

Memorandum



Date: March 7, 2012
From: Norman MacLeod, Executive Director
To: CASA Directors & Alternates
Subject: March 29, 2012 Board Briefing Package

10035 108 ST NW FLR 10
EDMONTON AB T5J 3E1
CANADA

Ph (780) 427-9793
Fax (780) 422-3127
E-mail casa@casahome.org
Web www.casahome.org

Please find attached the draft agenda and briefing materials for the regular meeting of the CASA Board of Directors, which is scheduled from **9:00 a.m. to 2:15 p.m.** on Thursday, March 29, 2012. The meeting will be held at:

McDougall Centre – Rosebud Room
455 – 6th Street S.W.
Calgary, Alberta

We look forward to seeing you in Calgary.

Norm MacLeod
780-427-9793

March 29, 2012

Board of Directors Meeting

ABOUT CASA

Vision:

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

Mission:

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

Administration

Strategic Planning

Project Management

Communications

New/Other Business

**Clean Air Strategic Alliance – Board Meeting
McDougall Centre – Rosebud Room
455 – 6th Street S.W.
Calgary, Alberta**

**March 29, 2012
Draft Agenda**

	1.0	ADMINISTRATION	1
9:00 – 9:30 (30 min)	1.1	<p>Convene Business Meeting and Approve Agenda <i>Objective: Convene business meeting and approve agenda.</i></p> <p>1.2 Minutes from December 1, 2011 <i>Objective: Approve minutes from the December 1, 2011 board meeting.</i></p> <p>1.3 Appointment of New Signing Officer <i>Objective: To approve adding Ernie Hui as a signing officer for CASA.</i></p> <p>1.4 2011 Audited Financial Statements <i>Objective: Approve the 2011 audited financial statements.</i></p> <p>1.5 Executive Director’s Report/Financial Statements <i>Objective: Receive a report on secretariat activities, income and expense statements and provide any feedback.</i></p>	
	2.0	STRATEGIC PLANNING	2
9:30 – 9:45 (15 min)	2.1	<p>Final Approval of 2012-2016 Strategic Plan <i>Objective: To approve CASA’s 2012-2016 Strategic Plan</i></p>	
	3.0	PROJECT MANAGEMENT	3
9:45 – 10:20 (35 min)	3.1	<p>CASA Provision of Extension Services <i>Objective:</i></p> <ul style="list-style-type: none"> • <i>To receive information about CASA’s involvement in providing start-up information for a new airshed in northeast B.C.</i> • <i>To provide Board guidance to the Executive Committee and the Secretariat regarding CASA commitment(s) to this project going forward.</i> • <i>To provide Board guidance to the Executive Committee and the Secretariat regarding other requests for assistance and criteria for acceptance/rejection.</i> 	
10:20 – 10:40 (20 min)		BREAK	
10:40 – 11:15 (35 min)	3.2	<p>Performance Measures Committee <i>Objective: Receive and approve the final report and recommendations.</i></p>	
11:15 – 11:30 (15 min)	3.3	<p>Status Reports <i>Objective: To receive information on project activity.</i></p> <ul style="list-style-type: none"> • CASA & AAC Joint Standing Committee • Confined Feeding Operations • Human and Animal Health Team • Performance Measures Working Group • Alberta Airshed Council 	

- Calgary Region Airshed Zone
- Fort Air Partnership
- Lakeland Industry and Community Association
- Palliser Airshed Society
- Parkland Airshed Management Zone
- Peace Airshed Zone Association
- West Central Airshed Society
- Wood Buffalo Environmental Association
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11:30 – 11:45 (15 min)	3.4 Beta (Testing) Version of the Managing Collaborative Processes (MCP) Guide <i>Objective: To receive information about a beta version of the MCP guide and plans for it's testing with CASA Project Teams and external groups.</i>	
11:45 – 12:00 (15 min)	Special Presentation to Peter Watson	
12:00 – 1:00 (1 hr)	LUNCH	
	4.0 COMMUNICATIONS	4
1:00 – 2:00 (1 hr)	4.1 2011 Communications Committee Report and the 2012 Strategic Communications Plan <i>Objective: To receive information with respect to CASA Communications achievements and performance in 2011 and to approve 2012 Strategic Communications Plan.</i>	
	4.2 2011 Annual Report <i>Objective: To authorize the CASA Executive Committee to finalize the CASA's 2011 Annual Report.</i>	
	4.3 Coordination Workshop <i>Objective: To receive information and provide guidance related to most recent arrangements/plans for the 2012 Coordination Workshop</i>	
	5.0 NEW/OTHER BUSINESS	5
2:00 – 2:15 (15 min)	5.1 New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	5.2 Membership Description for the Alberta Environmental Network (AEN) <i>Objective: To receive information related to AEN changes to the way in which their representatives are categorized and described in CASA Board documents.</i>	
	5.3 Member Resignation from Board of Directors <i>Objective: Receive a letter from the Small Explorers and Producers Association of Canada (SEPAC) withdrawing their membership from the CASA Board.</i>	
	5.4 Updated Mailing and Membership Lists <i>Objective: Provide up-to-date information on CASA board members.</i>	
	5.5 Evaluation Forms <i>Objective: Receive the results from the last evaluation and provide time for board members to fill out their evaluation forms.</i>	

DECISION SHEET

- ITEM:*** 1.2 Minutes from December 1, 2011
- ISSUE:*** Minutes from the Minutes from December 1, 2011 board meeting are subject to approval.
- STATUS:*** Members have received the minutes from the December 1, 2011 board meeting and are invited to report any errors or omissions to the board at its March 29, 2012 meeting. Board members will be asked to give final approval to the minutes of December 1, 2011.
- ATTACHMENTS:*** A. Draft meeting minutes from Decmeber1, 2011 board meeting
- DECISIONS:*** Approve the minutes from the December1, 2011 board meeting.

Draft Minutes

CASA Board of Directors

December 1, 2011

10th Floor Boardroom, Edmonton, Alberta

In attendance

CASA Board Members and Alternates:

Leigh Allard, NGO Health
Ann Baran, NGO Wilderness
Cindy Christopher, Petroleum Products
Peter Darbyshire, Mining
Dawn Friesen, Provincial Government
Brian Gilliland, Forestry
Jim Hackett, Utilities
Ernie Hui, Provincial Government
Margaret King, Provincial Government
Myles Kitagawa, NGO Pollution
Carolyn Kolebaba, Local Government -Rural
David Lawlor, Alternate Energy
Yolanta Leszczynski, Chemical Manufacturers
Chris Severson-Baker, NGO Pollution
Rich Smith, Agriculture
John Squarek, Oil and Gas, Large Producers
Jennifer Steber, Provincial Government
Don Szarko, NGO Consumer/Transportation
Don Wharton, Utilities
Ruth Yanor, NGO Pollution
Bev Yee, Provincial Government
Norm MacLeod, Clean Air Strategic Alliance

CASA Secretariat:

Karen Bielech
Celeste Dempster
Alison Hughes
Linda Jabs
Robyn Jacobsen
Jillian Kaufman
Jean Moses
Asia Szkudlarek

Guests:

Roy Clough, Alberta Human Services
Randy Dobko, Alberta Environment and Water (AEW)
Jillian Flett, AEW
Kristina Friesen, Public
Ahmed Idriss, Capital Power Corporation
Vanessa Nardelli, Alberta Health Services
Steven Probert, Alberta Health Services
Martin Van Olst, Environment Canada
Srikanth Venugopal, TransCanada
Transmission
Sharon Willianen, AEW

Regrets:

Tom Burton, Local Government-Rural
Bill Clapperton, Oil and Gas, Large Producers
Jim Ellis, Provincial Government
Eileen Gresl Young, NGO Health
Cindy Jefferies, Local Government -Urban
Holly Johnson-Rattlesnake, Samson Cree First Nation
Gary Leach, Oil and Gas, Small Producers
Dwayne Marshman, Agriculture
Keith Murray, Forestry
Mike Norton, Federal Government
Louis Pawlowich, Aboriginal Government-Métis
Al Schulz, Chemical Manufacturers
Linda Sloan, Local Government-Urban
David Spink, NGO Wilderness
Ted Stoner, Petroleum Products
Dan Thillman, Mining

Presenters:

Norman MacLeod, CASA (*Item 1.4, Executive Director’s Report/Financial Statements, Item 1.5, Core Budget for 2012, Item 1.6, Stakeholder Support Policy, Item 1.7, Implementation Matrix Review, Item 1.8 Proposed Schedule for Board Meetings and Item 2.4, Managing Collaborative Processes Guidebook*)

Randy Dobko, Alberta Environment and Water; **Ahmed Idriss**, Capital Power Corporation (*Item 2.1, Electricity Working Group*)

Vanessa Nardelli and **Steven Probert**, Alberta Health and Wellness (*Item 2.2, Human and Animal Health Team*)

Celeste Dempster, CASA; **Ruth Yanor**, Mewassin Community Council (*Item 2.3, Performance Measures Committee*)

Robyn Jacobsen, CASA (*Item 3.1, Strategic Plan Presentation and Sign Off*)

Ernie Hui, Alberta Environment and Water (*Item 3.2, Strategic Plan Implementation*)

Leigh Allard, Alberta Lung Association (*Item 4.1, 2012 Communications Plan and Item 4.2, 2012 Coordination Workshop*)

**Clean Air Strategic Alliance
Board of Directors Meeting
December 1, 2011**

Executive Summary

CASA welcomed two new directors to the CASA Board. Ernie Hui of Alberta Environment and Water has been appointed and ratified as the CASA President until December 2013. Gary Leach of SEPAC has been appointed to represent Oil and Gas, Small Producers. John Squarek will be representing CAPP as the Oil and Gas, Large Producers, Board member.

The Electricity Working Group report analysing the CASA Electricity Framework, the Base Level Industrial Emission Requirements (BLIERs) for coal fired plants, the Air Quality Management System (AQMS) co-regulation and the proposed Green House Gas (GHG) regulations was approved by the Board. The Board commended the Working Group for its work in such a short time frame.

Board members heard presentations on several aspects of the new strategic direction being implemented:

- a) The Managing Collaborative Processes Guide that will provide direction and clarity to project managers and team members alike.
- b) The Strategic Plan and its relationship to the 2012 Operational Plan.

The Alberta Real Time Syndromic Surveillance Net (ARTSSN) provided the Board with an update on the Syndromic Surveillance System, what it is and what it can do. As a result, the Board approved the reconvening of the Human and Animal Health Team. The team will review its Terms of Reference and team membership will be determined using the new approach set out in the Managing Collaborative Processes Guide.

The Performance Measures Committee will be joined by Ann Baran, Cindy Christopher, Carolyn Kolebaba and David Lawlor to undertake a review of current performance measures. The Committee will seek assistance from the Government of Alberta in establishing performance measures.

The Board also heard an update from the Communications Committee with respect to the 2012 Communications Plan and the 2012 Coordination Workshop tentatively planned for May 29/30.

Ernie Hui provided an update on behalf of Alberta Environment and Water with respect to its mandate and direction in the coming months. AEW values the work done by CASA and will be looking at several different ways that CASA could assist with the various aspects of the *Clean Air Strategy* and other initiatives being undertaken.

The next CASA board meeting will be March 29, 2012 in Calgary.

**Clean Air Strategic Alliance
Board of Directors Meeting
December 1, 2011**

Draft Minutes

Cindy Christopher convened the board meeting at 9:05 a.m. She welcomed everyone to the last Board meeting of the year.

1 Administration

1.1 Convene Business Meeting and Approve Agenda

Those present introduced themselves. The agenda was amended to hear Item 3.2 ahead of Item 3.1 to ensure that the information and direction provided in the Alberta Environment and Water (AEW) update aligned with CASA's Strategic Plan. With these amendments, the agenda was approved by consensus.

1.2a New CASA President

On November 5, 2011, Ernie Hui was appointed Deputy Minister of Alberta Environment and Water. Both Peter Watson and Jim Ellis have accepted new positions within the Government of Alberta and will no longer be serving on the Board or the Executive. The CASA Executive recommended that Ernie Hui be approved as the new CASA President. In absentia, Ernie Hui was confirmed as the CASA President until December 2013. A biography for Ernie was provided in the supplemental package for the Board.

1.2b New Representatives

Board members were advised that Gary Leach will be representing Oil and Gas, Small Producers and John Squarek will be representing Oil and Gas, Large Producers. Gary was unable to attend the meeting and his biography will be provided at a later meeting. A biography for Yolanta Leszczynski was provided for Board members.

1.3 Minutes from September 8, 2011 and October 24, 2011

Board members had some questions about the September 8 minutes related to Item 3.3 Update of the 2009 Ambient Monitoring Plan. Clarification will be sought from Alberta Environment and Water (AEW) on the following points: (1) whether or not the Oil Sands reference (page 10) is provincial or federal; and (2) whether the existing and proposed monitoring stations (page 11) that are referenced are provincial.

Clarification of item 3.3 as of December 21, 2011:

- (1) This refers to the federal report located at the following link:
<http://www.ec.gc.ca/default.asp?lang=En&n=56D4043B-1&news=7AC1E7E2-81E0-43A7-BE2B-4D3833FD97CE>.
- (2) Yes these numbers are based on monitoring proposed by the 2009 Ambient Air Quality Strategy for Alberta.

A correction is required on page 3 of 5 of the October 24 minutes to “coal-fired plants.”

A concern was raised about the manner in which the discussions were captured in the minutes. The Secretariat will ensure that information gathered and documented after the Board meeting is clearly identified as such.

With the above-noted corrections, the minutes for both September 8, 2011 and October 24, 2011 were approved by consensus.

2 Project Management

2.1 Electricity Working Group

Randy Dobko Alberta Environment and Water (AEW) and Ahmed Idriss, Capital Power Corporation gave an overview of the report developed by the Electricity Working Group in response to the direction provided from the CASA Board. The group compared the CASA Electricity Framework, the Base Level Industrial Requirements (BLIERs) for the Electricity Sector proposed under the national Air Quality Management System (AQMS) and the CO2 Regulations for Coal-Fired Units. The Board had asked the group to develop a report on the “rub points”, while considering the potential to address these issues in a collaborative way.

In comparing the BLIERs for the Electricity Sector with the CASA Framework, the Working Group found that the biggest issue centered on the proposed BLIERs for existing units. The proposed BLIERs for new plants are consistent with the CASA Framework, as the BLIERs were based on the CASA Framework numbers. BLIERs for existing units are driven by prescriptive performance standards, as opposed to using the outcomes-based approach taken by the CASA Framework. The CASA approach provides for more flexibility in achieving continuous improvement.

One of the important aspects of the BLIERs for existing units would be timing. Assuming that all units would have to be retrofitted, implementing the proposed BLIERs would have significant impacts on the stability of Alberta’s electricity grid, by removing too much base load. The retrofits would also require large unplanned capital investments, posing further challenges for Power Purchase Agreements (PPAs). Further, the 45 year end-of-life that would be imposed by the CO2 Regulation for Coal-Fired Units would not provide for a sufficient return on investment.

The working group modelled the expected outcomes for the CASA Framework and the BLIERs proposal, using an adjusted timeline for the BLIERs to reflect what is physically possible. All scenarios assumed that the CO2 Regulation would come into force. The modelling illustrated that there would be marginal environmental gain under the BLIERs, and Albertans would have to forego all the other benefits under the CASA Framework.

Board members were advised that the words “...and the CO2 regulation...” would be removed from the last sentence of the last paragraph of page 5 of the final report, as the analysis was conducted with this as an underlying assumption.

The Working Group arrived at consensus on the report.

The following points emerged in discussion with Board members:

- In the graph, there seems to be a plateau in the CASA line between 2016 and 2021. Since emission reductions are realized as plants shut down this plateau most likely shows a period when no plants close down. However, the CASA Framework does incent early action.
- The modelling assumed that 7 of the 16 units in Alberta would be retrofitted; one major retrofit per year. The newest units would be retrofitted first as they would require the least work. Any units that were within 5 years of deactivation would not be retrofitted. All assumptions are captured in Appendix 2 of the Report.
- All parties at the BLIERs tables have brought forward their positions. Where there is no agreement at the BLIERs table, the decision will be deferred to the Champions table, and then the Canadian Council of Ministers of the Environment (CCME). The final decision will rest with the federal government.
- BLIERs were discussed at the recent CCME Deputy Ministers meeting where it was agreed that some BLIERs groups would get an extension where there seemed to be a high probability of achieving consensus. There is an Assistant Deputy Minister level committee that will make recommendations as to which BLIERs groups will get the extensions.

The Board accepted the Electricity Working Group report by consensus and commended the group on what they achieved. The efforts of the CASA Secretariat were also recognized and commended. This was described as a demonstration of the type of work that the Board envisions happening in the future. The Board further agreed that, while CASA’s work on the BLIERs and the CO2 Regulation for Coal-Fired Units is finished in the context of the submitted report, similar work could be considered and revisited at subsequent board meetings if and when further involvement is warranted.

2.2 Human and Animal Health Team

Vanessa Nardelli and Steven Probert provided a presentation on the Alberta Real Time Syndromic Surveillance Net (ARTSSN). The presentation described ARTSSN, what it can do and what is anticipated in the future. The ARTSSN Partners are Alberta Health and Wellness (AHW), Alberta Health Services (AHS), Edmonton Public School Board and the School of Public Health.

ARTSSN is an active, real-time provincial surveillance system with a central data repository, automated e-mail alerts and customizable dashboards. Data streams include emergency department data, Health Link Alberta data and school absenteeism data.

ARTSSN can collect, analyze and report on data in real time and monitor disease trends. It can detect disease clusters and outbreaks and detect changes in public health indicators. On a broader scale, it can also inform decision-making, planning and evaluation as well as improve understanding of the determinants of health. The understanding of the impacts of the health system can be improved and can also enhance and target public health interventions. Real time intervals vary as school absenteeism is recorded daily and the emergency (Edmonton) and Health Link data (provincial) is refreshed every 15 minutes.

The ARTSSN Air Quality project established a project working group to review Health Link Alberta indoor and outdoor air quality protocols. The project’s goals are to develop innovative surveillance products, enhance stakeholder engagement, and improve the analysis and interpretation of community concerns related to air quality events in Alberta.

ARTSSN currently has access to mainly Edmonton data, but the goal is to expand the database to include the whole province.

The following discussion points emerged:

- ARTSSN is not linked to other sources of data such as AEW or Wood Buffalo Environmental Association (WBEA). ARTSSN has considered linking to airsheds, ERCB and other organizations to acquire a better understanding of real-time air quality, but this is in the conceptual stage.
- The CASA Human and Animal Health Team (HAHT) recommended that there be a number to call with respect to air quality and health concerns.
- The data collected by ARTSSN is used for the purpose of informing public health actions. Surveillance data is in a raw state with gaps, but the quantity is sufficient to pinpoint a concern.

Board members thanked Vanessa and Steven for their presentation and advised them that the Board will seek additional information and work with the HAHT for further direction.

A concern was raised that ARTSSN was developed without input from interested CASA stakeholders. ARTSSN does not currently fulfill the expectations of the CASA Human and Animal Health Team.

The Board agreed that the members of the Human and Animal Health team present at the meeting would meet over the lunch break and report back to the Board with the next steps.

2.3 Performance Measures Committee

Ruth Yanor and Celeste Dempster gave an update on the Performance Measures Committee (PMC) and advised the Board that there will be a review of the performance measures in 2012. The review is completed every 3 years with the last review in 2009. In 2009 two new indicators were added and revisions were made to several existing indicators. The review will look at the relevance of the current performance measures.

The PMC met in October 2011 and determined that they needed strategic direction from the board to inform the review and to provide additional perspectives. They are looking for high level strategic direction to inform the process and asked that Board members consider the following two questions:

1. Who are CASA's performance measures for?
2. What do they care about?

The PMC will next meet in January 2012 to begin the review. Ann Baran, Cindy Christopher, Carolyn Kolebaba and David Lawlor agreed to assist with the review.

The following points emerged in Board discussion:

- Historically, the performance measures have been for those CASA stakeholders named in the handout provided and those key audiences are still valid on a go forward basis.
- The Communications Committee recently did a survey on the audiences that CASA should and could reach, which could be shared with the PMC.

- The strategic plan contains objectives that should be measured for performance and any indicators should reflect those areas where CASA actually has influence or control. There are both process measures (internal) and outcomes-based measures (external).
- Our performance measures should enable CASA to communicate successes and achievements and to provide education and outreach

Ann Baran, Cindy Christopher, Carolyn Kolebaba and David Lawlor agreed to assist the committee with the 2012 review of CASA’s performance measures. The Board agreed that the Performance Measures Committee should accept the Alberta Energy offer to provide guidance on the development of new performance measures.

Myles Kitagawa assumed the chair for this portion of the meeting.

2.4 Managing Collaborative Processes Guidebook

Norman MacLeod gave an update on the *Managing Collaborative Processes Guidebook* (MCP). The Secretariat will be requesting ongoing feedback in addition to the considerable input that has already been received from current and past CASA participants and staff and contract facilitators.

The secretariat convened a workshop in November 2011 that provided an opportunity to discuss the needs, content, format, and roll-out of the guide. The key outcomes of the workshop were:

- Confirmation of the audience for the guide, which is first and foremost CASA project managers and team members.
- The Guide will elaborate and enhance CASA’s Comprehensive Air Management System (CAMS) by identifying and filling gaps. The MCP will not replace CAMS.
- There is a need to have a simple process (graphically depicted), “test driven” to ensure we have it right, especially process steps that address issue clarification and problem analysis, emphasized by the Board.
- There is a need to develop practical tools that assist in accomplishing project work, with the roles of project managers and participants described in more detail.
- There is also a need to clarify common terms and ensure that CAMS, the Consensus Decision-Making (CDM) Toolkit and the MCP Guide fit together.

The next steps will require a small working group to resolve the steps in the guide and incorporate workshop feedback with respect to content and format. The secretariat has hired a contractor to develop the test version by the first quarter in 2012. This will be followed by training of CASA project managers and stakeholders first and then subsequent outreach on demand. The planned CASA Coordination workshop in May could provide an opportunity for a more visible launch.

