

2015 Performance Measures Review Working Group
Final Report



Prepared by the
Performance Measures Review Working Group
for the
Clean Air Strategic Alliance
Board of Directors

March 24, 2016

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Executive Summary

In December 2012, the CASA Board approved the new CASA Performance Measurement Strategy. As prescribed within the Performance Measures Strategy, the Performance Measures Review Working Group (PMRWG) undertook the regularly scheduled 3-year review of the Strategy in 2015 with intention to ensure the relevancy of mechanisms for continuous improvement. The updated 2015 Strategy contains updates to existing performance measures and indicators for the Secretariat, the Board, and goals from CASA's Strategic Plan as well as project teams.

There were two objectives for the PMRWG as prescribed within the group's workplan (Appendix D) including:

1. Form a multi-stakeholder group with appropriate representation to conduct a review and update CASA's Performance Measurement Strategy every 3 years; identify further actions as required.
2. Complete a Working Group Final Report detailing the 3-year review of CASA's Performance Measurement Strategy as applicable, providing recommendations to the Board where necessary.

Examining past results when available, the PMWRG reviewed and updated the measures and indicators, taking into consideration previous conversation at the Board level, supplemented with previous discussion by the Performance Measures Committee (PMC). Following the suggested steps provided within the original Performance Measures Strategy, the PMRWG solicited input from the Board and reviewed CASA's Strategic Plan to ensure the performance measures and indicators remained relevant.

Suggested changes to the performance measures, indicators and overall Strategy are included as recommendations to the CASA Board.

After completing the 2015 performance measurement review, the PMRWG recommends that:

1. The Board approve the 2015 Performance Measures Review Final Report;
2. The Board approve the Performance Measurement Strategy and its implementation beginning as of the 2015 reporting period, and;
3. The Board request an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of performance indicator 4 to be undertaken in 2018.

The Performance Measures Committee is anticipated to report on the Strategy as they look back on 2015 and present to the CASA Board in June, 2016.

Introduction

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA. This report presents the results of the third performance measurement strategy review in 2015.

In December 2012, the CASA Board approved the new CASA Performance Measurement Strategy. The Strategy adopts new definitions of performance measure and performance indicator which differentiate between areas where CASA has a high degree of control over results (measure) and areas where CASA has a lower degree of control over results (indicator).

Following the completion of the annual review in 2014, the Performance Measures Committee completed Recommendation 3 from the 2012 Performance Measures Review Working Group requesting a review of the Performance Measurement Strategy. Adjustments made during this work are summarized in Appendix A, and were examined in the 2015 review to ensure comprehensiveness. This report presents the results of the 2015 performance measurement review.

In 2015, a similar group was struck to review CASA's Performance Measures and Indicators using the suggested review process outlined by the 2012 PMWRG. Because substantial changes had been made in previous reviews, the group ensured that the integrity of the measures and indicators remained intact, and modified elements of the Strategy that were no longer relevant. Changes made to the Performance Measures Strategy can be seen in the revision table at the foremost part of the PM Strategy.

There were two objectives for the PMRWG as prescribed within the Strategy including:

1. Form a multi-stakeholder group with appropriate representation to conduct a review and update CASA's Performance Measurement Strategy every 3 years; identify further actions as required.
2. Complete a Working Group Final Report detailing the 3-year review of CASA's Performance Measurement Strategy as applicable, providing recommendations to the Board where necessary.

Performance Measurement is the mechanism through which CASA ensures consistent value, and through the course of the review, the PMRWG worked to ensure that the process is transparent and illustrates accountability. Changes to the measures were made with the intention of ensuring all information gathered was useful and useable.

The PMRWG met four times over the course of 2015/2016 to complete this review. This report acts a guide explaining revisions the PM Strategy, includes lessons learned and provides recommendations to the board.

Methodology:

As prescribed within the 2012 Performance Measures Strategy, in 2015 the Performance Measures Review Working Group undertook the regularly scheduled 3-year review of the Strategy with intention to ensure the relevancy of mechanisms for continuous improvement. The revised 2015 Strategy contains updates to existing performance measures and indicators for the Secretariat, the Board, and goals from CASA's Strategic Plan as well as project teams.

The Performance Measures Review Working Group reviewed and revised the Performance Measures Strategy to strengthen the feedback loop of performance measurement, so that stakeholders are better able to examine how our collaborative process influences provincial air quality.

