

**2010
CASA Three-year
Business Plan**

2010 CASA 3 Year Business Plan



Introduction

This is the 3 year business plan for the Clean Air Strategic Alliance (CASA), effective from January 1, 2010 to December 31, 2012. The business plan establishes CASA's priorities and guides CASA's work for the next three years. This Plan comes at a foundational time for CASA, as we have recently developed recommendations for a Clean Air Strategy, to lay the groundwork for the Government of Alberta's long-term plans for clean air. Once The Clean Air Strategy is completed by the Government of Alberta, it may initiate new opportunities for CASA. This Business Plan moves CASA into the future as a strategic, selective and forward-looking organization.

Vision

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

Mission

To recommend strategies to assess and improve air quality in Alberta, using a consensus process.

The Organization

The Clean Air Strategic 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. 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 by Ministerial Order as an advisory committee under the *Environmental Protection and Enhancement Act* and the *Department of Energy Act*.

CASA supports the following strategic objectives for air quality management in Alberta:

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.

Culture

CASA is guided in its activities by the following priorities:

- **Collaborative:** CASA will work with individuals, organizations, businesses, and government in a comprehensive and integrated manner to build consensus and encourage shared responsibility.
- **Trustworthy:** CASA is recognized as an independent and influential advisory body to government, stakeholders, and the public, supported by sound scientific and economic knowledge.
- **Transparent:** CASA will be open and accessible, with established processes to bring issues forward and communicate activities.
- **Fair:** CASA treats all stakeholders equally and is not biased toward any individual, organization, business, or government.
- **Innovative:** CASA will bring together diverse and unique stakeholders and develop the best recommendations for improving air quality in Alberta.
- **Timely:** CASA's projects are prioritized and coordinated to enable effective and efficient responses to air quality issues and concerns.
- **Human Health and Ecological Integrity:** CASA recommends strategies to prevent short and long-term adverse effects on people, animals and the ecosystem.

Link to the Government of Alberta and Ministry Business Plans

CASA's consensus-based approach works because the relationship between CASA and its partners is reciprocal. CASA considers its partners' goals when setting priorities, just as stakeholders consider CASA's goals within their sectors. Representatives of government, industry and non-governmental organizations are responsible for bringing forward their sectors' goals when developing CASA air quality recommendations. However, CASA has a unique relationship with the Government of Alberta, as participating provincial government ministries have committed to support CASA's consensus recommendations for decision and implementation by the Alberta Government.

CASA's work, including the goals in this Business Plan, supports Goal 3 in the 2009-2012 Government of Alberta Business Plan: the high quality of Alberta's environment will be sustained. CASA's work also supports all five goals in the 2009-2012 Alberta Environment Business Plan, supporting Alberta Environment's mission to assure the effective stewardship of Alberta's environmental systems to sustain a high quality of life. CASA contributes to Alberta Energy's goal to ensure that energy and mineral resource development occurs in a responsible, environmentally sustainable manner (2009-2012 Alberta Energy Business Plan, Goal 3). CASA encourages and supports the goal of healthy people in healthy communities in the 2009-2012 Alberta Health and Wellness Business Plan (Goal 3).

Strategic Focus Areas

CASA's mission is to recommend and assess strategies to improve air quality in Alberta. To meet this challenge, CASA has four strategic focus areas: strategic development, air quality management, pollution prevention and continuous improvement, and knowledge and information. These long-term priorities are the guiding direction for the 2010 CASA Business Plan. The strategic focus areas also align with CASA's report to the Government of Alberta, *Recommendations for a Clean Air Strategy*. This alignment will ensure CASA's continued role as a relevant and timely policy development choice for the Government of Alberta.

Goal 1: Strategic Development

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

Air and air quality are influenced by many activities, actions and decisions of governments, industries, non-government organizations, and individuals. Integrated decision making is essential to achieve desired air quality outcomes. Through the focus area of strategic development, CASA supports the enhancement of a governance system that enables coordinated action to manage air quality effectively in Alberta.

Strategies

- 1.1. Conduct a strategic environmental scan to determine and prioritize emerging air quality issues and identify sectors and stakeholders associated with these issues.
- 1.2. 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.

Goal 2: Air Quality Management

The continued development and implementation of effective and efficient air quality management is supported.