The following points emerged in Board discussion:

- There is no sense of urgency. CASA should use the “Build, Measure, Learn” model that is a more iterative process to developing a final product.
- The document is directed at providing a step-wise approach to integrating collaborative processes, good project management practices and a sound decision-making process.

Board members thanked Norm for the update.

2.5 Status Reports

Board members were directed to the Status Reports provided in the Board book and invited to make comment on any or all of them.

Joint Standing Committee Report:

- The committee has not met as often as was intended in the past year. This was largely due to overlap between the committee’s workplan and an existing survey of airsheds already contracted by AENV. The AENV survey was completed in July and circulated, and the secretariat is working to help the committee regain its momentum.
- A letter in the board package referred to the Joint Standing Committee (JSC) “re-engineering the CASA business model”. This is a reference to the need to test-drive the MCP guide as was discussed earlier; nothing more.

Confined Feeding Operations:

- There was a minor point of correction with the CFO team having completed 7 of 9 tasks as the 10th task was to reconvene the team.

Operations Steering Committee:

- The 20 communities are located throughout the Province and more information can be found at the URL provided in the Status Report at: <http://environment.alberta.ca/0977.html>
- Item 3(c) provides an element by element exceedence rather than capturing the impacts of the complexity of a mixture of substances on health.
- The air quality objectives are subject to periodic review and could be brought to the attention of the appropriate department at that time.

Board members were advised to contact Robyn Jacobsen if a contact person was not provided on the Status Reports.

Board members asked that the Status Reports provide background information about the project team, such as the key deliverables. The reports should be self-contained documents that provide sufficient context to understand recent developments.

The meeting broke for lunch and reconvened at 12:35 p.m., with Myles Kitagawa continuing in the chair. The agenda items were reconfigured in the afternoon pending the arrival of Mr. Hui to the meeting.

4 Communications

4.1 2012 Communications Plan

Leigh Allard presented the 2012 Communications Plan on behalf of the Communications Committee. Leigh reviewed the guiding principles for the committee noting that they had changed very little. Leigh directed Board members to the handout in the board package

and advised that there were 3 communications goals for 2012 and several key messages that the committee proposes using.

The Committee has recently completed a baseline survey canvassing the public and CASA stakeholders on air quality issues. Board members are welcome to see the detailed results of the survey.

The following discussion points were raised:

- Under key messages there needs to be a change in the wording, as “partnership” has legal implications.
- With respect to bullet #4 under key messages, CASA’s award winning projects should be used as examples of our achievements. The Committee’s rationale for profiling the selected projects was that they were more current and may resonate more with the public.
- The key messages may need to be tailored to the audience. Government or industry may want to know about particular projects, whereas the public may want to know the general areas of CASA work. It was noted that the key messages are for an external audience and are about CASA as an organization. The guiding principles are about CASA’s internal operations. The linkages between the internal guiding principles and external messaging will become clear once the tactical actions are developed.

The Board agreed that this was a great start and asked the Communications Committee to revise the Communications Plan based on this discussion and to bring a revised version back to the Board for approval at the next Board meeting.

4.2 2012 Coordination Workshop

Leigh Allard provided an update on the plans for the 2012 Coordination Workshop, tentatively scheduled for May 29 and 30, 2012 in Red Deer. Planning for the workshop will incorporate past evaluations and new imperatives. Further details will be provided to the Board for approval at the March 2012 Board meeting. Leigh advised that comments or suggestions for the workshop should be submitted to either Leigh or Jean for consideration by the committee.

The following comments were made during discussion:

- The all-in cost is anticipated to be around \$20,000.00. There may be a need to make use of existing external funds and/or raise funds from CASA stakeholders. We would like to keep registration costs reasonable to encourage participation.

Board members agreed that further decisions will be made when additional detail is provided at the Board meeting in March 2012.

1 Administration continued

1.4 Executive Director’s Report/Financial Statements

CASAs strategic review was initiated almost a year ago and it is now drawing to a close. The new year will bring opportunities for the alliance to continue moving in the direction prescribed by the Strategic Plan and the Retreat Proceedings document. There will also be

opportunities to test our MCP Guide with current and/or reconvening initiatives, as well as new projects. New projects could be initiated as a result of government initiatives or a statement of opportunity. The Secretariat has re-aligned staff responsibilities with a view to fielding at least one new substantial air quality issue in the new year.

Prior to the recession CASA received approx. \$1 million per year in funding from the Government of Alberta. Currently, Alberta Energy has agreed to fund \$850,000 for 2012, which will allow CASA to operate until March of 2013. This will allow CASA to undertake one new project that includes the kind of up-front, comprehensive problem analysis the Board expects.

1.5 Core Budget for 2012

Norm provided the core budget for 2012, attachment 1.4(e) and advised that there were no significant changes from 2011 internal costs. Additional resources have been positioned for external contract help when it is required. There is also a revised stakeholder support policy which has been included in the budget.

The following discussion points were made regarding the budget:

- There was a question whether \$36,000 for Information Technology is excessive for an organization CASA's size. It was explained that the Secretariat has recently moved to a "cloud computing" model that transfers the provision of all on-site servers, PC stations and associated maintenance costs to the ISP for a monthly fee. This decision was made by the Executive in 2010 and it moves CASA to a more reliable IT structure.
- There was also a concern about the costs for photocopying and printing. The Secretariat is open to suggestions for reducing printing costs and there is an option for any Board member to receive documentation electronically (please advise Alison if you would be willing to forego hard copy)
- The "other" under Professional Fees refers to expenditures for external consultants. This category should be renamed so that this is clear. .
- CASA's budget is sustainable given the current workload but any new work would have to be funded from "new money". It was suggested that CASA explore some other sustainable funding models.

Norm asked Board members for the latitude to bring alternative funding mechanisms to both the executive and the board in order to provide CASA with other revenue streams.

Board members charged Norm and the Executive with exploring alternative funding mechanisms and models and bringing their findings back to a subsequent Board meeting.

The 2012 Core Operating Budget was approved by consensus.

1.6 Stakeholder Support Schedule

Norm MacLeod advised the Board that the Stakeholder Support Schedule has been changed to reflect the impact of inflation. The amounts for honoraria and expenses had not been reviewed for 5 years. The revised amounts are intended to reflect changes over that 5 year period. Changing business processes prescribed by the Board and reflected in the MCP guide will require co-chairs of a project team to take more responsibility for the success of the team and their stakeholder support rates have been revised to reflect this change.

1.7 Implementation Matrix Review

Norm directed the board to attachment 1.7(a) which was a representative sample of the “implementation matrix”. The original intent of the matrix was to allow the board to track the status of CASA recommendations and their implementation. As part of the ongoing systems review, the Secretariat noted that the matrix has instead become a record of project team history and status updates. In its current form, the matrix is not delivering what was intended and the Secretariat is contemplating a move to a searchable database that would, in fact, track implementation of CASA recommendations, Board decisions, and Board action items.

The Board discussed the following points:

- The matrix should remain an internal document (electronic or otherwise), but should perhaps be made available to those that want information about implementation of specific recommendations.
- The attributes of the database should include:
 - A “30,000 foot view” with the ability to go to sub-levels for further detail.
 - A detailed and clear description of activities with respect to specific recommendations.
 - The ability to improve accountability and discipline and to track actual implementation and progress of recommendations.
 - A present day status of recommendations from a particular time period (e.g. 5 years ago).
 - A user-friendly tool that allows Board members to find out more about specific projects and what has been discussed at past Board meetings.

By consensus, the board approved the decision to have the Secretariat proceed with developing a searchable database.

1.8 Proposed Schedule for 2012 Board Meetings

The chair directed board members to item 1.8 in the Board book that proposed 2 options for Board meetings for 2012. Option 1 was to have the meetings on Thursdays and Option 2 provided for Wednesday meetings. The spring meeting was moved to the end of March to comply with audit requirements.

The Board agreed by consensus to the following dates for 2012 board meetings: March 29, June 28, September 27 and December 13.

6 New Business

6.1 Human and Animal Health Team

The Human and Animal Health team members that were present proposed that the team reconvene to coordinate with Alberta Health and Wellness and Alberta Health Services on what could be added to ARTSSN to fulfill the intention of the team’s recommendation. It was also suggested that the team revisit their terms of reference and membership and update the Board at the March 2012 meeting.

The Board agreed by consensus to reconvene the Human and Animal Health Team.

6.2 Revised Evaluation Forms.

Norm requested that Board members fill out their evaluation forms now or at a later date so that the Secretariat is able to begin testing suggested changes between Board meetings. The information received from evaluation forms will be summarized and shared with the Board.

3 Strategic Planning and Implementation

3.1 Strategic Plan Presentation and Sign-Off

Robyn Jacobsen directed the Board to the November 22 version of the Strategic Plan and advised that there were no significant changes to the Strategic Plan that was presented at the September 8 Board meeting. Amendments in the most recent version reflect input received from the September Board meeting and the subsequent feedback of the small working group. The main amendments include: the background information is more concise, the context (i.e. CASA's operating environment) has been strengthened and the strategies are more action-oriented. There is also a placeholder in the appendix to complete a risk assessment to be developed in 2012.

For more specific information on Secretariat activities planned for 2012, refer to the Operational Plan. The op plan will be revised in late January of 2012

The following comments were made during Board discussions:

- The Operational Plan is a living document and reflects quarterly activities. It will be amended based on any new initiatives arising from the Government of Alberta's new strategic direction, including the implementation of the Clean Air Strategy. The Operational Plan should take direction from and be consistent with the Strategic Plan.
- Although the Clean Air Strategy (CAS) is referenced in CASA's Strategic Plan (under "Operating Environment") and is described as a policy that will impact our operations, there are no specific links between the CAS and our plan objectives. As the CAS has not been finalized, this presents some difficulties, but we have the flexibility to amend our strategic plan as necessary. It was noted that the CAS is one initiative that affects CASA; CASA has also been involved in the AQMS, the Land Use Framework, and other government initiatives.
- Several Board members indicated that they could agree in principle to the strategic plan but asked for more time to review it with their respective sector groups.
- John Squarek was invited to join the small working group tasked with finalizing the Strategic Plan.

The Board gave provisional approval to the Strategic Plan with room to allow for any additional comments from sectors. Final approval will be given at the March 2012 Board meeting. The board also directed that the 2012 Operational Plan be linked back to both the Strategic Plan and the Clean Air Strategy where appropriate.

3.2 Strategic Plan Implementation

Ernie Hui, Deputy Minister of Alberta Environment and Water, joined the meeting to describe AEW's strategic direction. He started by thanking everyone for their support and

confidence in establishing him as CASA's new President and said that he looked forward to becoming more familiar with CASA in the coming weeks.

He noted that AEW's name change emphasizes government's renewed emphasis on the Water for Life Strategy. This doesn't detract from the importance of other initiatives. The cumulative effects management approach will continue to guide the development of policies and frameworks.

The Premier has directed all Deputy Ministers to foster relationships, engagement and collaboration with the federal government and NGOs in the province, and in turn to receive advice from these groups. AEW values the work done by CASA and will continue to support these multi-stakeholder processes.

AEW priorities include:

1. The *Water for Life* strategy, with a focus on 3 significant policy elements :
 - a. The Wetland Policy;
 - b. Review of the water allocation system; and
 - c. Drinking water and wastewater infrastructure.
2. An open, transparent and effective system for monitoring and reporting in the province. AEW will be moving forward on implementing the monitoring recommendations provided by the Alberta Environmental Monitoring Panel.
3. Energy conservation and efficiency is a shared priority with the departments of Energy, Sustainable Resource Development, Municipal Affairs and International, Intergovernmental and Aboriginal Relations. A significant part of Alberta's Climate Change Strategy is using energy more efficiently and it is likely that the framework will include a piece on alternatives and renewables.
4. CO2 emissions and the federal regulations that have come forward with respect to coal-fired electricity generation. The goal is to ensure that whatever regulatory approach is advanced by the federal government, Alberta's interests and GHG outcomes are taken into consideration. The federal government intends to regulate GHG on a sector-by-sector basis and coal is the first to be regulated. The next sector will be oil and gas and it is anticipated that the regulations will be drafted and available for public comment by the end of 2012.
5. The Regulatory Enhancement Project which is intended to create a single window approval for all upstream oil and gas activity in the province.

Initiatives such as the *Clean Air Strategy* (CAS) are still a priority for the department and the executive has been briefed on the Strategy. It is anticipated that this will go before the Minister in early 2012, thereafter advising CASA as to how the Minister intends to achieve strategy outcomes.

Alberta is the chair of the Canadian Council of Ministers of the Environment (CCME) and the Deputy's group has received an update on the AQMS. Alberta remains committed to advance the AQMS and the deputies from across Canada are intent on delivering the AQMS within the 2013 timeframe.

Mr. Hui responded to the following questions and comments posed by Board members:

Q: It is important for CASA stakeholders to understand how they might contribute to implementation of the new Clean Air Strategy (CAS). What might CASA do in order to help advance implementation of the strategy?

A: Some parts of the CAS are not that much different from the current CAS and in those areas where there isn't much deviation, CASA could move forward on specific elements. Staff could be asked to do a feasibility study on what could be addressed in advance of the CAS being finalized.

Q: Should CASA proceed with approving the Strategic Plan and the goals it has laid out with the confidence that it is in alignment with respect to government's direction and the CAS? Should the CAS be referenced in CASA's Strategic Plan?

A: There may be limited value right now in focusing on terminology that might constrain our ability to act. CASA should consider its potential to contribute, without necessarily being bound by a named document, namely the CAS.

Q: Do you see an opportunity for CASA in the development of the Energy Efficiency Framework? CASA has done significant work on Alternatives and Renewables in the past and just this morning approved the work of the Electricity Working Group with respect to the federal BLIERs process.

A: At this point the deputies of the affected ministries have not had the discussion as to what, if any, external groups could be used to help develop the strategy.

Q: There is increasing interaction between the province and the federal government on GHG and AQMS. Could you give your thoughts on Alberta bringing this home?

A: We would support dual processes or regulatory systems. For example, with respect to coal, we are supportive of the federal government's initiative to reduce GHG in Canada. If they have chosen coal as a means to effect those reductions, our preferred approach would be for the federal government to set outcomes and Alberta would then put the appropriate policy and regulations in place.

Q: With respect to the Integrated Monitoring, Evaluation and Reporting Framework (IMERF) and the other monitoring initiatives, is there a role for CASA to play in shaping what the air monitoring piece would look like in the province?

A: One of the monitoring panel's recommendations was the need for a dedicated revenue stream, directed at providing a sustainable model for air monitoring in the province. We may be coming back to CASA for ideas on how it gets implemented and what it would look like for the various groups and industries.

Q: Where is the Government of Alberta with respect to cumulative effects management in Alberta and have different goals been set out for the province? Are they available to industry and municipalities?

A: Cumulative effects management is here to stay and our approach is consistent with the regional plans that are being developed at this time. Goals have not been established for all the regions in the province; the LARP has been set and subject to review and input. The south Saskatchewan Regional group has drafted a report and the North Saskatchewan is next.

Q: The South Saskatchewan Plan was to go back to the public in September for feedback on the draft plan. Is there any movement on this?

A: The legislation introduced under the last administration – Bills 19, 36 and 50 – are being reviewed and the Property Rights Task Force will address the issues raised by these Bills. The Task force is scheduled to report back by the end of January 2012. The business of moving forward on the plans has had a small setback but will continue.

Board members thanked Mr. Hui for his update.

The next CASA board meeting will be March 29, 2012 in Calgary.

The meeting adjourned at 3:30 pm.

DECISION SHEET

- ITEM:*** 1.3 **New Signing Officer**
- ISSUE:*** CASA bylaws require that new signing officers be approved by the CASA board. The board is asked to approve Ernie Hui, CASA President, as a signing authority for the organization.
- BACKGROUND:*** At the March, 1994 CASA board meeting, it was agreed by consensus that signing authority on behalf of the Alliance be established as follows:
- 1) For cheques over \$5,000, one of two designated staff persons, combined with one of two designated directors, are required to sign.
 - 2) For cheques under \$5,000, two CASA staff persons, or one designated staff person and one designated director, are required to sign.
- STATUS:*** Other CASA signing officers include board members Myles Kitagawa, and staff persons Alison Hughes, Robyn-Leigh Jacobsen and Norman MacLeod.
- ATTACHMENTS:*** None.
- DECISION:*** Authorize the Executive Director to establish Ernie Hui as a signing authority for CASA.

DECISION SHEET

ITEM: 1.4 **2011 Audited Financial Statements**

ISSUE: Approve the 2011 Audited Financial Statements.

STATUS: During the last week of January 2012, Hawkings Epp Dumont LLP began a yearly analysis of CASA records. On February 24, 2012 Krystal MacLay, C.A., Hawkings Epp Dumont LLP met with the Executive Committee to review the financial statements, to answer questions, and to clarify the financial information in the statements.

The financial statements are approved at this time to allow for inclusion in the 2011 Annual Report. As a legal requirement, the statements will be tabled at the Annual General Meeting in June of this year.

The CASA Executive Committee recommends board approval of the 2011 audited financial statements.

ATTACHMENTS: A. 2011 Audited Financial Statements
 B. Management Letter
 C. Engagement Letter

DECISION: Approve the 2011 Audited Financial Statements for the purpose of including them in the 2011 Annual Report.

**THE CLEAN AIR STRATEGIC
ALLIANCE ASSOCIATION**

EDMONTON, ALBERTA

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2011

Hawkings Epp Dumont LLP

Chartered Accountants

Hawkings Epp Dumont LLP

Chartered Accountants

10476 Mayfield Road
Edmonton, Alberta
T5P 4P4
www.hawkings.com

Telephone: 780-489-9606
Toll Free: 1-877-489-9606
Fax: 780-484-9689
Email: hed@hedllp.com

INDEPENDENT AUDITORS' REPORT

To the Members of The Clean Air Strategic Alliance Association

We have audited the accompanying financial statements of the The Clean Air Strategic Alliance Association, which comprise the statement of financial position as at December 31, 2011, and the statements of operations and changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the The Clean Air Strategic Alliance Association as at December 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Edmonton, Alberta
February 24, 2012

HAWKINGS EPP DUMONT LLP
Chartered Accountants

Stony Plain Office

Suite 101, 5300 - 50 Street
PO Box 3188 Stn Main
Stony Plain, Alberta T7Z 1T8
Telephone: 780-963-2727
Fax: 780-963-1294
Email: email@hawkings.com

Lloydminster Office

5102 - 48 Street
PO Box 10099
Lloydminster, Alberta T9V 3A2
Telephone: 780-874-7433
Fax: 780-875-5304
Email: hed@hedlloyd.com

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2011

	<u>ASSETS</u>		Total	
	<u>Core</u>	<u>External Projects</u>	<u>2011</u>	<u>2010</u>
Current Assets				
Cash and cash equivalents (Note 4)	\$ 1,123,097	\$ 156,439	\$ 1,279,536	\$ 1,373,294
Receivables (Note 5)	12,458	324	12,782	28,948
Interfund receivable (payable)	(3,862)	3,862	-	-
Prepaid expenses	<u>5,136</u>	<u>-</u>	<u>5,136</u>	<u>4,611</u>
	1,136,829	160,625	1,297,454	1,406,853
Property and Equipment (Note 6)	<u>15,700</u>	<u>29,343</u>	<u>45,043</u>	<u>36,684</u>
	<u>\$ 1,152,529</u>	<u>\$ 189,968</u>	<u>\$ 1,342,497</u>	<u>\$ 1,443,537</u>

LIABILITIES AND FUND BALANCES

Current Liabilities				
Accounts payable and accrued liabilities	\$ 57,994	\$ -	\$ 57,994	\$ 38,530
Deferred contributions (Note 7)	<u>698,674</u>	<u>160,625</u>	<u>859,299</u>	<u>1,005,778</u>
	756,668	160,625	917,293	1,044,308
Long-term Liabilities				
Deferred contributions - property and equipment (Note 8)	<u>15,700</u>	<u>29,343</u>	<u>45,043</u>	<u>19,061</u>
	<u>772,368</u>	<u>189,968</u>	<u>962,336</u>	<u>1,063,369</u>
Fund Balances				
Internally restricted (Note 2 (a))	290,000	-	290,000	290,000
Unrestricted				
Invested in property and equipment	-	-	-	17,637
Available for operations	<u>90,161</u>	<u>-</u>	<u>90,161</u>	<u>72,531</u>
	<u>380,161</u>	<u>-</u>	<u>380,161</u>	<u>380,168</u>
	<u>\$ 1,152,529</u>	<u>\$ 189,968</u>	<u>\$ 1,342,497</u>	<u>\$ 1,443,537</u>

ON BEHALF OF THE BOARD:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2011

	<u>Core</u>	<u>External Projects</u>	<u>2011</u>	Total <u>2010</u>
Revenue				
Grants (Note 7)	\$ 962,976	\$ 100,667	\$ 1,063,643	\$ 1,441,859
Amortization of Deferred Contributions - Property & Equipment (Note 8)	6,643	8,542	15,185	-
Interest	<u>13,700</u>	<u>527</u>	<u>14,227</u>	<u>7,398</u>
	<u>983,319</u>	<u>109,736</u>	<u>1,093,055</u>	<u>1,449,257</u>
Expenses (Schedule 1)				
Projects	314,437	-	314,437	309,500
General and administrative	389,703	-	389,703	391,948
Board support	142,168	-	142,168	103,559
Communications	136,285	-	136,285	118,118
Other	726	2,525	3,251	285
External projects	<u>-</u>	<u>107,211</u>	<u>107,211</u>	<u>520,818</u>
	<u>983,319</u>	<u>109,736</u>	<u>1,093,055</u>	<u>1,444,228</u>
Excess of Revenue over Expenses before Other Items	-	-	-	5,029
Other Items				
Loss on disposal of property & equipment	<u>-</u>	<u>-</u>	<u>-</u>	<u>(5,029)</u>
Excess of Revenue over Expenses	-	-	-	-
Fund Balances, Beginning of Year	<u>380,168</u>	<u>-</u>	<u>380,168</u>	<u>380,168</u>
Fund Balances, End of Year	<u>\$ 380,168</u>	<u>\$ -</u>	<u>\$ 380,168</u>	<u>\$ 380,168</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2011

	<u>2011</u>	<u>2010</u>
Operating Activities		
Excess of revenues over expenses		
Excess of revenue over expenses	\$ -	\$ -
Amortization of property and equipment	15,185	3,106
Amortization of deferred contributions - property and equipment	(15,188)	-
Loss on disposal of property and equipment	<u>-</u>	<u>5,029</u>
	(3)	8,135
Change in non-cash working capital balances related to operations:		
Decrease in accounts receivable	16,166	17,849
Decrease in prepaid expenses	(525)	2,769
Increase (decrease) in accounts payable and accrued liabilities	19,464	(4,138)
Increase (decrease) in deferred contributions	<u>(146,479)</u>	<u>(269,252)</u>
	<u>(111,377)</u>	<u>(244,637)</u>
Financing Activities		
Deferred contributions received - property and equipment	<u>41,170</u>	<u>19,061</u>
Investing Activities		
Purchase of property and equipment	(23,551)	(33,640)
Proceeds on disposal of property and equipment	<u>-</u>	<u>225</u>
	<u>(23,551)</u>	<u>(33,415)</u>
Change in Cash and Cash Equivalents During the Year	(93,758)	(258,991)
Cash and Cash Equivalents, Beginning of Year	<u>1,373,294</u>	<u>1,632,285</u>
Cash and Cash Equivalents, End of Year	<u>\$ 1,279,536</u>	<u>\$ 1,373,294</u>
Additional Cash Flow Information:		
Interest received	<u>\$ 7,012</u>	<u>\$ 7,372</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2011

1. NATURE OF OPERATIONS

The Clean Air Strategic Alliance Association (the "Association") is a non-profit organization incorporated March 14, 1994 under the *Societies Act* of Alberta and is not taxable under the Canadian *Income Tax Act*. The Association is comprised of members from three distinct stakeholder categories: industry, government and non-government organizations. The Association has been given shared responsibility by its members for strategic air quality planning, organizing and coordination of resources, and evaluation of results in Alberta. In support of these objectives, the Association receives cash funding from the Province of Alberta as well as cash and in-kind support from other members.