Review process

A review of the PM Strategy has been conducted every 3 years, with reviews scheduled to occur in 2015, 2018, 2021, etc. The review is led by the PMC. In the past, members of the CASA Board have volunteered to participate in the review process alongside the PMC. Given the length of time this process can take, it is recommended to begin the process early in the year, potentially even in the early fall prior to the year the results are due. In terms of timing, the review should follow the review and approval of CASA's Strategic Plan. Any changes that are made to performance measurement as a result of the review should be updated in the CASA Performance Measurement Strategy (upon approval by the Board).

The performance measurement review should include the following steps:

- review the relevancy of the existing performance measures and indicators to the CASA mission, vision, and goals from the Strategic Plan;
- review the consistency of the existing performance measures and indicators with the Principles and Criteria;
- solicit input from the Board on all aspects of the performance measures and indicators, including the Principles and Criteria, the existing performance measures and indicators and desirable additional measures and indicators;
- solicit input from CASA teams and review past team reports regarding all aspects of the performance measures and indicators;
- review relevant reports and documents for ideas and information on all aspects of performance measurement;
- review, and update if required, the CASA Logic Model Diagram (Appendix A, Performance Measures Strategy);
- review whether a qualitative or quantitative metric (or combination of both) is the most appropriate way to present results;
- review targets and initiatives associated with each performance measure and indicator;
- from information gathered in these ways decide what measures and indicators should be dropped, revised or added;
- develop calculation protocols for new and revised measures and indicators; and
- report to the Board.

Soliciting input: Engagement for the review process

The steps outlined in the review process state that the CASA board and CASA project teams should be solicited for input on performance measurement. The method and extent of consultation is at the discretion of the reviewers who are expected to incorporate consultations whenever it is suitable in order to complete a comprehensive review. In the past, consultations have consisted of a survey to project team members, questionnaires to project team co-chairs, presentations and discussion questions delivered at the CASA Board meetings and consultations with the Communications Committee.

A request for feedback was sent to CASA's board, and that feedback was incorporated into the discussion of the PMRWG as they revised the PM Strategy.

Because of the availability of internal resources within the Government of Alberta, a technical expert on survey creation was utilized to provide high-level feedback on CASA's PM Strategy. Feedback provided was considered in the development of a revised project team survey and subsequent changes in numerous performance measures.

Examining past results when available, the Performance Measures Review Working Group reviewed and updated the measures and indicators, taking into consideration previous conversations at the Board level supplemented with previous discussion by the Performance Measures Committee. Following the suggested steps provided within the original Performance Measures Strategy, the Working Group solicited input from the board and reviewed CASA's Strategic Plan to ensure the performance measures and indicators remained relevant.

Considerations for future reviews

As the PMRWG performed its review of CASA’s performance measures and indicators, the group realized that it was not appropriate to modify some measures and indicators based on the positioning of the group in the current strategic planning cycle. The following measures and indicators have been flagged for subsequent reviews, and includes discussion on steps forward. Please note that the following recommendations are not recommendations to CASA’s board, but suggested focus areas to incorporate into future reviews.

Performance Measure/Indicator	Recommended steps forward
PM 1 “Ensure that CASA is financially efficient and accountable”	After a review in 2015/2016, the PMRWG recognized that a more purposeful metric for CASA’s financial efficiency and accountability could be developed. The PMRWG recommends that the development of CASA’s operational plan and strategic plan should incorporate financial efficiency and accountability.
PM 2 “Percentage of objectives from individual goals within the Strategic Plan listed as in progress or complete (according to the secretariats colour coded rating system)”	<p>Previous board-level discussions have indicated that CASA has prioritized some strategic plan goals over others due in part to CASA’s role as facilitator of air quality issues, and AEMERA’s emerging role in air quality data monitoring. The PMRWG recognized that there may be a better way to accurately reflect CASA’s priorities, and incorporate that into performance measurement.</p> <p>The PMRWG also recommends incorporating performance measurement into future revisions of the strategic plan as there may be a better way to nest performance measures within the goals of CASA’s strategic plan.</p>
PI 3 “Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement”	Numerous data collection responsibilities are currently in flux. In future reviews of the PM Strategy, the PMRWG recommends that a multi-stakeholder sub-group of technical experts review these metrics, ensuring that information reported is consistent year-to-year, yet relevant to CASA’s stakeholders.
PI 4.a “The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP)”	See above recommendation for PI 3.

Recommendation 3: The PMRWG requests that an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of performance indicator 4 in 2018.

Lessons learned

The PMRWG has summarized the main lessons learned from its work over the past several months, with the hope that this information will benefit future reviews of CASA's performance measures.

