

Mission Review

The Clean Air Strategic Alliance

**A Discussion Document for the
Board of Directors**

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Prepared for the Clean Air Strategic Alliance by:

**R. Angle Consulting and
Erlandson Consulting Inc.**

MESSAGE FROM THE EXECUTIVE ...

The operating environment for Alberta's Clean Air Strategic Alliance is changing. Alberta's policy and regulatory regime is evolving in response to escalating concerns about air quality, complexity of air quality issues is increasing, and the array of stakeholder interests is expanding. At the same time, the work of the Alliance is in transition and there is demand for greater efficiency in operating practices. The challenge for Alliance members is to determine how to adjust to these pressures, and set a course for how the organization can best contribute to the management of air quality in Alberta in the future.

In response to issues and trends, the Board of Directors has embarked on a comprehensive review of Alliance corporate direction. At its planned workshop in June 2011, the Board has set for itself the task of developing renewed strategic direction by building the key components of a strategic plan that guides work of the Alliance over the next five to ten years.

This discussion document is the primer for the Board's deliberations at its June workshop, and familiarity with its content will allow Board members to make the best use of available time. The nature of the Board's strategic planning discussions will differ from the project focus of previous years – the objective will be to set strategic direction by selecting a package of goals and objectives that shape the future of the Alliance.

The document draws on a wide range of inputs, particularly from Board members through the Strategic Foresight Committee, Caucus Performance Evaluations and individual communications. Information was also drawn from an extensive set of background materials, listed in Section 3.4, firmly anchoring the planning work in the Alliance's history, accomplishments and practices. Part 1 of the document provides an analysis of planning inputs.

At its March 2011 meeting, the Board acknowledged the 'roadmap' that the Alliance Secretariat has used to guide strategic planning, a process which culminates in discussions at the June workshop, providing the necessary direction for the Secretariat to produce a draft strategic plan. Part 2 of the document contains strategic plan components to inform the workshop discussion and help Board members:

- ◆ Agree on a strategic planning framework;
- ◆ Clarify assumptions about the issues and opportunities the Alliance faces;
- ◆ Make decisions about the goals and objectives that need to be pursued;
- ◆ Understand where business improvements are possible; and
- ◆ Determine the implications of future direction on structure, functions and resources.

Lastly, and on behalf of the Board, we must acknowledge the great work of the Secretariat staff in developing CASA's strategic planning initiative, and for preparing this comprehensive background material.

**Executive Committee of the Board
Clean Air Strategic Alliance**

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INTRODUCTION

The *Clean Air Strategic Alliance* (CASA or the Alliance) 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. CASA's main task is to conduct strategic air quality planning for Alberta by identifying priority issues and developing action plans that include economic and environmental consequences and expected outcomes. CASA was established in 1994 by Ministerial Order as an advisory committee under Alberta's *Environmental Protection and Enhancement Act* and the *Department of Energy Act*.

The Board of Directors of CASA (the Board or members¹) has embarked on a strategic review of its future roles and responsibilities with respect to air quality management and monitoring. This *Mission Review* is a component of the Board's strategic planning mandate as laid out in the Alliance bylaws which calls for "periodic assessment of fundamental principles, including the vision, mission and goals".

CASA's 2010-11 strategic planning initiative is the most comprehensive review of corporate direction that the Alliance has ever undertaken, and comes at a time when substantive adjustments to Alberta's policy and regulatory regime is responding to escalating concerns about environmental integrity, including air quality management.

Purpose of this Document

This discussion document presents the results of strategic planning work undertaken by the Board in 2010-11. Its sole purpose is to provide background analyses and strategic content that supports Board deliberations towards renewed strategic direction for CASA.

The Board is convening a strategic planning workshop in June 2011. Board members and the CASA Secretariat have prepared the necessary background materials for the Board, and this document is a key outcome of that work. It summarizes strategic considerations for the Board, and presents a range of alternatives for CASA's future. Results from the Board's deliberations will be used to prepare a new *CASA Strategic Plan*.

This document also serves as a record of the work done, listing sources of information used, documenting analysis results, and describing the steps and outcomes of the process. This and other source materials provide a reference point for subsequent strategic planning cycles.

¹ CASA's Board of Directors is inclusive of all twenty-two CASA member organizations. An Executive Committee of the Board provides strategic oversight of Board activities and a Secretariat function.

Structure and Content

The document is organized in **PARTS**.

PART 1 Background and Analysis of Planning Inputs

- ♦ Describes the strategic planning process and activities;
- ♦ Discusses the history and role that CASA has played in Alberta's Air Quality Management System (AAQMS);
- ♦ Draws issues and themes concerning CASA's future role from a wide range of relevant materials and sources;
- ♦ Presents strategic challenges that CASA faces in relation to its operating environment and an evolving AAQMS; and
- ♦ Identifies alternative business streams where CASA's experience and knowledge might make future contributions.

PART 2 Setting Strategic Direction

- ♦ Presents options for amending CASA's strategic direction that result from the planning work; and
- ♦ Provides a starting point for Board member deliberations at its June 2011 workshop by summarizing results and posing questions.

PART 3 Preliminary Workshop Outline

- ♦ Links the strategic planning results to the anticipated topics for discussion at the June Workshop.

PART 1: BACKGROUND INFORMATION AND ANALYSIS

1. Overview of the Strategic Planning Process

Strategic planning is the means by which the members of CASA envision the future of the organization, and develop the procedures and operations necessary to achieve that future. It provides the strategic direction that is the foundation for managing all aspects of the organization, and is both a management process and the generator of a product in the form of a strategic plan.

The *process* of strategic planning is the interaction between the people who are central to the plan's delivery. Board members and Secretariat staff participate, bringing their unique understandings to the process, and recognizing that all parts of the organization need to be committed to a course of action. The process sets organizational aims, analyzes options, identifies objectives and defines actions. It is a systematic and iterative approach to determining what to do, when to do it, how it will be done, and by whom. This process is built into CASA's bylaws, wherein the Board is required to conduct a periodic "assessment of fundamental principles, including vision, mission and goals."

The *product* is renewed strategic direction laid out in a strategic plan – a document that 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. The strategic plan also provides a means of tracking consequences of decisions over time and, as experience or circumstances change, the foundation for changing course.

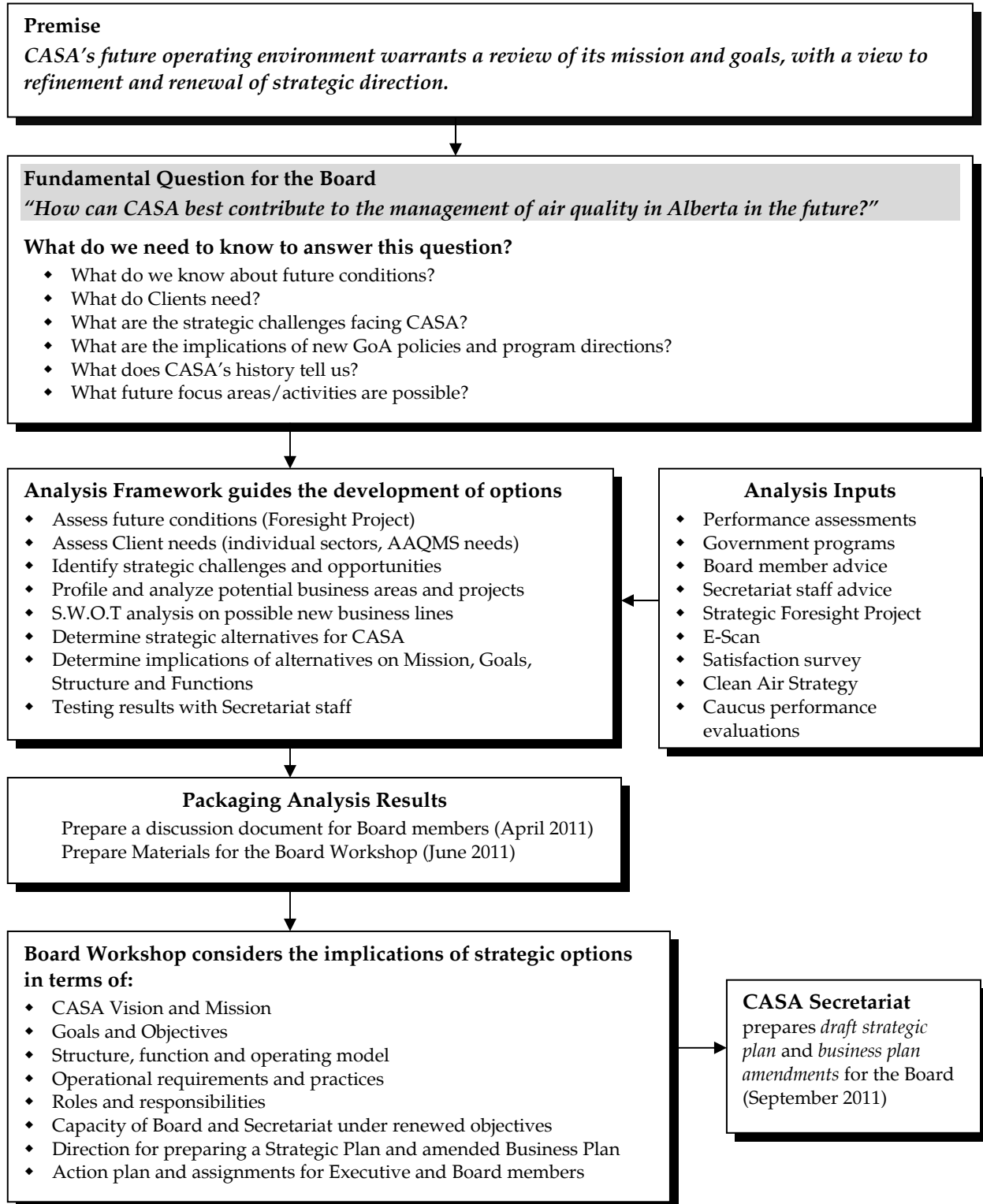
1.1 CASA's Planning Approach

The approach to strategic planning taken by the Secretariat in 2010 has been a comprehensive one that allowed for:

- ◆ Scanning CASA's operating environment and the wide array of processes and factors affecting CASA;
- ◆ Assessing potential future trends and conditions;
- ◆ Canvassing observations and ideas from stakeholders and staff;
- ◆ Collating and evaluating issues and opportunities; and
- ◆ Developing a package of strategic alternatives for consideration by the Board.

Figure 1 provides a summary of the planning work undertaken by the Secretariat, and the sequence of the steps involved.

Figure 1: Description of CASA's 2010-2011 Strategic Planning Approach



1.2 Assumptions for Strategic Planning

A set of *assumptions* provided both scope and direction for the strategic planning initiative. Assumptions were tested with the Board at its March 10, 2011 meeting to ensure that members were generally comfortable with the underlying premise with which strategic planning has proceeded.

The following assumptions should be confirmed by the Board to ensure a common starting point for deliberations about CASA's future.

1. CASA Board members agree with CASA's Vision for clean air.
2. CASA provides a forum for development of air quality outcomes that reflect the environmental, social, and economic interests of Albertans.
3. CASA's policies and procedures for consensus-based collaboration among client groups have made a unique contribution to consultation and engagement practices in Alberta.
4. CASA has a role to play in air quality management as part of the realignment of Alberta's land-air-water management frameworks, and in facilitating dialogue about air quality more broadly.
5. CASA's three main client groups (government agencies, non-government organizations, industries) wish to maintain their CASA-based engagements.
6. CASA's changing operating environment dictates the need for a comprehensive review of its mission and goals, aimed at refinement and renewal of the organization's future direction.

Figure 2: Terms in this Document

Consensus-Based Outcomes: General agreement on a package of provisions to the extent that, although parties to the agreement may not agree to every aspect of the package, they do not disagree enough to warrant their opposition to the overall package. Consensus-based outcomes reflect agreements that each participant in the negotiations can support, without sacrificing their underlying interests.

Facilitation: A process wherein an individual who, as a neutral third party, oversees, coordinates and expedites discussions and meetings, ensuring fair, orderly and principled opportunities for dialogue and recording of results.

Goal: A generally worded statement that indicates a direction that an organization plans to take.

Indicator: A measure or observed property which provides useful information about patterns or trends or about variables that affect or are affected by air quality. Indicators are well-defined criteria developed to measure the extent to which goals, objectives or interests are satisfied. Indicators may express an expected measurable, absolute outcome, or a more subjective and relative description of an expected outcome.

Interest: The underlying and motivating needs, desires, fears, hopes and concerns that are the basis for the positions taken by participants in a negotiation. Interests may be substantive, procedural or psychological. (The objective of interest-based negotiation is to develop an outcome that best satisfies the collected interests of the parties to the extent possible.)

Mediation: Intervention by a neutral third party in a negotiation that has normally reached an impasse or deadlock, with the aim of assisting the parties to reach an agreement.

Mission: The mission is a brief statement identifying the basic business the Alliance is in, and the distinctive products or services that differentiate the organization from others. A mission statement addresses *what function CASA performs, for whom and how.*

Objectives: Statements of desired or intermediate targets consistent with overarching goals. Objectives are measurable, either directly or indirectly, as a basis for evaluating whether or not a plan or program is achieving its intended outcomes. Objectives usually specify values and what is to be accomplished in a time frame.

Operating Principle: A high-level, generally worded statement of philosophy to guide how the Board, Secretariat and participants will conduct the work of administration, projects, programs and activities of the Alliance.

Interest-Based Negotiation: An approach to negotiation that assumes a mutual intention of 'win-win' and an appreciation of interdependence among the participants. Principled or interest-based negotiations are characterized by face-to-face dialogue, a focus on problems not people, dealing with interests not positions, inventing solutions for mutual gain, and the use objective evaluation criteria.

Shared Decision-Making or Consensus-Based Decision-Making: An approach to participation in decision-making in which, on a certain set of issues for a defined period of time, those with authority to make a decision and those affected by that decision are empowered jointly to seek an outcome that accommodates, rather than compromises, the interests of all concerned. Stakeholder representatives come together with a shared goal to collaboratively develop outcomes using principled negotiation, which reflect agreement among the parties. Final decisions remain with statutory decision-makers.