2. ACCOUNTING POLICIES

The financial statements have been prepared on a fund accounting basis using the deferral method of accounting for contributions in accordance with Canadian generally accepted accounting principles ("GAAP") and include the following significant policies:

(a) Fund Accounting

The Core Project Fund accounts for funds provided by governments together with interest earned that are used to support general operations. The Board of Directors has internally restricted accumulation of this fund to pay necessary expenses in the event of the wind down of the Association. The unrestricted portion of this fund consists of the undepreciated balance of property and equipment, entitled investment in property and equipment and the remainder of the fund entitled available for operations.

The External Projects Fund accounts for funds provided by Association stakeholders together with interest earned that are raised and expended by project teams for specific purposes.

(b) Property and Equipment

Property and equipment are recorded at cost. Amortization, which is based on the cost less the residual value over the useful life of the asset, is computed using the following methods and rates:

Computer equipment	Declining-balance	30%
Furniture and equipment	Declining-balance	30%

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying amount may not be recoverable. An impairment loss is recognized when its carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

(c) Non-Monetary Support

Association members contribute non-monetary support including staff resources, meeting space and publication support. The value of this non-monetary support is not reflected in these financial statements.

(d) Revenue Recognition

Grants are recognized as income at an amount equal to expenses incurred for related projects. Interest is earned from short-term investments computed on the accrual basis.

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2011

(e) Use of Estimates

The preparation of financial statements in accordance with GAAP requires management to make estimates and assumptions that affect the recorded amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from these estimates. Significant areas requiring the use of management's estimates include the collectible amounts of accounts receivable, the useful lives of property and equipment and the corresponding rates of amortization and the amount of accrued liabilities.

(f) Financial Instruments

The Association AHS classified its cash as financial assets held for trading which are subsequently recognized at fair value as determined on the basis of market value. Interest income and expense are recognized in the period in which they occur. Accounts receivable are classified as loans and receivables. Accounts payable and accrued liabilities are classified as other liabilities

Unless otherwise noted, the fair values of these financial instruments approximate their carrying value. It is management's opinion that the Association is not exposed to significant currency or credit risks arising from these financial instruments.

The Association is exposed to interest rate risk on interest earned from short-term investments because the interest rate fluctuates with the prime rate.

3. FUTURE ACCOUNTING POLICY CHANGES

The Canadian Institute of Chartered Accountants is transitioning from Canadian generally accepted accounting principles (CGAAP - Part IV) to CGAAP - Part III - Accounting Standards for Not-for-Profit Organizations.

The Association's financial statements will be prepared in accordance with CGAAP - Part III for the fiscal year commencing January 1, 2012 and will include comparative information for the prior year. The Association's transition date is January 1, 2011 and accordingly, the Association will prepare its opening Part III balance sheet at that date.

The Association does not believe the transition to the Part III standards will have an impact on their financial statements.

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2011

4. CASH AND CASH EQUIVALENTS

	<u>2011</u>	<u>2010</u>
Guaranteed Investment Certificates	\$ 1,110,155	\$ 63,839
Operating accounts	118,796	124,070
Savings accounts	<u>50,585</u>	<u>1,185,385</u>
	<u>\$ 1,279,536</u>	<u>\$ 1,373,294</u>

Guaranteed Investment Certificates bear interest at rates ranging from 1.15% - 1.51% (2010 - 1.13% - 1.51%) and mature between January 3, 2012 and September 12, 2012.

5. RECEIVABLES

	<u>2011</u>	<u>2010</u>
Accrued interest	\$ 7,265	\$ 50
Goods and Services Tax	5,517	9,581
Grants	<u>-</u>	<u>19,317</u>
	<u>\$ 12,782</u>	<u>\$ 28,948</u>

6. PROPERTY AND EQUIPMENT

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2011</u>	<u>2010</u>
			Net Book Value	
Computer equipment	\$ 86,635	\$ 45,624	\$ 41,011	\$ 36,654
Furniture and equipment	<u>8,819</u>	<u>4,787</u>	<u>4,032</u>	<u>30</u>
	<u>\$ 95,454</u>	<u>\$ 50,411</u>	<u>\$ 45,043</u>	<u>\$ 36,684</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2011

7. DEFERRED CONTRIBUTIONS

(a) Core Fund

During the year, the Association received grants totaling \$850,000 (2010 - \$850,000) from the Province of Alberta. The purpose of the grants is to provide core funding in support of the Association's objectives as detailed in Note 1. The Regulations to the *Department of the Environment Act*, the *Department of Energy Act*, the *Department of Health Act*, and the *Department of Agriculture and Food Act* under which the grants have been provided, specify that grants must either be used for the purposes specified in the grant, be used for different purposes if such different purposes are agreed to by the applicant and the respective Minister, or be returned to the Province of Alberta. Accordingly, in the event the Association does not utilize the funds in pursuit of its objectives, any unexpended grant monies remaining may have to be repaid to the Province of Alberta.

	<u>2011</u>	<u>2010</u>
Balance, Beginning of Year	\$ 833,995	\$ 906,140
Grants Received and Receivable During the Year	850,000	850,000
Transfer to Deferred Contributions - Property & Equipment	(22,345)	-
Transfer to External Projects	-	(800)
Revenue Recognized to Cover Expenses During the Year	<u>(962,976)</u>	<u>(921,345)</u>
Balance, End of Year	\$ <u>698,674</u>	\$ <u>833,995</u>

(b) External Projects Fund

Deferred external project contributions are comprised of monies received for specific external projects, which have not been expended for the purposes specified in the mandates of the projects.

	<u>2011</u>	<u>2010</u>
Balance, Beginning of Year	\$ 171,783	\$ 368,890
Grants Received and Receivable During the Year	108,334	322,607
Transfer to Deferred Contributions - Property & Equipment	(18,825)	-
Transfer to Internal Projects	-	800
Revenue Recognized During the Year	<u>(100,667)</u>	<u>(520,514)</u>
Balance, End of Year	\$ <u>160,625</u>	\$ <u>171,783</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2011

8. DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT

Deferred contributions related to property and equipment represent restricted contributions with which some of the Association's property and equipment was purchased. The changes in the deferred contributions related to property and equipment are as follows:

	<u>2011</u>	<u>2010</u>
Balance, Beginning of Year	\$ 19,061	\$ -
Transfer from Internal Deferred Revenue (Note 7)	22,345	19,061
Transfer from External Deferred Revenue (Note 7)	18,825	-
Less: Amounts Recognized During the Year	<u>(15,188)</u>	<u>-</u>
Balance, End of Year	\$ <u>45,043</u>	\$ <u>19,061</u>

9. ECONOMIC DEPENDENCE

The Association's primary source of revenue is grants from the Province of Alberta. The Association's ability to continue viable operations is dependent on this funding.

10. CAPITAL MANAGEMENT

The Association's objectives when managing capital are to maintain a sufficient Core Fund balance to achieve the purpose of the funds and to ensure compliance with internal and external restrictions placed on those funds.

In the management of capital, the Association includes fund balances in the definition of capital. As at December 31, 2011, the Association has \$380,161 (2010 - \$380,168) in capital.

Capital management objectives, policies and procedures are unchanged since the preceding year.

11. BUDGET FIGURES

Budget figures are provided for informational purposes only and are unaudited

12. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEAR ENDED DECEMBER 31, 2011

	<u>2011</u> (Budget) (Note10)	<u>2011</u> (Actual)	<u>2010</u> (Actual)
Supplies and Services			
Travel	\$ 82,308	\$ 58,776	\$ 48,195
Computer equipment	38,890	31,244	35,783
Stakeholder honoraria	37,089	19,374	37,334
Meetings	27,105	16,526	18,173
Amortization of property and equipment	5,195	15,185	3,106
Printing	17,392	13,257	17,074
Subscriptions	7,000	8,854	7,069
Furniture and equipment	11,000	7,288	3,227
Office supplies	6,020	7,069	5,778
Telecommunications	13,059	6,821	10,370
Advertising	11,160	4,374	8,918
Insurance	3,777	3,868	3,697
Courier	2,050	2,147	1,477
Bank charges	2,000	1,945	1,901
Records storage	2,700	1,549	1,541
Stakeholder development	<u>5,125</u>	<u>1,083</u>	<u>2,562</u>
	<u>271,870</u>	<u>199,360</u>	<u>206,205</u>
Professional Fees			
Consulting	244,094	218,513	583,653
Audit	<u>8,800</u>	<u>9,531</u>	<u>8,000</u>
	<u>252,894</u>	<u>228,044</u>	<u>591,653</u>
Human Resources			
Salaries and wages	552,160	563,383	496,666
Benefits	83,020	83,020	76,577
Staff development	16,005	13,564	8,599
Recruiting	6,000	3,254	23,452
Employee recognition	2,500	2,430	2,439
Contracted services	<u>2,500</u>	<u>-</u>	<u>38,637</u>
	<u>662,185</u>	<u>665,651</u>	<u>646,370</u>
Total Expenses	<u>\$ 1,186,949</u>	<u>\$ 1,093,055</u>	<u>\$ 1,444,228</u>

Hawkings Epp Dumont LLP

Chartered Accountants

Mayfield Square I
10476 Mayfield Road
Edmonton, Alberta
T5P 4P4

Telephone: 780-489-9606
Toll Free: 1-877-489-9606
Fax: 780-484-9689
Email: hed@hed-edm.com

February 24, 2012

The Clean Air Strategic Alliance Association
10th Floor, 10035 - 108 Street NW
Edmonton, AB
T5J 3E1

Attention: Board of Directors

Dear Board Members:

RE: 2011 AUDIT

The purpose of this communication is to summarize certain matters arising from the audit that we believe would be of interest to the Board of Directors (the "Board"). Additionally, during the course of our audit we identified matters that may be of interest to management.

This communication should be read in conjunction with the financial statements and our report thereon, and it is intended solely for the use of the Board and should not be distributed to external parties without our prior consent. Hawkings Epp Dumont LLP accepts no responsibility to a third party who uses this communication.

AUDITOR RESPONSIBILITIES

It is important for Board to understand the responsibilities that rest with the Clean Air Strategic Alliance Association (the "Association") and its management and those that belong to the auditor in relation to the financial statement audit.

Our audit of the Association's financial statements was performed in accordance with Canadian Auditing Standards. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, results of operations and fund balances, and cash flows of the Association in accordance with Canadian generally accepted accounting principles.

Accordingly, we planned and performed our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the financial statements taken as a whole, including illegal acts whose consequences have a material effect on the financial statements.

The audit included consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

Stony Plain Office
Suite 101, 5300 - 50 Street
PO Box 3188 Str. Main
Stony Plain, Alberta T7Z 1T8

... /2
Telephone: 780-963-2727
Fax: 780-963-1294
Email: email@hawkings.com

Canadian Auditing Standards does not require the auditor to design procedures for the purpose of identifying supplementary matters to communicate to the Board. Accordingly, our audit would not necessarily identify all such matters that may be of interest to the Board and management and it is inappropriate to conclude that no such matters exist.

MANGEMENT RESPONSIBILITIES

Management is responsible for the preparation of the financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDIT APPROACH

In gathering our audit evidence, we utilized a combined approach to the audit of the Association. A combined approach is more appropriate when an entity processes a high volume of transactions and has adequate internal controls. In utilizing a combined approach we will obtain our assurance from a combination of substantive procedures (analysis of data and obtaining direct evidence as to the validity of the items such as third party confirmation) and tests of internal controls. By obtaining some of our assurance through tests of controls, we can reduce the substantive procedures that are required.

MATERIALITY

Materiality in an audit is used as a guide for planning the nature and extent of audit procedures and for assessing the sufficiency of audit evidence gathered. It is also used in evaluating the misstatements found and determining the appropriate audit opinion to express.

A misstatement, or the aggregate of all misstatements in financial statements, is considered to be material if, in the light of surrounding circumstances, it is probable that the decision of a person who is relying on the financial statements, and who has a reasonable knowledge of business and economic activities (the user), would be changed or influenced by such misstatement or the aggregate of all misstatements. The materiality decision ultimately is based on the auditors' professional judgment.

Canadian generally accepted auditing standards require the use of both quantitative and qualitative factors in determining materiality. In planning our audit, we have concluded that a materiality level of 2% of expenses is appropriate. However, we anticipate that management will record any adjustments that we propose that are of a non-trivial nature.

SIGNIFICANT FINDINGS FROM THE AUDIT

Our objective is to communicate appropriately to the Board and management deficiencies in internal control that we have identified during the audit and that, in our professional judgment, are of sufficient importance to merit being reported to the Board.

The audit findings contained in this letter did not have a material effect on the Association's financial statements, and as such, our audit report is without reservation with respect to these matters.

Significant Deficiencies in Internal Control

Our audit procedures did not reveal any significant deficiencies in internal control.

Significant Qualitative Aspects of Accounting Practices

Management is responsible for determining the significant accounting policies. The choice of different accounting policy alternatives can have a significant effect on the financial position and results of the Association. The application of those policies often involves significant estimates and judgments by management.

We are of the opinion that the significant accounting policies, estimates and judgments made by management, and financial disclosures do not materially misstate the financial statements taken as a whole. However, we provide the following observations.

Computer Equipment Lease

During the previous year the Association entered into a lease for computer equipment and support. Canadian generally accepted accounting principles requires a lease to be accounted for as either an **operating** lease or a **capital** lease. There are several criteria to consider in making a determination as to which method is the appropriate accounting treatment. In our opinion, this lease meets the criteria of a **capital lease**. Accordingly, the correct accounting treatment would be to treat the transaction as a purchase (as opposed to a rental arrangement). This would involve recording an addition to property and equipment as well as a liability for the lease obligation. The property and equipment would be amortized and the obligation would be reduced over the term of the lease as the payments (principal and interest components) are made. Due to this, accounting for a lease as a capital lease is inherently more complex than accounting for a lease as an operating lease.

We previously discussed this matter with the Association management who indicated that their preference was to account for this as an operating lease due to this being less complicated. We understand this reasoning and it is our opinion that doing so does not materially misstate the Association's financial statements. The uncorrected misstatement included in the financial statements results in an overstatement of the Association's expenses in the amount of \$2,762.

Uncorrected Misstatements

Uncorrected misstatements accumulated by our Firm, for the year ended December 31, 2011, amount to a \$2,762 overstatement of expenses (see the discussion in the preceding paragraph).

After considering both quantitative and qualitative factors with respect to the unrecorded misstatements we accumulated during the audit, we agree with management that the financial statements are not materially misstated.

Significant Difficulties Encountered During the Audit

We encountered no significant difficulties during our audit that should be brought to the attention of the Board.

Management Representations

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report.

AUDITOR INDEPENDENCE

We have been engaged to audit the financial statements of the Association for the year ending December 31, 2011.

Canadian Auditing Standards require that we communicate, at least annually, with you regarding all relationships between the Association and our Firm that, in our professional judgment, may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the Institute of Chartered Accountants of Alberta and applicable legislation, covering such matters as:

- (a) holding a financial interest, either directly or indirectly, in a client;
- (b) holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) economic dependence on a client; and
- (e) provision of services in addition to the audit engagement.

We have prepared the following comments to facilitate our discussion with you regarding independence matters.

We are not aware of any relationships between the Association and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence that have occurred from January 1, 2011 – February 24, 2012.

Canadian Auditing Standards requires that we confirm our independence to the audit committee (or equivalent). However, since the Rules of Professional Conduct of the Institute of Chartered Accountants of Alberta deal with the concept of independence in terms of objectivity, our confirmation is to be made in that context. Accordingly, we hereby confirm that we are objective with respect to the Association within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Alberta as of February 24, 2012.

The Clean Air Strategic Alliance Association
February 24, 2012
Page 5

We appreciate the opportunity to be of service to the Association. Thank you to thank Karen Bielech and Norm MacLeod for all of their assistance during the audit. It was a pleasure to work with them.

Yours very truly,

HAWKINGS EPP DUMONT LLP

Philip J. Dirks, CA
Partner

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Hawkings Epp Dumont LLP

Chartered Accountants

10476 Mayfield Road
Edmonton, Alberta
T5P 4P4
www.hawkings.com

Telephone: 780-489-9606
Toll Free: 1-877-489-9606
Fax: 780-484-9689
Email: hed@hedllp.com

January 18, 2012

The Clean Air Strategic Alliance Association
10th Floor, 10035 108 Street NW
Edmonton, AB T5J 3E1

Attention: Mr. Ernie Hui, Board Chair

Dear Mr. Hui:

Re: Engagement letter

Hawkings Epp Dumont LLP are pleased to serve as auditors for the The Clean Air Strategic Alliance Association for the fiscal year ending December 31, 2011. The purpose of this letter is to outline the terms of our engagement to audit the financial statements of the The Clean Air Strategic Alliance Association which comprise the statement of financial position as at December 31, 2011, and the statement of operations and accumulated surplus for the year then ended. Philip Dirks, CA, will be responsible for the services that Hawkings Epp Dumont LLP performs for the The Clean Air Strategic Alliance Association. He will, as considered necessary, call upon individuals with specialized knowledge at Hawkings Epp Dumont LLP to assist in the performance of our services.

We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter. Our audit will be conducted with the objective of our expressing an opinion on the financial statements.

Objective, Scope and Limitations

Our statutory function as auditor of the The Clean Air Strategic Alliance Association is to report to the Board of Directors by expressing an opinion on the The Clean Air Strategic Alliance Association's annual financial statements. We will conduct our audit in accordance with Canadian auditing standards and will issue an audit report.

Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to error or fraud.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

It is important to recognize that an auditor cannot obtain absolute assurance that material misstatements in the financial statements will be detected because of:

- a) Factors such as use of judgment, and the use of testing of the data underlying the financial statements;
- b) Inherent limitations of internal control; and
- c) The fact that much of the audit evidence available to the auditor is persuasive rather than conclusive in nature.

Stony Plain Office
Suite 101, 5300 - 50 Street
PO Box 3188 Strn Main
Stony Plain, Alberta T7Z 1T8
Telephone: 780-963-2727
Fax: 780-963-1294
Email: email@hawkings.com

Lloydminster Office
5102 - 48 Street
PO Box 10099
Lloydminster, Alberta T9V 3A2
Telephone: 780-874-7433
Fax: 780-875-5304
Email: hed@hedlloyd.com

Furthermore, because of the nature of fraud, including attempts at concealment through collusion and forgery, an audit designed and executed in accordance with Canadian auditing standards may not detect a material fraud. Further, while effective internal control reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error and illegal acts, if present, will be detected when conducting an audit in accordance with Canadian auditing standards.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed in accordance with Canadian auditing standards.

In making our risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

Our responsibilities

We will perform the audit in accordance with Canadian auditing standards. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, results of operations and cash flows in accordance with Canadian generally accepted accounting principles. Accordingly, we will plan and perform our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the financial statements taken as a whole, including illegal acts whose consequences have a material effect on the financial statements.

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Accordingly, except for information that is in or enters the public domain, we will not provide any third party with confidential information concerning the affairs of the The Clean Air Strategic Alliance Association without the The Clean Air Strategic Alliance Association's prior consent, unless required to do so by legal authority, or the *Rules of Professional Conduct* of the Institute of Chartered Accountants of Alberta.

The objective of our audit is to obtain reasonable assurance that the financial statements are free from material misstatement. However, if we identify any of the following matters, they will be communicated to the appropriate level of management:

- a) Misstatements, resulting from error, other than trivial errors;
- b) Fraud or any information obtained that indicates that a fraud may exist;
- c) Any evidence obtained that indicates that an illegal or possibly illegal act, other than one considered inconsequential, has occurred;
- d) Significant deficiencies in the design or implementation of internal controls to prevent and detect fraud or error; and
- e) Related party transactions identified by us that are not in the normal course of operations and that involve significant judgments made by management concerning measurement or disclosure.