- Throughout the review, the need to maintain a focus on CASA's core values was realized, where the connection between the collaborative process and the development of impactful air quality policy is strengthened through improvements in the overall process. Through keeping the broader goals in mind, the PMRWG was able to ensure consistency of the measures reported, meanwhile keeping measures both useful and useable.
- The development of the PM Strategy in 2012 provided a solid foundation for the 2015 PMRWG to complete their work. A more focused effort was given in 2015 to ensure that performance measures were impactful and purposeful.
- As with all committees and project teams, recruitment of board members and team members can be more easily justified if a clear outline of expected time commitment and responsibilities is prepared prior to commencing group work.
- Techniques in compiling numerous edits to the performance worked well. As the material was complex and interconnected, it proved useful to explore the measures and indicators using differing facilitation exercises.
- The connection between performance measurement and the progression of project teams proved to be valuable. As a result, the group was able to create supporting materials for project teams to ensure consistency and continuity.
- The review itself could have aligned closer with CASA's strategic planning cycle. The next update of CASA's strategic plan and operational plan should take performance measurement into consideration, and ensure that all elements are interconnected. From a logistical standpoint, a comprehensive review alone should be expected to take a year to complete. In order to present the PMC Annual report at its regular reporting time in March 2016, a review should have been initiated immediately following completion of the 2015 PMC Report.
- The underlying reason for the review was not immediately apparent. While a review was mandated every 3 years, the opportunity for improvement was not realized until the measures were thoroughly examined. Once modifications to the measures were underway, it eventually became apparent how CASA could effectively track its progress and better position itself to make well-informed policy recommendations.

Conclusion and recommendations

Revisions to the PM Strategy

1. Body of PM Strategy streamlined to read like a “how-to document”
2. Change of CASA’s performance measures and indicators (see Appendix C)
3. *Exit Survey* and *Biannual Survey* eliminated in favour of a *Project Team Meeting Feedback Survey* and *Project Team Wrap-Up Focus Group*

Suggested changes to the performance measures, indicators and overall Strategy are included as recommendations to the CASA Board, and are included in detail in Appendix C.

The Performance Measures Committee is anticipated to report on this Strategy as they look back on 2015 and present to the CASA Board in March, 2016. The next scheduled review is scheduled to take place in 2018.

Recommendation 1: Approve the 2015 Performance Measures Review Final Report

The Performance Measures Review Working Group recommends that the Board approve the 2015 Performance Measures Review Final Report.

Recommendation 2: Approve the Performance Measurement Strategy

The Performance Measures Review Working Group recommends that the Board approve the 2015 Performance Measurement Strategy and its implementation beginning as of the 2015 reporting period.

Recommendation 3: Air monitoring reports

The PMRWG requests that an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of performance indicator 4 to be undertaken in 2018.

Appendix A: Summary of changes in 2014 review

#	Description
<i>2nd Edition – April 25, 2014</i>	
1	All mentioned references to the Energy Resources Conservation Board (ERCB) have been corrected to the organizations new name, the Alberta Energy Regulator (AER).
2	All mentioned references to Alberta Environment have been corrected to the organizations new name, Alberta Environment and Sustainable Resource Development.
3	Description for data collection pertaining to the CASA Particulate Matter and Ozone Management Framework (PI 3) have been updated to reflect the implementation of the Canadian Ambient Air Quality Standards.
4	Responsibilities for data collection updated in Appendix 2 and Appendix 3.
5	Description of the Performance Measures and Indicators in Appendix 2 and Appendix 3 updated for further clarification.
6	Reporting frequency for PM 7 has been changed from “As required” to “Annually (as required)”.
7	Baseline for PM 8 has been changed from 2013 to 2014.
8	Methodology for calculating PM 4.a modified to reflect changes in 3-year stakeholder satisfaction survey.
9	Methodology for calculating PM 4.b modified to indicate that separate survey links should be sent to each individual project team.
10	Methodology for calculating PM 5.a modified to indicate that if a seat is vacant, this counts as a “0” and is to be omitted.
11	Methodology for calculating PM 5.b modified to indicate that N/A responses are not included in total # of respondents because they are Board members.
12	Methodology under PI 4.b modified to include the Alberta Capital Airshed, which is 13,742.38 km ² .
13	Appendix 7: CASA Stakeholder Survey modified to include image of the survey