Good planning and effective integration and implementation of various provincial resource management strategies are the keys to a more sustainable future for Alberta. Through the focus area of air quality management, CASA acknowledges and promotes the importance of regional and anticipatory decision-making as a fundamental basis for maintaining and improving Alberta's air quality. CASA will support the Government of Alberta's *Cumulative Effects Management System*, through the *Land Use Framework* and its Regional Advisory Councils, as they contemplate air quality management in developing recommendations for regional plans.

CASA recognizes the importance of airshed zones to deal with local and regional air quality concerns and supports their continued development.

Strategies

- 2.1 Explore the role of CASA in supporting airshed zones.
- 2.2 Explore the role of CASA in regional planning, e.g. the *Land Use Framework*.
- 2.3 Develop a framework to guide air quality management planning, including a description of how to:
 - Determine “green”, “yellow”, and “red” trigger levels (see Appendix B for an example), and which air pollutants require trigger levels.
 - Ensure that appropriate and timely actions are identified to prevent Ambient Air Quality Objective (AAQO) exceedances; this represents the existing provincial commitments to keeping clean areas clean and continuous improvement.
- 2.4 Review and assess the components of the Air Quality Management System and the resources required to support the system to ensure the components are clearly defined.

Goal 3: Pollution Prevention and Continuous Improvement

Pollution prevention and continuous improvement principles are promoted in all air quality management decision-making at CASA.

Pollution prevention means avoiding or minimizing the use of toxic chemicals, improving efficiency, or reducing waste and potentially harmful emissions by changing processes, practices and materials, or implementing new and cleaner alternatives. Pollution prevention supports continuous improvement through operational and behavioral changes and is a shared responsibility among governments, industry, individuals, and communities. Through the focus area of pollution prevention and continuous improvement, CASA promotes pollution prevention as the strategy of choice for protecting the environment and improving economic efficiency. CASA supports a shift towards an environmentally responsible society that anticipates and prevents pollution and incorporates pollution prevention principles and practices into all decision-making.

Strategies

- 3.1 Encourage project teams to consider pollution prevention as the strategy of choice for protecting the environment and improving economic efficiency when developing recommendations.
- 3.2 Review issues requiring pollution prevention measures and identify the most beneficial opportunities for making the most significant impact to reduce emissions from point and non-point sources, using information gathered in the strategic environmental scan (see Strategy 1.1).

Goal 4: Knowledge and Information

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.

Knowledge and information are essential elements for good air management. Through the strategic focus area of knowledge and information, CASA supports the following objectives:

- Provide knowledge and information required for air management.
- Raise awareness so individual Albertans can take appropriate action.
- Promote accountability within the air quality management system.

Strategies

- 4.1 Increase awareness of CASA's mandate and activities through targeted outreach to all sectors.
- 4.2 Assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.
- 4.3 Facilitate economic and other analysis on policy measures and the associated costs of action and inaction to reduce air emissions.

2010 CASA 3 Year Business Plan



Appendix A: Potential Actions – CASA’s 3 Year Business Plan

<p>Goal 1: Provide strategic advice on emerging air quality issues and the impacts of major policy initiatives on air quality.</p>	
<p>Strategy 1.1: Conduct a strategic environmental scan to determine and prioritize emerging air quality issues and stakeholders who are associated with these issues.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Create a board committee to oversee environmental scans on a regular basis, in conjunction with the CASA renewal process. - Conduct a facilitated Board discussion to prioritize issue arising from the e-scan. 	<p>First e-scan complete by December 2010</p>
<p>Strategy 1.2: Establish a process to evaluate and prioritize the impacts of major policy initiatives on air quality and determinants of air quality and identify potential inconsistencies among various policies and frameworks.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - 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. 	<p>Process to be finalized at March 2010 Board meeting.</p>
<p>Goal 2: The continued development and implementation of effective and efficient air quality management is supported.</p>	
<p>Strategy 2.1: Explore the role of CASA in supporting airshed zones.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Statement of opportunity and future project team. 	<p>Statement of Opportunity to Board in March 2010</p>