Strategy: A course of action selected from among alternatives as a means of achieving a goal or objective (or interest). The definition of a strategy is broad. A strategy may be general or specific in nature, and may describe a pattern, management standard, guideline, action, procedure or policy. Strategies express how, where and when to commit resources to achieve objectives.

Vision: A broad philosophical description of the desired long-term state or condition of air quality in Alberta, as developed by CASA members to help forge a unifying direction and context for the work of the Alliance. A vision statement reflects the organization's philosophy and core values.

2. Historical Context

This section provides a retrospective on CASA's work and accomplishments. Its purpose is to refresh the memory of CASA's origins and its evolution as an organization, and to help establish a common understanding of progress to date, as a starting point for making judgments about the future role for the Alliance.

2.1 Origins of CASA

In the late 1970s and throughout the 1980s, global concerns about acid deposition, climate change, smog and toxic air pollutants led to various international commitments to stabilize or reduce emissions. These same concerns were voiced by various Alberta stakeholders at public hearings of the Alberta Energy Resources Conservation Board on the development of energy resources. Because Alberta's economy is driven in large measure by energy production, these concerns had special significance. When government management systems at the time seemed unable to respond to these new environmental challenges, it became clear that changes were needed.

Recognizing this situation, the Government of Alberta (GoA) on March 15, 1990 announced a broadly based public consultation process on energy and air quality, called the Clean Air Strategy for Alberta. The outcome of this four-phase, eighteen-month consultation was the recommendation that, to address emerging challenges, there was a need for a more comprehensive system for managing air quality. A Transitional Steering Committee with representatives from government, industry and non-government organizations worked for the next two years to determine how this could be done and what criteria would be used to make decisions along the way. With the details fleshed out, the GoA formally accepted the Committee's recommendations, endorsing the formation of a non-profit organization with three categories of membership: governments, industrial associations, and public interest groups from environment and health sectors.

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 to them 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:*
 - i. *Clear identification of issues,*
 - ii. *Prioritization of current and emerging issues, and*
 - iii. *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.*

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In all reports submitted, there shall be a recommendation as to which organization or agency should take the lead for action. The recommendation shall include the economic, and air quality implications of the proposed courses of action. Reports shall include the progress and compare the actual benefits and results to projected outcomes, responsibility, accountability and performance of the initiatives. Reports will be submitted jointly to the Ministers of Environment and Energy.

The Alliance represented a move away from the confrontational and adversarial positioning that characterized the 1980s, to a collaborative, consensus-building and problem-solving approach. It was intended to achieve a more efficient and effective allocation of government and stakeholder resources. It was also intended as a mechanism for coordinating and preparing Alberta responses to national and international air quality issues such as greenhouse gas emissions and climate change.

The role of the government was transformed from that of arbitrator between competing lobbies, to that of a facilitator and partner. The Alliance was not a government agency or commission – it was then and remains a non-profit association under the *Alberta Societies Act*. The Ministry of Health later joined the Alliance.

2.2 Structure and Operations

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 a variety of publications which have been developed over its 16-year history.

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 usually meets four times per year 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.

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

2.3 CASA as Project Manager

Project team operations between 1994 and 2010 have been reviewed. In the first few years after CASA's formation, the big issues of acid deposition, climate change, and air toxics were addressed by project teams. In subsequent years, a greater percentage of teams were formed with a focus on implementation, to coordinate follow-up work on the frameworks and plans that had been delivered by earlier project teams. Some implementation teams operated for many years.

Frameworks created by CASA include reviews at specified intervals. In the last few years, these reviews (Electricity, Flaring and Venting, Particulate Matter and Ozone, Acid Deposition, Ambient Air Monitoring Strategy, Clean Air Strategy) have become the main area of project team activity. In the past five years, only two new issues have come to the table – indoor air quality and confined feeding operations.

The effectiveness of teams operating between 1997 and 2005 was recently assessed.² The projects that rated highest for effectiveness, Electricity and Flaring and Venting, addressed point-source emissions rather than area sources. Projects rated in the mid-range of effectiveness were those associated with area sources or specific air pollutants. The lowest-rated projects were not associated with a type of source or a pollutant, but rather addressed broad issues, such as human health or animal health.

Interviews with staff and stakeholders involved in the two most effective projects (many of whom were involved in other projects) revealed three main factors contributing to success:

- ◆ Clear scope;
- ◆ Strong political will; and
- ◆ Commitment to consensus process.

² *Applying Consensus Decision Making to Air Quality Issues: the Case of the Clean Air Strategic Alliance*; presented at the International Union of Air Pollution Prevention and Environmental Protection Association's (IUAPPA) World Clean Air Congress; Jennifer Allen; Vancouver, September 2010.

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For each of the two most successful projects, the scope of the problem and the tools available were clear – government had signalled that the issue would likely be addressed through regulation, and individuals working on the teams understood the consensus process and adhered to its principles. The more successful projects were also characterized by an intensive burst of activity to complete the work, whereas the least successful projects tended to take longer and be drawn out.

The ‘CASA Data Warehouse’, approved prior to 1997, was also judged to be a highly successful project. At the time, there was significant pressure on the GoA to develop an accessible ambient air monitoring database, but internal procedures were cumbersome and resources were limited. By having CASA develop the database, resources were leveraged, the interests of stakeholders were incorporated, and the work was completed quickly.

2.4 CASA as Facilitator and Convenor

In support of the Alberta air quality management system, CASA has occasionally undertaken some types of work not strictly aimed at producing consensus outcomes, such as facilitating collaborative discussions on a topic or managing special events, for example:

- ◆ Holding three science symposiums – 1996 on Acidifying Emissions, 2002 on Alberta Air Quality, Human and Animal Health, Exposure, Effects, and 2006 on Nitrogen;
- ◆ Striking a multi-Stakeholder Group for Particulate Matter and Ozone to provide Alberta Environment with stakeholder input during the establishment of federal-provincial Canada-wide standards;
- ◆ Convening three Priority Substances Workshops in 2000, 2004, and 2009, to allow Alberta Environment to obtain input from stakeholders on the substances needing to have ambient air quality objectives be created or updated;
- ◆ Convening discussions about value-added tools and determining the need for a network of practitioners in consensus decision-making;
- ◆ Convening discussions to generate lessons-learned about the Particulate Matter and Ozone Management Framework, in response to a request from the Air Management Committee of the Canadian Council of Ministers of the Environment; and
- ◆ Assisting Alberta Environment to convene meetings with air quality data providers to address both data quality and the procedures for submitting data to the CASA Data Warehouse, that will be incorporated into a revised Air Monitoring Directive.

2.5 Recognition for CASA

The success of the CASA model for consensus-building, both in terms of Alberta products and as a model for best practices, is reflected in the accolades and formal recognition that CASA has received for its work, including:

- ◆ Carleton University Arthur Kroeger College Award for Policy Leadership 2005 for the *CASA Consensus Decision-Making Model*;
- ◆ Alberta Emerald Award 2004 in recognition of the *Emissions Management Framework for the Alberta Electricity Sector (2003)*;

- ◆ Premier's Award 2000 for the *Acid Deposition Management Framework (1999)*;
- ◆ Premier's Award 2001 to the *Multi-Stakeholder Group for Particulate Matter and Ozone (1999)*; and
- ◆ Alberta Emerald Award 2001, Pollution Prevention Award 2005 from the Canadian Council of Ministers of the Environment for the *Management of Routine Solution Gas Flaring in Alberta (1998)*, and mention as a World Bank Best Practice in 2003.

Figure 3: Major CASA Products

To March 2011, 51 final reports of project teams have been published, including the following examples.

- ◆ Zone Air Quality Management Guidelines (1995) / Airshed Zones Guidelines (2004)
- ◆ Strategic Plan for Air Quality Monitoring in Alberta (1995) / Ambient Air Monitoring Strategy for Alberta (2009)
- ◆ Proceedings of Three Science Symposia, described above
- ◆ Sulphur Dioxide Management in Alberta (1997)
- ◆ CASA Data Warehouse (1998)
- ◆ Management of Routine Solution Gas Flaring in Alberta (1998)
- ◆ Acid Deposition Management Framework (1999)
- ◆ Multi-Stakeholder Group for Particulate Matter and Ozone (1999) – advice to AENV
- ◆ ROVER Vehicle Emissions Surveys (1998, 2006)
- ◆ Priority Substances Workshop (2000, 2004, 2009)
- ◆ Pollution Prevention/Continuous Improvement Framework (2002)
- ◆ Particulate Matter and Ozone Management Framework (2003)
- ◆ Emissions Management Framework for the Alberta Electricity Sector (2003)
- ◆ Herd Environmental Record System (2003)
- ◆ 'Breathe Easy' Vehicle Retirement (2003)
- ◆ Diesel Particulate Filter Demonstration (2003)
- ◆ Managing Air Emissions from Confined Feeding Operations in Alberta (2008)
- ◆ Recommendations for a Clean Air Strategy (2009)
- ◆ Consensus Decision-Making Toolkit (2010)

3. Commentary on CASA's Operating Environment

This section provides an overview of CASA's current operating environment and possible future conditions, as well as a listing of the source materials that have been reviewed during the development of this discussion document.

3.1 Direction from the Strategic Foresight Committee

The Strategic Foresight Committee examined the range of potential changes that would most significantly affect a CASA-like organization in the decades through to 2040. While no foresight exercise can predict the future, an exploration of the range of possible futures can help position an organization to more confidently and effectively adapt to changing conditions as the future unfolds.

The Strategic Foresight Committee identified nine *trends and drivers* with a spectrum of conditions that would define the future world in which CASA operates.³

1. Nature of air quality data for decision-making: comprehensive, robust, shared, transparent, and accessible versus inconsistent, uncertain, sporadic, and restricted.
2. Willingness to exercise leadership on air quality issues: timely versus reactive measures, certainty in air quality standards versus changeability, and beyond-compliance behaviour versus compliance as the industry goal.
3. Scope/size of carbon pricing and impacts: higher prices motivate aggressive action versus low prices with little action.
4. Nature of impacts of climate change on Alberta: obvious and extreme (water shortages, disease, loss of biodiversity, and extreme weather events) versus gradual and benign (longer growing season with new agricultural opportunities, and nicer weather).
5. Prominence of natural capital in human ecological decision-making: acceptance of trade-offs between the environment and the economy versus broad recognition of externalities and the value of natural capital.
6. Role and relationship of non-government players in environmental decision-making: centralization of power within the government of Alberta versus reliance on multi-stakeholder groups to develop solutions that governments can implement.
7. Ability of the Government of Alberta to influence/shape Alberta's future: globalized markets dictate the future versus local autonomy to make decisions.
8. Impact of air quality on well-being of individual Albertans: no perceived effects versus air quality as a significant driver of behaviour change.

³ From: *Preparing for Change: Exploring the Full Range of Possible Futures; A Report on the Strategic Foresight Project Undertaken with the Clean Air Strategic Alliance; September 2010 to March 2011; March 7, 2011; and Strategic Foresight Report, Prepared by the Strategic Foresight Committee for the CASA Board of Directors; Strategic Foresight Project Committee; March 10, 2010.*

9. Degree of innovation in production and use of Alberta's hydrocarbon resources: innovative technology to avoid the generation of emissions versus continued use of traditional methods.

The Strategic Foresight Committee also developed four major *insights* about CASA's future:

1. **Building upon Success:** Air quality management in Alberta has advanced over the past 15 years, in large part attributable to the ongoing dialogue and collaboration through 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 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 its 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.

3.2 Environmental Scan Findings

An environmental scan is commonly defined as 'an analysis and evaluation of internal conditions and external data and factors that affect the goals and direction of an organization.' Many factors can be considered, including socio-cultural, technological, environmental, economic, and political/regulatory trends (often called a STEEP analysis). CASA's environmental scan was to identify emerging issues, trends, patterns and structures which are of particular importance to Alberta air quality.

The E-Scan⁴ examined social, technological, environmental, economic and political developments in the world today. Some of the significant findings were that:

1. Air quality is one of the top three environmental issues related to health;
2. Although new technology may mitigate emissions, this can also lead to unintended consequences and new air quality issues;
3. There is continued concern about the health effects and long-term impacts of oil and gas activities, particularly tailings ponds and sulphur-based pollutants;

⁴ 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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4. Fossil fuel demand is up, and increased growth in oil and gas activities will increase air quality concerns and emissions;
5. International pressures feed a growing public interest in credible and accessible environmental monitoring and air quality information; and
6. Odour remains an important issue to the general public.

3.3 Government of Alberta Initiatives

The Government of Alberta has two major initiatives that relate to CASA's future – the Land Use Framework for Alberta (LUF) and the Cumulative Effects Management System (CEMS).

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 preparing or directing the preparation of regional plans and amendments, identifying the need for policies and the integration or coordination of policies, coordinating or supporting the coordination of integrated information systems, periodically monitoring progress, investigating complaints, and other duties described under the *Alberta Land Stewardship Act* (2009).

Regional Plans are developed through 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. Regional plans are approved by Cabinet and implemented through line departments and the Land Use Secretariat.

Dovetailed with the LUF is Alberta Environment's new Cumulative Effects Management System. This system is intended to be outcome and risk-based, and 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.

A review of government business plans for the ministries of Environment, Energy, Health & Wellness, Transportation and Municipal Affairs reveals that all five make some mention of the environment; four make reference to the Land Use Framework; only one refers directly to air quality. While four departments list actions that relate to determinants of air quality, it is clear that the Ministry of Environment has the lead role and is the primary authority for matters related to air quality. However, Alberta Energy currently provides all of the core funding for CASA.

Future roles for CASA or for Alberta Airsheds have not been defined within either the Land Use Framework or the Cumulative Effects Management System.

3.4 Listing of Source Materials for Planning

Tables 1 through 5 which follow, describe the various sources of input to this discussion document and the types of information that each provides, organized according to the general content of the inputs. Each source is referenced and a short description of its contribution provided. This information was supplemented by perspectives and ideas provided by opinion leaders through personal communications.