Appendix B: Summary of changes in 2015 review

#	Description
3 rd Edition – February 11, 2016	
1	All mentioned references to Alberta Environment have been corrected to the organizations new name, Alberta Environment and Parks
2	Section 2 “History of Performance Measurement at CASA” removed
3	Section 3 “Guidance for Performance Measurement at CASA” combined with Section 4 “Methodology”
4	Section 3.1 “Purpose” and section 3.2 “Audience” removed
5	Framework located in the appendix
6	Appendix 4: Guidelines for Project Teams combined into main body of the document (section 3.2: Guidelines for Project Teams)
7	Meeting wrap-up meeting process implemented
8	Biannual survey and exit survey combined into Project Team Meeting Feedback Survey to be collected after each project team meeting
9	All performance measures and indicators labelled in the convention #.a, #.b, #.c, etc.
10	PM 1.a eliminated as financial accountability is a basic requirement of CASA’s functioning as a legal entity.
11	PM 2 modified to examine each individual goal of CASA’s strategic plan
12	PM 3 split into tracking of low-rated recommendations (a) and implementation of administrative and operational recommendations (b)
13	PM 4.a to incorporate interview conducted by Executive Director
14	PM 4.b modified to reflect use of meeting feedback survey
15	PM 6 eliminated as measure was not deemed useful or useable by the PMRWG.
16	PM 7 modified to reflect project team meeting feedback survey, changed to PM 6
17	PM 8 eliminated as measure was not deemed relevant with CASA’s current operations
18	PM 9 modified to reflect availability of IBN training, changed to PM 7
19	PM 10 modified to align with CASA’s newly released communications plan, changed to PM 8
20	PI 1 modified to incorporate all implemented recommendations from CASA project teams
21	PI 3 modified to reflect feedback from AEP Air Policy Unit

Appendix C: Changes made to CASA’s performance measures and indicators

Objective		Performance Measure	Revised Performance Measure		Comments							
<i>Secretariat</i>												
1.	Ensure that CASA is financially efficient and accountable.	a. Annual operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP). b. Sufficient operating funds are available to bridge CASA’s and GoA’s fiscal years.	1. Sufficient operating funds are available to bridge CASA’s and GoA’s fiscal years.		<i>1.a eliminated as financial accountability is a basic requirement of CASA’s functioning as a legal entity.</i>							
2.	Implement the CASA Strategic Plan.	Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat’s colour coded rating system).	Current wording <u>Performance Measure:</u> Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat’s colour coded rating system)	Revised wording <u>Performance Measure:</u> Percentage of objectives from individual goals within the Strategic Plan listed as in progress or complete (according to the Secretariat’s colour coded rating system).	Changed in meeting 2 by the PMRWG							
			<u>Target:</u> 100%	<u>Target:</u> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Goal 1</td> <td>100 %</td> </tr> <tr> <td>Goal 2</td> <td>100 %</td> </tr> <tr> <td>Goal 3</td> <td>100 %</td> </tr> <tr> <td>Goal 4</td> <td>100 %</td> </tr> </table>		Goal 1	100 %	Goal 2	100 %	Goal 3	100 %	Goal 4
Goal 1	100 %											
Goal 2	100 %											
Goal 3	100 %											
Goal 4	100 %											
3.	Monitor the	Percentage of low-rated	a.	<i>Percentage of low-rated</i>	<i>Changed in</i>							

Objective		Performance Measure		Revised Performance Measure		Comments
	implementation of CASA recommendations.		recommendations being monitored.	b.	<i>recommendations being monitored</i> <i>Percentage of administrative and operational recommendations from the previous four years that have been implemented</i>	<i>meeting 4 by the PMRWG.</i>
4.	Provide support to CASA stakeholders.	a.	Degree of CASA members, partners and stakeholders' satisfaction with CASA.	<i>Data collection protocols modified to reflect change in survey procedure.</i>		<i>Data collection responsibilities for 4.a changed to CASA Executive Director and PMC Project Manager; will now focus on interviews with CASA board members.</i> <i>Data collection for 4.b modified to reflect regular "Meeting Feedback Survey"</i>
		b.	Project teams' degree of satisfaction with support provided by Secretariat.	a.	<i>Degree of CASA stakeholders' satisfaction with CASA.</i>	
				b.	<i>Project teams' degree of satisfaction with support provided by Secretariat.</i>	
<i>Board</i>						