<p>Strategy 2.2: Explore the role of CASA in regional planning, e.g. the <i>Land Use Framework</i>.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Board will discuss the appropriate process for exploring the role of CASA in regional planning and ensuring that CASA is engaged in regional planning processes. 	<p>Board discussion in June 2010</p>
<p>Strategy 2.3: Develop a framework to guide air quality management planning, including a description of how to:</p> <ul style="list-style-type: none"> ▪ Determine the “green”, “yellow”, and “red” trigger levels (e.g. see PM and Ozone Management Framework), and which air pollutants require trigger levels. ▪ Ensure that appropriate and timely actions are identified to prevent AAQO exceedances; this represents the existing provincial commitments to keeping clean areas clean and continuous improvement. <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Statement of opportunity and future project team (could be part of work for team established in Strategy 2.1). 	<p>Statement of Opportunity to Board in June 2010</p>
<p>Strategy 2.4: Review and assess the components of the Air Quality Management System and the resources required to support the system to ensure the components are clearly defined.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The next performance evaluation committee would be assigned this task. 	<p>June 2010 Board meeting agenda item</p>
<p>Goal 3: Pollution prevention and continuous improvement principles are promoted in all air quality management decision-making at CASA.</p>	
<p>Strategy 3.1: Encourage project teams to consider pollution prevention as the strategy of choice for protecting the environment and improving economic efficiency when developing recommendations.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The secretariat will develop a guidance document for all project teams that will outline common tasks and expectations 	<p>Approved by Board June 2010</p>

<p>Strategy 3.2: Review issues requiring pollution prevention measures and identify the most beneficial opportunities for making the most significant impact to reduce emissions from point and non-point sources, using information gathered in the strategic environmental scan (see Strategy 1.1).</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Board will discuss the issues arising from 1.1 that require pollution prevention and control policies - Statement of opportunity and future project team that will use the information from the e-scan. Could be multiple teams depending on action 3.2.1. <ul style="list-style-type: none"> o Potential task for this team could be to establish a definition of “pollution” and “pollution prevention”. 	<p>Discuss issues at March 2011 Board meeting. Statement of Opportunity (s) to Board in Sept 2011.</p>
<p>Goal 4: 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.</p>	
<p>Strategy 4.1: Increase awareness of CASA’s mandate and activities through targeted outreach to all sectors.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The secretariat will identify appropriate groups to target outreach activities and recruit appropriate board members 	<p>Ongoing</p>
<p>Strategy 4.2: Collect and share cross-jurisdictional information on air monitoring, mitigation measures and best managements practices that could be effective in Alberta.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The secretariat will add this to the project teams’ guidance document - The secretariat and the Communications Committee will explore how to create a repository for information on best management practices in other jurisdictions, as compiled by the project teams. This should include how to disseminate information when updated. 	<p>- 2010 - Present plan to Board for approval March 2011</p>

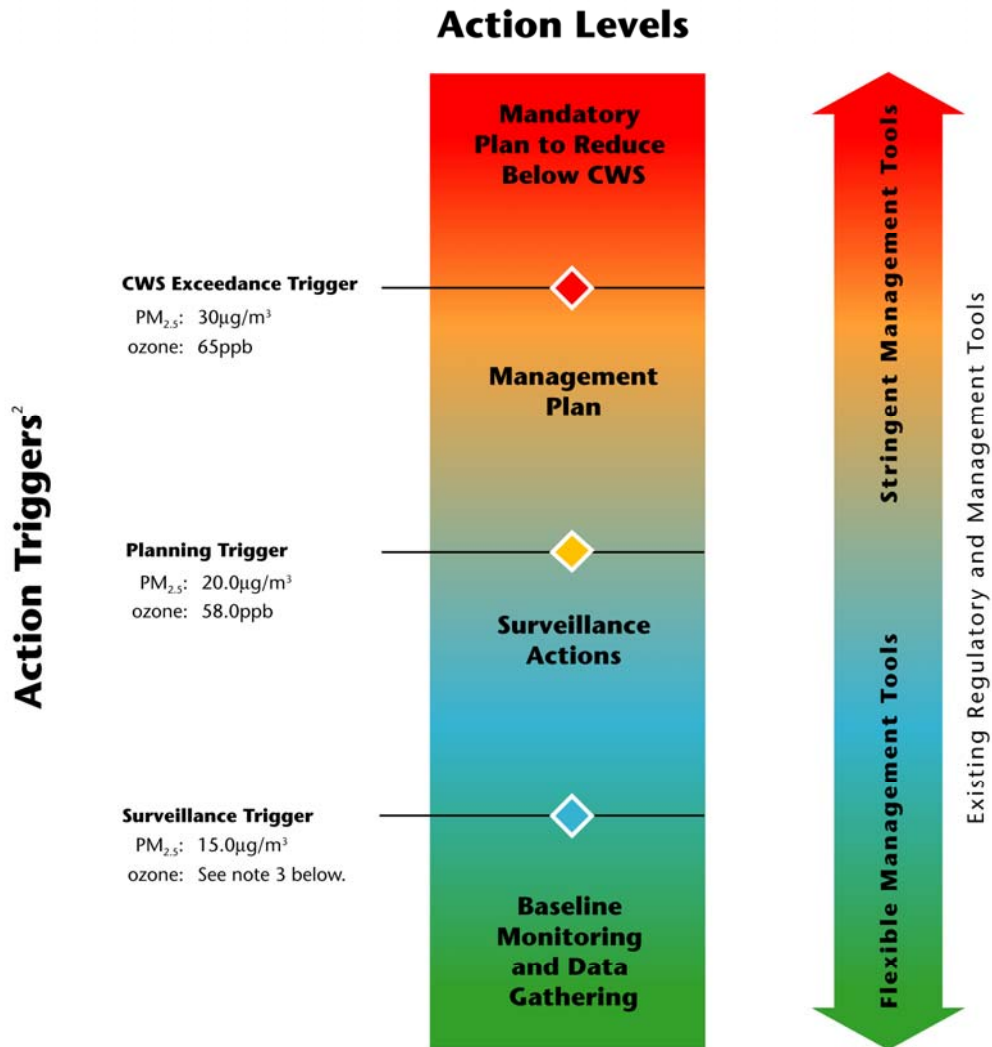
<p>Strategy 4.3: Facilitate economic and other analysis on policy measures and the associated costs of action and inaction to reduce air emissions</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Include research centers, e.g. universities, in the 4.1 outreach processes. - Include in the project teams' guidance document. - Board committee or working group to determine how to engage economic expertise on a macro-scale and for specific project team issues. 	<p>2010-2011 2010 2011+</p>
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Appendix B: Fine Particulate Matter and Ozone Management Framework