The matters communicated will be those that we identify during the course of our audit. Audits do not usually identify all matters that may be of interest to management and those charged with governance in discharging their responsibilities. The type and significance of the matter to be communicated will determine the level of management to which the communication is directed.

We will consider the The Clean Air Strategic Alliance Association's internal control to identify types of potential misstatements, consider factors that affect the risks of material misstatement, and design the nature, timing and extent of further audit procedures. This consideration will not be sufficient to enable us to render an opinion on the effectiveness of internal control over financial reporting.

The audit of the financial statements and the issuance of our audit opinion are solely for the use of the The Clean Air Strategic Alliance Association and those to whom our report is specifically addressed by us. We make no representations of any kind to any third party in respect of these financial statements and we accept no responsibility for their use by any third party.

Management is responsible for:

Financial statements

The preparation and fair presentation of the The Clean Air Strategic Alliance Association's financial statements in accordance with Canadian generally accepted accounting principles;

Completeness of information

- a) Providing us with and making available complete financial records and related data, and copies of all minutes of meetings of the Board;
- b) Providing us with information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;
- c) Providing us with information relating to any illegal or possibly illegal acts, and all facts related thereto;
- d) Providing us with information regarding all related parties and related party transactions;
- e) Any additional information that we may request from management for the purpose of this audit; and
- f) Providing us with unrestricted access to persons within the entity from whom we determine it is necessary to obtain audit evidence.

Fraud and error

- a) Internal control that management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- b) An assessment of the risk that the financial statements may be materially misstated as a result of fraud;
- c) Providing us with information relating to fraud or suspected fraud affecting the entity involving:
 - i) Management;
 - ii) Employees who have significant roles in internal control; or
 - iii) Others, where the fraud could have a non-trivial effect on the financial statements;
- d) Providing us with information relating to any allegations of fraud or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others; and
- e) Communicating its belief that the effects of any uncorrected financial statement misstatements aggregated during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole;

Recognition, measurement and disclosure

- a) Providing us with its assessment of the reasonableness of significant assumptions underlying fair value measurements and disclosures in the financial statements;
- b) Providing us with any plans or intentions that may affect the carrying value or classification of assets or liabilities;
- c) Providing us with information relating to measurement and disclosure of transactions with related parties;
- d) Providing us with an assessment of all areas of measurement uncertainty known to management that are required to be disclosed in accordance with Measurement Uncertainty, the *CICA Handbook - Accounting* Section 1508;
- e) Providing us with information relating to claims and possible claims whether or not they have been discussed with the The Clean Air Strategic Alliance Association's legal counsel;
- f) Providing us with information relating to other liabilities and contingent gains or losses, including those associated with guarantees, whether written or oral, under which the The Clean Air Strategic Alliance Association is contingently liable;
- g) Providing us with information on whether the The Clean Air Strategic Alliance Association has satisfactory title to assets, liens or encumbrances on assets exist, and assets are pledged as collateral;

- h) Providing us with information relating to compliance with aspects of contractual agreements that may affect the financial statements;
- i) Providing us with information concerning subsequent events; and
- j) Providing us with representations on specific matters communicated to us during the engagement.

Written confirmation of significant representations

- a) Providing us with written confirmation of significant representations provided to us during the engagement on matters that are:
 - i) Directly related to items that are material, either individually or in the aggregate, to the financial statements,
 - ii) Not directly related to items that are material to the financial statements but are significant, either individually or in the aggregate, to the engagement; and
 - iii) Relevant to your judgments or estimates that are material, either individually or in the aggregate, to the financial statements.

We ask that our name be used only with our consent and that any information to which we have attached a communication be issued with that communication unless otherwise agreed to by us.

Reproduction of Audit Report

If reproduction or publication of our audit report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the auditors' report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized financial statements that we have audited.

We are not required to read the information contained in your website, or to consider the consistency of other information in the electronic site with the original document.

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the engagement are the property of our Firm, constitute confidential information and will be retained by us in accordance with our Firm's policies and procedures.

In accordance with professional regulations (and by Firm policy), our client files may be periodically reviewed by practice inspectors, and by other file quality reviewers to ensure that we are adhering to professional and Firm standards. File reviewers are required to maintain confidentiality of client information.

We estimate that fees for these services will be \$8,900 for the audit, plus direct out-of-pocket expenses and applicable GST. This fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered.

If significant additional time is necessary, we will discuss the reasons with you and arrive at a new fee estimate before we incur the additional costs.

We will maintain the strictest confidence with respect to any client's or former client's information. Accordingly, your confidential information will not, without your consent, be disclosed to any individuals in our Firm beyond those who are engaged on your services. This policy applies to anyone outside the Firm, except as required by law or under the profession's Rules of Professional Conduct.

The terms of engagement as outlined above will continue in effect from year to year unless changed in writing.

If you have any questions about the contents of this letter, please raise them with us. If the services outlined are in accordance with your requirements and if the above terms are acceptable to you, please sign the copy of this letter in the space provided and return it to us.

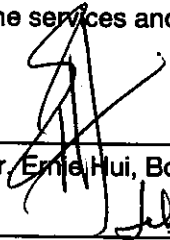
We appreciate the opportunity of continuing to be of service to your Association.

Yours truly,

Hawkings Epp Dumont LLP

HAWKINGS EPP DUMONT LLP

The services and terms set out are as agreed.



Mr. Ernie Hui, Board Chair

Feb. 15, 2012
Date signed

INFORMATION SHEET

ITEM: 1.5 **Executive Director's Report/Financial Statements**

ISSUE: 1. **Executive Director's Reports**

ATTACHMENTS: A. Board Action Items
 B. Executive Director's Report
 C. Legal Requirements to December 31, 2011
 D. Stakeholder Support to December 31, 2011

ISSUE: 2. **Financial Reports**

ATTACHMENTS: E. Core Revenue Forecast
 F. Consolidated Core Expenses – January 31, 2012

Board Action Items For Discussion – March 29, 2012

Carried Forward Action Items

Action items	Meeting	Status
1.5 – Core Budget for 2012 The Board charged Norm and the Executive Committee with exploring alternative funding mechanisms and models and bring back their finding to a subsequent Board meeting.	December 1, 2011	Carried forward. To be discussed at a forthcoming Executive Meeting.
3.1 – Strategic Plan Presentation and Sign-Off The Board directed that the 2012 Operational Plan be linked back to both the Strategic Plan and the Clean Air Strategy, where appropriate.	December 1, 2011	Carried forward. Once the Strategic Plan is approved the 2012 Operational Plan will be aligned as necessary.
Item 3.2 – Status Reports The Board directed the Secretariat to proceed with guidebook completion and testing the guidebook using the suggested approach.	September 8, 2011	A new version of the guidebook has been drafted and will be tested with new and existing Project Teams in the 2 nd quarter.

Completed Action Items

Action items	Meeting	Status
2.3 - Performance Measures Committee The Board agreed that the Performance Measures Committee should accept the Alberta Energy offer to provide guidance on the development of new performance measures.	December 1, 2011	Completed. Alberta Energy has provided expert guidance to the committee and has offered further advice on request.
Item 3.2 – Status Reports The Secretariat will ensure that the project team listings are up-to-date and are reflected on project team pages on the website.	September 8, 2011	Completed.
4.1 – 2012 Communications Plan The Board asked the Communications Committee to revise the Communications Plan based on the December 1 st discussion for approval at the March 29, 2012 Board meeting.	December 1, 2011	Completed. Scheduled for discussion and approval at the March 29 Board meeting.
Item 4.1 – New/Other Business The Executive Committee will have a conference call before the end of September to discuss the range of government initiatives (e.g. CEMS, LUF, AQMS), the potential for CASA to make an effective contribution, and the best mechanism to engage the Board.	September 8, 2011	Completed. This is an ongoing requirement. These initiatives will continue to be reviewed in the context of CASA's Strategic Plan and Operational Plan.

<p>Item 2.2 – CASA’s New Strategic Plan The next version of the Strategic Plan will be available before October 1 and members should be prepared to discuss it with their respective constituents. If support is required for caucus discussions, the Secretariat will be available to assist.</p>	September 8, 2011	Completed.
<p>Item 3.2 – Status Reports At each June and December Board meeting, a list of project teams and their current members should be provided to the Board as an attachment.</p>	September 8, 2011	Completed. A task reminder has been set up in the CASA Bring Forward list and teams lists will be included in June & December packages.

Executive Director's Report

Overview of Key Initiatives

CASA Board

Continuing with a practice first started in early 2011, the Executive Director (ED) has scheduled discussions with each new and existing board member throughout February of 2012. These are valuable exchanges that provide an opportunity for the ED and CASA members to speak candidly about the Alliance, sector-specific issues of concern, project priorities, participation commitments, and any other issues/opportunities of interest. Often these discussions have a significant impact on the development of CASA's operational plan for the coming year.

These exchanges typically include: 1) time for the ED to describe planned CASA activities and test ideas and 2) time for each member to relate their organization's priorities to CASA's mandate and strategic plan. Over the course of several weeks, and through subsequent follow-up, a convergence of opinion develops, often sufficient to draft specific proposals and agenda items for the full board's consideration. At this writing, 1/3 of the board has yet to be canvassed but there are several recurring observations and themes of common interest, viz:

- A list of those air quality issues where several members are prepared to commit the time to do the scoping and problem analysis required to inform a board decision regarding the creation (or reconvening) of a project team. Issues/files of interest include: Human and Animal Health, Odour Management and Vehicle Emissions. Members are supportive of CASA limiting new and existing work, focusing resources on only the best prospects for success.
- Many board members have been very involved in National AQMS BLIERS and CAAQS discussions. CASA teams have continued to prepare AQMS submissions as requested. Several members have suggested that CASA is well positioned to engage stakeholders in scoping the provincial/regional roll-out of the resulting national agreement. At a minimum, the existing Electricity Framework would have to be salvaged or scrapped following stakeholder review.
- There is broad support for CASA providing assistance to parties in northeast BC who have expressed an interest in establishing an airshed group, based on the "Alberta model"; the nature and extent of that assistance to be determined by the CASA Board.
- Several board members expressed frustration with their involvement in a number of non-CASA multi-stakeholder processes and expressed an interest in CASA providing training or other more directed guidance. These activities, while consistent with CASA's strategic plan, are generally viewed as secondary to CASA's core activities. A board discussion has been scheduled to ID the circumstances under which CASA might provide help. The launch of CASA's new guide may help address this issue.

CASA Executive

1. The unanticipated requirement for a short term decision regarding the CASA Secretariat providing airshed start-up assistance to the government of BC provided an early test of an idea first raised at the June 2011 retreat. Decisions like this must sometimes be taken on very short notice to respond to time-limited opportunities. In practice, it is not always possible to seek board approval of all secretariat activities. In this instance, the ED contacted the Executive Committee, described the nature of the opportunity, and asked that an interim decision be taken, until such time as the board could meet to discuss any further CASA involvement.

It was possible for the secretariat to “stage” the work it was being asked to do, limiting CASA’s commitment until the board had an opportunity to discuss the matter. This may not always be possible. As per our discussions at the retreat, the Executive may be asked to provide operational direction to the secretariat more frequently, based on their interpretation of our strategic plan.

2. Any requirement for more frequent contact between the secretariat and the Executive Committee may place a greater burden on committee members. The ED has suggested that each member name an alternate to allow for more effective liaison and scheduling.

The Secretariat

1. Jean Moses announced her retirement from the secretariat at the end of January. Based on the changing nature of CASA’s communications requirements in an age of distributed (web-based) information, and CASA’s ongoing requirement to provide effective project management, a new job opportunity has been posted that will require applicants to have a background in both these disciplines. We anticipate filling this opening by April 1st.
2. Sandra Klashinsky has completed her secondment at CASA and will be returning to a position at Alberta Infrastructure, having made a significant contribution to CASA’s guide for project managers. Our experience with Sandra and lessons learned from previous secondments have reinforced the value of matching time-limited, project-specific tasks with the skills of secondment candidates. This is a very different approach than that used in the past where secondments were used to fill Project Manager vacancies. The Secretariat will decide in the next 2 months if and when to issue a new secondment request to government (or other CASA stakeholders).

3. In the 1st quarter of 2011 the secretariat committed to reviewing all of its business practices, systems and information. This review was directed at streamlining important elements, eliminating others and building new elements where there was a demonstrated need. The value of this work was reinforced by the board's expectation that we build an air quality "knowledge system" that would allow members to search CASA's considerable archive of information and apply it to emerging air quality issues. The secretariat has completed much of this work and has recently requested help from government to build and populate a new searchable database (An interesting aside – the secretariat has recycled literally thousands of pounds of duplicate and old documents, creating e-copies of all, and generating enough floor space to create a new work station).

Project Updates

CASA and AAC Joint Standing Committee

- The Committee met on 13 February 2012. They reviewed the Schedule A of a contract to write a discussion document describing policies and circumstances affecting airshed zones as well as roles, interests and relationships between the AAC, airshed zones and CASA. The Committee will meet next to review preliminary results from the consultant and provide feedback.

Communications Committee

- The November meeting of the team was almost entirely devoted to a discussion about the 2012 Coordination Workshop. A small working group was formed to help the secretariat develop a straw dog presentation for approval by the board in March. The workshop will be in Red Deer on May 29 and 30, 2012.
- The strategic communications plan was presented for approval at the December board meeting. The team was asked to return in March with revised key messages. The full communications report to the board will be in March 2012.
- A communications baseline survey was contracted, with the final report to be used by the committee for tactical planning in 2012.

Operations Steering Committee

- The Air Quality Health Index (AQHI) adopted in June 2011 by Alberta Environment and Water (AEW) is being incorporated into the CASA Data Warehouse. Data in the warehouse must be modified to conform to the AQHI scale which is a 10 point scale rather than a 100 point scale used by the former Air Quality Index. This work is expected to be completed in late January 2012.
- Committee members agreed that at this point in time they would take no steps toward transitioning into the Multi-Stakeholder Implementation Committee (MIC) envisioned by the AMSP until the results of the Integrated Monitoring, Evaluation and Reporting Framework (IMERF) and the Cumulative Effects Management System (CEMS) have been determined.

- Work is nearing completion on the Data Quality Standard (DQS) document for continuous monitoring, which will establish guidelines that will bring consistency to the ambient data that is collected under the Air Monitoring Directive. Air Resource Specialists Inc will be providing the final report on or before February 29 to Alberta Environment and Water after which time it will go through an internal review to ensure compatibility with other monitoring pieces that are currently being updated.
- There are plans for AEW to put this up on their website for public comment prior to it becoming a part of the revised Air Monitoring Directive.

Confined Feeding Operations

- CASA will be hosting a workshop on March 15th which will bring together interested parties to fulfill recommendation 10 from the 2008 CFO report which is to review the implementation and success of the recommendations and to determine if there is any appropriate work for a new CFO team. At the workshop participants will be provided with information on the implementation of recommendations and a follow-up workshop will be planned to discuss if there is any appropriate work for a new CFO team.

Electricity Working Group

- The working group presented their final report to the Board on December 1. The Board accepted the report and it will be forwarded to the Government of Alberta to use in their discussions with the federal government.
- The working group has indicated that they don't feel that CASA will be involved in the remaining discussions with the federal government. The secretariat has offered to provide any support that the group might require.

Human & Animal Health Implementation Team

- Alberta Health and Wellness provided an update on the Syndromic Surveillance Network (ARTSSN) pilot project at the December Board meeting.
- It was felt that ARTSSN may not fulfill the intent of the Comprehensive Human Health Monitoring System (CHMMS). The Board agreed to reconvene the HAHT.
- At their first meeting, the team agreed to move forward in the following ways:
 - Review the original intent and goals of the CHHMS to determine if they are still relevant and discuss the potential path forward.
 - Review the implementation of recommendations from the four previous reports. For recommendations that are not complete, discuss their current relevance and the path forward.
- The team will meet on March 6 and provide a status update to the Board at their March meeting.

Particulate Matter & Ozone

- The team met on July 14 and heard key developments in the national Air Quality Management System from Bill Calder (AENV) and Marc Deslauriers (Environment Canada)

- The team also heard that the Lessons Learned document and transmittal letter that were submitted to the Air Management Committee will be taken into consideration as the AQMS process moves forward, particularly in the guidance document for air zone delineation, developing the CAAQS and the trigger system.
- The team was encouraged to submit comments on the technical aspects of the Lessons Learned document and on September 30 provided comments on the Guidance Document for Achievement Determination to the CAAQS Working Group.

Performance Measures Committee

- The Committee has completed the Performance Measures Report for 2011.
- The Committee is undertaking a performance measures review and received strategic direction from the Board in December 2011. A Performance Measures Review Working Group has been formed to concentrate on this task. The Working Group will meet next in March 2012 to continue the review.

Managing Collaborative Processes guide:

- A beta (testing) version of the guide should be complete by March 15th. This version incorporates feedback from a CASA hosted workshop on November 10 for CASA Board members and selected stakeholders.

Strategic Plan:

- The strategic plan received provisional approval from the Board at their December meeting. Board members requested some additional time to vet the plan with their stakeholder groups. The final document is going to the Board for their approval on March 29.

**Clean Air Strategic Alliance
Legal Requirements Completed for 2011
January to December 2011**

Description	Requirements	Completion Date
Revenue Canada	Annual Filing of Return & Audited Financial Statements	March 2012
Annual General Meeting	Annual Meeting of Members of the Alliance. Presentation of CASA's Audited Financial Statements	June 8, 2011 June 8, 2011
Revenue Canada – GST Return	Return Filed Quarterly	April 28, 2011 July 28, 2011 October 25, 2011 January 24, 2012
Revenue Canada – Payroll Deductions	Payment is made on about the 15 th of the following month	Feb 15/11- Ceridian- for Jan. Mar 15/11- Ceridian- for Feb. Apr 15/11- Ceridian- for Mar. May 16/11- Ceridian- for Apr. June 15/11- Ceridian- for May. July 15/11- Ceridian- for June. Aug 15/11- Ceridian- for July. Sept 15/11- Ceridian- for Aug. Oct 15/11- Ceridian- for Sept. Nov 15/11- Ceridian- for Oct. Dec 15/11- Ceridian- for Nov. Jan 16/12- Ceridian- for Dec.
Board of Directors Liability Insurance	Annual Payment for Liability Insurance	January 10/12 (for 2012)
Alberta Tax Return	Annual Filing	March 2012(for 2011)

**Stakeholder Support
January 1 to December 31, 2011**

Name	Organization
Leigh Allard	The Lung Association
Ann Baran	Southern Alberta Group for the Environment
Tony Hudson	The Lung Association – Alberta & NWT
Mike Kelly	Retired CASA member
Myles Kitagawa	Toxics Watch Society of Alberta
Rene Michlak	Alberta Environment Network
Louis Pawlowich	Metis Settlements
Denis Sauvageau	Friends of an Unpolluted Lifestyle
Chris Severson-Baker	Pembina Institute
David Spink	Prairie Acid Rain Coalition
Wayne Ungstad	Ponoka Fish & Game Association
Ruth Yanor	Mewassin Community Action Council

Note: The above stakeholders received stakeholder support from CASA during 2011. This list also includes stakeholders who received travel support.

CASA Core Revenue Forecast
31-Dec-11

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
Grants Carried Forward from 2008	\$547,730	Includes Pre-payment for 2009 Operations from Alberta Environment
Grants Received in 2009		
Alberta Energy - 2nd Quarter Pre-Payment	\$250,000	Intended to be carried forward to future years
Alberta Energy - Annual Contribution	\$1,000,000	Intended for operations to March 31, 2010
Total Grants Received in 2009	\$1,250,000	
Total Expenses in 2009		
Transfers to Projects	-\$55,000	To Martha Workshop and Priority Setting Workshop, as agreed by Alberta Environment
Total 2009 Expenses	-\$836,590	Year-end actual
Balance End of 2009	\$906,140	
2010 Revenue		
Alberta Energy - Annual Contribution	\$850,000	Intended for operations to March 31, 2011
Transfer to external projects	-\$800	
Total Expenses 2010	\$923,410	Year end actual
Balance End of 2010	\$831,930	Intended for operations to June 30, 2011
Anticipated Revenue 2011-Alberta Energy	\$850,000	
Total Expenses 2011	\$983,319	Year end actual-as per draft financial statements
Balance End of 2011	\$698,611	Intended for operations to March 31, 2012
Anticipated Revenue 2012-as per P. Watson	\$850,000	Originally confirmed at the May 5, 2011 Executive meeting. Reconfirmed by DM Ernie Hui at the December 1, 2011 Board meeting.
Anticipated Expenses 2012	\$1,093,277	
Anticipated Balance End of 2012	\$455,334	

**Clean Air Strategic Alliance
Consolidated Core Expenses**

December 31, 2011

As per Draft Financial Statements by Hawkings Epp Dumont

Expense Account	Total Actual	Total Budget July 2011 Revision	Variance
Supplies & Services			
Advertising	4,374	11,160	6,786
Finance Charges	1,925	2,000	75
Computers & IT	31,244	38,890	7,646
Courier	2,147	2,050	(97)
Depreciation	6,643	5,196	(1,447)
Development- Stakeholders		5,125	5,125
Furniture & Display	6,420	7,000	580
Office Reconfiguration	868	4,000	3,132
Honoraria - Stakeholders	19,374	37,089	17,715
Insurance	3,868	3,777	(91)
Meeting Expenses	16,124	26,597	10,473
Office Supplies	7,050	6,020	(1,030)
Print & Reproduction Services			
Annual Report	8,452	8,452	0
General	4,805	8,940	4,135
Repairs & Maintenance			
Records Storage	1,549	2,700	1,151
Subscriptions	8,854	7,000	(1,854)
Telecommunications	6,821	13,059	6,238
Travel			
Consultants	12,840	15,812	2,972
Stakeholders	17,393	34,574	17,181
Staff	27,778	26,134	(1,644)
Total Supplies & Services	188,527	265,575	77,048
Professional Fees			
Legal Fees	341	3,000	2,659
Audit	9,531	8,800	(731)
Consulting Expense			
Alberta Environmental Network	4,453	7,085	2,632
Consulting Expense - Other	114,815	97,500	(17,315)
Total Professional Fees	129,140	116,385	(12,755)
Human Resources			
Salaries & Wages	563,384	552,160	(11,224)
Employer Contributions	26,173	23,695	(2,478)
Group Benefits	17,293	18,265	972
Group Retirement Savings Plan	39,553	38,754	(799)
Performance Pay			
Employee Recognition	2,430	2,500	70
Staff Development			
Membership Fees	1,128	1,005	(123)
Training	12,437	15,000	2,563
Temporary Staff & Contract Labour		2,500	2,500
Recruitment	3,254	6,000	2,746
Total Human Resources	665,652	659,879	(5,773)
Total Expenses	983,319	1,041,839	58,520

DECISION SHEET

ITEM: 2.1 **CASA's 2012 Strategic Plan**

ISSUE: For the past year CASA has devoted considerable time, energy and resources to the development of a new Strategic Plan for 2012. The final version is being presented for the Board's approval.