Objective		Performance Measure		Revised Performance Measure		Comments
5.	Encourage Board member participation in CASA.	Percentage of Board attendance at Board meetings by sector.	Target: 75%		<i>No change</i>	PM 5 was the subject of great discussion for the group, however there was consensus that the measure was adequate in its current form as it incorporated vacancies in the attendance of board meetings by sector.
		Project teams' degree of satisfaction with support provided by Board member counterparts, by sector.	Maintain or increase			
<i>Strategic Plan Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.</i>						
6.	Influence and inform AQ policy.	Documents produced to inform GoA & other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.		**Measure eliminated**		<i>Measure not found to be a useful or useable measure; should be eliminated.</i> <i>Measure eliminated</i>
<i>Strategic Plan Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.</i>						
7.	Develop reports	Degree of satisfaction with	Current wording	Revised wording	<i>Data collection</i>	

Objective	Performance Measure	Revised Performance Measure	Revised Performance Measure	Comments
and recommendations using the CDM process.	project team work by team: <ul style="list-style-type: none"> ○ The Project Charter was completed. ○ The work was completed in a timely manner. ○ The process was collaborative. ○ The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations. 	Objective: Develop reports and recommendations using the CDM process. Measure: Degree of satisfaction with project team work by team: <ul style="list-style-type: none"> ○ The Project Charter was completed. ○ The work was completed in a timely manner. ○ The process was collaborative. ○ The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations 	<i>Objective: Develop reports and recommendations adhering to CASA's MCP Guide.</i> <i>Degree of satisfaction with project team work by team:</i> <ul style="list-style-type: none"> ○ <i>The Project Charter was completed.</i> ○ <i>The process was collaborative.</i> ○ <i>The team developed recommendations using the SMART (Specific, Measurable, Actionable, Realistic, Time-bound) model.</i> 	<i>for PM 7 modified to reflect regular "Meeting Feedback Survey" and "Wrap-up meeting"</i> Changed to "PM 6". Now incorporates a "Yes/No" answers to measure SMART recommendations for each project team.
<i>Strategic Plan Goal 3: To contribute to the development of a reliable, comprehensive, objective knowledge system with respect to air quality, health, and environmental impacts, and management and mitigation mechanisms.</i>				
8.	Provide available	a) Number of visits to CASA's	**Measure eliminated**	Measure not

Objective		Performance Measure	Revised Performance Measure		Comments
	AQ information.	b Information Portal webpage. Number of phone inquiries for information.			<i>relevant with CASA's current operations; should be eliminated.</i> Measure eliminated
Strategic Plan Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.					
9.	Improve project team knowledge of the CDM process.	Project teams' degree of satisfaction with capacity to participate in collaborative processes.	Current wording <u>Objective:</u> Improve project team knowledge of the CDM process. <u>Performance measure:</u> Project teams' degree of satisfaction with capacity to participate in collaborative processes.	<i>Revised wording</i> <u>Objective:</u> <i>Improve project team knowledge of CASA's MCP Guide.</i> <u>Performance measure:</u> <i>Project teams' degree of satisfaction with ability to participate in collaborative processes.</i>	<i>Changed in meeting 2 by the PMRWG.</i>
10	Increase awareness of CASA, CASA projects and CDM.	a. Number of 3 rd party requests for CASA assistance. b. Number of return and unique visitors to website. c. Number of news stories	Current wording <u>Objective:</u> Increase awareness of CASA, CASA projects and CDM.	<i>Proposed wording</i> <u>Objective:</u> <i>Increase awareness of CASA, CASA projects and MCP Guide.</i>	<i>Performance measure modified to focus on target audiences.</i> <i>Finalized in</i>

Objective		Current Performance Indicator	Revised Performance Indicators	Comments
1.	Implement CASA recommendations.	Percentage of substantive recommendations from 4 years prior that have been implemented.	<i>Percentage of substantive recommendations from 4 years prior that have been implemented.</i>	<i>Administrative and Operational recommendations now measured by PM 3.b</i>
2.	Measure impact of completed project team work.	Each completed project team comes up with one specific metric to measure success of team 5 years in the future.	No change	<i>CASA Secretariat have reaffirmed that all recommendations developed are SMART.</i>
3.	Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.	<p>a. Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition</p> <p>b. Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene</p> <p>c. Percent hourly exceedances of: NO₂, SO₂ and H₂S</p> <p>d. Percentage of stations assigned to all management levels defined by the Canadian Ambient Air Quality Standards based on annual three-year data assessments completed by Alberta Environment and Parks.</p> <p>e. Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury</p> <p>f. The change in flaring and venting associated with solution gas, well test</p>	<p><i>Revised wording</i></p> <p>a. <i>Number of increasing trends for annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃ and benzene</i></p> <p>b. <i>Number of increasing trends for peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene</i></p> <p>c. <i>Number of hourly exceedances of: NO₂, SO₂ and H₂S</i></p> <p>d. <i>Annual percentage of stations assigned to each management level defined by the Canadian Ambient Air Quality Standards for PM_{2.5} and O₃</i></p> <p>e. <i>Percentage of modelled grid cells falling within each acid deposition load level defined by the Alberta Acid Deposition Management Framework</i></p> <p>f. <i>Trends in annual total emissions from</i></p>	<p>Note to Board:</p> <p>g. Flaring and venting indicator to remain</p>