Fine Particulate Matter and Ozone Management Framework¹



¹ The framework must be applied in the context of its key elements, including guiding principles, existing initiatives and mechanisms that support management of PM & ozone, and the goals and objectives for each action level.

² Action triggers for PM_{2.5} are based on a 24 hour average, and achievement is based on the 98th percentile ambient measurement annually, averaged over 3 consecutive years. Action trigger levels for ozone are based on an 8 hour average, and achievement is based on the 4th highest measurement annually, averaged over 3 consecutive years.

³ For ozone, Alberta Environment will determine on an annual basis which areas of the province are in baseline and which are in surveillance.

Appendix C: Monitoring and Evaluation of the CASA Business Plan

CASA's three year business plan outlines specific goals and strategies to help fulfill our vision and mission. This monitoring and evaluation plan will inform our progress toward those goals and efficiency completing the strategies. The plan outlines the indicators to measure progress; the stewardship process for measurement; and reporting structure.

Indicators

Goals

The goals relate to our vision and mission. Therefore, the indicators should be measurements taken outside CASA to determine our contributions to the vision (that speaks to air quality) and the mission (that specifies CASA's approach to improving air quality). Below are the four goals in the business plan, their associated indicators and rationale.

Goal 1: CASA provides strategic advice on emerging air quality issues and impacts of major policy initiatives on air quality.

Indicator: Survey of CASA stakeholders during the stakeholder satisfaction survey. Two questions will be added:

1. How would you rate CASA's efforts to evaluate the air-related impacts of Government of Alberta policies? (7 point scale: very poor → excellent)
2. How would you rate CASA's efforts to prioritize future air quality issues for policy action? (7 point scale: very poor → excellent)

Rationale: CASA stakeholders are in the best position to measure CASA's progress because they are most aware of evaluation activities. The two questions speak to the nature of "strategic" as defined in the strategies related to goal one: involvement in major policy initiatives and prioritization of issues. A seven point scale will mirror the approach to the other stakeholder survey questions.

Goal 2: The continued development and implementation of effective and efficient air quality management is supported.

Indicator: Survey of CASA stakeholders during the stakeholder satisfaction survey. There are two existing questions on the survey that are relevant:

1. CASA's mission is "To recommend strategies to assess and improve air quality in Alberta, using a consensus process." How satisfied are you that CASA is contributing to improved air quality in Alberta? (question #1)
2. CASA assists airshed zones, on request with start-up, consensus decision-making and links to other air issues work. How satisfied are you with CASA's support to airshed zones? (question 13)

Rationale: The existing questions speak to CASA's role in the air quality management system, including our support to airsheds. Logistically, it makes sense to use existing questions.

Goal 3: CASA advances pollution prevention and continuous improvement measures in air quality management.

