and improve air quality for Albertans, using a collaborative consensus process.

A Shared Plan

CASA is a multi-stakeholder partnership composed of representatives selected by industry, government and non-government stakeholders. All members have a vested interest in air quality. We contribute to strategic air quality planning for Alberta by identifying priority issues and developing action plans that weigh environmental and economic consequences and expected outcomes.

Consistent with this unique function and purpose, CASA's strategic plan reflects the interests of industry, government and non-government stakeholders; it is a synthesis of shared stakeholder perspectives regarding the best ways and means to address air quality management in Alberta.

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CASA's Past and Present

In a 1994 Ministerial Order, the Minister of Environment under the *Environmental Protection and Enhancement Act*, together with the Minister of Energy under the *Department of Energy Act*, named the 'Clean Air Strategic Alliance Association' as an advisory committee to undertake and report on:

- 1) *The operation of the Comprehensive Air Quality Management System as described in the Clean Air Strategy for Alberta report dated November 1991.*
- 2) *The conduct of strategic air quality planning for Alberta through the utilization of a consensus building collaborative approach. Planning shall include, but is not limited to:*
 - a) *Clear identification of issues,*
 - b) *Prioritization of current and emerging issues, and*
 - c) *Allocation and coordination of resources.*
- 3) *Recommendations as to the priority of problems with respect to strategic air quality in Alberta and to specify action plans and activities to resolve such problems. The action plans will prescribe guidelines for the initiatives to be undertaken and what outcomes are expected from each initiative.*

Today, CASA continues to deliver on these founding requirements to develop and provide broadly supported and tested advice, using a collaborative approach to arrive at consensus recommendations wherever possible.

Operating Principles

CASA's operating principles guide how the Board, Secretariat and participants conduct our business, including administration, projects, programs and all related activities of the Alliance.

Collaboration: CASA works with individuals, organizations, businesses, and government in a comprehensive and integrated manner to build consensus and encourage shared responsibility.

Integrity: CASA is recognized as an independent and influential advisory body to government, stakeholders, and the public, supported by sound scientific and economic knowledge.

Transparency: CASA is an open and accessible organization, with established processes to bring issues forward and communicate activities.

Fairness: CASA supports equality amongst stakeholders, without bias toward any individual, organization, business, or government.

Innovation: CASA brings together diverse and unique stakeholders and seeks to develop the best recommendations for improving air quality in Alberta.

Timeliness: CASA's projects are prioritized and coordinated to enable effective and efficient responses to air quality management issues.

Integration: CASA supports integrated air quality decision-making that seeks a synergy between: (a) environmental protection to prevent short- and long-term adverse health effects, (b) economic performance and efficiency, and (c) continuous improvement and pollution prevention.

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CASA's Operating Environment

The arena in which CASA operates has had a significant influence on the development of this strategic plan and has shaped each of the plan's goals and objectives. Like all organizations, the Alliance must respond to a constantly changing set of circumstances; some defined by the nature of the issues we discuss, some defined by the needs of other organizations and governments with which we partner and some set by our own expectations as CASA members. The following describe some of the key requirements and challenges that were discussed by stakeholders during the development of this plan.

Key Challenges

- **A Mature Organization:** CASA has matured into an organization with well-developed operating policies and procedures, and a proven track record of success in delivering projects identified for action by the Board. As projects have been completed, work has transitioned to implementation, maintenance and review of these completed projects. This transition, coupled with the increasingly complex nature of air quality management, has raised questions regarding the applicability of Clean Air Management System (CAMS) procedures.
- **Complexity of Air Quality Related Issues:** CASA's past projects have tended to address issues that were relatively well-defined, where affected interests were willing to engage and where options for resolution were more readily apparent. Air quality issues in Alberta have become more complex and therefore more difficult to resolve, often with implications across jurisdictions.
- **Relevance of the CASA Model:** The Government of Alberta (GoA) is a key player in the projects and processes undertaken by CASA. Fundamental changes to GoA processes for land and resource decision-making have included the development of Alberta's Land Use Framework (LUF) and its Cumulative Effects Management System (CEMS). The introduction of these new policies and programs requires the Alliance to consider how it can most effectively contribute to this new approach.
- **Responsiveness of Operating Procedures:** CASA's management system is based on tested principles and processes to reach consensus-based outcomes. While the administrative procedures that were developed to support the consensus model worked for the purposes for which they were originally designed, they may seem unduly constraining to government agencies in search of more fast-paced discussions and outcomes. Opportunities may lie in tailoring the application of a collaborative toolkit to respond to a wider spectrum of circumstances, with varying requirements for levels of engagement, associated resources and timely advice.