Table 1: Inputs Pertaining to CASA Operations

Source	Content
1. Business Plans <ul style="list-style-type: none"> ▪ 2010 CASA Three-year Business Plan ▪ Business Plan 2003-2005 ▪ Business Plan 1999-2002 ▪ Business Plan 1996 ▪ Stakeholder Prospectus and Business Plan 1993 	<ul style="list-style-type: none"> ▪ strategic thinking of the past in terms of Vision, Mission, Principles and core business areas.
2. 2010 Business Plan Monitoring and Evaluation Report	<ul style="list-style-type: none"> ▪ progress on the goals and strategies in the current business plan
3. CASA Performance Evaluation 2007	<ul style="list-style-type: none"> ▪ based on a set of interviews, the Performance Evaluation Committee provided recommendations to address the effectiveness of CASA in supporting the GoA in strategic air quality planning
4. 2010 Performance Evaluation Report	<ul style="list-style-type: none"> ▪ stakeholder group answers to five questions: <ol style="list-style-type: none"> a. Which elements of CASA's processes are most valuable? b. Where is there room for improvement? c. How has CASA changed to stay relevant? d. Where has CASA shown the greatest success? e. What else should CASA be doing?
5. Annual Reports, 1994-2010	<ul style="list-style-type: none"> ▪ highlights of organizational activities in each year with lists of active committees and teams
6. Performance Measures Review, September 2007	<ul style="list-style-type: none"> ▪ confirmation of the five performance measures, proposed additional indicators for PM1 and PM4 and modifications to the indicators under PM2 and PM5.
7. 2010 Performance Measures Report, March 2011	<ul style="list-style-type: none"> ▪ current status on the five CASA performance measures

Table 2: Information from the CASA Strategic Foresight Project

Source	Content
1. Strategic Foresight Report, March 10, 2010	<ul style="list-style-type: none"> ▪ identification and description of the major drivers of strategic change, a range of possible futures, and the strategic issues that CASA may face
2. Preparing for Change Report March 7, 2011	<ul style="list-style-type: none"> ▪ reflections about the design, operation and success of the project, including an appendix with a list of concerns and ideas about the future, derived from participant interviews

Table 3: Inputs Pertaining to the Plans of the Government of Alberta

Source	Content
1. Government of Alberta Business Plans for 2010-2013: energy, environment, health and wellness, transportation, municipal affairs	<ul style="list-style-type: none"> ▪ mention of air, environment, land use framework, or action related to air
2. Land Use Framework, presentation at Coordination Workshop, September 2010	<ul style="list-style-type: none"> ▪ update on Lower Athabasca Regional Plan, Phase 2 Consultations
3. Cumulative Effects Management and Proposed Amendments to the <i>Environmental Protection and Enhancement Act</i> , presentation at CASA Board Meeting, September 2010	<ul style="list-style-type: none"> ▪ Alberta Environment's plans for a cumulative effects management system and possible amendments to the legislation required for implementation
4. Integrated Monitoring, Evaluation and Reporting Framework, presentation at Coordination Workshop, September 2010	<ul style="list-style-type: none"> ▪ Alberta Environment's plans around governance, assurance and outcomes for an integrated monitoring system in support of cumulative effects management
5. Federal Action on Air Pollution and the Proposed Tripartite Comprehensive Air Management System, presentation at Coordination Workshop, September 2010	<ul style="list-style-type: none"> ▪ Federal government's plan for an air management system comprising Canadian Ambient Air Quality Standards (CAAQS), Air Zone Management/Regional Airsheds, and Base-level Industrial Emissions Requirements (BLIERs)
6. Air Quality Issues and the ERCB, presentation at Coordination Workshop, September 2010	<ul style="list-style-type: none"> ▪ summary of ERCB involvement in air quality since four of 48 common objections to energy developments relate to dust, emissions, flaring and odour
7. Regulatory Enhancement Project, Technical Report, December 2010	<ul style="list-style-type: none"> ▪ overview of the project and recommendations for an enhanced policy development and policy assurance system for the oil and gas industry in Alberta by consolidating activities
8. Alberta's Draft Clean Air Strategy, presentation to the CASA Board, March 10, 2011	<ul style="list-style-type: none"> ▪ status of GoA's development of a new Clean Air Strategy under four general categories: (1) planning and management of non-point sources, (2) shared responsibility and partnerships, (3) integrated monitoring, evaluation, and reporting, and (4) knowledge enhancement
9. Summary of AENV project: Review of value and funding options for Airshed Zones and Watershed Planning and Advisory Councils	<ul style="list-style-type: none"> ▪ description of a project to capture the value from WPACs and AZs, clarify potential future management roles with the cumulative effects management system, and develop sustainable funding options to support work
10. Terms of Reference, Provincial Environmental Monitoring Panel for Monitoring, Evaluation and Reporting for the Lower Athabasca River	<ul style="list-style-type: none"> ▪ purpose and scope of a panel to provide recommendations on the development of a provincial scale world class environmental monitoring evaluation and reporting system focused on the Athabasca River but with secondary attention to air, land, biodiversity and the province as a whole

Table 4: Information Pertaining to the CASA Board and Secretariat

Source	Content
1. The Comprehensive Air Quality Management System: CASA's Decision Making Process 2007	<ul style="list-style-type: none"> description of the stages and steps in the overall CASA system for managing air issues through strategic air quality planning
2. CASA Procedural Guidelines, June 2009	<ul style="list-style-type: none"> description of the roles and responsibilities of different entities and the organization's operating practices
3. Secretariat Vision and Mission	<ul style="list-style-type: none"> internal vision, mission and values of the staff in the secretariat
4. 2011 Operational Plan	<ul style="list-style-type: none"> details of tasks, milestones and staff responsibilities
5. Staff Brainstorming	<ul style="list-style-type: none"> Secretariat staff ideas about what CASA could be doing in the future
6. Applying Consensus Decision Making to Air Quality Issues: the Case of the Clean Air Strategic Alliance, presented at the International Union of Air Pollution Prevention and Environmental Protection Association's (IUAPPA) World Clean Air Congress, Vancouver, September 2010	<ul style="list-style-type: none"> analysis of the relative success of projects from 1997 to 2005 and discussion of the factors contributing to the various levels of success
7. Enhancing Collaboration Between CASA and the Alberta Water Council, November 6, 2009	<ul style="list-style-type: none"> identification of the commonalities and ways in which the two similar organizations can work together
8. Operations Steering Committee Interviews	<ul style="list-style-type: none"> underscoring of the importance of CASA involvement in data management

Table 5: Other Information Pertaining to CASA

Source	Content
1. The Clean Air Strategy for Alberta Report to Ministers, 1991	<ul style="list-style-type: none"> foundations of CASA and the Comprehensive Air Management System
2. CASA Environmental Scan Report, February 2011	<ul style="list-style-type: none"> trends in social, technological, economic, environmental and political factors with potential relevance to CASA
3. Recommendations for a Clean Air Strategy, June 2009	<ul style="list-style-type: none"> ideas for a new clean air strategy with four major themes: governance, regional planning, pollution prevention and control, knowledge and information
4. 2009 Ambient Air Monitoring Strategy for Alberta	<ul style="list-style-type: none"> framework for a complete ambient air monitoring system including management, design, funding, data and information management, and an implementation plan
5. Report of the Data Issues Group, March 2003	<ul style="list-style-type: none"> actions required to ensure adequate data for decision-making; data requirements included source emissions, ambient concentrations, ecosystem and human health effects
6. Stakeholder Satisfaction Survey, 2010 Comments	<ul style="list-style-type: none"> issues and concerns with CASA operations and suggestions as to possible future activities
7. Alberta Airsheds Council and CASA: Roles and Responsibilities, March 24, 2010	<ul style="list-style-type: none"> opportunities to strengthen the relationship between CASA and airsheds

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Source	Content
8. Enhancing Consensus Decision Making: A Report to the CASA Board from the Martha Kostuch Legacy Workshop; March 2010	▪ recommendations for continuous improvement in consensus decision making
9. Particulate Matter and Ozone Management Framework: Lessons Learned; February 28, 2011	▪ captures the experience of a multi-stakeholder team on the implementation of the Particulate Matter and Ozone Management Framework

4. Assessment of Current Business Areas

Strategic direction for CASA has been reflected in the business plans that have guided CASA activities in the past. This section provides (a) commentary on how CASA's operational objectives and activities, as defined in business plans, have contributed to Alberta's air quality management system, and (b) general observations on performance in relation to CASA business areas.

4.1 Contributions to the Alberta Air Quality Management System

Air quality management systems around the world, irrespective of detail, contain the same five functional elements, shown below.



CASA has contributed in varying degrees to each of these elements.

Policies & Programs: CASA's main business has been the development of strategies (e.g., Ambient Air Monitoring Strategy, Zone Air Quality Management Guidelines, Recommendations for a Clean Air Strategy), management frameworks (e.g., Flaring and Venting, Acid Deposition, PM and Ozone, Electricity, Pollution Prevention and Continuous Improvement), and the piloting of various programs (e.g., Herd Environmental Record System, Vehicle Retirement, ROVER Vehicle emissions survey, diesel particulate filters).

Regulations and Controls: CASA has assisted the GoA by convening stakeholders to recommend source standards (e.g., Electricity Framework), set priorities for the establishment of ambient air quality objectives, and develop data handling procedures.

Assessment and Evaluation: For many years CASA has reported on a set of performance measures that relate to Board expectations:

1. Measures of air quality:
 - a. improved air quality indicators in areas of CASA action,
 - b. change in emissions of substances of concern in areas of CASA action, and
 - c. energy use as an indirect measure of air quality in areas of CASA action;
2. Capability to measure air quality effects on humans and the ecosystem;
3. Number of recommendations implemented through Comprehensive Air Quality Management System;

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4. CASA member, partner and client satisfaction with the CASA approach; and
5. Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management in Alberta.

Communication and Education: CASA maintains a website about its activities, publishes booklets on subjects of interest, circulates a regular newsletter (the Clean Air Bulletin), issues media releases and holds regular coordination workshops.

Information and Research: Each CASA project team has commissioned studies to collect the information needed to inform its deliberations. CASA has also managed a Data Warehouse where ambient monitoring data is stored and made available to the public in an accessible and transparent manner. Periodically CASA has hosted a science symposium to address specific topics of interest to stakeholders (e.g., acidifying emissions, air quality, human and animal health and exposure effects).

4.2 Observations on Structure and Content of Business Plans

Table 8 in Appendix A, 'Comparison of CASA Business Plans', provides a tabular summary of key aspects of business plans between 1993 and 2010. With reference to Table 8, the following general observations can be made.

1. Business plans have not been consistent in structure or in terminology. This makes it somewhat difficult to track the changes in the business of the Alliance and suggests a need to standardize on a business plan model.
2. CASA's Vision and Mission have changed slightly between 1993 and the present. In 2007, the Vision statement was adjusted from "*The air will be odourless, tasteless and look clear,*" to "*The air will have no adverse odour, taste or visual impact.*"

In 2005, the Mission was simplified: *To recommend strategies to assess and improve air quality in Alberta using a consensus process,* and the first part of the original mission statement became the 'CASA Identity': *The Clean Air Strategic Alliance is a multi-stakeholder partnership, composed of representatives selected by industry, government and non-government organizations.* Some additional changes may be required to align with future business.
3. Business plans have contained recurring themes about core business areas that have been framed in different ways – generally referring to planning, coordinating, evaluating results, and building public awareness and stakeholder understanding.
4. Four expectations continue to be reflected in the performance measures: *improved air quality, trust and credibility, effective organizational operations, recognized and influential organization.* These may need to be revisited if there is a change to organizational direction.
5. CASA operated on the basis of a three-year business plan from 2003 to 2010.

4.3 Commentary on Existing Core Business Areas

The current 2010 Business Plan identifies four ‘strategic focus areas’ that form the core business of CASA – also reflected as the four ‘goals’ in the business plan.

Goal 1. Strategic Development	Goal 3. Pollution Prevention and Continuous Improvement
Goal 2. Air Quality Management	Goal 4. Knowledge and Information

An elaboration and commentary on these goals follows.

Goal 1 - Strategic Development: To provide strategic advice on emerging air quality issues and the impacts of major policy initiatives on air quality.

In the current business plan, CASA intends to:

1. Conduct a strategic environmental scan to determine and prioritize emerging air quality issues and identify sectors and stakeholders associated with these issues; and
2. Establish a process to evaluate and prioritize the impacts of major policy initiatives on air quality and the determinants of air quality, and identify potential inconsistencies among various policies and frameworks.

Observations:

Both the E-Scan and Strategic Foresight Project have been completed. Updates on GoA initiatives have been received but no project has been started to review policy initiatives. In the past, project teams did such evaluations in the context of an issue under discussion.

CASA has a well-established project team process with credibility in the eyes of policy makers and stakeholders. It has a track record of ground-breaking, award -winning projects, and has produced significant outcomes with durable products that have about an 80% implementation rate. However, the sophisticated issue management process has been criticized for being slow and lacking ‘nimbleness’.

Some air quality issues that could be addressed in the future include: ultrafine particulate, oil sands, link between air quality and human health, VOC, odour, urban air quality, vehicle idling, wood stoves, heavy metals, PAH, housing, asbestos, mercury, toxics, visibility, energy efficiency, renewable energy, and transportation demand management.

Objectives have not been identified under this goal, but can be inferred as:

- ◆ Emerging air issues - To determine and prioritize emerging air quality issues on a minimum three year cycle;
- ◆ Policy analysis - To establish a process to evaluate impacts of major policy initiatives on air quality and the determinants of air quality; and

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- ♦ Consistency analysis - To identify potential inconsistencies among various policies and frameworks (national, provincial and regional) as these relate to air quality management in Alberta.

Goal 2 - Air Quality Management: To provide for the continued development and implementation of effective and efficient air quality management in Alberta.

In the current business plan, CASA intends to:

1. Explore its role in supporting airsheds;
2. Explore its role in regional planning, e.g., under the Alberta Land Use Framework;
3. Develop a framework to guide air quality management planning; and
4. Review and assess components of the air quality management system and the resources required to support the system.

Observations: The Joint Standing Committee is exploring CASA's role in supporting airsheds. The Executive Director is also in the process of meeting with representatives of each airshed. GoA has provided information to CASA about regional planning under the Land Use Framework, but has not suggested any role for CASA or for airsheds. CASA has not yet taken action on developing an air planning framework, although this might have been helpful to the Regional Advisory Councils developing regional plans under the Land Use Planning Framework.

The GoA's new Clean Air Strategy is still under development, so potential roles for CASA are unknown at this time. No action has yet been initiated on reviewing the components of the air quality management system (assumed to be the CASA Comprehensive Air Management System rather than the GoA air management system).