BACKGROUND: The Board embarked on a strategic planning initiative in November 2010 to review its corporate mission and business plan. Since then, the Secretariat, Board members and consultants have worked on a number of related initiatives, including:

- The Strategic Foresight Committee;
- An E-Scan;
- A performance evaluation, including results from government, industry and non-government caucuses of the CASA Board;
- The 2010 Business Plan Monitoring and Evaluation Report; and
- The Mission Review (a discussion document).

Further to this work, the Board held a strategic planning retreat in June 2011. Retreat discussions focused on materials drawn from several sources, including: background information from CASA's files; the performance evaluation information; information developed by CASA teams and external providers, and; new material from the Mission Review document. Following the retreat, the Secretariat prepared an initial draft of the strategic plan for discussion at the September 2011 Board meeting. After this meeting, a second draft of the Strategic Plan was prepared, incorporating advice received from CASA members. This draft was circulated to a small working group of Board members, identified at the Strategic Planning Retreat.

At the December 2011 meeting, the Board gave provisional approval to the 2012 Strategic Plan, providing time for Board members to consult with their respective sectors.

STATUS: The final version of the 2012 Strategic Plan is attached for the Board's approval.

FUNDING/

IMPLEMENTATION: Funding for specific projects and initiatives will be determined by the Board or the Executive Committee on a case-by-case basis.

ATTACHMENT: A. 2012 Strategic Plan

DECISIONS: 1) Approve CASA's 2012 Strategic Plan and direct the Secretariat to proceed with implementation of the plan.

**Clean Air Strategic Alliance
2012 Strategic Plan**

November 22, 2011

2012 DRAFT CASA Strategic Plan

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The Alliance in 2012-2016

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

Board Direction

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

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

Accountability

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

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Purpose of the Strategic Plan

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

CASA's Vision and Mission

Vision

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

Mission

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

A Shared Plan

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

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

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CASA's Past and Present

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

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

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

Operating Principles

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

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

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

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

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

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

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

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

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CASA's Operating Environment

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

Key Challenges

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

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

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CASA's Strategic Foresight Committee

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

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

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

Environmental Scan

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

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

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2011 Strategic Planning Retreat

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

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

Government Initiatives

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

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

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

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

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

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

Goals and Objectives

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

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

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

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

Strategies:

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

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

Strategies:

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

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

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

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

Strategies:

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

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

Strategies:

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

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

Strategies:

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

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

Strategies:

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

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

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

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

Strategies:

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

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

Strategies:

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

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

Strategies:

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

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

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

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

Strategies:

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

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

Strategies:

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

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

Strategies:

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

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- 4.3.4. Establish contact/liaise and exchange information with other jurisdictions on air related initiatives, policies and research projects.

Administration and Resources

Structures and functions.

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

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

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

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

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

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

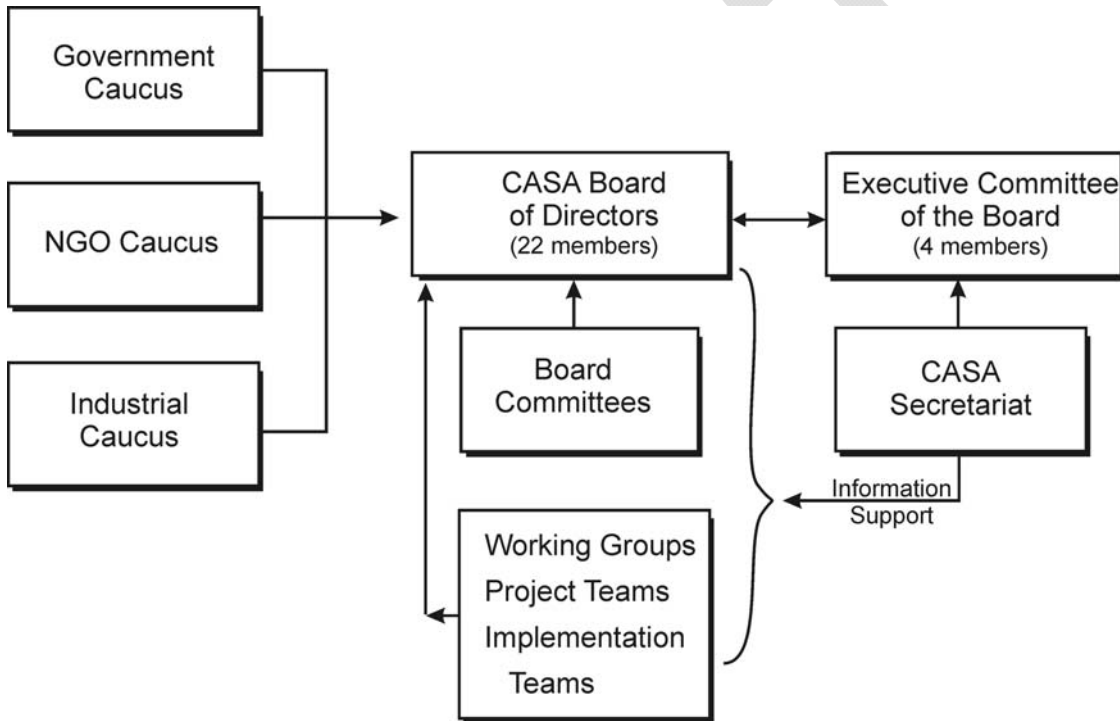
The work of the Alliance has been largely directed at the operation of its Comprehensive Air Management System (CAMS) which has three stages; (1) screen and scope proposed work, (2) develop and approve plans for managing projects, and (3) coordinate implementation and evaluate progress. Three different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

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Alliance business and developing recommendations is currently under review and is likely to see significant amendment in 2012.

The CASA Board and all CASA teams, committees and working groups operate by consensus. Typically, working groups take six months to screen and scope, while project teams take up to two years to develop management plans. Following from a strategic plan for Air Quality Monitoring in Alberta, an Operations Steering Committee provides overall direction for the cooperative air monitoring system.

CASA Structure



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

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

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

Roles and Responsibilities	
Board Members	<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

Plan Implementation

Priorities, phasing and resourcing

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

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

Implementation monitoring and Strategic Plan Review

While the planning horizon for this plan is 5 years, a review of CASA's operating environment and the associated goals and objectives should occur three years after sign-off by the Board of Directors.

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This will ensure that the plan remains responsive to changing circumstances and is continuously amended as required (resulting in an “evergreen” plan).

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

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Appendix A: Board Members

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

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

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Appendix B: 2012 Operational Plan

To be provided under a separate cover

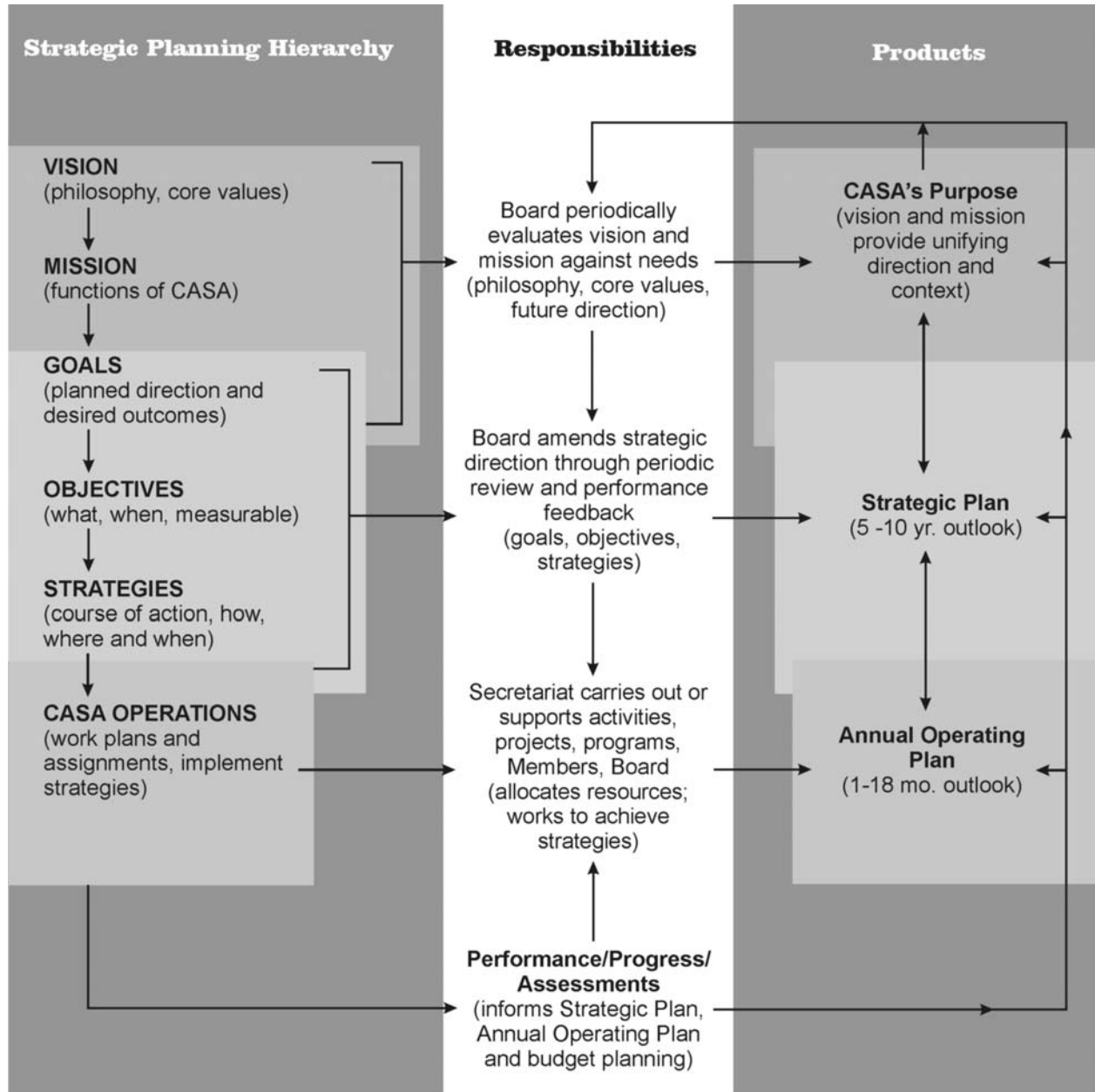
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Appendix C Risk Assessment

For completion in 2012.

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Appendix D: Strategic Planning Framework and Performance Management for CASA



CASA - August 10, 2011

DECISION SHEET

ITEM: 3.1 CASA Provision of Extension Services to BC

ISSUE: CASA has been asked by the province of BC to provide advice with respect to the potential to establish an airshed group in northeast BC, drawing on the approach and model used in Alberta

BACKGROUND: The Ministry of Energy in BC has responsibility for managing the considerable growth in oil and gas development in northeast BC, and for addressing growing stakeholder interest in the monitoring of air quality. The Oil and Gas Division and other government agencies are seeking information about Alberta's approach to air quality monitoring, the air quality management system in general, and Alberta's network of airshed groups. The ministry wants to productively engage stakeholders in air quality discussions at the sub-regional level and has asked for CASA's assistance in documenting the "Alberta model" and assessing its application in northeast BC. Under very tight time constraints the CASA secretariat has provided some initial information (enough for them to begin an early discussion with stakeholders in the Peace), but no commitment has been made regarding any additional assistance from CASA, should BC decide to proceed with the establishment of a multi-stakeholder air quality group.

As the discussion with stakeholders evolves in northeast BC it is possible that CASA and individual Alberta airsheds will be asked to convene a Fall workshop between stakeholders in BC and Alberta and/or provide other information, training or assistance that would enable the creation of a multi-stakeholder airshed zone (as CASA stakeholders would understand it). Early indications are that CASA's advice and assistance to date have been well received.

This kind of work is clearly a new undertaking for the Alliance. Further allocation of secretariat resources to this work should be assessed in light of at least two other demands on staff and stakeholder time:

1. The need to provide comprehensive support to new and existing CASA Project Teams, and
2. A growing demand for CASA to provide training and advice to other (not air-related) multi-stakeholder teams and discussions in Alberta.

STATUS: Following an initial request for assistance from the BC Ministry of Energy, the CASA ED asked the Executive Committee for its approval to undertake the near-term assignment and to provide the requested information. That work is now complete. It was agreed at the Executive Committee that any further work beyond this should be subject to guidance from the board.

FUNDING/

IMPLEMENTATION: The BC government has provided approx. \$20,000 under contract to cover the initial work.

ATTACHMENT: None (related documents will be provided to the Board, following BC government release)

DECISIONS: Authorize the CASA secretariat to provide ongoing assistance to parties in BC with an interest in establishing a multi-stakeholder airshed group, subject to Executive Committee oversight and periodic progress reports to the Board.

Provide guidance to the Executive Committee and the Secretariat regarding other such requests for assistance and criteria for acceptance/rejection.

DECISION SHEET

- ITEM:** 3.2 Performance Measures Committee 2011 Report
- ISSUE:** Approve the 2011 Performance Measures Committee Report
- BACKGROUND:** In 2011, the Performance Measures Committee undertook two tasks:
1. To calculate Performance Measure 3 (Number of recommendations through Comprehensive Air Quality management System implemented), and
 2. To follow-up on low-rated recommendations from previous years.
- The Committee was also charged with reporting the results of Performance Measure 5 (Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta), which is calculated annually by the Communications Committee.
- STATUS:** The results are presented in the 2011 Performance Measures Committee report. There are six recommendations for the Board to approve.
- ATTACHMENTS:** A. 2011 Performance Measures Committee Report.
- DECISIONS:**
1. Approve the 2011 Performance Measures Committee Report.
 2. Determine next steps to follow-up on the 2003 Electricity Project Team recommendation 67b.

2011 Performance Measures Committee Report



Prepared by the
Performance Measures Committee
for the
Clean Air Strategic Alliance
Board of Directors

January 2012

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Acknowledgements

The Committee would like to thank various CASA team members and implementers for their assistance reviewing the implementation of past CASA project team recommendations.

The members of the Committee are: Peter Darbyshire (Graymont Western Canada Inc.), Bob Myrick (Alberta Environment), Ruth Yanor (Mewassin Community Council), Celeste Dempster (CASA Secretariat), and former members Ted Stoner (Canadian Petroleum Products Institute) and Linda Jabs (CASA Secretariat).

CASA's Performance Measures

	Performance Measure	Indicator(s)
1a	Improved air quality indicators in areas of CASA action	<ul style="list-style-type: none"> • Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition • Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene • Percent hourly exceedances of: NO₂, SO₂ and H₂S • Percentage of stations assigned to action levels defined by the CASA Particulate Matter and Ozone Management Framework based on annual three-year data assessments completed by Alberta Environment
1b	Change in emissions of substances of concern in areas of CASA action	<ul style="list-style-type: none"> • Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury • The change in flaring and venting associated with solution gas, well test and coalbed methane
1c	Energy use as an indirect measure of air quality in areas of CASA action	<ul style="list-style-type: none"> • Electrical power capacity based on renewable and alternative energy sources
2	Capability to measure air quality effects on humans and the ecosystem	<ul style="list-style-type: none"> • The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP)
3	Number of recommendations through Comprehensive Air Quality Management System implemented	<ul style="list-style-type: none"> • Percentage of substantive recommendations from 4 years ago, being 2007, that have been implemented
4	Degree of CASA members, partners and clients' satisfaction with the CASA approach	<p>Satisfaction with CASA's:</p> <ul style="list-style-type: none"> • Overall approach • Openness and transparency • Implementation of recommendations • Resources for teams • Achievements • Support to airshed zones • Communication between teams
5	Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta	<ul style="list-style-type: none"> • Return visitors to website • News stories about CASA • Quality of news stories about CASA

Executive Summary

In 2011, the Performance Measures Committee was charged with two tasks:

1. To calculate Performance Measure 3 (Number of recommendations through Comprehensive Air Quality management System implemented), and
2. To follow-up on low-rated recommendations from previous years.

The Committee is also charged with reporting on Performance Measure 5 (Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta), which is calculated annually by the Communications Committee.

With respect to Performance Measure 3, the Committee found that there was one substantive recommendation from the year 2007. Overall, the degree of implementation of CASA recommendations approved in 2007 is 30%. The Committee recommends that the Board accept these results for inclusion in the 2011 CASA Annual Report and that the recommendation be placed in the low-rated recommendation matrix for continued follow-up.

The Committee collected updates on the low-rated recommendations from previous years which are tracked in a living document called the low-rated recommendations matrix. In light of this information, the Committee recommends that nine recommendations be closed because they are complete, two recommendations be closed because they are no longer relevant and one recommendation be reassessed.

The Communications Committee calculated Performance Measure 5, which reports on the number of repeat visitors to the website, number of news stories about CASA and the quality of CASA's coverage in the news. The Performance Measures Committee recommends that the Board accept these results for inclusion in the 2011 CASA Annual Report.

Introduction

CASA has five Performance Measures. Performance Measure 1, 2 and 4 are calculated every three years while Performance Measure 3 and 5 are calculated annually. Performance Measure 1, 2 and 4 were last calculated in 2010.

In 2011, the Performance Measures Committee was charged with two tasks:

1. To calculate Performance Measure 3 (Number of recommendations through Comprehensive Air Quality management System implemented), and
2. To follow-up on low-rated recommendations from previous years.

This report will also present the results of Performance Measure 5 (Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta), which is calculated annually by the Communications Committee.

Performance Measure 3

Performance Measure 3 expresses, as a percentage, the degree of implementation of the substantive recommendations approved by the CASA Board from four years previous.

For 2011, the Performance Measures Committee considered the recommendations approved by the CASA Board in 2007. In this year, the CASA Board approved two recommendations from the Renewable and Alternative Energy Project Team, one of which was deemed substantive by the Committee.

Overall, the degree of implementation of CASA recommendations approved in 2007 is 30%. Table 1 below shows the rating of the substantive recommendation and subsequent calculation of Performance Measure 3. For the qualitative comments associated with the numeric rating, see Appendix 1.

Table 1: Rating of Substantive Recommendations

Project Team (No. of substantive recommendations)	Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)										
	0	1	2	3	4	5	6	7	8	9	10
Renewable and Alternative Energy Project Team (1)				1							
Total number (1)				1							
Mean Calculation: $3 \times 1 = 3$											
Overall (average rating) = $3 / 1 = 3$ or 30%											
Reviewer: Renewable and Alternative Project Team: Jeff Bell (Alberta Energy)											

Table 2 below summarizes the results for Performance Measure 3 since 1997.

Table 2: Summary of Results for Performance Measure 3

Year Approved by CASA Board	Number of Substantive Recommendations	Degree of Implementation of Substantive Recommendations (%)
1997	25	77
1998	54	76
1999	30	62
2000	0	n/a
2001	5	94
2002	53	74
2003	79	73
2004	47	91
2005	18	77.2
2006	1	100
2007	1	30

Since it received a rating of 3, the one substantive recommendation from 2007 is considered low-rated. As such it should be added to the low-rated recommendation matrix for continued monitoring. The recommendation has an expected completion date of December 2012. The Performance Measures Committee will follow-up on the implementation of the recommendation at this time.

Recommendation 1: Approve Performance Measure 3 result.

The Performance Measures Committee recommends that the Board approve the results from Performance Measure 3 for inclusion in the 2011 CASA Annual Report.

Recommendation 2: Continued Follow-up of Low-rated Recommendation from 2007.

The Performance Measures Committee recommends that the Recommendation 1 from the 2007 Renewable and Alternative Energy Project Team be added to the low-rated recommendation matrix for continued follow-up in December 2012.

Review of Low-rated Recommendations

In June 2008 the CASA Board identified the need to follow-up on low-rated recommendations on a longer term basis, rather than the one year snapshot provided by Performance Measure 3. The Committee developed a matrix of all low-rated recommendations since 1997 as well as a Decision Tree for assessing low-rated recommendations which was approved by the Board in 2009 (see Appendix 2). The matrix is intended to be a living document that will be updated as the Committee gathers information from implementers. The Committee will then use this information to advise the CASA Board on appropriate follow-up for the low-rated recommendations.

The Performance Measures Committee would like to submit twelve (12) low-rated recommendations to the Board for follow-up. The Committee recommends that nine (9) recommendations be closed because they are complete, two (2) recommendations be closed because they are no longer relevant and one (1) recommendation be reassessed.

The CASA Board has the final decision whether to consider a recommendation closed (i.e. CASA no longer pursues information on its implementation). There are three criteria to weigh in the decision that were approved by the Board in September 2009:

1. Priority level: Is the current importance of the issues and/or recommendation high, medium or low?
2. Need for the recommendation: Given legal, technological, societal and economic changes since the recommendation was made, is the action prescribed still needed?
3. Practical challenges: Given the current work of the implementing body, are the necessary resources and capacity available to implement the recommendations?

Recommendation 3: Consider previously low-rated recommendations complete.