In November of 2010 through September of 2011 Alliance members actively participated in a number of initiatives, each directed at providing different types of information needed to develop this plan. Some of these discussions looked to CASA's future, while others evaluated CASA's performance to date. These included:

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CASA's Strategic Foresight Committee

CASA formed a Strategic Foresight Committee to examine the range of potential changes that would most significantly affect a CASA-like organization in the decades through to 2040. An exploration of the range of possible futures can help position an organization to more confidently and effectively adapt to changing conditions.

Based on their extensive work, the Committee developed four major insights that influenced the discussions about CASA's future:

1. **Building upon Success:** Air quality management in Alberta has advanced over the past 15 years, in large part because of the dialogue and collaboration enabled by CASA. The high level of engagement and synergy has led to sound and durable solutions to air quality issues.
2. **Defining the 'S' in CASA:** CASA has focused primarily on generating solutions to air quality challenges, but the opportunity exists for CASA to demonstrate strategic leadership and to play a more proactive role in addressing emerging issues and in shaping our collective path forward.
3. **Expanding CASA's Reach and Broadening its Focus:** Opportunity exists to think more holistically about air quality management, to consider integrated approaches across environmental media, to consider tackling issues beyond CASA's current scope, to expand to national, inter-provincial, regional and sub-regional scales, and to engage a broader range of stakeholders.
4. **Building Capacity:** Broadening CASA's focus and engaging a wider range of stakeholders will require enhanced capacity to facilitate 'interest-based' discussions and to contemplate air quality management issues beyond those associated with regulated emissions.

Environmental Scan

CASA commissioned an environmental scan to identify emerging issues, trends, patterns and structures which are important to air quality management in Alberta. The E-Scan¹ examined social, technological, environmental, economic and political developments on a global scale.

¹ From: *CASA Environmental Scan Report 2011*; Center for Applied Business Research in Energy and Environment (CABREE), Alberta School of Business; February 28, 2011.

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2011 Strategic Planning Retreat

In June of 2011, the CASA Board of Directors participated in a strategic planning retreat, and sought to develop new strategic direction to guide the work of CASA over the next five to ten years. Highlights of the retreat included:

- The Board revised and affirmed CASA's mission, assumptions for strategic planning, operating principles, and a strategic planning framework. Among other revisions, the Board had a fundamental discussion about the meaning of integration in the context of our Operating Principles.
- The Board noted that, while CASA's goals have not changed significantly from previous years, the understanding of what the goals mean has changed, as have the associated objectives. The Board placed a priority on Goals 1 and 2, suggesting that these would provide a foundation for CASA's core activities.
- Recurring themes during retreat discussions were that CASA should select issues/projects strategically and that CASA needs to work more efficiently and effectively.

Government Initiatives

The new federal Air Quality Management System (AQMS) is directed at providing a comprehensive approach to the reduction of air pollution in Canada. It is the product of collaboration between the federal, provincial and territorial governments and stakeholders. The AQMS will require sector by sector regulation of industrial emissions and the importance of addressing non-point source emissions has been underlined. These requirements will impact CASA air quality management frameworks that were developed in the past and are currently being implemented, as well as the ability of existing CASA project teams to make progress in ongoing discussions.

At least three major Government of Alberta initiatives could shape CASA's future – the Land Use Framework for Alberta (LUF), the Cumulative Effects Management System (CEMS) and Alberta's Clean Air Strategy.

The Land Use Framework provides a blueprint for land use management and resource decision-making aimed at achieving Alberta's long term environmental, social and economic goals. A Land Use Secretariat is responsible for overseeing the preparation of Regional Plans by Regional Advisory Councils, consisting of individuals representing the range of interests within each region, and who are able to appreciate the broad interests of the region.