Indicator: A review of major air policies of the Government of Alberta for pollution prevention and control measures.

“Major” air policies will be defined as policy initiatives that are within a GoA department, or across departments, that set air-specific outcomes for at least one sector (e.g. the electricity sector or transportation sector). A keyword search for “pollution prevention” and “continuous improvement” must show reference to the ideas in the outcomes or major strategies of the policy (i.e. not in a footnote or later text). The CASA executive will be asked to assist in the selection of policies.

Rationale: The purpose of the goal is to increase the uptake of pollution prevention and continuous improvement in Alberta. CASA is a policy advisory board; therefore, can influence policy advancement of these practices rather than technological or research advancements.

Goal 4: 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.

Indicator: Knowledge of CASA and initiatives in other jurisdictions among target outreach audiences.

The target audiences will be identified under strategy 4.1. The indicator will measure the effectiveness of the outreach program overall. The initial survey will consist of a few short questions that can be asked when arranging a meeting. The follow-up survey will occur 3 years later.

Rationale: As worded in the goal, CASA is not solely responsible for the development of the base of knowledge because our stakeholders undertake significant work in this field already. CASA’s role is to disseminate our information and to conduct outreach to relevant groups about our work.

There is an assumption is that knowledge of CASA will be retained by the organization, rather than specific people (if they are still in the same position). The follow-up survey will include questions designed to test these assumptions. For example, if the respondent does not know about CASA’s work, additional questions will be scripted such as “Were you aware of previous outreach to your organization?” or “How long have you been in your current position?”

Measuring the Strategies

There are 10 strategies in the business plan and 7 involve the formation of a board committee or project team. The remaining 3 involve work by an existing team or work by the secretariat that requires board approval. Some of the strategies involve more than a project team. However, a

team is one of the most labour intensive and time consuming activities at CASA and will be the basis for measuring progress on strategies.

The four point scale below will measure all strategies. It is designed to match the process of a CASA team (statement of opportunity, terms of reference, recommendations and final report) and gives extra weighting to the project team phase because that is the most resource intensive. It can easily be adapted for the 4 strategies that do not involve a team or if implementation of a strategy changes.

Point	Output
1	Statement of Opportunity approved by the CASA board; <i>Exceptions:</i> (3.1) Secretariat develops initial draft of project team guidance document (4.1) Outreach target list developed (4.2) Communications committee, project teams aware of roles
2	Terms of Reference approved by the CASA board; <i>Exceptions:</i> (3.1) Input by stakeholders (4.1) Outreach package developed, dates confirmed (4.2) Mechanism developed
3	Status report to the CASA board <i>Exceptions:</i> (3.1) Final draft developed (4.1) Implementation (4.2) Information gathered
4	Final report and recommendations approved by the CASA board <i>Exceptions:</i> (3.1) Project team guidance document approved by the CASA board (4.1) Implementation (4.2) Mechanism established, information available

The measurements for the goals themselves only occur twice. If interim measures on the goals are requested, the median score of the strategies in that goal can be an annual representation of progress. For example, for Goal 4 there are 3 strategies. If the strategies' assessments are 2/4; 3/4 and 1/4, the interim measure for the goal is 2 out of 4.

Stewardship Process

The stewardship process for the measurement and evaluation plan will outline who and when the indicators will be measured. Overall, once this plan is approved by the CASA board, it will be the secretariat's responsibility to implement the measurements. The secretariat will work with the relevant multi-stakeholder committees, notably the Communications Committee (who implements the stakeholder survey). Questions and oversight will be provided by the CASA executive.

The indicators for the goals will be measured twice, in 2010 and 2013. The first measurement provides a baseline to measure the 2013 results against. This will provide a sense of CASA's progress fulfilling our goals. The measurements for the strategies will be annual, occurring in December and tied to the review of the operational plan.

Reporting

The audience for the business plan is the CASA board and its' stakeholders (versus the Annual Report, which is intended for the general public). The secretariat is responsible for reporting to CASA board members and stakeholders our progress toward the goals and implementing the strategies. This report will be at the December board meeting every year, beginning 2010 and will be made available on the CASA website.