Objectives have not been identified under this goal, but can be inferred as:

- ♦ Airshed Support - To work with the Alberta Airsheds Council and Airshed Zones to clarify boundaries, deliverables, people, systems, and planning;
- ♦ Place-Based Planning - To support place-based planning and cumulative effects management (if GoA is prepared to grant a role);
- ♦ Air Management Planning Framework - To develop a framework to guide air quality management planning, including where appropriate; (a) a description of how to determine 'green', 'yellow', and 'red' trigger levels similar to the PM and Ozone Management Framework, (b) which air pollutants require trigger levels, and (c) ensuring that needed and timely actions are identified; and
- ♦ CAMS - To operate and efficient an effective Comprehensive Air Management System, assessing the components to identify potential refinements and the resources required for support, and revising previously developed sector-specific or emission-specific air management frameworks on the prescribed schedule (e.g., acid deposition, electricity, and particulate matter and ozone).

Goal 3 - Pollution Prevention and Continuous Improvement: To promote pollution prevention and continuous improvement principles in all air quality management decision-making at CASA.

In the current business plan, CASA intends to:

1. Encourage project teams to consider pollution prevention as the strategy of choice; and
2. Review issues requiring pollution prevention measures and identify the most beneficial opportunities for reducing emissions from point and non-point sources.

Observations: The main action aimed at the first task is to include pollution prevention and continuous improvement in a CASA project management guide. Specific work has not yet been undertaken for the second task, however these concepts have been embedded at the project level. Because pollution prevention and continuous improvement seem to be an approach that underlies everything that CASA does, it seems more appropriate to include them as a component of Operating Principles, rather than as a stand-alone business area.

Goal 4 - Knowledge and Information: To contribute to the development of a reliable, comprehensive, objective base of knowledge and information on emissions, ambient air quality, health and environmental impacts, and potential management and mitigation mechanisms.

In the current business plan, CASA intends to:

1. Increase awareness of CASA's mandate and activities through targeted outreach to all sectors;
2. Assemble and share cross-jurisdiction information on air monitoring, mitigation measures and best management practices; and
3. Facilitate economic and other analysis on policy measures and the associated costs of action and inaction.

Observations: The CASA Executive Committee has made presentations to GoA ministries and agencies. CASA hosted a Coordination Workshop in September 2010, developed several new publications, continued to distribute the Clean Air Bulletin, and participated in an information fair on Clean Air Day. There has been internal discussion about creating an information repository, and information sharing occurred at the Coordination Workshop in September 2010. Although the CASA Data Warehouse (in place since 1997) is not explicitly mentioned in the business plan, it continues to operate and was recently expanded to be able to accept industry compliance monitoring data. Economic analysis is generally done by project teams, so the only action has been to identify appropriate research groups.

This goal combines two very different types of activities – compiling technical information for problem solving, and communicating about CASA. Two very different skill sets and actions are needed. A much clearer representation of business functions would be achieved by separating the two as was done in previous business plans, making communications and outreach as a core business on its own.

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Objectives have not been identified under this goal, but can be inferred as:

- ♦ Air Management Information - To provide knowledge and information required for air management, including work on the CASA Data Warehouse and on archiving the information gathered by project teams, neither of which is mentioned in the business plan;
- ♦ Jurisdictional Information - To assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices;
- ♦ Accountability - To promote accountability within the air quality management system, achieved primarily through performance measures; and
- ♦ Awareness - To increase awareness of CASA's mandate and activities through targeted outreach to all sectors.

4.4 Current Capacity of CASA Secretariat

A critical factor in the achievement of the objectives laid out in business plans, but not addressed in relation to performance assessments, is the capacity of the Secretariat to perform its functions and assignments. An overview of current capacity is included here as a point of reference should CASA's strategic direction or workload vary from current conditions. The current CASA Secretariat staff complement consists of nine positions:

- ♦ One Executive Director;
- ♦ One Administrative Coordinator;
- ♦ One Administrative Assistant;
- ♦ One Financial Administrator;
- ♦ One Communications Advisor; and
- ♦ Four Project Managers.

Contractors are hired to take minutes at Board meetings, and for IT services, webhosting, design, printing and other as-needed services. A part-time science advisor was part of the Secretariat for a number of years in the past, but this position does not currently exist.

An estimate of the general distribution of work in the Secretariat, based on a three-year average (2008-2010), is shown below. There is some overlap between categories and in particular between administrative functions and Board support.

Secretariat Activity Area	Time Spent
Project management and team support	41 %
Communications and outreach	12 %
Preparation for Board meetings and support for Board members	14 %
Finance and administration	33 %

Any changes to strategic direction from the current workload may require a rationalization of the operating model and resources within the Secretariat.

5. Summary of Key Challenges

An evolving set of challenges, unique to the times, points to the need for review and renewal of the roles that CASA can play in such areas as:

- ♦ Air quality policy development;
- ♦ Initiation and management of a variety of air quality or other projects;
- ♦ Management of consultative processes and collaborative problem-solving for client groups;
- ♦ Design and management of engagement requirements for public sector projects; and
- ♦ Implementation and monitoring of air quality initiatives.

Identifying and clarifying these challenges has been a focal point for strategic planning, drawing on:

- ♦ Experience of the Secretariat staff;
- ♦ Insights from the Strategic Foresight Committee and E-Scan (externalities are captured here);
- ♦ Reflections by CASA members about CASA's functioning and future role;
- ♦ Comments and ideas from an array of sources, filtered for applicability to CASA; and
- ♦ Context given evolving policies and programs of the GoA and growing public interest in clean air.

The challenges described below are a roll-up of issues and concerns, intended as a catalyst for Board discussions, and are not mutually exclusive (refer also to Section 6.4).

5.1 Mature Organization

CASA has matured into an organization with well-developed operating policies and procedures, and a proven track record of successes in delivering projects identified for action by the Board. This body of substantive project results has grown along with the organization. As projects have been completed, there has been comparatively less time spent on new projects, and more time spent on maintenance work for completed projects (i.e., recurring tasks, project implementation tasks).

This transition to work associated with implementation, maintenance and review, coupled with increasingly complex issues, presents challenges in relation to the applicability of CAMS procedures. The CAMS is oriented to scoping and managing new projects, and was not specifically designed to accommodate the type of work that CASA is now encountering.

5.2 Complexity of Air Quality Related Issues

Projects to date have tended to address issues that were relatively well-defined, where affected interests were willing to engage or where options for resolution were readily apparent (sometimes referred to as 'low hanging fruit'). The issues of air quality now facing Albertans,

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and within CASA's purview, are generally more complex and therefore more difficult to resolve, often with implications across jurisdictions.

This is not to suggest that past air quality issues have not been complex, they have, both from a technical perspective and in terms of the need for collaborative processes to resolve them. Today's challenge with complexity, however, extends beyond the inherent difficulty of unresolved air quality issues to externalities that impact the 'fit' of the CASA model with current planning and decision-making, including:

- ◆ A greater number of government agencies involved in a new suite of projects encompassing federal, provincial and municipal levels;
- ◆ Lack of clear divisions of responsibilities for issues and responses among air-related organizations;
- ◆ New non-government players, some with national and international reach;
- ◆ Evolving government policy and programming for land and resource use decision-making; and
- ◆ Increasing public pressures for protection of the environment generally, and air quality specifically.

5.3 Commitment to the CASA Model

The GoA is a key player in the projects and processes undertaken by CASA. It is the GoA that sets provincial policy and regulation for air quality, establishes the tests for authorization of projects with air quality impacts, and is largely responsible for implementing the results of CASA-led projects. Notwithstanding the importance of the Alliance, its effectiveness is linked directly to its ability to contribute to the GoA's air quality management responsibilities.

Fundamental changes to GoA processes for land and resource decision-making have dominated agency workloads in recent months, particularly with the development of Alberta's Land Use Framework (LUF) and its Cumulative Effects Management System (CEMS). The introduction of these new policies and programs has raised questions about how CASA can best make contributions in the future.

The observation has been made by a number of CASA stakeholders that the commitment of the GoA to CASA seems to be waning, measured in relation to:

- ◆ An apparent preoccupation with new program requirements;
- ◆ A perception of less focus on requirements for engagement in decision-making generally; and
- ◆ Pace and nature of implementation of project results.

Loss of government focus on CASA (either real or perceived) is felt by other stakeholders, and raises questions about government commitment to CASA in the future. If government commitment wanes, this will translate into less interest on the part of stakeholders to continue participating. Non-government participants want to know on what basis they are being asked to engage with government, so as to best judge where their limited resources should be targeted.

5.4 Clarity for CASA's Future Role

The convergence of several factors has had an impact on how well the role of CASA is understood with respect to future processes for engagement, constructive dialogue and collaborative decision-making.

- ◆ It is not yet clear how CASA fits into the GoA's recent policy and organizational changes for management of land, resources and environment. New public policy initiatives will continue to require public involvement and/or collaborative effort among agencies, public interest groups, industries, aboriginal organizations, communities and citizens. To make progress on priority files, government and stakeholders will have a continued need to manage engagement requirements. This means investment in some form, either through CASA or in some like mechanism, yet to be identified.
- ◆ There are new players with an interest in air quality policy and projects who are not connected with CASA, or not aware of CASA's role and its consensus-based approach. This includes those who represent new entrants to Alberta's air quality discussions from outside the province or Canada, both government and non-government.
- ◆ There is a certain degree of loss of memory in the system about CASA's role, and about past successes that CASA has enjoyed in addressing air quality issues. A contributing factor is the introduction of new people to CASA.

Lack of understanding about the service CASA provides, fuels questions about its future relevance.

5.5 Responsiveness of Operating Procedures

CASA's management system adheres to tested principles for successful consensus-based process. Over a matter of years, administrative procedures have been developed to support the ability of the Board and project teams to deliver using the consensus model. While the administrative procedures work for the purposes for which they were originally designed, they have taken on a certain structured approach that may not be an easy fit with some of today's administrative requirements of government agencies.

For government, many projects need to be started and often completed within a fiscal year, and while there is momentum (or priority) around a topic. The structured process to start an initiative through CASA is long and resource intensive, and may as a result be considered ineffective in terms of an agency's operational constraints. The statement of opportunity, terms of reference development and set procedures for reaching consensus are often too lengthy and cumbersome to be responsive to priority pressures and budgetary timeframes. This has led to suggestions for administrative procedures to be streamlined or redefined to accommodate a more pressing set of circumstances.

Some reluctance to engage CASA is also emerging because of the perception of limitations of the CASA model in circumstances where accountability for the decisions taken weigh heavily on decision-makers. An example might be where a regulator needs to respond to an issue by making an independent statutory decision to create a standard by regulation. Experience with the mechanics of the CASA consensus process, however successful over the longer term, has

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had an unintended outcome of creating the perception that CASA-managed projects may not be practical for certain types of work.

This suggests a need for review of the application of interest-based negotiations for reaching agreements, and a better understanding of the utility of the CASA toolkit for use beyond previous applications. Opportunities lie in tailoring the application of the toolkit to better respond to a wider spectrum of circumstances, with varying requirements for levels of engagement, resources and timing.

A related set of factors are concerned with Secretariat roles and responsibilities, including: available skill sets, technical capacity, use of secondments, opportunities for staff growth and development, in-house contributions to projects, staff projects and sustainable office practices. These factors get addressed later in development of a strategic plan, in response to amendments to CASA's strategic direction.

6. Emerging Themes for CASA Renewal

This section presents an array of air-related themes and opportunities for advancement or improvement in relation to a future role for CASA.

6.1 Future Contributions to the Alberta AQMS

While the GoA is shifting to a place-based, integrated air-land-water-biodiversity approach, it still sees a need for a provincial clean air strategy, similar to other provincial strategies that provide context for the development of regional plans (such as, Water for Life, Biodiversity, Climate Change, Energy, Oil Sands). In 2009, CASA provided recommendations for such a strategy.⁵ Alberta Environment has signalled that the GoA's new Clean Air Strategy will likely contain four general directions:

1. Management of Non-Point Sources and Airshed Planning;
2. Shared Responsibility and Partnerships;
3. Integrated Monitoring, Evaluation and Reporting; and
4. Knowledge Enhancement.

To deliver in these four areas, the AAQMS of the future will need to enhance existing activities and undertake some new ones. CASA could make a contribution to many of these, especially in relation to:

- ◆ Building capacity for engagement of stakeholders;
- ◆ Applying an expanded toolkit for different types of consultation and engagement;
- ◆ Establishing a way of getting air quality objectives into land use plans;
- ◆ Developing a method for determining the achievement of air quality objectives;
- ◆ Implementing various air quality projects;
- ◆ Coordinating and networking among air quality organizations and agencies;
- ◆ Maintaining a workable repository for air quality information;
- ◆ Providing public air quality information;
- ◆ Raising awareness and educating the general public;
- ◆ Conducting targeted pieces of air quality research; and
- ◆ Supporting airsheds and other related groups sanctioned by government.

⁵ *Recommendations for a Clean Air Strategy - A report to the CASA Board from the Clean Air Strategy Project Team*; Clean Air Strategic Alliance; June 2009; ISBN 978-1-896250-62-5.

6.2 Scanning for Themes and Opportunities

An initial scan of available advice and brainstorming work by the Secretariat generated a first set of ideas about the nature and scope of potential future opportunities that might be available to CASA. These ideas were collated and grouped, and a number of themes identified.

- A. Creating Partnerships
 - ◆ A body of CASA associates
 - ◆ Networks with other organizations
- B. Building Consensus Practitioners
 - ◆ Regular orientation and training for stakeholder participants
 - ◆ CASA as a 'hub' for consensus practitioners
- C. Broad Policy Advice
 - ◆ Involvement in all air policy discussions
 - ◆ Address air issues still of concern (e.g., ultrafine particulate, VOC, odour)
- D. Information and Knowledge Management
 - ◆ Coordinate monitoring data collection and storage
 - ◆ Interpret and report air quality data
 - ◆ Manage air quality knowledge
- E. Communications and Outreach
 - ◆ Hold regular air quality conferences
 - ◆ Maintain a first class website
 - ◆ Develop education programs for members and communities
- F. Regional Planning
 - ◆ Support place-based planning and cumulative effects management
 - ◆ Support and oversee airsheds
- G. Facilitating Dialogue
 - ◆ Adopt and apply a broader range of collaborative tools
 - ◆ Assist GoA and others with various types of public engagement processes
- H. Delivering Selected Programs
 - ◆ Facilitate the development of ambient objectives and source emission standards
 - ◆ Cooperate in the production and maintenance of emission inventories
 - ◆ Identify research needs and establish research priorities
- I. Secretariat Operations
 - ◆ Additional skill sets
 - ◆ Growth and challenge for project managers

These ideas were then combined with those provided by the Caucus Performance Evaluations, GoA program plans, Foresight interviews, E-scan work, individual communications, and comments on the stakeholder satisfaction survey, to produce a set of 'other possible business areas' (Section 6.3) and a set of 'business improvements' (Section 6.4).