Dovetailed with the LUF is Alberta Environment's new Cumulative Effects Management System (CEMS). This system is intended to be outcome and risk-based, and to consider health, economic and social values. It is to be implemented using a place-based approach, a broad set of tools and collaboration with many parties. It is to be adaptive and flexible in assuring the achievement of outcomes. The CEMS represents a shift in scale from managing air quality on a provincial basis to managing air quality on a regional basis, and a change in focus from managing air quality on its own to managing air, land, water, and biodiversity together.

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Alberta Environment anticipates finalization of a new Clean Air Strategy for Alberta in the last quarter of 2011 or first quarter of 2012. It is anticipated that it will provide an enabling framework within which CASA multi-stakeholder discussions could proceed.

Future roles for CASA or for Alberta airshed groups have yet to be prescribed within the Air Quality Management System, the Land Use Framework, or the Cumulative Effects Management System.

Goals and Objectives

All of the foregoing information was provided to Board members for their review and discussion before and during the June 2011 strategic planning retreat. Board members subsequently identified four goals that will direct CASA's core activities. Goals 1 and 2 were identified as high priorities. The focus of these two goals, and associated objectives and strategies will, in turn, inform the nature and scope of CASA's information and communications strategies under Goals 3 and 4.

GOAL 1: TO PROVIDE STRATEGIC ADVICE ON AIR QUALITY ISSUES AND THE IMPACTS OF MAJOR POLICY INITIATIVES ON AIR QUALITY.

What it means: CASA provides proactive and strategic recommendations to the Government of Alberta and other stakeholders on the development and effectiveness of policy initiatives. CASA also explores air quality issues in Alberta and develops strategic solutions for addressing these issues.

1.1. Facilitate the discussion and evaluation of major policy initiatives on air quality and the determinants of air quality.

Strategies:

- 1.1.1. Board committee/project team will engage with the GoA to proactively discuss and inform the development of new government policy, and/or evaluate the effectiveness of existing policies.
- 1.1.2. Through a more robust screen and scope process, identify needed, planned and/or existing policy initiatives (including planned public consultations) where CASA's multi-stakeholder approach could add value.

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1.2. Inform Board discussions on the best ways/means to address air quality issues in Alberta through comprehensive problem analysis. Determine, assess, and prioritize existing and emerging air quality issues and provide advice to CASA/other organizations on addressing these issues.

Strategies:

- 1.2.1. Periodically determine and prioritize emerging air quality issues and related stakeholders.
- 1.2.2. Expand the screen and scope activity associated with a Statement of Opportunity to include explicit identification and exploration of the best ways and means to address a particular air quality issue. This could include:
 - Commissioning reviews by outside experts.
 - Producing independent research reports and developing discussion papers for use by others.
 - Facilitating interaction among scientists and other experts to create background information and viable broad policy alternatives.
 - Assessing the immediacy of the issue.
 - Identifying if CASA can address all aspects of the issue and if the issue (or parts of it) is a good candidate for a consensus process.

GOAL 2: TO CONTRIBUTE TO THE CONTINUED DEVELOPMENT AND IMPLEMENTATION OF EFFECTIVE AND EFFICIENT AIR QUALITY MANAGEMENT IN ALBERTA.

What it means: CASA identifies and pursues opportunities to provide “strategic interventions” – timely opportunities where CASA stakeholders can model effective engagement and set the stage for further work and implementation. CASA seeks cross-cutting opportunities to model effective multi-stakeholder dialogue and processes, demonstrating the application of a broader collaborative toolkit. CASA offers expertise on the attributes, scope, direction, and process used to develop effective air quality programs.

2.1. Through targeted and strategic interventions, model effective collaborative decision-making processes in the delivery of integrated air quality management. (Linked to 4.1)

Strategies:

- 2.1.1. Foster a dialogue amongst CASA stakeholders to identify candidates from regional/place-based initiatives that:
 - Would benefit from strategic intervention.
 - Align with CASA’s vision and mission.
- 2.1.2. Explore the best ways/means to foster more effective engagement of aboriginal communities in air quality discussions. (This function also has application for 2.3)

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2.2. Develop policy advice and frameworks to guide air quality management planning in Alberta.