			and coalbed methane	g. <i>power generation for NO_x, SO_x, PM_{2.5}, and mercury</i> <i>The change in flaring and venting associated with solution gas, well test and coalbed methane</i>	<i>unchanged until clear direction provided from the GoA regarding the impending climate change review</i>
4.	Improve capacity to monitor AQ in Alberta.	a. b.	The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP). Geographic percentage of province covered by airshed zones.	No change	<i>Data collection responsibilities still being defined. Discussion currently underway between AEP, AEMERA and CASA.</i>

APPENDIX D: PMRWG Workplan

Performance Measures Review Working Group Workplan

Version 1 September 2015

Background

Performance measurement at CASA tracks overall performance of the organization as well as progress made towards CASA's vision, mission and goals from the Strategic Plan.

Performance measurement is a safeguard for many of the recommendations completed by CASA projects in the past, and the group work described in the following workplan will ensure that the proper mechanisms for continuous improvement and review are in place.

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA with the first review being completed in 2007, the second in 2009 and the third in 2012. The 2012 review resulted in the creation of CASA's Performance Measurement Strategy which guides performance measurement at CASA.

A review of the PM Strategy (*CASA's Performance Measurement Strategy: A "how to" guide to performance measurement at CASA*) has been directed to be conducted every 3 years by the PMC, with reviews scheduled to occur in 2015, 2018, 2021, etc. In the past, members of the CASA Board have volunteered to participate in the review process alongside the PMC. Any changes that are made to performance measurement as a result of the review should be updated in the CASA Performance Measurement Strategy (upon approval by the Board).

Objectives

There are two objectives for the PMRWG as prescribed within the Strategy including:

1. Form a multi-stakeholder group with appropriate representation to conduct a review and update CASA's Performance Measurement Strategy every 3 years; identify further actions as required.
2. Complete a Working Group Final Report detailing the 3-year review of CASA's Performance Measurement Strategy as applicable, providing recommendations to the Board where necessary.

Project deliverables

A revision of the Performance Measurement Strategy and a final report with recommendations to the Board as necessary.

Membership

The Working Group will consist of the 3 members of the PMC (each a member from Government, Non-Government, and Industry) with additional membership at the discretion of the Executive Committee and volunteers from the CASA Board.

Members of the PMRWG should expect to attend two scheduled meetings and provide follow-up support as agreed upon at the onset of the convening of the group. Working group members are also expected to have read the Performance Measures Strategy (2nd ed.) and come prepared to provide feedback and contribute in a full and active discussion. Should any members require assistance prior to, or during the review process, those members are asked to contact the Secretariat.

The Performance Measurement Strategy provides direction for the PMRWG to conduct the performance measurement review but notes that the process should be flexible.

Resources and Budget

The internal budget of the Working Group (ie. Stakeholder support for meetings, project management, and other core functions) are provided by CASA's internal budget. The Secretariat does not anticipate any requirement of external funds for this work.

The PMRWG requires in-kind support from members to meet at the CASA office to complete the review of the Strategy. This will include review of materials and active participation for feedback and recommendations from each member and associated caucuses.

Timelines

The PMRWG will be required to meet at least 2 times for in-person working meetings. Based on review outcomes there may be further time requirements to complete the working group objectives.

Meeting Description	Dates	Notes
Meeting #1	October 7 th , 2015	<i>Meeting materials are sent out 1 week prior</i>
Meeting #2	November 5 th , 2015	<i>Meeting materials are sent out 1 week prior</i>
Potential teleconference to finalize materials/submission to the board.	November 2015 (TBD)	
Approval of PMC Strategy by Board	December 3, 2015	

Consensus

The working group will strive for consensus. If consensus cannot be reached, the procedure for dealing with impasse will apply as follows:

- The parties who can't work together should work together to propose alternate solutions
- Those at impasse are responsible for documenting the perspectives and options to bridge differences
- The working group should bring the issue to the team who will strive to reach consensus