6.3 Other Possible Business Areas

Analysis of inputs suggests six types of ‘other possible business areas’ that CASA could consider, all of which coincidentally may be said to be extensions of CASA’s existing business areas, as defined in the 2010 Business Plan.

1. **Policy Research and Analysis.** CASA could establish some means of multidisciplinary inquiry to create, critically assess, and communicate information that is useful in understanding and improving public policy relevant to air quality. Groups of stakeholders working with Secretariat staff would propose and evaluate various alternative public policies directed at the determinants of air quality. CASA would become proactive and put policy choices on the table. Staff would conduct and commission various types of analysis, research reports, white papers and discussion documents under the guidance of stakeholder steering groups.
2. **Facilitating Dialogue.** CASA could provide a forum for the discussion of a wide range of air quality related topics (both policy and operational) across an array of stakeholder groups. All methods of stakeholder collaboration (not only consensus outcomes as per CAMS) would be applied as part of CASA’s toolkit. For example, Alberta Environment has found CASA’s support valuable in addressing data handling procedures and in setting priorities for ambient air quality objectives.

There is a need for efficient and effective public dialogue around a variety of matters related to air quality and there is currently no standing mechanism for doing so. For example, the new GoA CEMS envisions broad collaborations with many parties. To support these types of client requirements, CASA would need to streamline its internal processes so that action could be initiated and completed quickly.

3. **Regional Planning.** CASA could provide support for place-based planning and cumulative effects management. CASA processes would be applied to components of Regional Land Use Plans under the Land Use Framework. Experience gained in one region would be made available to other regions. Greater consistency could be achieved and adverse consequences for neighbouring regions minimized. CASA and stakeholders would need to interact strongly with the GoA to define an appropriate role.
4. **Program Delivery.** CASA could assist the GoA by assuming responsibility for some specific components of the AAQMS. CASA could have either a statutory role (e.g., as a Delegated Administrative Organization), or a standing agreement to perform functions such as: managing the process for the development of ambient objectives and source emission standards; managing the funds for the Alberta Ambient Air Monitoring System; or coordinating a public education program. CASA’s extensive network of contacts in the air quality world would make for an easy transition to operational responsibilities. CASA is currently not responsible for any aspect of implementation other than coordination, because its role has been strategic rather than tactical.
5. **Knowledge Management.** CASA could embark on a systematic process for creating, capturing, sharing and leveraging the knowledge needed for successful air quality management, using the tools and techniques of the ‘knowledge management’ field. As a centre for air quality knowledge management, CASA could undertake activities such as:

organizing air quality training; operating a library or clearinghouse for air quality information; maintaining access to expertise; or preserving the air quality history of Alberta.

The CASA Data Warehouse has been very successful and is the envy of many other jurisdictions. Cumulative environmental effects management will also require a comprehensive database, pointing to the opportunity for CASA to undertake a knowledge management role with respect to Alberta Environment's new Integrated Monitoring, Evaluation and Reporting Framework (IMERF) initiative.

6. **Communications and Outreach.** CASA could make a major effort to provide information to the public, air quality practitioners, and decision-makers about air quality and collaborative processes. CASA has always undertaken a variety of communications activities, but could do more to facilitate the exchange of air quality information among practitioners and decision-makers, and to educate the public. A better-informed populace will make better decisions both individually and collectively. CASA has considerable experience in media relations, public communications, organizing conferences and maintaining contacts, but additional expertise would be needed for science-based products, adult education and training, and the development of new products and delivery mechanisms.
7. **Networking.** CASA could establish partnerships and working relationships in two areas: (1) with air quality specialists in Alberta, across Canada, and around the world, and (2) with consensus practitioners globally. Such technical content and engagement process networks would extend CASA's reach to many other organizations, academia and jurisdictions. CASA could also establish itself as a collaboration centre of excellence, a 'hub' that would work to develop consensus skills and facilitate issue resolution in other environmental areas, and potentially other jurisdictions. CASA would gain broader recognition for the good work being done and could harvest the best ideas from elsewhere.

6.4 Improvements to 'How Business is Done'

Analysis of inputs also points to a number of concerns about the future applicability of CASA business practices to its changing operating environment – that is, 'how business is done', rather than a focus on 'what business'. The inputs suggest nine areas where there is potential for improvements in the way CASA conducts its current business. These areas are not mutually exclusive.

1. **Slowness of Process.** There are at least three causes of slowness: (1) the inherent complexity of an issue, in which case faster is likely not possible, (2) lack of skill and experience of the participants, for which training may provide a solution, and (3) the relatively cumbersome process required to initiate a project. This process element requires: (a) statement of opportunity approved by Board, (b) working group for terms of reference approved by the Board, (c) project team formation to begin work, (d) interim progress reports to the Board, and (e) final project team report approved by the Board. These many steps requiring several check-ins with the Board (which meets quarterly) takes way too long for many GoA projects that might otherwise come to CASA. A more streamlined administrative process might allow for a project to be completed within a single GoA fiscal year.

2. **Weak Commitment to Deliver.** Some recommendations are not being implemented as expected by CASA participants. This may be due to a lack of clarity, misinterpretation, change in staff, or loss of interest by implementers. A better means of ensuring implementation is needed, including long-term monitoring of past frameworks for purposes of updating where necessary to ensure they remain relevant.
3. **Representation.** A number of interests have been identified as being underrepresented in CASA activities: academics, youth, First Nations, health, local governments, and economics. The extent and availability of CASA support for some of these stakeholders may be a factor that is limiting participation.
4. **Broader Suite of Tools.** There are alternatives to consensus-based processes that require unanimous agreement, and CASA may be missing many opportunities to make a contribution to air quality management by adhering to a single mode of collaboration. CASA's consensus model may also lead to weak results where timeframes are protracted or issues unresolved. CASA could be more effective as an organization by bringing stakeholders together for GoA or Alberta Environment consultation, as has been done on the development of data handling procedures for ambient air quality data.
5. **Awareness.** Alberta Government departments are generally not aware of the CASA consensus model and process. The original importance and significance of CASA consensus recommendations is not well understood – considered not as decisions, but rather as points for consideration. Although CASA's performance has had an accrued benefit to Alberta, those outside the province and in the international community are generally not aware of the existence, operation or successes of CASA.
6. **Attendance.** There are three aspects related to attendance: (1) the rank and appropriateness of participants who must be empowered to conclude agreements, or have effective access to decision-makers in their sector; (2) consistency and stability of participation – last-minute, surprise changes in representatives slow the process because there is no carry-over of experience from meeting to meeting; and (3) intra-sector communication – others in the sector must be kept in the loop on what is transpiring in project teams.
7. **Training of Participants.** New stakeholder representatives are often not familiar with the consensus approach. They need to be oriented to their role and the expectations of project team members. Basic training for participants interest-based negotiations should be made available to improve both the effectiveness of the process and the quality of the end-result. A mentorship program for new/novice members in CASA could also expedite cultural understanding and promote essential behaviours.
8. **Board/Project Relationship.** There needs to be a strong connection between the project team member, the sector, the caucus and the counterpart on the Board. Outcomes should not be dependent on individual project team members. The Board needs to be engaged earlier when breakdowns are anticipated.
9. **Project Management.** The role as relationship/information broker seems to have disappeared from CASA's project managers. This role needs to be re-introduced. CASA is also hampered somewhat by the lack of scientific expertise and credibility. The Secretariat

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could do more on the screen and scope of issues to determine whether an issue is best handled by a project team, the Board, or in some other manner, and could provide recommendations on process. CASA should be cautious about attempting to address an issue where the need for change from the status quo is not clear.

PART 2: SETTING STRATEGIC DIRECTION

PART 2 presents the key determinants from which the Board can fashion a *renewed strategic direction* for CASA.

PART 2 applies the Background Information from Part 1, and invites the Board to consider:

- Section 7.0 Adopting a standard strategic planning framework for CASA;
- Section 8.0 Selecting Goals and Objectives with a five to ten year horizon in mind; and
- Section 9.0 Determining implications of new goals and objectives to CASA's mission, and to how the Board and Secretariat function.

7. A Strategic Planning Framework

Analysis of CASA's business plans for preceding years reveals a range of labels that have been used to describe strategic direction, including goals, objectives, core business functions, key focus areas, strategies, principles, and values. This inconsistency in the definition and use of terms is at best confusing, making it difficult to follow the evolution of organizational response to changing conditions, or to track the consequences of decisions over time.

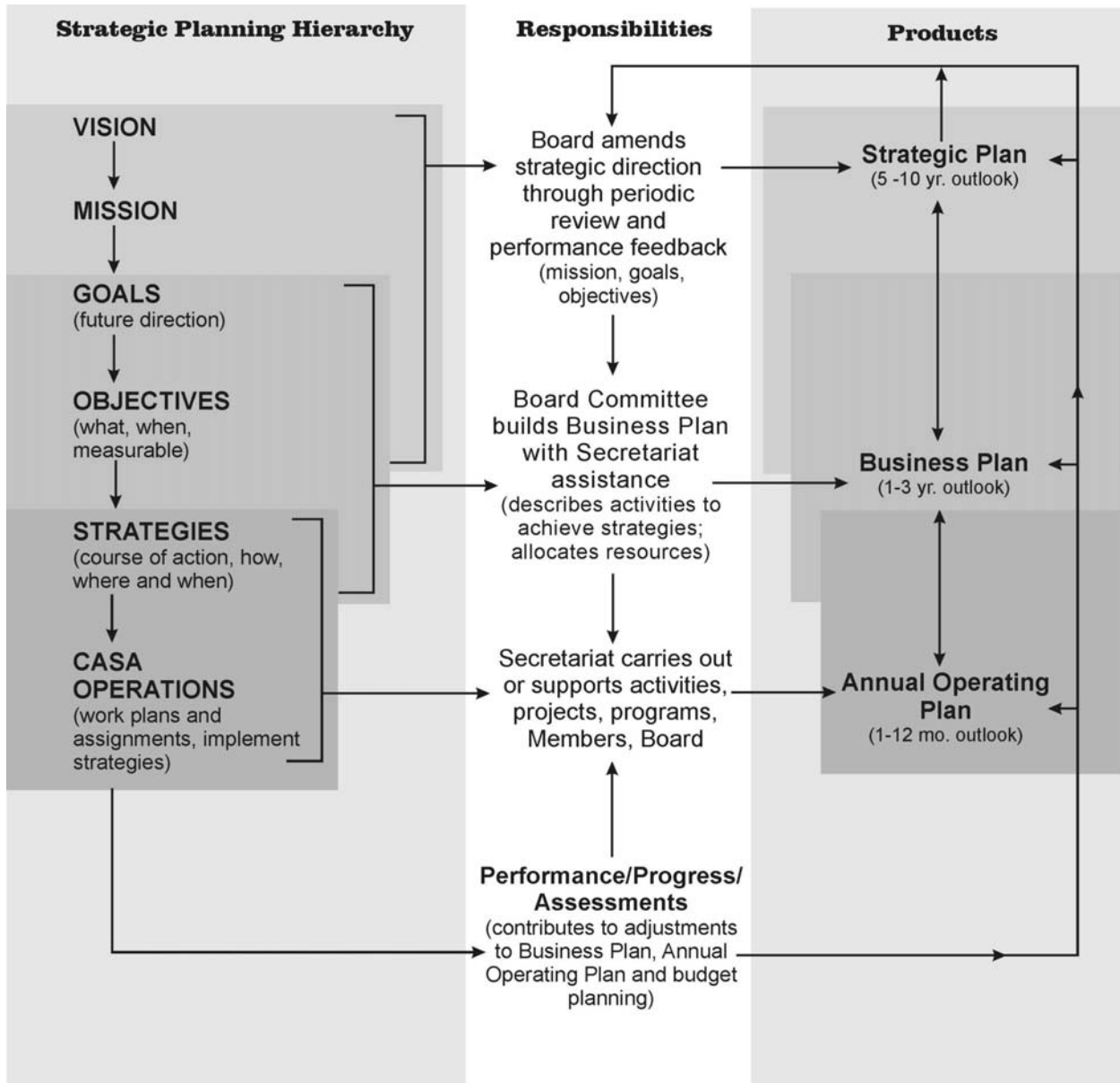
To address this problem and to simplify the strategic planning task, the Board should adopt a strategic planning framework that can be carried forward from one planning cycle to the next, and that better reflects standard planning practice. The following approach is proposed.

Table 6: Proposed Strategic Planning Hierarchy

Vision (as written or adjusted)	A broad philosophical description of the desired long-term state or condition of air quality in Alberta, developed by CASA members to help forge a unifying direction and context for the work of the Alliance. A vision statement reflects the organization's philosophy and core values.
Mission (as written or adjusted)	A brief statement identifying the basic business of the Alliance, and the distinctive products or services that differentiate the organization from others. A mission statement addresses <i>what function</i> CASA performs, <i>for whom</i> and <i>how</i> .
Goals (as in 2010 Business Plan)	Generally worded statements that indicate a direction that an organization plans to take.
Objectives (under each Goal, called 'strategies' in the 2010 business plan)	Statements of desired or intermediate targets which are consistent with overarching goals. Objectives are measurable, either directly or indirectly, as a basis for evaluating whether or not a plan or program is achieving its intended outcomes. Objectives usually specify values and what is to be accomplished in a time frame.
Strategies (for each Objective, called 'actions' in the 2010 business plan)	A course of action selected from among alternatives as a means of achieving a goal or objective (or interest). The definition of a strategy is broad. Strategies may be general or specific in nature, and may describe a pattern, management standard, guideline, action, procedure or policy. Strategies express how, where and when to commit resources to achieve objectives.

Figure 4 shows the strategic planning hierarchy in relation to CASA’s overall planning and performance management framework.