Strategies:

- 2.2.1. Provide policy advice through new and existing project teams.
- 2.2.2. Ensure that the development of air quality management frameworks include, where appropriate (a) a description of how to determine 'green', 'yellow', and 'red' trigger levels similar to the PM and Ozone Management Framework, (b) identification of air pollutants that require trigger levels, and (c) identification of needed and timely actions.
- 2.2.3. Draw on CASA's experience in developing and implementing frameworks to shape the design and implementation of the National AQMS in Alberta.
- 2.2.4. Contribute to the rationalization of air quality management policies and regulatory frameworks (i.e. federal, provincial, regional).

2.3. Provide a forum for the discussion of air quality issues among various stakeholder groups.

Strategies:

- 2.3.1. Apply a broader collaborative toolkit to coordinate input to government from stakeholders on any matter related to air quality, bringing stakeholders together to obtain the range of views.
- 2.3.2. At stakeholder request, provide advice and/or facilitate public engagement around air related issues.
- 2.3.3. Offer process advice with respect to the best ways/means to engage a broad range of stakeholders in collaborative public engagement.

2.4. Provide multi-stakeholder strategic advice on aspects of air quality program delivery. (Link to 3.2)

Strategies:

- 2.4.1. Convene stakeholders to provide advice on the implementation of the Clean Air Strategy, including attributes, scope, direction.

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GOAL 3: TO CONTRIBUTE TO THE DEVELOPMENT OF A RELIABLE, COMPREHENSIVE, OBJECTIVE KNOWLEDGE SYSTEM WITH RESPECT TO AIR QUALITY (E.G. INFORMATION ON EMISSIONS, AMBIENT AIR QUALITY, HEALTH, AND ENVIRONMENTAL IMPACTS, AND MANAGEMENT AND MITIGATION MECHANISMS).

What it means: CASA provides oversight and strategic advice on the attributes of a reliable, comprehensive, objective knowledge system. CASA ensures that the knowledge and information required to provide useful and relevant policy advice is available. This knowledge system also provides an inventory of knowledge and information that enables stakeholders to analyse gaps and take steps to fill these gaps.

3.1. Oversee a systematic process by which knowledge needed for successful air quality management is created, captured, shared and leveraged.

Strategies:

- 3.1.1. Operate a clearinghouse for air information and air quality history. (This function also has application for 3b and 3c.)
- 3.1.2. Develop an inventory of the information that has been developed by CASA and conduct timely and ongoing gap analyses that enable CASA stakeholders and others to address emerging air quality challenges.
- 3.1.3. Improve air-related modeling to inform important policy choices.

3.2. Provide strategic advice on the knowledge and information required for air management.

Strategies:

- 3.2.1. Provide strategic advice on the attributes, scope, accessibility, and direction of the CASA Data Warehouse.

3.3. Assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.

Strategies:

- 3.3.1. Create a repository for information from other jurisdictions.

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GOAL 4: TO COMMUNICATE INFORMATION THAT BUILDS AWARENESS, UNDERSTANDING, AND COMMITMENT TO AIR QUALITY MANAGEMENT IN ALBERTA.

What it means: CASA extends its problem-solving model and expertise on collaborative processes and consensus-based dialogue to other interested parties. CASA takes a strategic approach to these activities by focusing on partnering and leveraging of resources. With respect to specific CASA projects and initiatives, CASA undertakes outreach activities and provides information to interested parties.

4.1. Establish CASA as a model that exemplifies the application of collaborative multi-party processes.

Strategies:

- 4.1.1. Develop a practitioners' guide for managing collaborative processes that combines effective project management, strategic decision-making, and collaborative dialogue.
- 4.1.2. Develop communities of practice and mentor other consensus practitioners or groups. (This function also has application for 4.3)
- 4.1.3. Provide orientation and training in consensus decision-making and other collaborative tools.
- 4.1.4. Develop communities of practice.

4.2. Increase awareness of air quality information and specific CASA activities and projects through targeted outreach to all interested sectors.