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<p>Strategy 2.2: Explore the role of CASA in regional planning, e.g. the <i>Land Use Framework</i>.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Board will discuss the appropriate process for exploring the role of CASA in regional planning and ensuring that CASA is engaged in regional planning processes. 	<p>Board discussion in June 2010</p>
<p>Strategy 2.3: Develop a framework to guide air quality management planning, including a description of how to:</p> <ul style="list-style-type: none"> ▪ Determine the “green”, “yellow”, and “red” trigger levels (e.g. see PM and Ozone Management Framework), and which air pollutants require trigger levels. ▪ Ensure that appropriate and timely actions are identified to prevent AAQO exceedances; this represents the existing provincial commitments to keeping clean areas clean and continuous improvement. <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Statement of opportunity and future project team (could be part of work for team established in Strategy 2.1). 	<p>Statement of Opportunity to Board in June 2010</p>
<p>Strategy 2.4: Review and assess the components of the Air Quality Management System and the resources required to support the system to ensure the components are clearly defined.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The next performance evaluation committee would be assigned this task. 	<p>June 2010 Board meeting agenda item</p>
<p>Goal 3: Pollution prevention and continuous improvement principles are promoted in all air quality management decision-making at CASA.</p>	
<p>Strategy 3.1: Encourage project teams to consider pollution prevention as the strategy of choice for protecting the environment and improving economic efficiency when developing recommendations.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The secretariat will develop a guidance document for all project teams that will outline common tasks and expectations 	<p>Approved by Board June 2010</p>

<p>Strategy 3.2: Review issues requiring pollution prevention measures and identify the most beneficial opportunities for making the most significant impact to reduce emissions from point and non-point sources, using information gathered in the strategic environmental scan (see Strategy 1.1).</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Board will discuss the issues arising from 1.1 that require pollution prevention and control policies - Statement of opportunity and future project team that will use the information from the e-scan. Could be multiple teams depending on action 3.2.1. <ul style="list-style-type: none"> o Potential task for this team could be to establish a definition of “pollution” and “pollution prevention”. 	<p>Discuss issues at March 2011 Board meeting. Statement of Opportunity (s) to Board in Sept 2011.</p>
<p>Goal 4: 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.</p>	
<p>Strategy 4.1: Increase awareness of CASA’s mandate and activities through targeted outreach to all sectors.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The secretariat will identify appropriate groups to target outreach activities and recruit appropriate board members 	<p>Ongoing</p>
<p>Strategy 4.2: Collect and share cross-jurisdictional information on air monitoring, mitigation measures and best managements practices that could be effective in Alberta.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - The secretariat will add this to the project teams’ guidance document - The secretariat and the Communications Committee will explore how to create a repository for information on best management practices in other jurisdictions, as compiled by the project teams. This should include how to disseminate information when updated. 	<p>- 2010 - Present plan to Board for approval March 2011</p>