Figure 4: Strategic Planning and Performance Management for CASA



8. Setting Goals and Objectives

This section proposes that the Board make determinations about key components of a new strategic plan that include:

- ♦ A renewed set of Operating Principles;
- ♦ Strategic Goals for CASA, fashioned after those in the 2010 Business Plan; and
- ♦ One or more Objectives for each of the Goals, selected from the existing business plan objectives and from an array of other possible business areas.

The fundamental question in consideration of Goals and Objectives is to ask, “How can CASA best contribute to the management of air quality in Alberta in the future?”

8.1 Confirming Operating Principles

Operating Principle: *A high-level, generally worded statement of philosophy to guide how the Board, Secretariat and participants will conduct the work of administration, projects, programs and activities of the Alliance.*

CASA has previously developed statements of principle, referring to them most recently in the 2010 Business Plan as ‘cultural priorities that guide activities’. From a strategic planning perspective, these priorities seem better characterized as *operating principles*. Figure 5 recommends a set of Operating Principles, reflecting CASA’s current principles, with minor amendments. None of the current statements of principle have been lost.

In the 2010 Business Plan, Goal 3 “Pollution Prevention and Continuous Improvement,” is aimed at ensuring that “pollution prevention and continuous improvement principles are promoted in all air quality management decision-making at CASA.” While labeled as a goal, this statement seems more consistent with the definition of an Operating Principle.

In addition, the 2003 Business Plan, the 2010 Business Plan and the published booklet about CAMS, refer to three high-level air quality management goals that were adopted by the Board from the 1997 Sulphur Dioxide Management project team. These broad philosophical statements, which again refer to ‘continuous improvement’, are also more consistent with the definition of an operating principle. The original intent that “these goals are not to be taken as individual and discrete components but rather are to be considered collectively with balance between elements” seems more consistent with an operating principle than a goal. Based on this assessment, a new proposed principle related to ‘integration’ has been written into the list in Figure 5:

Integration: *CASA supports integrated air quality decision-making that will: (a) protect the environment, (b) optimize economic performance and efficiency, and (c) seek continuous improvement and pollution prevention.*

Figure 5: Recommended Operating Principles

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 treats all stakeholders equally, 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 will: (a) protect the environment, (b) optimize economic performance and efficiency, and (c) seek continuous improvement and pollution prevention.

The Board should endorse a set of Operating Principles.

8.2 Confirming Strategic Plan Goals

Goals: Generally worded statements that indicate a direction that an organization plans to take.

Other minor modifications to the current set of goals in the 2010 Business Plan yield the four adjusted goals, listed in Figure 6. These goals are written to capture all of the current business areas, the fundamental difference being to differentiate between 'information and knowledge' (in a new Goal 3) and 'communication and outreach' (in a new Goal 4). These elements were previously grouped together in the business plan, but warrant separate treatment given their very different operational requirements. Goals 1 and 2 are unchanged from the 2010 Business Plan.

Also noteworthy is that planning work has not identified alternative business areas that fall outside the scope of these four adjusted Goals.

Figure 6 recommends a set of Strategic Plan Goals for CASA.

Figure 6: Recommended Goals

Goal: A generally worded statement that indicates a direction that an organization plans to take.

GOAL 1 - STRATEGIC ADVICE

To provide strategic advice on emerging air quality issues and the impacts of major policy initiatives on air quality.

GOAL 2 - SUPPORTING AIR QUALITY MANAGEMENT

To support the continued development and implementation of effective and efficient air quality management in Alberta.

GOAL 3 - INFORMATION AND KNOWLEDGE

To contribute to the development of a reliable, comprehensive, objective base of knowledge and information on emissions, ambient air quality, health and environmental impacts, and potential management and mitigation mechanisms.

GOAL 4 - COMMUNICATION AND OUTREACH

To communicate information that builds awareness, understanding and commitment to air quality management in Alberta.

The Board should endorse a set of Strategic Plan Goals.

8.3 Objectives for Each Goal

Objectives: Statements of desired or intermediate targets which are consistent with overarching goals. Objectives are measurable, either directly or indirectly, as a basis for evaluating whether or not a plan or program is achieving its intended outcomes.

Each of the Goals in Figure 6 is accompanied by a set of Objectives that are intended to produce tangible results towards the achievement of that goal. These Objectives are derived from the current business plan and other business areas suggested in planning inputs..

The current business plan does not identify 'objectives' as such, but does present 'strategies and actions'. For consistency with the strategic plan model (Table 6 and Figure 4 above), these statements have been expressed either as an objective, or as a specific strategy for achieving an objective, whichever is most appropriate.

None of the current statements of direction provided by the 2010 Business Plan have been lost, just reframed where appropriate, to more accurately reflect their nature.

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A description follows of the Goals and Objectives that CASA could choose to pursue. For added clarity 'Current Objectives' from the 2010 Business Plan are listed separately from 'Other Possible Objectives'.

'Strategies' are provided to illustrate the types of activities that might occur for each Objective. Strategies may contribute to achieving more than one goal.

A summary table, Table 7: Summary of Goals and Objectives, provides a spreadsheet of the goals and their respective objectives.

A more detailed description of goals and objectives appears in the text following the summary table. The format for the textual description is:

- ◆ Each Goal is stated (from Figure 6 above);
- ◆ The Current Objectives and current Strategies for each Goal, extracted directly from the 2010 Business Plan; and
- ◆ Other Possible Objectives (or alternative business areas) for each Goal, with Example Strategies that illustrate the nature of that objective.

The substantive task for the Board will be to develop a perspective on what mix of Objectives, drawn from the pool of 'current objectives' and 'other possible objectives', will constitute a renewed strategic direction for CASA. The Board is faced with selecting the objectives that it believes CASA should pursue over a plan horizon of five to ten years. There may also be certain objectives that fall out as priorities for the Board, or for which some timeframe should be attached, and the Board may identify additional alternatives.

Table 7: Summary of Goals and Objectives

GOAL	CURRENT OBJECTIVES	OTHER POSSIBLE OBJECTIVES
<p>1. Strategic Advice: To provide strategic advice on emerging air quality issues and the impacts of major policy initiatives on air quality.</p>	<p>1a. Emerging Air Issues: To determine and prioritize emerging air quality issues on a minimum three-year cycle.</p> <p>1b. Policy Analysis: To establish a process to evaluate impacts of major policy initiatives on air quality and the determinants of air quality.</p> <p>1c. Consistency Analysis: To identify potential inconsistencies among various policies and frameworks (national, provincial and regional) as these relate to air quality management in Alberta.</p>	<p>1d. Problem Analysis: To conduct comprehensive problem analysis that informs Board decision-making with respect to the nature and extent of identified issues, and provides advice with respect to appropriate actions by CASA or other organizations.</p> <p>1e. Proactive Assessment: To provide multidisciplinary assessments of broad air-related issues needing greater understanding for the improvement of public policy.</p>
<p>2. Supporting Air Quality Management: To support the continued development and implementation of effective and efficient air quality management in Alberta.</p>	<p>2a. Airshed Support: To work with the Alberta Airsheds Council and Airshed Zones to determine the best form of support that CASA can provide.</p> <p>2b. Place-based Planning: To support place-based planning and cumulative effects management (if GoA is prepared to grant a role).</p> <p>2c. Air Management Planning Framework: To develop a framework to guide air quality management planning, including where appropriate; (a) a description of how to determine 'green', 'yellow', and 'red' trigger levels similar to the PM and Ozone Management Framework, (b) which air pollutants require trigger levels, and (c) that needed and timely actions are identified.</p> <p>2d. CAMS: To operate an efficient and effective Comprehensive Air Management System.</p>	<p>2e. Facilitating Dialogue: To provide a forum for the discussion of air quality issues among various stakeholder groups.</p> <p>2f. Municipal Support: To assist municipalities in air quality planning.</p> <p>2g. Program Delivery: To assist the GoA by assuming responsibility for assigned components of the air quality management system.</p> <p>2h. Clean Air Strategy: To assist the GoA in delivering aspects of the new Clean Air Strategy.</p>

GOAL	CURRENT OBJECTIVES	OTHER POSSIBLE OBJECTIVES
<p>3. Information and Knowledge:</p> <p>To contribute to the development of a reliable, comprehensive, objective base of knowledge and information on emissions, ambient air quality, health and environmental impacts, and management and mitigation mechanisms.</p>	<p>3a. Air Management Information: To provide knowledge and information required for air management.</p> <p>3b. Jurisdictional Information: To assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.</p> <p>3c. Accountability: To promote accountability within the air quality management system.</p>	<p>3d. Monitoring Coordination: To coordinate monitoring data collection and storage.</p> <p>3e. Air Data Interpretation: To interpret air quality data through comparison to other areas and relative risks to people, animals and the environment.</p> <p>3f. Knowledge System: To operate a systematic process by which knowledge needed for successful air quality management is created, captured, shared and leveraged.</p>
<p>4. Communication and Outreach:</p> <p>To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.</p>	<p>4a. Awareness: To increase awareness of CASA's mandate and activities through targeted outreach to all sectors.</p>	<p>4b. Air Networking: To facilitate the exchange of air quality information among practitioners and decision-makers.</p> <p>4c. Public Education: To facilitate the transmission of air quality information to the general public.</p> <p>4d. Air Partnerships: To build air quality partnerships and working relationships with other air quality practitioners.</p> <p>4e. Collaboration Hub: To establish CASA as a centre of knowledge for the application of collaborative processes in multi-party situations.</p> <p>4f. Extension of CASA Model: To make the CASA problem solving model available to non-air situations.</p>

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

Current Objectives:

1a. Emerging Air Issues: To determine and prioritize emerging air quality issues on a minimum three-year cycle.

Strategies:

- ◆ Conduct a strategic environmental scan to determine and prioritize emerging air quality issues and stakeholders who are associated with these issues.

1b. Policy Analysis: To establish a process to evaluate impacts of major policy initiatives on air quality and the determinants of air quality.

Strategies:

- ◆ Establish an ongoing board committee/project team that will engage with the GoA to proactively discuss/vet all GoA policy initiatives for their air-related impacts.
- ◆ Establish a screen and scope process by the Secretariat to identify policy initiatives with air-related impacts and public consultation processes that CASA could provide input.
- ◆ Assign government Board representatives an ongoing, routine agenda item to update the Board on upcoming policy initiatives.
- ◆ Facilitate economic and other analysis on policy measures and the associated costs of action and inaction to reduce air emissions.

1c. Consistency Analysis: To identify potential inconsistencies among various policies and frameworks (national, provincial and regional) as these relate to air quality management in Alberta.

Other Possible Objectives:

1d. Problem Analysis: To conduct comprehensive problem analysis that informs Board decision-making with respect to the nature and extent of identified issues, and provides advice with respect to appropriate actions by CASA or other organizations.

Example Strategies:

- ◆ Expand the screen and scope activity associated with a Statement of Opportunity to include explicit identification and exploration of alternative ways of responding to the issue.
- ◆ Commission reviews by outside experts.

1e. Proactive Assessment: To provide multidisciplinary assessments of broad air-related issues needing greater understanding for the improvement of public policy.

Example Strategies:

- ◆ Produce independent research reports and develop white papers for use by others.
- ◆ Facilitate interaction among scientists and other experts to create background information and viable broad policy alternatives.

GOAL 2. SUPPORTING AIR QUALITY MANAGEMENT: To support the continued development and implementation of effective and efficient air quality management in Alberta.

Current Objectives:

2a. Airshed Support: To work with the Alberta Airsheds Council and Airshed Zones to determine the best form of support that CASA can provide.

2b. Place-based Planning: To support place-based planning and cumulative effects management (if GoA is prepared to grant a role).

2c. Air Management Planning Framework: To develop a framework to guide air quality management planning, including, where appropriate; (a) a description of how to determine 'green', 'yellow', and 'red' trigger levels similar to the PM and Ozone Management Framework, (b) which air pollutants require trigger levels, and (c) ensuring that needed and timely actions are identified.

2d. CAMS: To operate an efficient and effective Comprehensive Air Management System.

Strategies:

- Assess the components of CASA's Comprehensive Air Management System to identify potential refinements and the resources required to support the system.
- Review and update previously developed air management frameworks on the prescribed schedule.

Other Possible Objectives:

2e. Facilitating Dialogue: To provide a forum for the discussion of air quality issues among various stakeholder groups.

Example Strategies:

- ♦ Coordinate the input to government from stakeholders on any matter related to air quality, bringing stakeholders together to obtain the range of views.
- ♦ Provide advice and referrals to a network of practitioners.
- ♦ At stakeholder request, facilitate public engagement around air related issues.

2f. Municipal Support: To assist municipalities in air quality planning.

Example Strategies:

- ♦ Provide provincial and national context for local air quality planning.
- ♦ Connect municipal staff with appropriate expertise in the various components of air quality planning.
- ♦ Assist in establishing municipal air quality outcomes, and in reporting progress toward their achievement.

2g. Program Delivery: To assist the GoA by assuming responsibility for assigned components of the air quality management system.

Example Strategies:

- ◆ Manage the process for the development of ambient objectives and source emission standards.
- ◆ Assist in the production and maintenance of emission inventories.
- ◆ Manage the funds for the Alberta Ambient Air Monitoring System.
- ◆ Identify research needs and establish research priorities.
- ◆ Administer grants for research, development and implementation.

2h. Clean Air Strategy: To assist the GoA in delivering aspects of the new Clean Air Strategy.

Example Strategies:

- ◆ Provide expertise for regional air planning.
- ◆ Maintain a clearinghouse of air quality information.
- ◆ Expand the CASA Data Warehouse.
- ◆ Partner for air quality communications.

GOAL 3. INFORMATION AND KNOWLEDGE: To contribute to the development of a reliable, comprehensive, objective base of knowledge and information on emissions, ambient air quality, health and environmental impacts, and management and mitigation mechanisms.

Current Objectives:

3a. Air Management Information: To provide knowledge and information required for air management.

Strategies:

- ♦ Oversee the CASA Data Warehouse.
- ♦ Store and make accessible technical information gathered by project teams.

3b. Jurisdictional Information: To assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.

Strategies:

- ♦ Create a repository for information on best management practices in other jurisdictions, as compiled by the project teams.

3c. Accountability: To promote accountability within the air quality management system.

Strategies:

- ♦ Report on air quality in the province.