Strategies:

- 4.2.1. Maintain an effective and functional website.
- 4.2.2. Publish a newsletter, brochures and reports.
- 4.2.3. Develop fact sheets.
- 4.2.4. Partner with CASA stakeholders on communications about initiatives and activities related to air quality (e.g., partner with Environment Canada to provide information on the Air Quality Health Index).

4.3. Build air quality partnerships and working relationships and facilitate the exchange of air quality information among practitioners and decision-makers. (Link to 4.1)

Strategies:

- 4.3.1. Convene periodic air forums for exchanging technical and other information on air research and management practices (e.g. science symposia).
- 4.3.2. Convene information-sharing workshops with parties interested in collaborative dialogue.
- 4.3.3. Seek synergies with other organizations and sectors/groups that have not traditionally participated in CASA air quality discussions.
- 4.3.4. Establish contact/liaise and exchange information with other jurisdictions on air related initiatives, policies and research projects.

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Administration and Resources

Structures and functions.

Under the terms of the *Alberta Societies Act*, CASA operates in accordance with its own set of bylaws. CASA's operating policies and guidelines are described in *CASA Procedural Guidelines*, published in June of 2009.

Membership in CASA is a balance of three broad-based stakeholder groups – industry, government, and non-government organizations (NGOs) – which are further divided into major sectors. Currently, Alliance seats are fully subscribed with 22 member organizations, up from the original 18 in 1994. Each member organization names a representative to the Board of Directors, and may also name an alternate director who can be from a different organization within the stakeholder group and sector.

Support for the work of the Alliance is provided by a small, full-time Secretariat under the direction of an Executive Director. The Executive Director is an *ex officio* member of the Board of Directors.

The Board of Directors chooses a President and two Vice-Presidents, one from each stakeholder group who, together with the Executive Director, form the Executive Committee. The Executive Director has traditionally served as the Secretary-Treasurer.

Board Committees are formed to further the work of the Alliance, with 'Communications' and 'Performance Measures' being long-term standing committees. Recently a joint standing committee has been formed with the Alberta Airsheds Council.

The Board of Directors meets periodically to make decisions on administrative matters and projects, hear implementation progress reports, and plan for the future. Once per year, in conjunction with a regular Board meeting, the Directors meet as members of the association for the Annual General Meeting, at which the annual report and audited financial statements are approved, membership is reaffirmed, and the auditor for the next year is appointed.

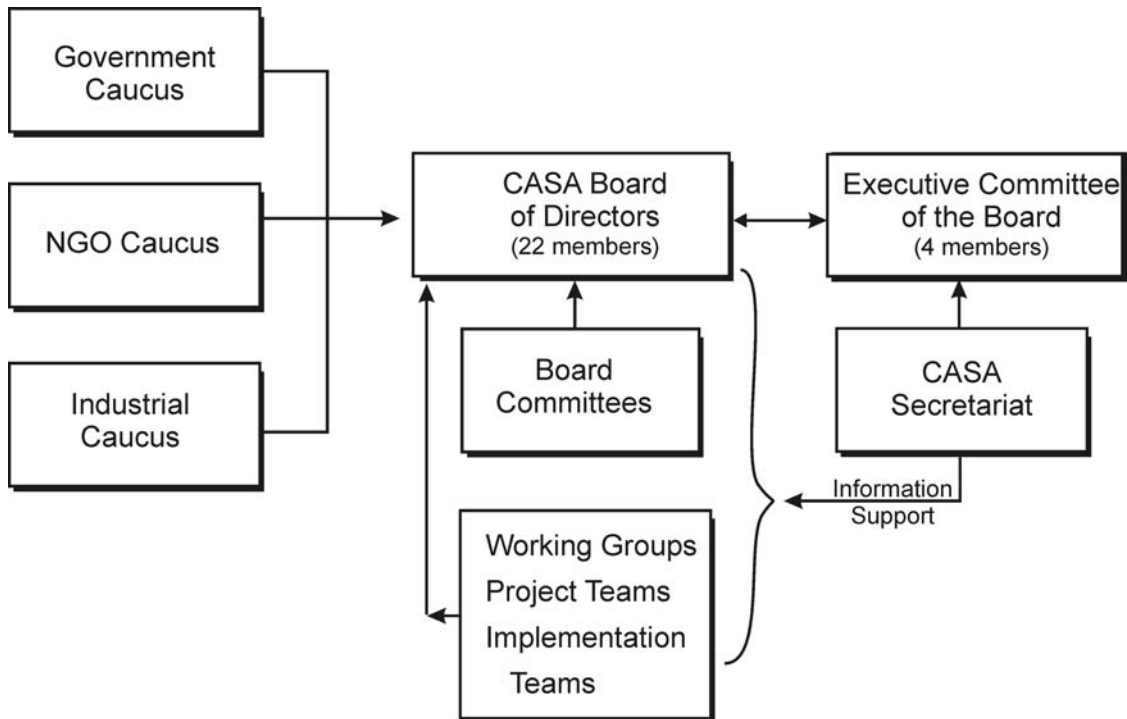
The work of the Alliance has been largely directed at the operation of its Comprehensive Air Management System (CAMS) which has three stages; (1) screen and scope proposed work, (2) develop and approve plans for managing projects, and (3) coordinate implementation and evaluate progress. Three different teams of stakeholders (roughly balanced from the three member groups) do the work at each stage. Thus an issue or opportunity brought to the Board in the form of a 'Statement of Opportunity' passes from a working group (stage 1) to a project team (stage 2) to an implementation team (stage 3) in an orderly and disciplined fashion. This approach to conducting Alliance business and developing recommendations is currently under review and is likely to see significant amendment in 2012.