The Performance Measures Committee recommends the CASA Board deem the following nine (9) low-rated recommendations closed because they are complete:

Table 3: Low-rated Recommendations Deemed Complete

Recommendation	Original Rating	Recommendation from PMC
1997		
<i>Acidifying Emissions Management Implementation Team</i>		
16. AEUB and AEP establish an SO ₂ emission forecasting system that provides emission forecasts on an ongoing basis.	0	<p><u>Recommendation:</u> Close</p> <p><u>Reason:</u> Complete. Given the other systems that are currently in place (airsheds, CCME-AMC led Emissions Working Group, work done using contractors, etc.), SO₂ emission forecasting is sufficiently covered by these means.</p>
1998		
<i>Flaring and Venting Team</i>		
16. Industry and government work together to facilitate development of an open market for solution gas.	0	<p><u>Recommendation:</u> Close</p> <p><u>Reason:</u> Complete. This recommendation is supported by Directive 60. While the economic test set out may not be considered as open market by all, industry and government have worked together to facilitate development.</p>

18. Alberta Department of Energy develop a government/industry cost sharing program to reduce the amount of solution gas being flared in areas where environmental concerns have been identified.	0	<u>Recommendation:</u> Close <u>Reason:</u> Complete. This recommendation is supported by Directive 60. Flaring has been reduced since 1998.
31. Alberta Health improve collection of human health data respecting the impacts of solution gas flaring.	3	<u>Recommendation:</u> Close <u>Reason:</u> Complete. Collecting information about human health and the oil and gas industry is now part of an ongoing process within Alberta Health & Wellness. It is part of day to day business.
32. Alberta Agriculture, Food and Rural Development improve the collection of animal health data respecting the impacts of solution gas flaring.	0	<u>Recommendation:</u> Close <u>Reason:</u> Complete. In 2006, WISSA completed a large study looking at the animal health effects associated with exposure to emissions from oil and natural gas field facilities. The Alberta Veterinary Surveillance Network (AVSN) provides active surveillance which follows syndromic reports on cattle (similar to ARTSSN). It is currently being extended to include small ruminants, poultry and swine. Veterinaries report data directly to the AVSN and can be related to air quality. More work could be done to help vets make these connections as the AVSN continues to develop.
2002		
<i>Flaring and Venting Project Team</i>		
4. The Alberta Department of Energy should extend the OFSG program to bitumen wells.	2	<u>Recommendation:</u> Close <u>Reason:</u> Complete. This recommendation is supported by Directive 60. The OFSG royalty program was extended to bitumen

		wells.
<i>Acidifying Emissions Project Team</i>		
2 (ii): Number of SO ₂ and NO _x continuous monitoring stations removed from approval requirements based on long term records of low readings or because of participation in zonal management;	2	<u>Recommendation</u> : Close <u>Reason</u> : Complete. This recommendation is covered through the monitoring efforts of the Airshed Zones. Approximately half of the air monitoring compliance stations are part of airshed organizations. Compliance monitoring will continue to be rolled into air monitoring in the future.
2 (v): A SO ₂ and NO _x emissions forecasting system	2	<u>Recommendation</u> : Close <u>Reason</u> : Complete. While forecasting is not done systematically due to resource restrictions, it is completed as needed through different initiatives.
2005		
<i>Renewable and Alternative Energy Project Team</i>		
Recommendation 12(b): Reporting progress toward meeting the target Starting in 2006, on a voluntary basis, Retailers and large consumers disclose directly to the public on an annual basis, the share of their retail portfolio that is based on renewable and alternative energy.	0	<u>Recommendation</u> : Close <u>Reason</u> : Complete. Compliance with this recommendation is voluntary. Some competitive retailers do report this information.

Recommendation 4: Consider previously low-rated recommendations no longer relevant.

The Performance Measures Committee recommends the CASA Board deem the following two (2) low-rated recommendations closed because they are no longer relevant:

Table 4: Low-rated Recommendations Deemed No Longer Relevant

Recommendation	Original Rating	Recommendation from PMC
1998		
<i>Flaring and Venting Team</i>		
15. The Alberta Department of Energy pursue with Alberta Treasury and the federal government adjustments to the federal tax act	0	<u>Recommendation</u> : Close <u>Reason</u> : No longer relevant.

that would allow for the broader availability of flow-through shares of development capital expenditures for those technologies qualifying for Class 43.1 inclusion.		No work has been done on this matter. Inclusion into Class 43.1 comes under Federal Authority and policy and the Income Tax Act. Currently there are capital cost provisions in the Act for cogeneration and distribution systems which lead to energy conservation. There are other systems in play to support innovation in Alberta.
2002		
<i>Flaring and Venting Project Team</i>		
13. The Alberta Department of Energy should extend the OFSG royalty waiver program to crude oil and bitumen solution gas vent sources.	2	<u>Recommendation</u> : Close <u>Reason</u> : No longer relevant. This recommendation was reviewed and it was found that, according to the threshold for economic analysis under Directive 60, these vent sources were too small to meet the screening criteria.

Recommendation 5: Reassess previously low-rated recommendation.

The Performance Measures Committee recommends the CASA Board reassess, or appoint a group to reassess, the following one (1) low-rated recommendation to determine if resources can be located for implementation. If not, the recommendation should be deemed no longer relevant and closed:

Table 5: Low-rated Recommendations to be Reassessed

Recommendation	Original Rating	Recommendation from PMC
2003		
<i>Electricity Project Team</i>		
67 b. Encouraging Electrical Energy Efficiency & Conservation by Governments The EPT recommends that Climate Change Central examine the issue of “take or pay” contracts. This work would include: <ul style="list-style-type: none"> • gathering information on the extent of the issue; • providing information for consumers to assist them in making informed decisions about their electricity 	0	<u>Recommendation</u> : Reassess <u>Reason</u> : Lack of resources. A cursory review of the nature of the contracts was undertaken but it was determined that the contracts already in place were long term (5-10 years) and that there was little room for amending them. A review of alternative contracts was to be

<p>purchases; and</p> <ul style="list-style-type: none"> developing and piloting alternatives that would meet the retailer’s needs while allowing for consumers to benefit fully from energy efficiency and conservation practices. 		<p>undertaken however there was insufficient staff or funding resources to continue the research for alternatives. Any further review of this should be undertaken by a lawyer with a strong understanding of contract law regarding the electrical and resource sector.</p>
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Performance Measure 5

Performance Measure 5 looks at the degree of recognition by emitters and the general public of CASA as a major vehicle for delivering improved air quality management for Alberta. It is calculated annually by the Communications Committee. The information below has been provided to the Performance Measures Committee by the Communications Committee:

In 2011, the number of repeat web visitors dropped considerably from the previous year to an historical low. That number represents 36.64% of total visitors. The drop in repeat visitors was probably because of the low number of active CASA projects in 2011. Figure 1 below shows repeat visitors over the past six years.

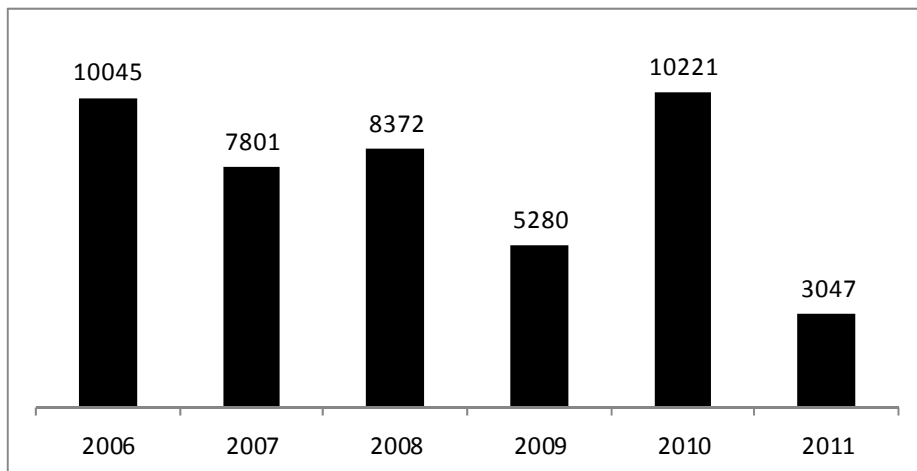


Figure 1

One news story indicator, as set out in Figure 2, measures the number of news stories about CASA in the Alberta news media (print, television, radio, magazines, etc.) each year. The number of news stories is proportional to newsworthy activity by CASA.

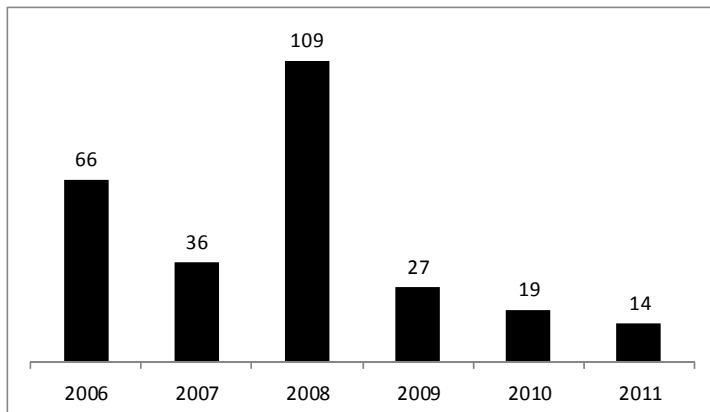


Figure 2

In 2011, the total number of news stories dropped. The majority of news articles made reference to CASA as an organization rather than to specific project information. That meant most coverage was neutral, but those that did reference specific projects were positive.

The second indicator measures the quality of that news coverage. Since 2007, that calculation has been through the Media Relations Rating Points (MRP)TM system developed by the Canadian Public Relations Society. The score is determined by evaluating several attributes of each story, and the presence of CASA messages in the article. As shown in Figure 3, using the MRP, CASA achieved an overall score of 47.3% in 2010. Given the predominantly neutral, mention-only articles, the drop in overall score is to be expected.

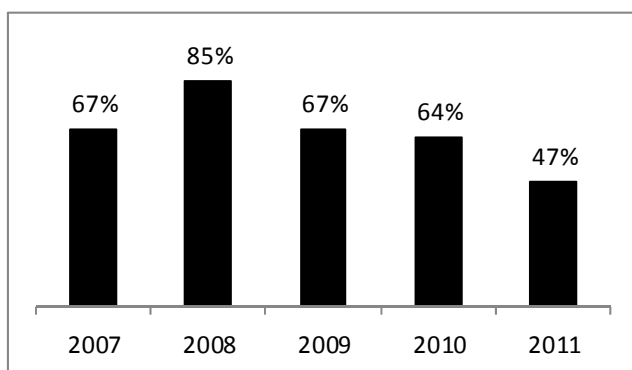


Figure 3

Recommendation 6: Approve Performance Measure 5 result.

The Performance Measures Committee recommends that the Board approve the results from Performance Measure 5 for inclusion in the 2011 CASA Annual Report.

Summary of Recommendations

Recommendation 1: Approve Performance Measure 3 result.

The Performance Measures Committee recommends that the Board approve the results from Performance Measure 3 for inclusion in the 2011 CASA Annual Report.

Recommendation 2: Continued Follow-up of Low-rated Recommendation from 2007.

The Performance Measures Committee recommends that the Recommendation 1 from the 2007 Renewable and Alternative Energy Project Team be added to the low-rated recommendation matrix for continued follow-up in December 2012.

Recommendation 3: Consider previously low-rated recommendations complete.

The Performance Measures Committee recommends the CASA Board deem the following nine (9) low-rated recommendations closed because they are complete:

- 1997:
 - Acidifying Emissions Management Implementation Team: #16
- 1998:
 - Flaring and Venting Team: #16, 18, 31, 32
- 2002:
 - Flaring and Venting Project Team: #4
 - Acidifying Emissions Project Team: #2(ii), 2(v)
- 2005:
 - Renewable and Alternative Energy Project Team: #12(b)

Recommendation 4: Consider previously low-rated recommendations no longer relevant.

The Performance Measures Committee recommends the CASA Board deem the following low-rated two (2) recommendations closed because they are no longer relevant:

- 1998:
 - Flaring and Venting Team: #15
- 2002:
 - Flaring and Venting Project Team: #13

Recommendation 5: Reassess previously low-rated recommendation.

The Performance Measures Committee recommends the CASA Board appoint a group to reassess the following one (1) low-rated recommendation to determine if resources can be located for implementation. If not, the recommendation should be deemed no longer relevant and closed:

- 2003:
 - Electricity Project Team: #67b

Recommendation 6: Approve Performance Measure 5 result.

The Performance Measures Committee recommends that the Board approve the results from Performance Measure 5 for inclusion in the 2011 CASA Annual Report.

Appendix 1: Complete Ratings for 2007 Recommendation

Implementation Assessment	
<i>Renewable and Alternative Energy Project Team</i>	
Recommendation	Rating
1. The Renewable and Alternative Energy Project Team recommends that the Government of Alberta develop and implement a policy framework to increase the supply of and demand for renewable and alternative electrical energy in Alberta. This policy framework should be developed and implemented in a timely manner, and the Government should consider including in the policy framework the elements and policy options described in this report.	3
Comments	
<u>Selected Accomplishments include:</u>	
<ol style="list-style-type: none"> 1. Internal cross-ministry working groups and Assistant Deputy Minister steering committee formed in 2011. 2. Preliminary external expert information gathering session held in September 2011. 3. Draft “White Paper” prepared for cross-ministry consultation January 2012. Final White Paper will be the basis for public consultation (general public, industry experts, private sector trade associations, non-government organization, municipal representatives, etc.). Content of White Paper: scope, resource profiles including current state of development, resource potential, technology status and potential; opportunities and barriers to development. 4. Framework development plan has been developed; to be updated as necessary. 	
<u>Key Milestones Not Yet Reached:</u>	
<ol style="list-style-type: none"> 1. White Paper. Will require Ministerial or Cabinet approval prior to release for consultation and input: target for finalizing White Paper is Spring 2012. 2. Public consultation process and timelines to be designed and approved. Target: Summer 2012. 3. Framework to be drafted and brought forward to the Minister. Target for final framework: December 2012. 	

Appendix 2: Decision Tree for Low-rated Recommendations

After three years of implementation, CASA assesses the implementation of recommendations by engaging stakeholders involved in the original team and/or the implementing agency. Assessors are asked to rate the degree of implementation on a scale of 0-10. Low rated recommendations are defined as recommendations receiving a 0-3 rating.

The Decision Tree, as illustrated on the next page, is intended to provide guidance on how to follow-up on low-rated recommendations. The Decision Tree will only be used for low-rated recommendations. The Committee will first follow-up with the implementer for information why a recommendation was not implemented. If no implementer is discernable, the Committee approaches a CASA team (if available) for information. Should neither be available, the Committee can make a recommendation to the CASA Board. Recommendations, whether from the implementer, CASA team or Committee, could include:

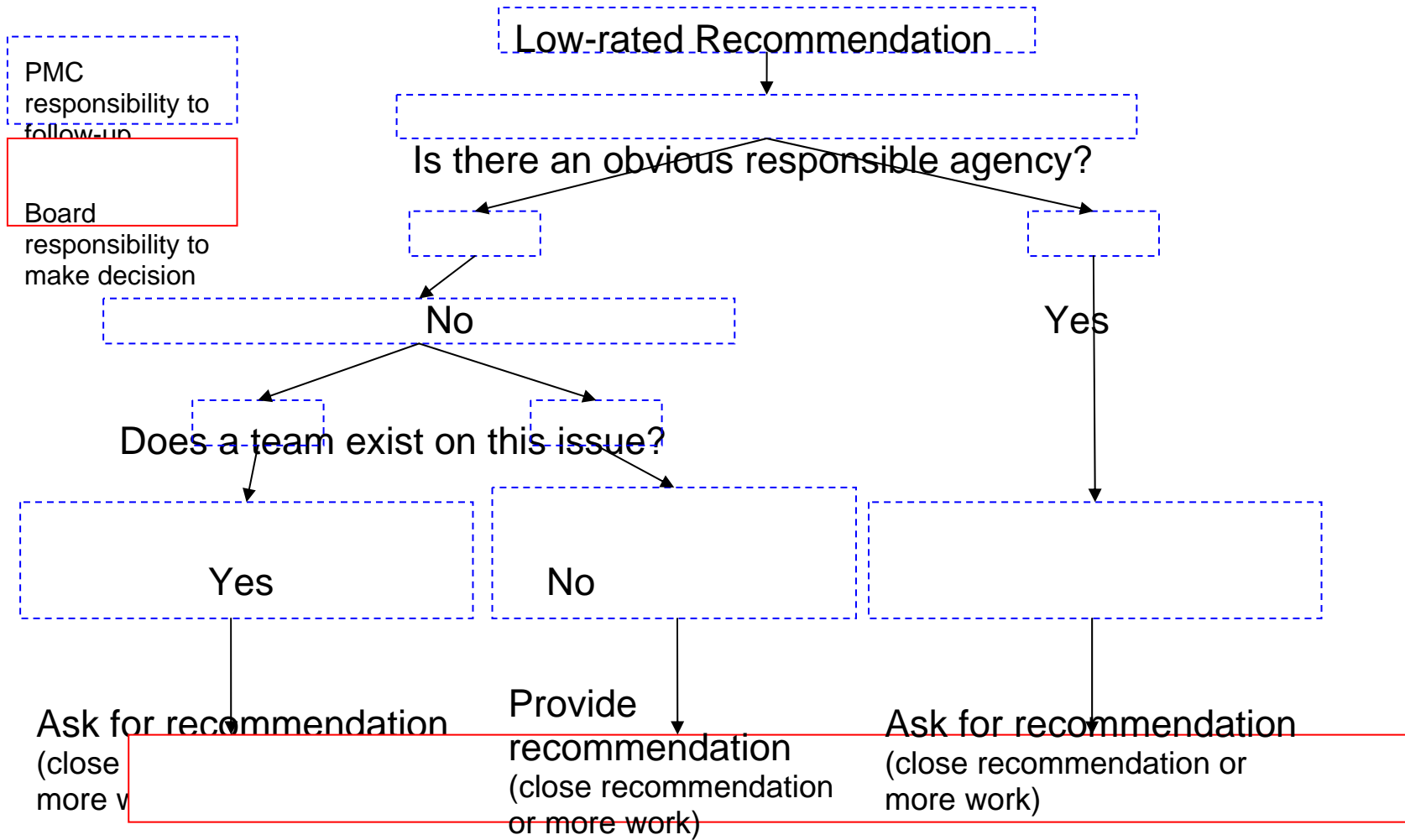
- Close the recommendation, and document the explanation
- More work that could be required, such as an implementation team, new work for an existing team, Board involvement, etc
- More information the Board would require to make its decision regarding follow-up or closure of the recommendation.

CASA Board Decision

The Performance Measures Committee will use the information to advise to the CASA Board on appropriate follow-up for the low-rated recommendation. The CASA Board has decision-making power whether to follow-up or to close the recommendation (i.e. render the recommendation no longer required).

There are three criteria to inform the board's decision to close a recommendation:

1. Priority level: Is the current importance of the issue and/or recommendation high, medium or low?
2. Need for the recommendation: Given legal, technological, societal, and economic changes since the recommendation was made, is the action prescribed still needed?
3. Practical challenges: Given the current work of the implementing body, are the necessary resources and capacity available to implement the recommendation?



CASA Board decision: Close recommendation or determine appropriate follow-up steps

Status Report

- Project:** **CASA and AAC Joint Standing Committee**
- Task:**
- 1) Ensure that draft CASA recommendations have been assessed and evaluated to determine their potential effect on AAC and its members.
 - 2) Monitor implementation of 2010 recommendations from the Airshed Zones Board Committee, assessing progress and proposing other options if necessary.
 - 3) Identify, discuss and make recommendations related to:
 - policies and strategies that could potentially affect CASA and AAC and its members,
 - overall policy pressures resulting from government initiatives, and pressures coming from stakeholders or the public with respect to air quality management, and
 - further clarification of the roles, interests and relationship between AAC, airshed zones and CASA.
 - 4) Develop performance measures for the committee's work.
 - 5) Review the "CASA Airshed Zone Guidelines" and, if necessary, revise the document.
 - 6) Propose resolution to the question of AAC membership on the CASA Board by 2013.
 - 7) Communicate and share information about AAC and its members with CASA Board members and others, as opportunities arise.
 - 8) Report annually to the CASA Board, including an assessment of progress against the terms of reference and performance measures. Based on content of the CASA board book, the committee may want to prepare updates more than once a year.
- Background:** This Committee was struck to implement the recommendations made by the Airshed Zones Board Committee as well as to strengthen the relationship between CASA, the AAC and the individual airshed zones.
- Status:** The Committee last met on February 13th and continues work on its first prioritized key task – key task 3. The JSC is working with a consultant to produce a report which will inform discussions with respect to the roles of the parties and related key concerns requiring resolution.
- The JSC will meet next in March 2012. At this meeting, the Committee will review preliminary results from the consultant and provide feedback.
- Attachments:** None. A complete list of project team membership is provided in the June & December Board books. Team list.

Status Report

- Project:** **Confined Feeding Operations**
- Task:** To fulfill Recommendation 10 from the 2008 Confined Feeding Operations Project Team report:
- a) Review the implementation status and outcomes of recommendations made in this report,
 - b) Assess the success of these activities, and
 - c) Make any further recommendations, if needed, to reduce air emissions from CFOs in Alberta related to this strategic plan.
- Background:** After they submitted their final report in 2008, the CFO Project Team was put in abeyance until 2011 when they would reconvene to complete Recommendation 10.
- In advance of reconvening the CFO Team, the Confined Feeding Operations Implementation Review Team (CFO-IRT) reviewed the implementation status of the recommendations from the 2008 report and presented its findings to the Board in March 2011. At this meeting, the Board agreed that the CFO Team should come together in November 2011 to discuss Recommendation 10. In order to fulfill Recommendation 10 from this report, CASA is bringing together participants to review the implementation status of the recommendations from the 2008 report, assess their success and determine if there is any appropriate work for a new CFO Project Team.
- In November 2011, the CASA Secretariat gathered a small group which agreed that more work needed to be completed on the recommendations before bringing the whole Team together. Based on the anticipated completion dates, the group decided that in early 2012, enough recommendations (7 out of 9) would be completed to bring together the Team to examine Recommendation 10.
- Status:** Participants attended a workshop on 15 March 2012 hosted by CASA. At the workshop, participants heard presentations on the implementation of each recommendation from the 2008 CFO report. A follow-up meeting is being scheduled to discuss if there is any appropriate work for a new CFO Project Team.
- Attachments:** None. A complete list of project team membership is provided in the June & December Board books. Team list.