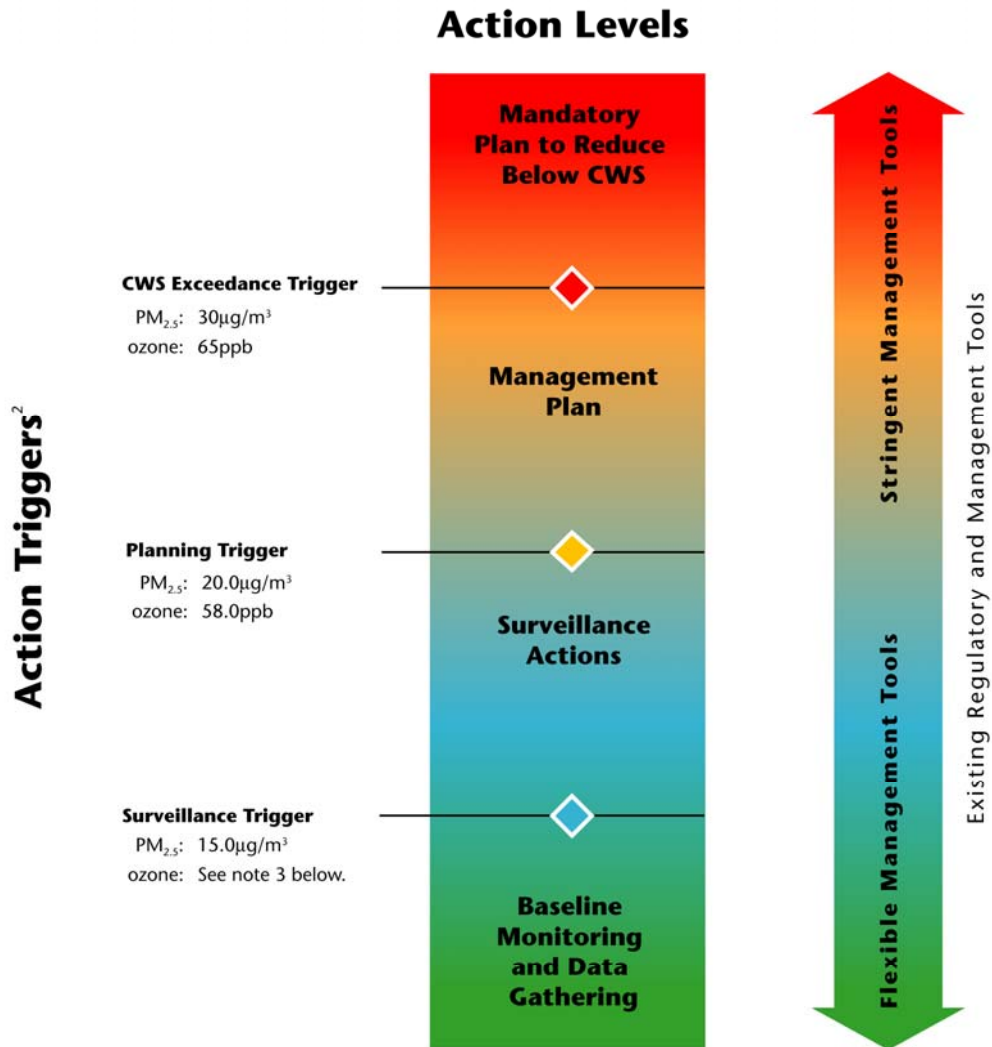
<p>Strategy 4.3: Facilitate economic and other analysis on policy measures and the associated costs of action and inaction to reduce air emissions</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> - Include research centers, e.g. universities, in the 4.1 outreach processes. - Include in the project teams' guidance document. - Board committee or working group to determine how to engage economic expertise on a macro-scale and for specific project team issues. 	<p>2010-2011 2010 2011+</p>
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2010 CASA 3 Year Business Plan



Appendix B: Fine Particulate Matter and Ozone Management Framework

Fine Particulate Matter and Ozone Management Framework¹



¹ The framework must be applied in the context of its key elements, including guiding principles, existing initiatives and mechanisms that support management of PM & ozone, and the goals and objectives for each action level.

² Action triggers for PM_{2.5} are based on a 24 hour average, and achievement is based on the 98th percentile ambient measurement annually, averaged over 3 consecutive years. Action trigger levels for ozone are based on an 8 hour average, and achievement is based on the 4th highest measurement annually, averaged over 3 consecutive years.

³ For ozone, Alberta Environment will determine on an annual basis which areas of the province are in baseline and which are in surveillance.

Appendix C: Monitoring and Evaluation of the CASA Business Plan

CASA's three year business plan outlines specific goals and strategies to help fulfill our vision and mission. This monitoring and evaluation plan will inform our progress toward those goals and efficiency completing the strategies. The plan outlines the indicators to measure progress; the stewardship process for measurement; and reporting structure.

Indicators

Goals

The goals relate to our vision and mission. Therefore, the indicators should be measurements taken outside CASA to determine our contributions to the vision (that speaks to air quality) and the mission (that specifies CASA's approach to improving air quality). Below are the four goals in the business plan, their associated indicators and rationale.

Goal 1: CASA provides strategic advice on emerging air quality issues and impacts of major policy initiatives on air quality.

Indicator: Survey of CASA stakeholders during the stakeholder satisfaction survey. Two questions will be added:

1. How would you rate CASA's efforts to evaluate the air-related impacts of Government of Alberta policies? (7 point scale: very poor → excellent)
2. How would you rate CASA's efforts to prioritize future air quality issues for policy action? (7 point scale: very poor → excellent)

Rationale: CASA stakeholders are in the best position to measure CASA's progress because they are most aware of evaluation activities. The two questions speak to the nature of "strategic" as defined in the strategies related to goal one: involvement in major policy initiatives and prioritization of issues. A seven point scale will mirror the approach to the other stakeholder survey questions.

Goal 2: The continued development and implementation of effective and efficient air quality management is supported.

Indicator: Survey of CASA stakeholders during the stakeholder satisfaction survey. There are two existing questions on the survey that are relevant:

1. CASA's mission is "To recommend strategies to assess and improve air quality in Alberta, using a consensus process." How satisfied are you that CASA is contributing to improved air quality in Alberta? (question #1)
2. CASA assists airshed zones, on request with start-up, consensus decision-making and links to other air issues work. How satisfied are you with CASA's support to airshed zones? (question 13)

Rationale: The existing questions speak to CASA's role in the air quality management system, including our support to airsheds. Logistically, it makes sense to use existing questions.