The CASA Board and all CASA teams, committees and working groups operate by consensus. Typically, working groups take six months to screen and scope, while project teams take up to two years to develop management plans. Following from a strategic plan for Air Quality Monitoring in

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Alberta, an Operations Steering Committee provides overall direction for the cooperative air monitoring system.

CASA Structure



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Structures and Functions (*These will be amended following the on-going review of CASA roles, responsibilities, functions, and processes.)

Structure	Function
Board of Directors	<ul style="list-style-type: none"> ◆ Advises the Alberta Government, stakeholders and the public on effective strategies for managing air quality ◆ Sets policies on CASA direction and priorities, with a focus on long-term direction ◆ Creates and disbands Board committees, other than the Executive Committee ◆ Coordinates and commits resources ◆ Evaluates results of CASA projects ◆ Assesses Board progress and functions ◆ Establishes and oversees work of Board, committees and project teams ◆ Engages in strategic planning exercises and provides overall direction to the organization ◆ Oversees and engages in CASA communications ◆ Promotes CASA, its process, priorities and its outcomes
Executive Committee of the Board	<ul style="list-style-type: none"> ◆ Provides leadership in support of strategic direction ◆ Provides guidance to and takes direction from the Board ◆ Brings membership issues to the Board ◆ Provides stewardship for CASA operations through ongoing advice to the Secretariat ◆ Sets Board agendas and chairs Board meetings ◆ Liaises with Ministers ◆ Monitors Board effectiveness ◆ Advocates and markets CASA and the CASA process ◆ Communicates with the media
CASA Secretariat	<ul style="list-style-type: none"> ◆ Supports and facilitates processes and projects ◆ Arranges logistics and manages resources ◆ Facilitates external communications ◆ Coaches individual participants on tools for effective participation ◆ Screens statements of opportunity

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Roles and responsibilities. (**These will be amended following the on-going review of CASA roles, responsibilities, functions, and processes.*)

Roles and Responsibilities	
Board Members	<p>Represents views of stakeholder sector</p> <p>Communicates between meetings</p> <p>Participates in committees, teams, & tasks</p> <p>Coordinates with Alternate and others in stakeholder group</p> <p>Promotes CASA and its activities</p> <p>Assists in implementation</p>
Executive Director of CASA Secretariat	<ul style="list-style-type: none"> ◆ Manages all aspects of the CASA Secretariat ◆ Ex-officio member of the CASA Board ◆ Works collaboratively as a member of the Executive Committee ◆ Ensures the agreed-upon decision-making process is followed ◆ Brings important issues to the attention of the Board ◆ Assists in maintaining and improving the smooth functioning and group dynamics of the Board ◆ Prepares draft documents for review by the Board ◆ Implements communication and consultation activities ◆ Hires and assigns staff as required to meet the needs of the Board and its project teams ◆ Coordinates and integrates resources across various project teams ◆ Advises the Board on its responsibilities and liabilities

Plan Implementation

Priorities, phasing and resourcing

At the June 2011 planning retreat Board members placed a priority on goals 1 and 2 of this plan. The information-related objectives under goals 3 and 4 will be implemented in the context of, and in a manner that is consistent with, goals 1 and 2. Moreover, the resources available to the Alliance will be allocated with regard for members' preferred focus.