Status Report

Project: Human and Animal Health Implementation Team

Task: Update on reconvening the Human and Animal Health Team (HAHT).

Background: In March 1997, the CASA Board approved the "Executive Framework for A Human Health Monitoring System" and the development of a multi-stakeholder project team to develop and implementation plan, as recommended by the Human Health Resource Group.

Since this time, the Board has been presented with four reports on the topic of human and/or animal health as it relates to air quality:

- Human Health Project Team, Final Report to the CASA Board of Directors, November 1998.
- Human Health Project Team, Human Health Monitoring Framework, Implementation Plan, May 1990.
- Animal Health Project Team, Final Report and Recommendations, March 2003.
- Human and Animal Health Team, Final Report to the CASA Board, August 2007.

Recommendation 1 in the 2007 report advised that the team be disbanded, but the government members suggested a review of existing mechanisms to determine if there were other options. Upon government's suggestion, the CASA Board accepted a project being piloted by Alberta Health and Wellness - the Alberta Real Time Syndromic Surveillance Net (ARTSSN) - as a means of implementing the Comprehensive Human Health Monitoring System (CHHMS).

At the December 1 Board meeting, it was concluded that ARTSSN may not necessarily fulfill the intent of the CHHMS. The Board agreed to reconvene the HAHT to:

- Coordinate with Alberta Health and Wellness and Alberta Health Services on what could be done to fulfill the intention of the team's recommendation; and
- Revisit their Terms of Reference and membership.

Status: The remaining members of the Human and Animal Health Team met on January 27. There was agreement to move forward in the following ways:

- Review the original intent and goals of the CHHMS to determine if they are still relevant and discuss the potential path forward.



- Review the implementation of recommendations from the four previous reports. For recommendations that are not complete, discuss their current relevance and the path forward.

The team will also discuss the future of the existing team and the possible areas of future work for this team, or a new team.

Attachments:

None. A complete list of project team membership is provided in the June & December Board books.

Status Report

- Project:** Performance Measures Review Working Group
- Task:** To complete a review of CASA's performance measures.
- Background:** In 2007, the Board approved a performance measures review process, to be carried out every three years. The next review is scheduled for 2012.
- In preparation for the performance measures review, the Committee gave a presentation at the December 2011 Board meeting requesting strategic advice. At this time several Board members volunteered to attend the next Performance Measures Committee meeting to offer further guidance. Alberta Energy also offered the Committee access to its performance measurement expert.
- Status:** On January 24 2012, the volunteers from the Board met with the Committee and formed the Performance Measures Review Working Group. At this meeting, the Working Group, among other things, reviewed the Communications Committee's target audience matrix, explored new developments in the world of performance measurement and examined the relationship between the strategic plan and performance measurement. The Working Group will meet next in March to continue its work on the performance measures review.
- Attachments:** None. A complete list of project team membership is provided in the June & December Board books. Team list.

Status Report

Item: Alberta Airshed Council Update

Task: To provide an update to the CASA Board.

Co-Chairs: Jill Bloor and Bob Scotten

Status: The Alberta Airsheds Council provides a forum to identify and advocate for the common interests of the nine established airshed zones. Representatives from all Airshed Zones meet on a regular basis. In 2011, the meetings traveled to Red Deer, Edmonton and Canmore.

In the fall of 2011, Bob Scotten, Executive Director for West Central and Palliser Airshed Zones and Jill Bloor, Calgary Region Airshed Zone's Executive Director were elected Co-chairs of the AAC. Nadine Blaney with the Fort Air Partnership is the Secretary/Treasurer.

The Alberta Airsheds Council:

- provides a forum for discussing air quality issues and management strategies;
- strengthens relationships between airsheds, regulatory agencies and others;
- facilitates communication between the airsheds and the public;
- acts as a resource for forming airsheds.

For more information, go to www.albertairshedsCouncil.ca/.

Status Report

Item: **Calgary Region Airshed Zone Update**

Task: To provide an update to the CASA Board.

Executive Director: Jill Bloor

Status: This past year was busy for CRAZ. We deployed a network of 30 passive air monitors and all reports since July are posted to our website.

We worked with the City of Calgary to develop a education/outreach component and wrap for the Downtown Air Monitoring station. We're also working to secure a new site for the station. Success will be a great achievement because it will be one of a very few with an education/outreach component.

Together CRAZ, the City of Calgary and AEW secured a new site for the Southeast station after the original was sold. Preparation for relocation has begun with a very appealing wrap. One day it could also incorporate an education component.

The Particulate Matter/Ozone Audit Committee received two reports commissioned in 2010. It also completed an Achievement Report for the Board on actions outlined in the PM/O3 Management Plan. An All-sources Emissions Inventory, and Community-based Social Marketing project were commissioned for completion by March.

Membership presentations to 11 southern Municipal Councils were positively received, and we hope that translates to new members in 2012.

The 2012-2014 Strategic Plan was completed, providing direction for the organization and for committees as they prioritize their work.

The Education/Outreach program continued with completion of the first CRAZ Photo Contest in May. This summer, over 300 children and youth learned about air quality and what they can do to protect it. CRAZ, with Calgary Co-op and Husky, continued the Gauge 'n Save program at gas stations, with 15 volunteers attending to 600 cars over the summer. Through the Education programs, we increase public awareness of the organization. We also show people specific techniques to use to ensure we continue to enjoy our present air quality. The CRAZ Board, staff and volunteers are excited about building on last year's accomplishments. Learn more at www.craz.ca.

Status Report

Item: Fort Air Partnership Update

Task: To provide an update to the CASA Board.

Executive Director: Nadine Blaney

Status: In 2011 Fort Air Partnership (FAP) continued its transition toward a regional air monitoring network. Operating a regional network (rather than fence line monitoring) gives a more well-rounded characterization of regional air quality. It provides the ability to measure the cumulative impact of all pollutant sources, taking into consideration regulated industrial emissions, as well as, non-regulated emission sources such as urban, oil and gas, and agricultural activities.

This work began with redefining network objectives to support regional monitoring. A third-party contractor began a comprehensive assessment of Fort Air Partnership's monitoring network and data in September 2011. Sonoma Technology Incorporated is performing this analysis to identify monitoring gaps and redundant activities in light of new priorities, and to meet emerging needs identified by airshed stakeholders.

Significant equipment upgrades were made to several of FAP's stations, including the National Air Pollution Surveillance (NAPS) station at Elk Island National Park.

Throughout the year, Fort Air Partnership (along with West Central Airshed Society and the Alberta Capital Airshed Alliance) was actively involved in the Capital Region Multi-Stakeholder Air Forum. This multi-stakeholder group is responsible for developing a Capital Region Air Quality Management Framework, which will define triggers for sulphur dioxide, nitrogen dioxide, fine particulate matter and ozone (set below existing standards and objectives) to signal the need for management actions.

FAP's continuing communications included the distribution of annual reports and a quarterly e-bulletin, plus presentations to industry groups and county councils. A focus group study in November of 2011 provided further guidance for current communications activities. FAP also provided continued support for the Life in the Heartland initiative, a collaborative effort between organizations in the Industrial Heartland to keep residents informed about issues regarding industrial development.

Status Report

Item: **Lakeland Industry and Community Association Update**

Task: To provide an update to the CASA Board.

Executive Director: Mike Bisaga

Status: 2011 marks LICA's second year of operating the fully implemented regional air quality monitoring program. The continuous monitoring program currently consists of three fixed continuous monitoring trailers and one portable monitoring station. The regional monitoring program also includes a 26 station passive network, integrated volatile organic compound and polycyclic aromatic hydrocarbon sampling at selected locations, and the landowner-sampled *Community Monitoring Project*.

LICA also samples for potential air quality impacts on soils through its soil acidification monitoring program. In 2011, to further enhancing the soil acidification monitoring program that began in 2010 with the establishment of a soil plot in Moose Lake Provincial Park, LICA added a second sampling plot at Whitney Lakes Provincial Park. Over the next year, LICA has plans to implement one more soil monitoring plot in the northern part of the airshed zone.

Projects currently underway include analyzing co-located and duplicate sampling data, interpretation and analysis of volatile organic compound and polycyclic aromatic hydrocarbon monitoring data, establishing synergy with the Beaver River Watershed Alliance through lake chemistry analysis (potential acidification impacts), and education and outreach through local schools or focused public events.

In 2011, LICA's showpiece public education and outreach event was the 'Green Your Ride' vehicle emissions testing clinic. Area drivers were provided with an opportunity to learn about the environmental impact of their vehicle and how maintenance or repairs may reduce tailpipe emissions and increase fuel efficiency. The clinic included free tests of tailpipe emissions, tire pressure, and the vehicle's gas cap seal. Nearly 60 vehicles were tested during the half-day event, and drivers were provided with insight regarding the 'environmental performance' of their vehicle. Participants received a report card that included the results of several tests including tailpipe emissions of various substances (hydrocarbons, carbon monoxide, carbon dioxide, and oxygen), trouble codes from vehicles' onboard diagnostics computer including the emissions control system, and tire pressure. For diesel-fueled cars and trucks, report cards also included exhaust opacity test values.

Status Report

Item: Palliser Airshed Society Update

Task: To provide an update to the CASA Board.

Executive Director: Bob Scotten

Status: 2011 started as a promising year with some restored monitoring, some special monitoring in downtown Medicine Hat and some additional months of operating the Rover station.

The passive monitoring stations were restored to twenty sites and subsequently increased to twenty two monitoring sites. This provides an improved data set for the whole region. Two new sites located in the Hays area were added to fulfill a request by CNRL Hays Plant to join the airshed

A special monitoring program was set up to monitor total hydrocarbon and oxides of nitrogen during the cold winter months of 2010 / 2011. This was conducted to determine odour issues experienced in cold weather.

PAS unfortunately experienced a decline in contributions and subsequently had to adjust the monitoring program to meet the financial reality. The Rover program was shortened by one month and all other initiatives have been reviewed for cost saving opportunities. A subcommittee has been organized to enhance membership and review funding sustainability.

Status Report

Item: Parkland Airshed Management Zone Update

Task: To provide an update to the CASA Board.

Co-Chairs: Kevin Warren

Status: In 2011, the Parkland Airshed Management Zone's (PAMZ) activities again focused on operation of its Air Quality Monitoring (AQM) Program and implementation of its Ozone Management Plan (OMP).

The Martha Kostuch Portable AQM Station supported a number of air quality investigations, including odour concerns in the vicinity of Bowden and Evergreen. The David McCoy Portable's schedule included background monitoring near the site of a proposed bioenergy generation facility near Horn Hill and stops in Sundre, Crossfield and Dogpound.

Replacement of the monitoring network's aging data acquisition and control systems (DACS) began with installation of a new system at the Caroline station in November. The DACS systems in the two portable stations are slated for replacement in 2012 and 2013.

In March, as part of the implementation of medium-term objectives of its Ozone Management Plan, PAMZ held an inaugural Ozone Prevention Workshop. There participants learned about ground-level ozone and what they and their organizations can do to help prevent its formation. They received comprehensive "tool kits" to help them. More workshops are planned for 2012.

Work continued all year on a number of objectives identified in the PAMZ Five Year Plan developed in 2010, with completion of two notable ones – a review of PAMZ's organizational structure and governance, and an overhaul of the Issues Identification and Response Process. The revamped issues process will ensure issues are responded to within 90 days, a significant improvement over the previous process.

Late in 2011, work began on an assessment of air quality data collected at The Red Deer Station since its establishment in 2001. This station will most likely be relocated to a new site sometime in 2012 because of significant development around the site in recent years. A new site will ensure collected data is representative of Red Deer as a whole and suitable for use in calculating Air Quality Health Indexes (AQHIs).

Status Report

Item: **Peace Airshed Zone Association Update**

Task: To provide an update to the CASA Board.

Executive Director: Shelly Pruden

Status: In 2011 PAZA unveiled a new logo and visual brand identity. We undertook these changes to ensure the outward appearance of our organization accurately reflects the professional value and integrity of our work. Our new look is meant to communicate the human side of PAZA's contribution to the region. Promoting our new brand through the use of social media and improvements to our webpage has allowed us to reach a broader demographic.

As we continue to be the leader in air quality monitoring in the Peace region, 2011 was a year of modernization and planning for the future. A strategic planning workshop solidified our focus on the priority of producing credible air quality monitoring data and recognized the need to modernize our vision and mission while continuing to work to secure equitable and sustainable funding for PAZA.

PAZA promoted the rollout of Alberta's new Air Quality Health Index (AQHI), measuring the AQHI at Henry Pirker and Beaverlodge. In 2012 we plan to expand our AQHI monitoring and reporting to our rover station.

PAZA continued to grow community education and partnership opportunities throughout the year and we look forward to partnering with municipal and industry members in hosting the first ever vehicle emissions clinic in the City of Grande Prairie in 2012.

PAZA recognizes the air quality monitoring needs of our region are continually changing and we must grow and adapt to remain effective. Working closely with our stakeholders we completed an extensive review of our region's air quality monitoring needs and our program objectives. This work completed in 2011 strongly positions PAZA to move into the future, where 2012 should see a full network assessment project.

For more information, please visit www.paza.ca.

Status Report

Item: **West Central Airshed Society Update**

Task: To provide an update to the CASA Board.

Co-Chairs: Bob Scotten

Status: The West Central Airshed Society continues to operate thirteen continuous air monitoring stations and fourteen passive sites. This year the network operated at over 98% uptime. The Hightower station operating 65 kilometres north of Hinton was badly damaged by a severe wind storm in October. Damage to the two wind generators exceeded twenty thousand dollars. The network has been upgraded to provide AQHI capability at five of the monitoring stations; most notably is the addition of O₃ and PM_{2.5}, analyzers to the Edson station.

WCAS serves on a number of regional and provincial initiatives. A great deal of time has been devoted to the Capital Region / Industrial Heartland Multi-stakeholder Air Forum steering Committee, the Capital Airshed Partnership, the Alberta Airshed Council and the CASA Joint Steering Committee. WCAS is committed to participate in the development of the future of air quality monitoring and management in the province.

WCAS completed a fourteen month ozone monitoring program in the Capital region. Three continuous monitoring stations with ozone and NO_x analyzers plus meteorological equipment were operated, in Barrhead, New Serepta and Sedgewick. The Barrhead and New Serepta stations also sampled VOC's for the summer months in 2010 and 2011. A contractor will be providing a review of the data analysis in February of 2012.

The major challenge for WCAS has been declining financial support. This is a result of reduction of emissions, the rapid pace of tracking facility acquisitions, and the nature of voluntary contributions from most emitters in the region. WCAS is committed to finding a sustainable funding solution.

Status Report

Item: Wood Buffalo Environmental Association Update

Task: To provide an update to the CASA Board.

Executive Director: Kevin Percy

Status: 2011 was a year of evolution and productivity for the Wood Buffalo Environmental Association. We welcomed new members and delivered on significant milestones set out in our 2011-2015 Strategic Plan. Among the notable achievements were:

- Presenting to the Alberta Environmental Monitoring Panel.
- Acquiring the WBEA servers, thereby bringing data management systems in-house.
- Commissioning an expert assessment of our air monitoring network.
- Presenting key papers demonstrating the innovative, scientific foundation of WBEA monitoring activities and pilot projects, during our International Symposium “Alberta Oil Sands: Energy, Industry and the Environment”.
- Hosting the 43rd Air Pollution Workshop, held in conjunction with the Symposium and attended by over 120 scientists engaged in air pollution research.
- Meeting significant air quality monitoring challenges and playing a key role for both members and the public by delivering continuous advisories during the Richardson wildfire in May and June.
- With leadership from the Ambient Air Technical Committee, assuming responsibility for the operation and maintenance of our air monitoring network. Our new Field Operations Centre was acquired and renovated in support of this undertaking.
- Dr. Kevin Percy was appointed as Executive Director.
- The Human Exposure Monitoring Program held two successful workshops focused on odour compound identification and measurement.
- The Terrestrial Environmental Effects Monitoring program successfully and safely carried out an intensive 2011 Forest Health Monitoring Program.
- Several new staff joined WBEA in support of our activities.
- WBEA held the first annual Member’s Tour and Open House.
- Alberta Environment and Water introduced an Air Quality Health Index to which WBEA contributes data from four of our community stations.
- Communicating with stakeholders by means of a Community Report, electronic newsletters, a redesigned website, a new vignette, and an annual report.

INFORMATION SHEET

ITEM: **3.4 Managing Collaborative Processes (MCP) Guide**

ISSUE: Following the November, 2011 stakeholder workshop, which was directed at receiving comment on an earlier version, the MCP guide has been significantly reworked and will be tested with internal Project Teams, as well as interested external parties. Once field testing is complete a final draft will be prepared for Board review and finalization.

The team working on this document is focused on the flow, content and nomenclature in Section A of the document, and will be revising the examples provided and building in more CASA-related terms. Section B of the document is considered to be more refined and advanced.

ATTACHMENTS: A. Jan., 2012 version of the Managing Collaborative Processes Guide

Clean Air Strategic Alliance

MANAGING COLLABORATIVE PROCESSES

DRAFT – JANUARY 27, 2012



EXECUTIVE SUMMARY

CASA – Managing Collaborative Processes

Item 3.4 – Attachment A

CASA – Managing Collaborative Processes

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CASA – Managing Collaborative Processes

Item 3.4 – Attachment A

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CASA – Managing Collaborative Processes

SETTING THE CONTEXT – INTRODUCTION

Addressing environmental issues through effective delivery of government services requires responsiveness to emerging societal needs and development of coordinated policies. This often requires effective collaboration between government, industry and non-government organizations.

CASA has a history of success in addressing air quality issues by providing a forum for this kind of collaboration leading to consensus recommendations for policy and regulatory improvement. Consistent with

CASA's commitment to continuous improvement, and in response to feedback from stakeholders, CASA has developed this *Guide to Collaborative Decision Making* to better support CASA's multi-stakeholder teams¹ in developing sustainable solutions for air quality.

The *Managing Collaborative Processes Guide* assists CASA in achieving its mission,

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

and vision for Alberta.

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

Who is the Managing Collaborative Processes Guide for?

CASA is built upon collaborative decision-making² where stakeholders are actively engaged in reaching consensus³. CASA has developed this leading practice Guide for CASA's Project Managers who facilitate the multi-stakeholder Project Teams as well as for those who participate in the process. The Guide is intended to build on and reinforce CASA's success with collaborative decision-making processes. The Guidebook is not intended to be exhaustive of all skills required by the Project Manager or those participating in the process. Rather, it provides a description of the tools and steps that are fundamental to this process. By integrating more structure and discipline into the collaborative decision-making process, the dialogue will lead to even more integrative consensus based solutions where all participants use creative and innovative techniques to address air quality issues.

Through applying the processes and steps described in this Guide, CASA's multi-stakeholder teams will be better able to:

- > Improve project deliverables including developing sustainable solutions for air quality;
- > Increase innovation and creativity in decision-making;
- > Improve fit of decisions with stakeholders interests; and
- > Strengthen cross-sector stakeholder relationships and networks.

How is Comprehensive Air Quality Management System (CAMS) integrated into the Guide?

¹ CASA has multiple teams addressing air quality issues. The teams are called Project Teams and are comprised of government, non-government and industry stakeholders.

² Collaboration is a management process in which diverse, conflicting and sectional interests are brought together in a structured process of joint decision-making.

³ Consensus involves seeking unanimous agreement by meeting the interests of all stakeholders.

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The Guide builds on the *CAMS: CASA's Decision-making Process*, *Consensus Decision-Making Toolkit: A Martha Kostuch Legacy*, and *Beyond Consultation: Making Consensus Decisions*. These documents will continue to be used by CASA's Project Managers and project team members. The Guide is intended to supplement the information that is currently used by CASA's stakeholders. The principles, methodologies and processes reflected in these documents will continue to provide the context for CASA to move forward and effectively manage complex air quality issues.

What is in the Guide?

The Guide is comprised of:

- > **Section A: Building a platform for collaboration**
 - ◆ Collaboration and Interest Based Negotiation
 - ◆ Roles and Responsibilities – Project Managers, Co-Chairs, Participants

- > **Section B: The collaborative decision-making process**
 - ◆ Screen and Scope:
 - Step 1: Preliminary Issue Assessment - Screen
 - Step 2: Developing the Mandate - Scope
 - ◆ Building Agreement on a Recommended Solution:
 - Step 3: Convene the Team
 - Step 4: Issues, Information and Interests
 - Step 5: Exploring Alternatives
 - Step 6: Final Agreement
 - Step 7: Ratification
 - ◆ Closing the project:
 - Step 8: Closure, celebration, reflection and evaluation

How do issues come forward to CASA?

Air quality issues come to the attention of CASA primarily through government, non-government organizations, industry or internally through CASA. In identifying the circumstances for engaging in a collaborative dialogue, understanding the issue in terms of suitability for a collaborative decision-making process assists in identifying the appropriateness of fit with CASA.

How does CASA decide what issues they are going to be involved in?

The basis for decision-making in CASA is a collaborative model. This involves diverse and interdependent stakeholders who are seeking solutions that satisfy their multiple interests. After an issue is proposed for consideration and recommendations by CASA, CASA completes an analysis of the issue to determine how well the issue fits CASA's mandate and capacities and whether a CASA collaborative process would be an appropriate approach to develop a recommended solution to the issue.

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CASA considers a range of factors when assessing the appropriateness of a collaborative approach. Indicators that a collaborative approach is not warranted or is unlikely to be successful include:

- > A decision has already been made;
- > Additional information or input is not required and or desirable by the responsible agency;
- > Key stakeholders are unwilling to engage in a collaborative process to try to resolve the issue; and
- > There is not sufficient urgency to resolve the issue to warrant the time, energy and resources that would be required for a collaborative decision-making process.⁴

Indicators that **command** a collaborative approach include:

- > The issue is complex and impacts multiple stakeholders who are invested in developing a solution;
- > Stakeholders are interdependent on each other for the solution;
- > There is confidence that it is the most suitable process to effectively address and manage the issue;
- > Status quo has unacceptable consequences for all stakeholders;
- > All stakeholders have a sense of urgency; and
- > Resources are available to support the process.