Other Possible Objectives:

3d. Monitoring Coordination: To coordinate monitoring data collection and storage.

Example Strategies:

- ♦ Coordinate air-related ecological monitoring.
- ♦ Expand the CASA Data Warehouse to accommodate new data requirements.
- ♦ Act as banker for collecting and disbursing air monitoring funds for implementation of new Air Monitoring Strategy.
- ♦ Operate or oversee a Centre of Excellence for monitoring technology.

3e. Air Data Interpretation: To interpret air quality data through comparison to other areas and relative risks to people, animals and the environment.

Example Strategies:

- ♦ Create an air footprint and/or emissions footprint.
- ♦ Engage experts to analyze the potential effects of air quality levels in Alberta.

3f. Knowledge System: To operate a systematic process by which knowledge needed for successful air quality management is created, captured, shared and leveraged.

Example Strategies:

- ♦ Identify research needs.
- ♦ Organize air quality training.
- ♦ Operate a clearinghouse for air information and air quality history.

GOAL 4. COMMUNICATION AND OUTREACH: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.

Current Objectives:

4a. Awareness: To increase awareness of CASA's mandate and activities through targeted outreach to all sectors.

Strategies:

- ♦ Maintain a website.
- ♦ Publish a newsletter, brochures and reports.
- ♦ Hold coordination workshops.

Other Possible Objectives:

4b. Air Networking: To facilitate the exchange of air quality information among practitioners and decision-makers.

Example Strategies:

- ♦ Continue to hold periodic science symposia.
- ♦ Convene an annual air forum for exchanging technical and other information on air research and management practices.
- ♦ Maintain a list of air quality experts.
- ♦ Develop communities of practice.

4c. Public Education: To facilitate the transmission of air quality information to the general public.

Example Strategies:

- ♦ Provide fact sheets.
- ♦ Develop informational programs for members and communities.
- ♦ Partner with others on communications about air quality (e.g., Air Quality Health Index).
- ♦ Develop a 'speaker's bureau'.

4d. Air Partnerships: To build air quality partnerships and working relationships with other air quality practitioners.

Example Strategies:

- ♦ Develop linkages with other air quality organizations and sectors/groups that are not directly affiliated with CASA right now.
- ♦ Establish contact with other jurisdictions on air related initiatives, policies and research projects.
- ♦ Engage academia for scientific/technical knowledge and input into policy development.

4e. Collaboration Hub: To establish CASA as a centre of knowledge for the application of collaborative processes in multi-party situations.

Example Strategies

- ◆ Mentor other consensus practitioners or groups.
- ◆ Provide training in consensus decision-making and other collaborative tools.
- ◆ Develop support groups.

4f. Extension of CASA Model: To make the CASA problem solving model available to non-air situations.

Example Strategies:

- ◆ Make targeted orientation and training available to others.
- ◆ Provide issue resolution services for other environmental areas.

9. Implications of Strategic Direction

Sections 7 and 8 above provide a basis for discussion by the Board about the Goals and Objectives that CASA could pursue in future years. These are drawn directly from Board and stakeholder inputs to the strategic planning initiative. Consequently, there is every indication that there will be changes to CASA's strategic direction.

With potential changes to the organization's objectives, timing of activities and workloads, there may be implications for the structures and functions within CASA, how business is done, and how roles and responsibilities of members and staff are defined. Potential changes in workload may also have implications for resourcing the Secretariat's capacity (staffing levels, expertise, and budgets).

For reference, Appendix B provides an overview of CASA's current structures and functions, including roles and responsibilities of Board members and the Executive Director. Section 6.4 provides discussion of a number of areas where there is the potential for improvements in the way CASA conducts its business.

9.1 Implications of Strategic Direction to Organization

This section poses questions about how a renewed strategic direction, as determined by the Board, might impact CASA's mission, functions, and structure, as well as how the Board and Secretariat will conduct business. In other words, there must be consideration for both 'what business' is undertaken and 'how business is done'.

9.1.1 Implications for Mission

The first questions stem from renewal of CASA's Goals and Objectives, and require reflection on the extent to which a new array of business areas points to changes in CASA's vision and mission.

- ◆ To what extent do proposed Goals and Objectives depart from CASA's traditional role?
- ◆ Is the current CASA *Mission* consistent with any newly proposed strategic direction? Are amendments warranted to the *Mission*?

9.1.2 Implications for Function and Structure

The following is concerned with how CASA is structured, and what functions CASA will be asked to perform as a result of a renewed strategic direction.

- ◆ Do proposed business areas suggest a change in function, or a change in emphasis of work undertaken by CASA, and how can such changes best be described?
- ◆ Do proposed business areas impact the current roles and responsibilities of members and staff?
- ◆ Do proposed business areas have implications for the current structure of CASA?

9.1.3 Implications for Roles and Responsibilities

The following questions may help to prompt discussions about roles and responsibilities.

Role of Members and the CASA Board of Directors

- ◆ CASA bylaws limit membership to 22. Is the Board large enough to be representative of anticipated new players? Is the Board too large to function efficiently? How can participation pressures and implications be managed?
- ◆ The Board currently meets four times per year. Agendas are detailed and project-specific. Secretariat efforts to support these meetings are substantial. If workloads increase, can the Board expect to continue to manage oversight in this fashion?
- ◆ Should the way that the Board operates be shifted more toward a corporate model? Should the role of the Board be that of a reviewer and direction setter, and leave management of CASA affairs to the Executive Committee and/or the Executive Director?
- ◆ What can be done to ensure that participation at the Board and in projects is stable and consistent, and that representatives are empowered by their constituency to make the expected commitments and decisions?

Role of the Executive Committee

- ◆ The bylaws charge the Executive Committee with oversight responsibilities. If workloads increase, can the Executive Committee take on more of an oversight role, assuming responsibility for representing the Board on some or many decision-making matters?
- ◆ Currently, there are four positions on the Executive Committee, all of which must be filled by Directors of CASA. Should the membership of the Executive Committee be expanded?

Role of the Secretariat

- ◆ Lack of nimbleness is a growing concern. The rigorous nature of the CAMS process and the detailed oversight required of the Board are cited as sources of extended timeframes and slow responses. How could concerns about responsiveness of process and more timely results be addressed?
- ◆ Much of CASA's progress at the committee and team levels is attributable to the availability of the participating Board members or their assigns. Could the Secretariat be given greater responsibility and accountability in a way that moves projects forward more efficiently?
- ◆ Although the Secretariat has a toolkit that could be tailored for use in a number of consultative or collaborative situations, work has been largely confined to the rigorous consensus procedure laid out in the CAMS. Should the Secretariat be encouraged to make more effective use of its toolkit in situations requiring constructive dialogue where unanimous agreement is not a pre-requisite?

Implications for Resources

- ◆ Where do CASA's resources need to be improved?
- ◆ Given the discussion on strategic direction, where might the skill set of the Secretariat staff be developed (e.g., project managers, convenors, facilitators, problem-solvers, mediators)?
- ◆ What flexibility, or what alternatives, exist for managing future funding requirements?

PART 3: PRELIMINARY WORKSHOP OUTLINE

PART 3 makes a link between the content of this discussion paper (particularly that of PART 2), the Board's deliberations at its June 2011 Workshop, and the content of a new CASA strategic plan.

10. Preliminary Outline for the June 2011 Workshop

The purpose of the Board's June 2011 Workshop is to work with the issues and opportunities presented in this document to renew strategic direction for the Alliance.

10.1 Workshop Objectives

1. To confirm a Strategic Planning Framework for CASA.
2. To understand the possible future roles and contributions that CASA could make to air quality management in Alberta.
3. To generate building blocks for a new strategic plan by renewing CASA's vision, goals and objectives.
4. To determine improvements to efficiency and effectiveness of business practices.
5. To provide insights into the implications of CASA's future role to its structure, functions and resourcing requirements.
6. To provide guidance to the Executive Committee for the development of a strategic plan and business plan amendments.

10.2 Expectations for Workshop Outcomes

- ◆ Operating Principles verified.
- ◆ Planning assumptions confirmed.
- ◆ Strategic issues clarified.
- ◆ Strategic planning hierarchy adopted.
- ◆ Future business areas identified and priorities set in the form of goals and objectives;
- ◆ Implications of renewed strategic direction determined in relation to structure, functions, roles and responsibilities and capacity to conduct CASA business.

Achieving these expectations leads to:

- ◆ Executive Committee using the results to prepare a draft strategic plan and any required amendments to the business plan;
- ◆ Assignments for Board members and Committees; and
- ◆ Expectations for a September Board meeting.

10.3 Workshop Discussion Topics

With the exception of an AGM session, the June Workshop is dedicated to the discussion of renewal of CASA's strategic direction. Four discussion sessions will be of particular importance, around which the workshop should be designed:

1. Confirming a *strategic planning framework* for CASA (Assumptions, Principles, Mission-Goals-Objectives-Strategies), (PART 2, Sec 7 and 8.1);
2. Discussing concerns raised by members and stakeholders with respect to *business improvements*, or 'how CASA does business', with reference to policies and procedures, timeliness of activities and results, product implementation, and use of the CASA toolkit in situations requiring constructive dialogue where unanimous agreement is not a pre-requisite, (PART 1, Sec 6.4);
3. Assessing in some detail the proposals for a suite of *Goals and Objectives* that define areas of work that the Board considers viable for CASA's future role, (PART 2, Sec 8.2 and 8.3); and
4. Based on detailed discussions of potential future contributions (3. above), *assessing the implications associated with a renewed strategic direction*, including changes to CASA's Mission, or to functions, structures, roles, responsibilities, operating procedures or resourcing, (PART 2, Sec 9).

10.4 An Example of Strategic Plan Content

Other than the general direction provided by its Vision and Mission, CASA has not had a strategic plan that looks beyond the three-year timeframe provided by business plans. The purpose of the 2011 Mission Review is to confirm strategic direction for a five to ten year horizon. The intended result is a new *Strategic Plan* with a long-term outlook, and subject to regular review. Refer to Section 7, Figure 4 for the strategic planning hierarchy.

Direction from the Board will facilitate the preparation of a draft strategic plan. The Board will need to account for the implications of renewed strategic direction as part of review and approval of that plan.

A word of context is helpful. Review of readily available references about strategic plans shows that, while there are common elements to plans, there is significant variability in the nature of the content and how the parts of strategic plans are organized. Strategic plans are tailored to the needs and circumstances of an organization. Such is the case with CASA, wherein the strategic planning process has responded to: (a) pressures and circumstances shaping CASA's future role in air quality management in Alberta, and (b) the perspectives brought to the process by participants. By extension, the strategic plan will contain those elements of importance to the Board and Secretariat, framed in a manner and format that meets expectations.

Following is a preliminary outline for a strategic plan, provided as a reference for what CASA's strategic plan might contain. Elements of this outline indicate where outcomes of the June Workshop fit into a plan format.

1. Executive Summary

An executive level presentation about how the plan supports CASA's Mission.

- ◆ What is the fundamental problem(s) that this plan addresses?
- ◆ What are the primary benefits in terms of support for the bigger picture?
- ◆ What are the key elements of the plan in summary form?
- ◆ What actions are needed to implement?
- ◆ What are the anticipated milestone achievements during the life of the plan?
- ◆ What are the costs and benefits of implementing the plan?

2. Strategic Planning Methodology

- ◆ How was this plan developed and who participated?
- ◆ Unique aspect of CASA's planning process.
- ◆ Target audience.
- ◆ Constraints or limitations that impacted the process or the results.
- ◆ Approval provisions.

3. Organization History and Profile

- ◆ What is CASA and what does it do now?
- ◆ Relevant historical context.
- ◆ Operating Principles or Values.

4. CASA's Vision and Mission

- ◆ Reaffirmation of the vision and mission statements.
- ◆ Narrative definition of the mission; Board and staff responsibility to the mission.
- ◆ Explanation of any adjustments.

5. CASA's Operating Environment

- ◆ Key findings of the Strategic Foresight Committee and Environmental Scan (lessons learned, trends, forces, scenarios that shaped plan content and results).
- ◆ Who are the major players, and what are their mandates?
- ◆ What are the major initiatives in play (e.g., LUF, CEMS, National AQMS)? What are initiatives directed at achieving? How do they relate to one another?
- ◆ What is CASA's appropriate positioning and role?
- ◆ Strategic challenges and assessment of risk.
- ◆ Board's perspective on future issues and challenges to be monitored.

6. Goals and Objectives

- ◆ Translating the above context into goals and objectives.
- ◆ Strategies the Secretariat will pursue to achieve objectives.
- ◆ Board approach to methods of service delivery, partnering, communicating.
- ◆ Indicators of success.

7. Administration and Resources

- ◆ Structures and functions.
- ◆ Roles and responsibilities.
- ◆ Organizational issues and adjustment.
- ◆ Staffing and funding.
- ◆ Future projections (financing and budget planning implications).

8. Implementation Program

- ◆ Implementation plan, priorities, phasing and milestones.
- ◆ Performance indicators and implementation monitoring.
- ◆ Process for strategic plan recalibration and formal review.

9. Appendices

- ◆ Board members and profiles of who they represent.
- ◆ Current business plan; current and previous budget.