More specific phasing-in or staging of objectives and strategies will be sanctioned by Board members through the periodic review of annual Operational Plans and budgets.

Implementation monitoring and Strategic Plan Review

While the planning horizon for this plan is 5 years, a review of CASA's operating environment and the associated goals and objectives should occur three years after sign-off by the Board of Directors. This will ensure that the plan remains responsive to changing circumstances and is continuously amended as required (resulting in an "evergreen" plan).

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In addition, there is a need to regularly assess CASA's effectiveness across a range of performance measures and for periodic evaluation of CASA's performance by members and stakeholders. These measures and assessments will contribute to plan revisions.

Appendix A: Board Members

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Eileen Gresl Young , Manager COPD & Asthma Network of Alberta
Industry	Petroleum Products	Canadian Petroleum Products Institute	Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited	Ted Stoner , Vice President Western Division Canadian Petroleum Products Institute
Industry	Mining	Alberta Chamber of Resources	Peter Darbyshire , Vice-President Graymont Limited	Dan Thillman , Plant Manager Lehigh Cement
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager Environmental Affairs Canada Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Government	Provincial Government – Environment	Alberta Environment and Water	Ernie Hui , Deputy Minister Alberta Environment and Water	Bev Yee , Assistant Deputy Minister Environmental Stewardship Division Alberta Environment and Water
Industry	Alternate Energy		Vacant	David Lawlor , Manager Environmental Affairs ENMAX
Government	Local Government – Urban	Alberta Urban Municipalities Association	Cindy Jefferies , Director Cities up to 500,000 Alberta Urban Municipalities Association	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	Vacant
Government	Provincial Government – Health	Alberta Health and Wellness	Margaret King , Assistant Deputy Minister Public Health Division Alberta Health and Wellness	Dawn Friesen , Acting Executive Director Health Protection Alberta Health and Wellness
NGO	NGO Pollution	Toxics Watch Society of Alberta	Myles Kitagawa , Senior Associate Director Toxics Watch Society of Alberta	Vacant
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba , Vice President Reeve, Northern Sunrise County Alberta Association of Municipal Districts & Counties	Tom Burton , Director District 4, MD of Greenview Alberta Association of Municipal Districts & Counties

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Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
Industry	Oil & Gas – Small Producers	Small Explorers and Producers Association of Canada	Gary Leach Small Explorers and Producers Association of Canada	Vacant
Industry	Chemical Manufacturers	Canadian Chemical Producers Association	Yolanta Leszczynski , SD/ Env Regulatory Coordinator Scotford Manufacturing	Al Schulz , Regional Director Chemistry Industry Association of Canada
Aboriginal Government	Métis	Métis Settlements General Council	Louis Pawlowich , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Pollution	Pembina Institute	Chris Severson-Baker , Managing Director Energy Watch Program Pembina Institute	Ruth Yanor Mewassin Community Council
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Dwayne Marshman Wild Rose Agricultural Producers
NGO	NGO Wilderness	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Ann Baran Southern Alberta Group for the Environment
Government	Provincial Government – Energy	Alberta Energy	Vacant	Jennifer Steber , Assistant Deputy Minister Alberta Energy
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	John Squarek , President Oasis Energy	Bill Clapperton , Vice President Canadian Natural Resources Limited
NGO	Consumer Transportation	Alberta Motor Association	Don Szarko , Director Alberta Motor Association	Vacant
Industry	Utilities	TransAlta Corporation	Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Senior Manager, Aboriginal Relations Health, Safety & Environmental ATCO Power Canada Ltd.