Goal 3: CASA advances pollution prevention and continuous improvement measures in air quality management.

Indicator: A review of major air policies of the Government of Alberta for pollution prevention and control measures.

“Major” air policies will be defined as policy initiatives that are within a GoA department, or across departments, that set air-specific outcomes for at least one sector (e.g. the electricity sector or transportation sector). A keyword search for “pollution prevention” and “continuous improvement” must show reference to the ideas in the outcomes or major strategies of the policy (i.e. not in a footnote or later text). The CASA executive will be asked to assist in the selection of policies.

Rationale: The purpose of the goal is to increase the uptake of pollution prevention and continuous improvement in Alberta. CASA is a policy advisory board; therefore, can influence policy advancement of these practices rather than technological or research advancements.

Goal 4: 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.

Indicator: Knowledge of CASA and initiatives in other jurisdictions among target outreach audiences.

The target audiences will be identified under strategy 4.1. The indicator will measure the effectiveness of the outreach program overall. The initial survey will consist of a few short questions that can be asked when arranging a meeting. The follow-up survey will occur 3 years later.

Rationale: As worded in the goal, CASA is not solely responsible for the development of the base of knowledge because our stakeholders undertake significant work in this field already. CASA’s role is to disseminate our information and to conduct outreach to relevant groups about our work.

There is an assumption is that knowledge of CASA will be retained by the organization, rather than specific people (if they are still in the same position). The follow-up survey will include questions designed to test these assumptions. For example, if the respondent does not know about CASA’s work, additional questions will be scripted such as “Were you aware of previous outreach to your organization?” or “How long have you been in your current position?”

Measuring the Strategies

There are 10 strategies in the business plan and 7 involve the formation of a board committee or project team. The remaining 3 involve work by an existing team or work by the secretariat that requires board approval. Some of the strategies involve more than a project team. However, a

team is one of the most labour intensive and time consuming activities at CASA and will be the basis for measuring progress on strategies.

The four point scale below will measure all strategies. It is designed to match the process of a CASA team (statement of opportunity, terms of reference, recommendations and final report) and gives extra weighting to the project team phase because that is the most resource intensive. It can easily be adapted for the 4 strategies that do not involve a team or if implementation of a strategy changes.

Point	Output
1	Statement of Opportunity approved by the CASA board; <i>Exceptions:</i> (3.1) Secretariat develops initial draft of project team guidance document (4.1) Outreach target list developed (4.2) Communications committee, project teams aware of roles
2	Terms of Reference approved by the CASA board; <i>Exceptions:</i> (3.1) Input by stakeholders (4.1) Outreach package developed, dates confirmed (4.2) Mechanism developed
3	Status report to the CASA board <i>Exceptions:</i> (3.1) Final draft developed (4.1) Implementation (4.2) Information gathered
4	Final report and recommendations approved by the CASA board <i>Exceptions:</i> (3.1) Project team guidance document approved by the CASA board (4.1) Implementation (4.2) Mechanism established, information available

The measurements for the goals themselves only occur twice. If interim measures on the goals are requested, the median score of the strategies in that goal can be an annual representation of progress. For example, for Goal 4 there are 3 strategies. If the strategies' assessments are 2/4; 3/4 and 1/4, the interim measure for the goal is 2 out of 4.

Stewardship Process

The stewardship process for the measurement and evaluation plan will outline who and when the indicators will be measured. Overall, once this plan is approved by the CASA board, it will be the secretariat's responsibility to implement the measurements. The secretariat will work with the relevant multi-stakeholder committees, notably the Communications Committee (who implements the stakeholder survey). Questions and oversight will be provided by the CASA executive.

The indicators for the goals will be measured twice, in 2010 and 2013. The first measurement provides a baseline to measure the 2013 results against. This will provide a sense of CASA's progress fulfilling our goals. The measurements for the strategies will be annual, occurring in December and tied to the review of the operational plan.

Reporting

The audience for the business plan is the CASA board and its' stakeholders (versus the Annual Report, which is intended for the general public). The secretariat is responsible for reporting to CASA board members and stakeholders our progress toward the goals and implementing the strategies. This report will be at the December board meeting every year, beginning 2010 and will be made available on the CASA website.