Appendix A: Comparison of Business Plan Elements

Table 8: Comparison of CASA Business Plans 1993-2010

Element	1993 Prospectus	1996 Business Plan	1999 Business Plan	2003 Business Plan	2010 Business Plan
Vision	The air will be odourless, tasteless, look clear and have no measurable short or long-term adverse effects on people, animals, or the environment.	The air will be odourless, tasteless, look clear and have no measurable short or long-term adverse effects on people, animals, or the environment.	The air will be odourless, tasteless, look clear and have no measurable short or long-term adverse effects on people, animals, or the environment.	The air will be odourless, tasteless, look clear and have no measurable short or long-term adverse effects on people, animals, or the environment.	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 (CASA) is a stakeholder partnership that has been given shared responsibility by its members, including the Government of Alberta, for strategic planning, organizing and coordinating resources, and evaluation of air quality in Alberta through a collaborative process.	The Clean Air Strategic Alliance (CASA) is a stakeholder partnership that has been given shared responsibility by its members, including the Government of Alberta, for strategic planning, organizing and coordinating resources, and evaluation of air quality in Alberta through a collaborative process.	The Clean Air Strategic Alliance (CASA) is a stakeholder partnership that has been given shared responsibility by its members, including the Government of Alberta, for strategic planning, organizing and coordinating resources, and evaluation of air quality in Alberta through a collaborative process	The Clean Air Strategic Alliance (CASA) is a stakeholder partnership that has been given shared responsibility by its members, including the Government of Alberta, for strategic planning, organizing and coordinating resources, and evaluation of air quality in Alberta through a collaborative process	To recommend strategies to assess and improve air quality in Alberta using a consensus process Identity: The Clean Air Strategic Alliance is a multi-stakeholder partnership, composed of representatives selected by industry, government and non-government organizations.
Values	<ul style="list-style-type: none"> ▪ develop trust & respect among stakeholders through an open, consensus building, decision-making process ▪ continuously seek alternative, innovative, and cost effective ways to achieve clean air ▪ remove barriers to marketing Alberta air quality technology and services internationally ▪ achieve sustainable development 	<ol style="list-style-type: none"> 1. Consensus decision-making 2. Focused on solutions 3. Respect for different perspectives 4. Efficient and effective use of resources 5. Sustainable development 6. Accountability for decisions 7. Win/win decisions 8. Human health & ecological integrity 9. Sound scientific information & appropriate risk management 10. Obligations to future generations 	<ol style="list-style-type: none"> 1. human health and ecological integrity 2. comprehensive and integrated approach 3. consensus decision-making 4. sound science and economics 5. contribution to national strategies 6. prudent action in face of uncertainty 7. open and transparent communication 	Not included	<ol style="list-style-type: none"> 1. Collaborative 2. Trustworthy 3. Transparent 4. Fair 5. Innovative 6. Timely 7. Human Health and Ecological Integrity

Clean Air Strategic Alliance

Element	1993 Prospectus	1996 Business Plan	1999 Business Plan	2003 Business Plan	2010 Business Plan
Expectations & Performance Measures	<p>Performance criteria:</p> <ol style="list-style-type: none"> 1. The environment and economic consequences of the Alliance initiatives 2. The efficiency and effectiveness of the organization 	<ul style="list-style-type: none"> ▪ Baseline data ▪ Improved air quality ▪ Capability to measure effects ▪ Information available to assess air quality & evaluate strategies ▪ Capability for cross-regional data transfer & analysis ▪ Capability to measure air quality effects ▪ Reduction in per capita energy use ▪ Number of participating organizations ▪ Recommendations implemented ▪ Stakeholder satisfaction ▪ Degree of recognition ▪ Percent of project funding raised 	<ul style="list-style-type: none"> ▪ improved air quality ▪ capability to measure effects ▪ Recommendations implemented ▪ Stakeholder satisfaction ▪ Degree of recognition 	<ul style="list-style-type: none"> ▪ Enabling Planning: number of recommendations through the CAMS process implemented ▪ Organizing & coordinating resources: degree of CASA members, partners and client's satisfaction with the CASA approach ▪ Evaluating Results: capability to measure air quality effects on humans & the ecosystem; and improved air quality indicators in areas of CASA action ▪ Building public awareness and stakeholder understanding: degree of recognition by emitters and the general public of CASA as a major vehicle for delivering improved air quality management for Alberta 	<p>Goal 1 Indicator: Survey of CASA stakeholders during the stakeholder satisfaction survey (2 added questions)</p> <p>Goal 2 Indicator: Survey of CASA stakeholders during the stakeholder satisfaction survey (3 existing questions).</p> <p>Goal 3 Indicator: A review of major air policies of the Government of Alberta for pollution prevention and control measures.</p> <p>Goal 4 Indicator: Knowledge of CASA and initiatives in other jurisdictions among target outreach audiences.</p>
Core Business Functions	<ul style="list-style-type: none"> ▪ apply the strategic planning framework of the Clean Air Strategy 	<ul style="list-style-type: none"> ▪ clarify issues ▪ set priorities ▪ delegate design of action plan ▪ review plan ▪ approve implementation ▪ secure resources & implement ▪ evaluate & review 	<ol style="list-style-type: none"> 1. Data assessment 2. Strategic planning 3. Comprehensive Air Quality Management System 4. Communication 	<ul style="list-style-type: none"> ▪ Enabling strategic air quality planning ▪ Organizing & coordinating resources ▪ Evaluating results ▪ Building public awareness & stakeholder understanding 	<ul style="list-style-type: none"> ▪ Conduct strategic air quality planning for Alberta by identifying priority issues and developing action plans that include economic and environmental consequences and expected outcomes.

Element	1993 Prospectus	1996 Business Plan	1999 Business Plan	2003 Business Plan	2010 Business Plan
<p>Goals (also called key focus areas, strategic focus areas)</p>	<p>Services</p> <ul style="list-style-type: none"> ▪ identify, assess & prioritize air quality issues and the resources required to address them ▪ identify the need and cost of gather information on emissions, ambient air quality , ecosystems, public health and epidemiology data ▪ identify and where needed, ensure the collection of new data through well defined applied research and targeted analysis ▪ specify the resource responsibilities of its stakeholders for this work ▪ recommend a course of action for each priority problem ▪ specify which organizations should take the lead for each action ▪ report on progress, comparing actual benefits and results to projected outcomes ▪ evaluate and report on CASA projects and actions, applying the information to management decisions. 	<ul style="list-style-type: none"> ▪ To achieve measurable improvement in air quality management in response to identified problem areas in Alberta ▪ To develop broad consensus on air quality objectives and management strategies 	<p>Pollution prevention & continuous improvement</p> <ul style="list-style-type: none"> ▪ A working environment in which P2/CI is used to protect air quality ▪ Public contributes to P2 by making clean air friendly choices <p>Human & animal health</p> <ul style="list-style-type: none"> ▪ Prevention of adverse short and long term effects due to outdoor and indoor contaminants <p>Ecological health</p> <ul style="list-style-type: none"> ▪ Prevention of adverse short and long term effects of air emissions on ecosystem health <p>Socio-economic integration</p> <ul style="list-style-type: none"> ▪ Recommendations optimize social, economic & environmental benefits & minimize costs to Albertans ▪ Limited resources are used effectively ▪ CASA decision-making is sensitive to public opinion about air quality. 	<p>Pollution prevention & continuous improvement</p> <ul style="list-style-type: none"> ▪ A working environment in which P2/CI is used to protect air quality ▪ Public contributes to P2 by making clean air friendly choices <p>Human & animal health</p> <ul style="list-style-type: none"> ▪ Prevention of adverse short and long term effects due to outdoor and indoor contaminants <p>Ecological health</p> <ul style="list-style-type: none"> ▪ Prevention of adverse short and long term effects of air emissions on ecosystem health <p>Socio-economic integration</p> <ul style="list-style-type: none"> ▪ Recommendations optimize social, economic & environmental benefits & minimize costs to Albertans ▪ Limited resources are used effectively ▪ CASA decision-making is sensitive to public opinion about air quality. 	<ol style="list-style-type: none"> 1. Strategic Advice 2. Air Quality Management System Support 3. Pollution Prevention and continuous Improvement 4. Knowledge and Information

Element	1993 Prospectus	1996 Business Plan	1999 Business Plan	2003 Business Plan	2010 Business Plan
<p>Objectives (also called strategic objectives and strategies)</p>		<ul style="list-style-type: none"> ▪ To develop credible air quality information ▪ To develop mechanisms to relate air quality to human and ecosystem health ▪ To catalyze effective action on priority air quality issues ▪ To employ the CAMS to address air quality concerns ▪ To be an effective, credible, trusted, and influential organization ▪ To communicate and build partnerships to implement CASA recommendations 	<p>Pollution Prevention & Continuous Improvement</p> <ul style="list-style-type: none"> ▪ Identify & recommend cost effective reduction strategies ▪ Encourage innovative reduction strategies ▪ Establish system of incentives for P2/CI <p>Human & Animal Health</p> <ul style="list-style-type: none"> ▪ Detect health effects attributable to air contaminants ▪ Develop management response system for identified risks ▪ Assess air quality guidelines & objectives <p>Ecological Health</p> <ul style="list-style-type: none"> ▪ Increase knowledge of ecological effects ▪ Develop management response system for identified risks ▪ Assess air quality guidelines & objectives <p>Socio Economic Integration</p> <ul style="list-style-type: none"> ▪ Assess costs & benefits ▪ Pursue multiple benefits ▪ Balance social, environmental & economic considerations ▪ Integrate air quality into planning processes ▪ Develop effective public engagement programs ▪ Monitor public opinion 	<p>Pollution Prevention & Continuous Improvement</p> <ul style="list-style-type: none"> ▪ Identify & recommend cost effective reduction strategies ▪ Encourage innovative reduction strategies ▪ Establish system of incentives for P2/CI <p>Human & Animal Health</p> <ul style="list-style-type: none"> ▪ Detect health effects attributable to air contaminants ▪ Develop management response system for identified risks ▪ Assess air quality guidelines & objectives <p>Ecological Health</p> <ul style="list-style-type: none"> ▪ Increase knowledge of ecological effects ▪ Develop management response system for identified risks ▪ Assess air quality guidelines & objectives <p>Socio Economic Integration</p> <ul style="list-style-type: none"> ▪ Assess costs & benefits ▪ Pursue multiple benefits ▪ Balance social, environmental & economic considerations ▪ Integrate air quality into planning processes ▪ Develop effective public engagement programs ▪ Monitor public opinion 	<p>1.1. Conduct strategic environmental scan</p> <p>1.2. Establish a process to evaluate and prioritize the impacts of major policy initiatives on air quality and the determinants of air quality</p> <p>2.1 Explore the role of CASA in supporting airsheds</p> <p>2.2 Explore the role of CASA in regional planning</p> <p>2.3 Develop a framework to guide air quality management planning</p> <p>2.4 Review and assess the components of the Air Quality Management System and the resources required</p> <p>3.1 Encourage project teams to consider pollution prevention.</p> <p>3.2 identify the most beneficial opportunities for pollution prevention</p> <p>4.1 Increase awareness of CASA</p> <p>4.2 Assemble and share cross-jurisdictional information</p> <p>4.3 Facilitate economic and other analysis on policy measures</p>

Element	1993 Prospectus	1996 Business Plan	1999 Business Plan	2003 Business Plan	2010 Business Plan
Other	<p>Customers/clients:</p> <ul style="list-style-type: none"> ▪ Regulatory agencies ▪ Regulated community ▪ Public interest groups ▪ General public 	<p>Role Choices:</p> <ul style="list-style-type: none"> ▪ fully accountable ▪ facilitate ▪ involved customer ▪ refer 		<p>Air quality management goals:</p> <ul style="list-style-type: none"> ▪ Protect the environment ▪ Optimize economic performance & efficiency ▪ Seek continuous improvement <p>Accountability Statement: The CASA board of directors is comprised of senior representatives from non-government organizations, government, and industry, and is accountable for air quality planning responsibilities that are shared among stakeholders. Regulatory implementation, licensing, compliance, control and enforcement remain with existing government agencies.</p>	<p>Air quality management objectives:</p> <ol style="list-style-type: none"> 1. Protect the environment by preventing short and long-term adverse effects on people, animals and the ecosystem 2. Optimize economic efficiency 3. Promote pollution prevention and continuous improvement.

Appendix B: CASA's Current Structures and Functions

Figure 7: Current CASA Structure

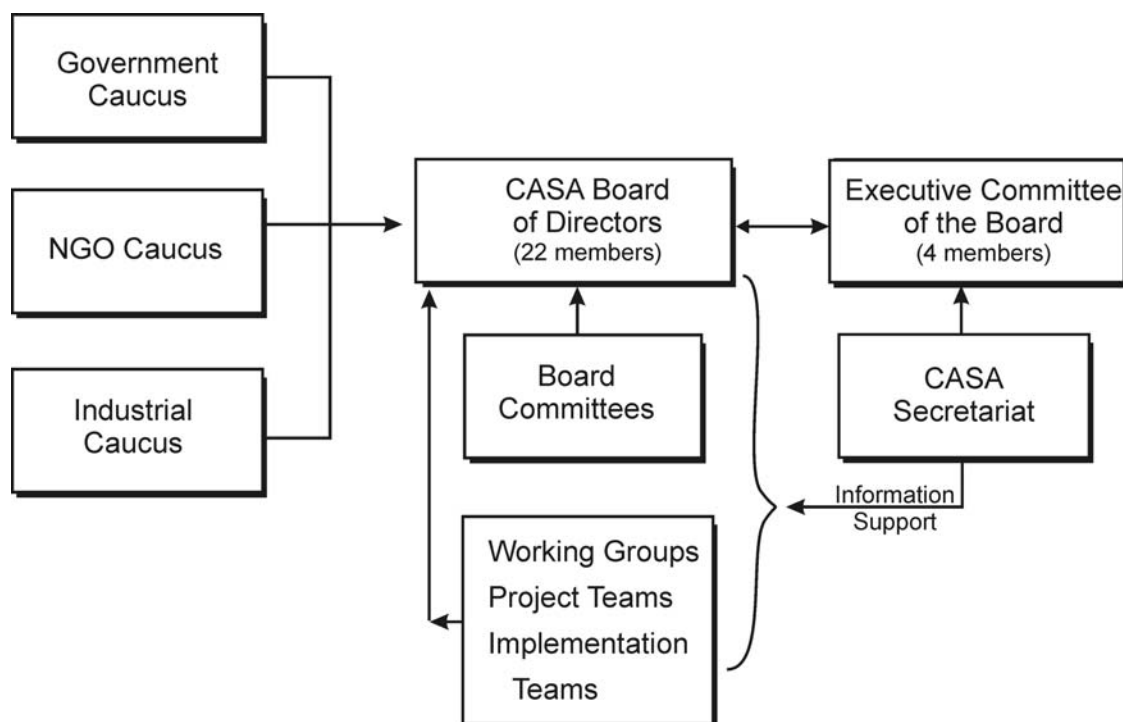


Table 9: Structures and Functions

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

Structure	Function
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

Table 10: Current Roles and Responsibilities

Roles and Responsibilities	
Board Members	<ul style="list-style-type: none"> ◆ Represents views of stakeholder sector ◆ Communicates between meetings ◆ Participates in committees, teams, & tasks ◆ Coordinates with Alternate and others in stakeholder group ◆ Promotes CASA and its activities ◆ Assists in implementation
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