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Appendix B: 2012 Operational Plan

To be provided under a separate cover

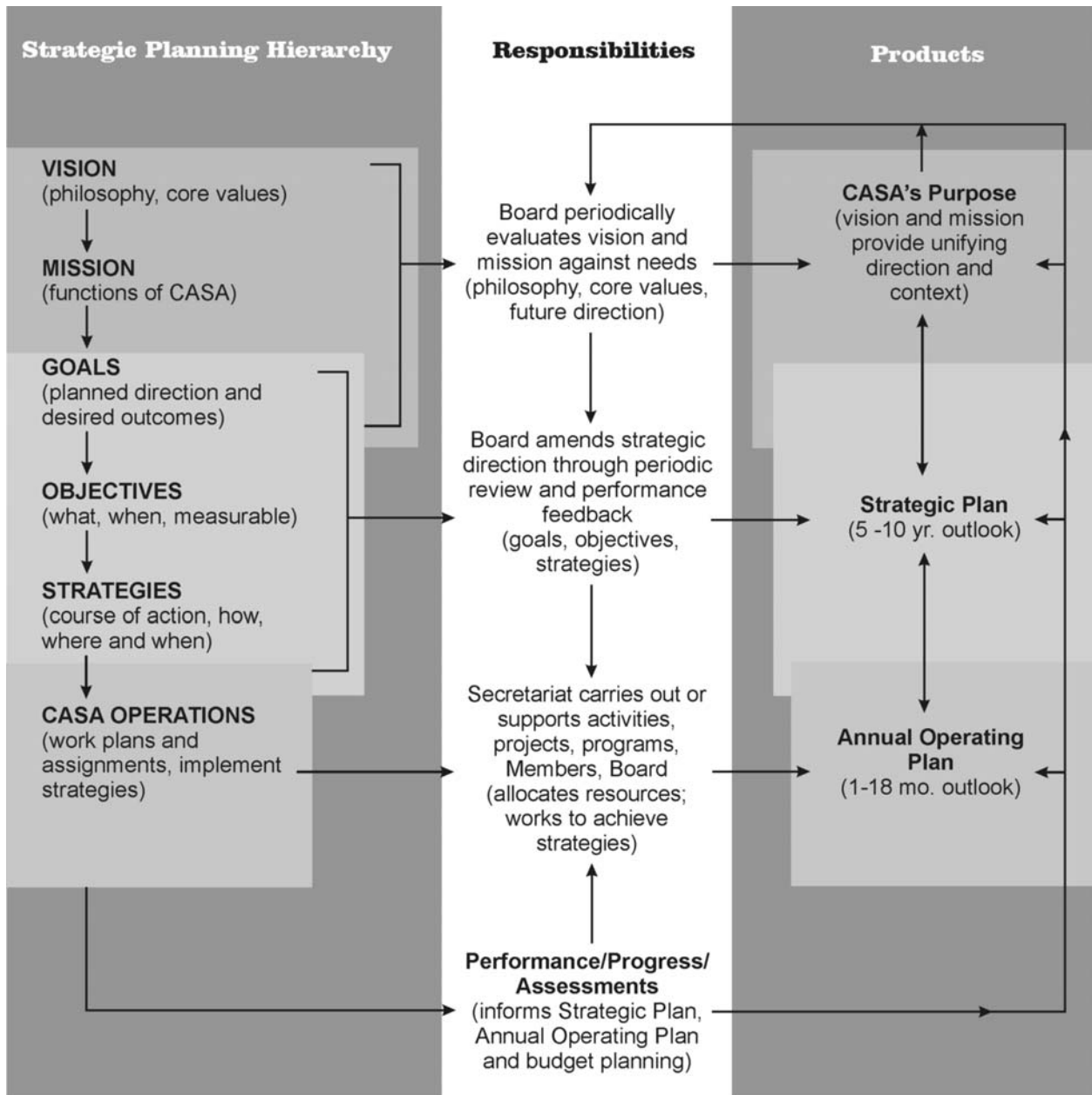
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Appendix C Risk Assessment

For completion in 2012.

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Appendix D: Strategic Planning Framework and Performance Management for CASA



CASA - August 10, 2011