The process of identifying the appropriateness of the fit assists in determining CASA's level and extent of involvement in addressing the issue.

⁴ Susskind, McKernan, & Thomas-Larmer, 1999

SECTION A: BUILDING A PLATFORM FOR COLLABORATION

Collaboration is not the only means to engage stakeholders in the resolution of air quality issues and CASA does support less intensive forms of participation such as consultation and information distribution processes. CASA's key focus however, is providing a platform for effective collaboration where challenging issues can be constructively discussed and innovative and integrated solutions can be developed.

At the heart of the collaborative decision making process is the development of solutions that integrate the range of interests of the parties that are affected by the issue and engaged in the process. This involves first developing an understanding of the issues and the relevant interests, then exploring solutions that address or accommodate those interests, then reaching agreement on a the solution that best achieves this integration. The goal is to find a solution to the issue that all parties will support and help to implement.

Interest Based Negotiation and Collaboration

The collaborative process is driven by the commitment of the participants to working together in order to find solutions that will work for all of them. In effect, a solution that they all agree with and are prepared to support. With a view to improving the effectiveness of the collaborative process it is instructive to think about it in terms of negotiation, and consider the difference between adopting an interest based approach versus a positional approach. Negotiation can be defined as a communication process where two or more people voluntarily discuss an issue they are concerned about in order to reach an agreement about that issue. Depending on the issue the terms of the agreement will differ.

If the issue is the price of a car, the agreement may be about the price, the time frame and amount of payments, the length of the warranty, additional features – heated leather seats, high quality tires, better suspension etc., and of course whether there is the perception of a “good deal”. In this negotiation the currencies are money, the car and its features, the warranty, and the perception that the price is fair or even inexpensive. This agreement could be between a private individual and a company that sells cars.

If the issue is use of a public resource like the air for the purposes of emitting waste gas or smoke from an industrial process, the agreement may be a recommendation regarding the air quality standard that should be maintained, how this standard should be monitored, the consequences if the standard is not maintained, and public and political support for establishment of the standard. In this case the currencies are the range of economic, social, and environmental impacts, the costs and benefits of achieving and maintaining the air quality standard, information and expertise that may be held by one or more of the affected interests, as well as the public and political support for establishing it. The parties to the negotiation are exchanging their support for the recommended standard in for appropriate accommodation of the interests that they are concerned about. The parties to this agreement could be representatives of the industry that emits pollutants into the air, non-government organizations that are concerned about air quality, and representatives of local residents and farmers that are directly affected by the air quality. The agreement is a recommendation rather than a decision because none of the parties has the authority to establish the air quality standard. This authority

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resides with the government which will have a number of key concerns when considering such a recommendation including:

- > The extent to which the parties to the agreed upon recommendation represent the full spectrum of public interests affected by the issue;
- > The public and private interests that may not have been accommodated in the recommendation;
- > The costs and implementations requirements associated with the recommendation; and,
- > Other legal obligations that may be relevant to resolution of the issue.

In some cases responsible government agencies may be represented within the collaborative process to ensure that these issues are addressed as much as possible as part of the solution building and negotiation process recognizing that the agreement will still remain a recommendation.

The impact of an interest based vs a positional approach to negotiation of public policy issues

The vast majority of public policy conflicts and disputes can be characterized by the conflicting positions of the various parties. For example: “The factory should cease operation to eliminate toxic air pollution.” An opposing position might be that the factory continues operating as it always has.

Interests are the motivating factors that lead a party to advocate for a given position. *Interests* are the needs, wants, concerns, fears, hopes, and aspirations of parties that need to be satisfied for a solution to be seen as acceptable to them. Examples of interests include the need for clean air to breathe, the need for jobs in the area and concern about economic prosperity. Figure 3 illustrates the relationship between the positions and interests that could be associated with a dispute between a gas flaring installation and local farmers whose fields are being negatively affected by toxic pollution created in the flaring process. Note that even parties with strongly opposing positions may have common interests..

Figure 1: Relationship between positions and interests

Gas Company Position Continue flaring gas	Farmer’s Position Stop flaring gas
Gas Company Interests Consistent pollution control standards that maintain viable economic opportunity. Sufficient time to amortize investments in technology and infrastructure. Recognition of the company’s contribution to economic welfare.	Farmer’s Interests Viable farm. Nontoxic air quality. Safe agricultural products for market.
Areas of Mutual Interest Air quality standards that ensure public health	

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When negotiations are based on positions, the parties often perceive themselves as adversaries. Negotiators are usually quick to demand the ideal outcomes they seek – their respective “positions”. Parties are often suspicious and fearful of each other’s motives, yet seldom aware of what is really important to each other. Common strategies include:

- a) hiding information and demanding far more than you expect to receive
- b) measuring success in terms of the other side’s losses
- c) never asking questions you don’t know the answers to
- d) assuming the worst intentions in the opposition

Positional negotiation tends to result in win-lose outcomes in which one party gains at the expense of another. Where no party can win outright, positional negotiation often results in compromise midway between two fixed positions, with no consideration of whether a different result would produce greater benefits for both parties.

While positional negotiation may be effective in situations involving a few parties and a small number of easily defined issues, such as purchasing a vehicle, it is much less so in complex public policy conflicts, which typically involve many variables and require extensive and constructive discussion of the potential solutions. In these complex multi-interest situations, there are often opportunities to increase the benefits to one party at little or no cost to the others. These opportunities are difficult to identify in positional negotiations because of the lack of open discussion. It is very challenging to implement an effective and successful collaborative process when some or all of the participants are being positional in their approach.

In interest-based negotiation, the parties assume that their interests are interdependent and that mutually beneficial outcomes are possible. Instead of adopting positions, the parties identify the interests that they need to ensure are effectively addressed in a solution to the conflict or issues. Interest based negotiators should be willing to consider any potential solution that addresses their interests. While positions can often be stated in a newspaper headline — “SHUT DOWN THE PLANT”— communicating interests requires open and frank discussion between all the parties.

The strategy in an interest-based negotiation is to develop a common understanding of the interests that motivate each of the parties. Once these interests are clear, they can be used as the basis for exploring options that accommodate the full range of interests.

Important principles within an interest-based negotiation include:

- a) establish a structured and collaborative process to deal with the issues
- b) identify the interests that must be accommodated to achieve agreement
- c) negotiate on the basis of accommodating or reconciling interests rather than compromising positions
- d) give careful consideration to the alternatives to a negotiated agreement and recognize that these influence the potential for agreement. One very important aspect of any negotiation is an awareness of the alternatives. Negotiation needs to be the best alternative for all parties in order to have a reasonable chance for success. In other words, **negotiations involving parties that can get what they want and keep it without negotiating are unlikely to generate substantial agreements.**

CASA – Managing Collaborative Processes*Table 1: Comparison Between Positional and Interest-Based Negotiation*

Positional Negotiations	Interest-Based Negotiation
<ul style="list-style-type: none"> • obtain the largest possible share of a fixed quantity of resources 	<ul style="list-style-type: none"> • achieve a high level of satisfaction for all parties
<ul style="list-style-type: none"> • produces win-lose results 	<ul style="list-style-type: none"> • produces results that meet underlying needs of all parties to the extent possible
<ul style="list-style-type: none"> • adversarial relationship between parties 	<ul style="list-style-type: none"> • foster a collaborative mutually supportive relationship between parties
<ul style="list-style-type: none"> • parties perceive their interests as conflicting 	<ul style="list-style-type: none"> • parties look for shared concerns or common ground and then seek ways of accommodating each other's interests in solutions
<ul style="list-style-type: none"> • parties uncover as much as possible about the other side and simultaneously mislead and conceal information 	<ul style="list-style-type: none"> • parties are willing to jointly identify their interests and determine the extent to which they can be integrated
<ul style="list-style-type: none"> • parties begin with high initial demands and modify their positions reluctantly 	<ul style="list-style-type: none"> • parties focus on interests not positions
<ul style="list-style-type: none"> • parties use threats and arguments to overcome each other 	<ul style="list-style-type: none"> • parties use reason and experience to address the problem

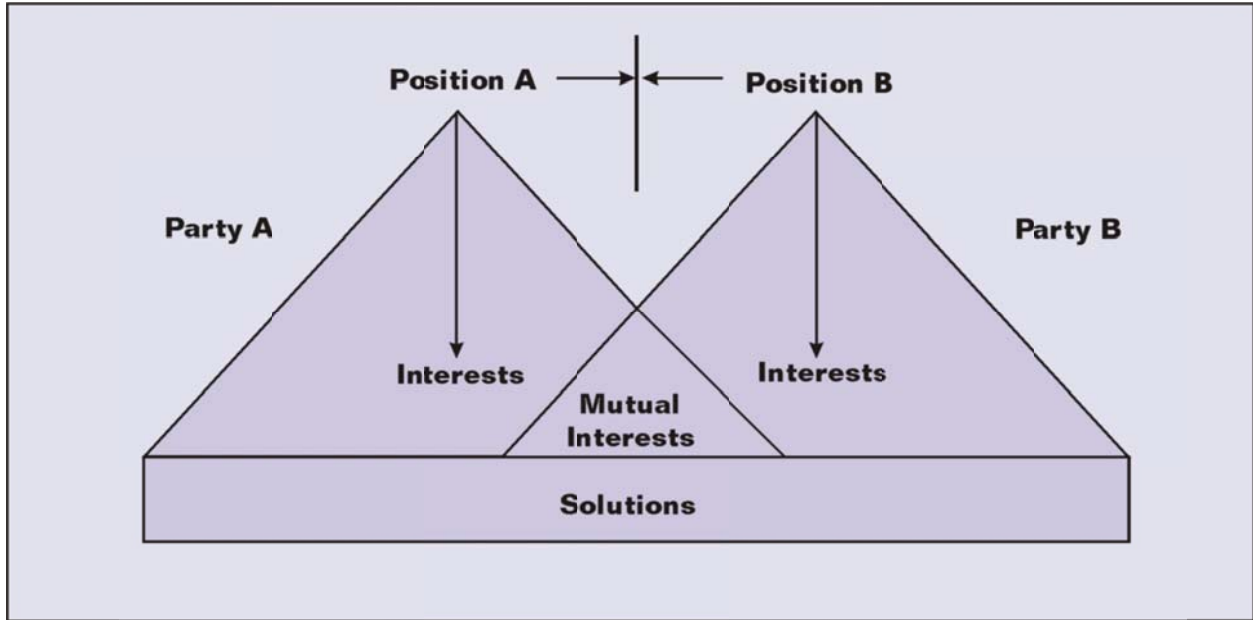
As indicated in the gas flaring example there are different kinds of interests. Concerns about environmental impacts and profitability are substantive interests. The need for sufficient time to amortize investment in technology is a procedural interest and the desire to be acknowledged as a contributor to the local economy and the need to have agricultural products be perceived as safe are psychological or political interests. Understanding and integrating all of these types of interests into solutions is the key to an effective interest based negotiation process.

Figure 3 provides a different illustration of the relationship between positions and interests. Positions A and B are irreconcilable. Underlying them are the interests that they are intended to serve some of which are held in common by both parties. Identification of these common interests is often an important starting point in the interest based negotiation process as it provides the parties with increased confidence that joint solutions may be possible when they understand that they have common interests. Once the full range of interests are identified solutions can be formulated that integrate those interests.

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Figure 2: Relationship between positions and interests



Project Team Roles and Responsibilities?

Together the Project Manager, the team members and the Co-chairs make up the Project Team; each of them playing an essential and complimentary role in order to expedite a challenging process of interest based negotiation and the creative collaborative problem solving that it is part of.

The Project Manager

CASA's Project Managers play an instrumental role in making the collaborative process work within Project Teams. They need to combine effective project management skills with group facilitation skills in a manner that ensures the process moves forward effectively and efficiently while at the same time ensuring that the Project Team members are fully engaged and jointly committed to developing a solution they can all agree to and support.

From a project management perspective the CASA Project Manager is responsible for:

- > Developing and managing the Project Team's work plan and budget;
- > Contracting experts to support the team and managing their contracts;
- > Reporting to the CASA Executive Committee;
- > Collecting and Managing the information base associated with the process; and
- > Ensuring the coordination, logistical and communication requirements of a smoothly run team and process are delivered.

Key characteristics of the Project Manager as the team's project manager include:

- > Experienced with all aspects of project management including work planning, budgeting, reporting, managing support staff, and monitoring against clear and explicit targets and milestones.

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From a facilitation perspective the general responsibilities of the Project Manager include:

- > Helping the team to design the collaborative process in a manner that builds their individual and collective commitment to effective collaboration and success while also maintaining an efficient and effective process; and
- > Facilitating the overall process and the team meetings in a manner that is responsive to participant needs for dialogue while attending to the agenda and work plan and ensuring participants take responsibility for adjustments as necessary.

Key characteristics of the Project Manager as the process facilitator include:

- > Effective communication and group facilitation skills;
- > Experienced in interest based negotiation and dialogue;
- > Capable of managing logistics and coordinating groups;
- > Comfortable working with a range of different personalities; and
- > Experienced in helping people shift from an adversarial to a collaborative interaction particularly when there is significant tension or stress.

The Project Manager facilitates an interest based negotiation by employing the communication and facilitation skills that enable constructive dialogue⁵. At the same time they have to attend to the process logistics and information and analytical requirements to keep it moving forward smoothly. As a facilitator, the Project Manager is challenged to maintain an impartial position with respect to the outcome of the process within the scope of the process charter. They are in effect advocates for an effective process and the integrity of the project charter rather than advocates for a particular outcome or set of interests. By maintaining this impartiality and effectively facilitating interest based dialogue and a smoothly managed process the Project Manager will gain the respect and confidence of the participants which will increase their capacity to work through the difficult challenges they may face when the team strives for consensus.

This dual role – project manager and facilitator – is a challenge for CASA Project Managers. They are neither the boss nor the secretary for the team. If they exercise too much leadership they risk undermining the commitment of the team members and potentially alienating them. If they take a “back seat” and let the team members drive the process in multiple directions without consideration for finding a critical path to success they risk failing to deliver on the project charter. In essence the Project Manager is challenged to deliver facilitative leadership. They develop confidence in the team members by dealing with all of the necessary project management requirements and intervening in the discussions and process in a constructive manner. They need to be able to recognize when the group needs assistance and when they need to struggle. At times frustration and tension are necessary and valuable dimensions of the process and not an indication that the Project Manger should intervene and attempt to ease the tension. As an impartial and influential participant in the team the Project Manager is in a position to help the team articulate and investigate difficult questions. They can help build a foundation of trust and openness by working with team members individually and collectively to fully articulate their interests and explore options that integrate them all.

The Project Manager fosters continuous improvement in the process. For example, at the end of a meeting, the Project Manager should engage members in an evaluation process by going around the table and allowing each person to comment on the process or offer any additional thoughts or perspectives to improve the meeting or project approach. This will assist in increasing shared responsibility for the process and collectively ensuring the project is moving forward as planned. Allowing this process to

⁵ Reference training programs as well relevant docs – E.g. Martha’s legacy?

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Item 3.4 – Attachment A

occur will contribute to openness, trust among participants, continuous improvement, and ground each participant by attending to any unfinished business prior to leaving the meeting.

The Project Manager assists the team in overcoming challenges. The issues undertaken by CASA are complex, requiring stakeholders with potentially conflicting interests in the resolution of an issue to reach consensus on a solution. To be effective the Project Team needs to have clear goals, decision-making authority, clearly outlined accountability and responsibility, effective leadership, training and development, provision of resources, organizational support, and rewards for team success. The Project Manager can assist the team to develop effective processes by addressing these areas. However, regardless of the effectiveness of the processes that are in place, the team may experience challenges that can inhibit the team in progressing. The following identify several potential team challenges and the Project Manager's role in overcoming them:

- > Members may not be invested or committed to the process e.g. not attending meetings regularly, or being disengaged until the point of decision-making.
 - ◆ It is critical that collective ground rules are established to maximize member's investment in the process and avoid derailment by those who 'show up' only at the point of decision-making to advocate for their position versus contribute to the development of integrated solutions. The Project Manager plays a key role in this process by insisting that the team develop ground rules that anticipate potential problems and provide strategies and commitments for preventing those problems from developing or dealing with them if they do emerge. Commitment to interest based negotiation and problem solving and regular attendance at meetings are two common elements in the ground rules for effective collaborative processes.
- > Team members may want to jump to solutions without fully identifying and analyzing the issue.
 - ◆ It is very common for participants in these processes to attempt to either propose or develop a solution right at the beginning before the process has really started. The CASA CDM process is designed to ensure that solutions are developed on the basis of a clear understanding of the issues and related interests supported by as detailed and relevant an information base as can be assembled. The process begins with orientation and training and most importantly an agreement on the process itself to ensure that all team members are working together in a collaborative manner and within the same planning sequence.
- > The sense that urgency to deal with the issue is lost, members disengage and the team stalls, leading to timelines being negatively impacted.
 - ◆ The Project Manager can assist the team in getting back on track by engaging in an open dialogue about proceeding, supporting the team in identifying the underlying issue, reframing the issue that is blocking progress or using the team evaluation process to support open dialogue and shared responsibility for the team's process. It may be necessary to change the setting for team meetings by taking a field trip to a location where the issues are clearly evident.

The Participants

Team members are responsible for working collaboratively together to reach consensus. Contributing to group cohesion, a positive culture, adhering to ground rules and displaying commitment to the project and to the team are the responsibility of team members. This includes contributing to the effectiveness of meetings and the project overall. In essence the team members need to take individual and collective responsibility for success.

In order to build solutions that they can all support, the team members need to develop a shared understanding of the issues and related interests as well as the range of potential solutions. They need to engage in open and honest interest based discussions and negotiations in search of solutions that deliver

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on the interests of all parties. By members committing to collaborative dialogue, sharing information and exploring new solutions mutual respect and trust will be fostered strengthening cross sector relationships

A commitment to work collaboratively involves:

- > Seeking to understand the interests of other parties;
- > Clearly articulating the interests of the stakeholders you represent;
- > Asking lots of questions rather than making statements in an effort to persuade others that your point of view is the correct one;
- > Working constructively with other team members even if you do not agree with them or share their perspective;
- > Striving to find solutions that address the interests of all parties not just your own; and
- > Where it is not possible to agree to a proposal providing an explanation and offering an alternative that would address the deficiency while also addressing the other interests at stake.

It is essential that team members establish effective communication with the decision-makers in the organizations/groups they represent, so that information and feedback can be solicited. It is each team members responsibility to bring their constituency along and ensure that they can demonstrate to other team members that they are endeavouring to do this.

Team members also need to be prepared to test the assumptions that they are making about where other team members are coming from prior to responding to what they believe is them. Team members also need to observe how their contributions are received by others and whether these contributions are having the desired impact. Team members support open and honest communication in the team by demonstrating it. By challenging the status quo and individual assumptions, new insights, perspectives and solutions will emerge. By taking risks in attempting to find solutions team members encourage other team members to do the same. By revealing interests, identifying common ground and acknowledging shared learning team members build trust and a foundation for creative problem solving.

Mutual respect and trust will also evolve by members building an understanding for the diversity of interests, attitudes, and values that exist in the team. Demonstrating a willingness to share information and knowledge, and investing time to understand differences, also contributes to building mutual respect and trust.

Team members also need be aware and accept that differences of opinion and perspective are natural and expected and that the tension between differing perspectives can be used positively to help generate solutions. Finally all team members need to actively participate and display a commitment and responsibility for the well-being of the team and the success of the process, including keeping the team on task and on track through:

- i. Facilitating effective and appropriate management and resolution of issues;
- ii. Taking action when the team has reached the saturation point in discussions where additional information no longer contributes to the richness of the discussions;
- iii. Providing feedback and direction through bringing clarity to complexity and identifying themes and what is relevant to the discussion when the team is getting off side, distracted or is going down a ‘rabbit hole’ where the content is not relevant to the team’s goals;
- iv. Provide input to the agenda and ongoing feedback to strengthen the team’s processes;
- v. Ensure milestones and project deliverables are met as reflected in Gantt Chart and associated work plans rather than assuming that this is the Project Manager’s responsibility; and
- vi. Be committed and prepared to attend all the meetings.

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Item 3.4 – Attachment A

Overall, by being curious and aware of the team’s dynamics and patterns of interaction, and being constructive and responsible in all interactions, members’ contribution will assist in increasing their team’s effectiveness.

The Co-Chairs

CASA Project Teams have Co-chairs that usually have a broad interest in supporting resolution of the issues without necessarily being one of the key stakeholders. Key roles for the Co-chairs include:

- > Representing the entire team at the CASA Board particularly when there are critical questions that the team needs feedback from the Board on;
- > Working in partnership with the Project Manager to help the team overcome challenges and to ensure individual team members are fully engaged in the process.
- > Supporting the Project Manager and providing leadership for the team as a whole.
- > Opening and closing meetings and communicating with all participants to reinforce the facilitation efforts of the Project Manager.
- > Being a champion of the process and effort the team is investing by promoting the team’s work to external audiences and to the board.
- > Representing the process to the media.

It is challenging but not impossible for Co-chairs to be one of the key stakeholders in the team. The challenge is that they then have the dual responsibility of being an effective co-chair and process champion while simultaneously effectively engaging as a representative of their constituency. The result can be that neither role is as effectively played as if they were not representing an organization with a significant stake in the outcome.

The Team as a Whole

Together the Project Manager, the team members and the Co-chairs make up the team; each of them playing an essential and complimentary role in order to expedite a challenging process of interest based negotiation and the creative collaborative problem solving that it is part of.

[CHECK RETREAT OUTCOMES]

CASA – Managing Collaborative Processes**SECTION B: THE COLLABORATIVE DECISION-MAKING PROCESS**

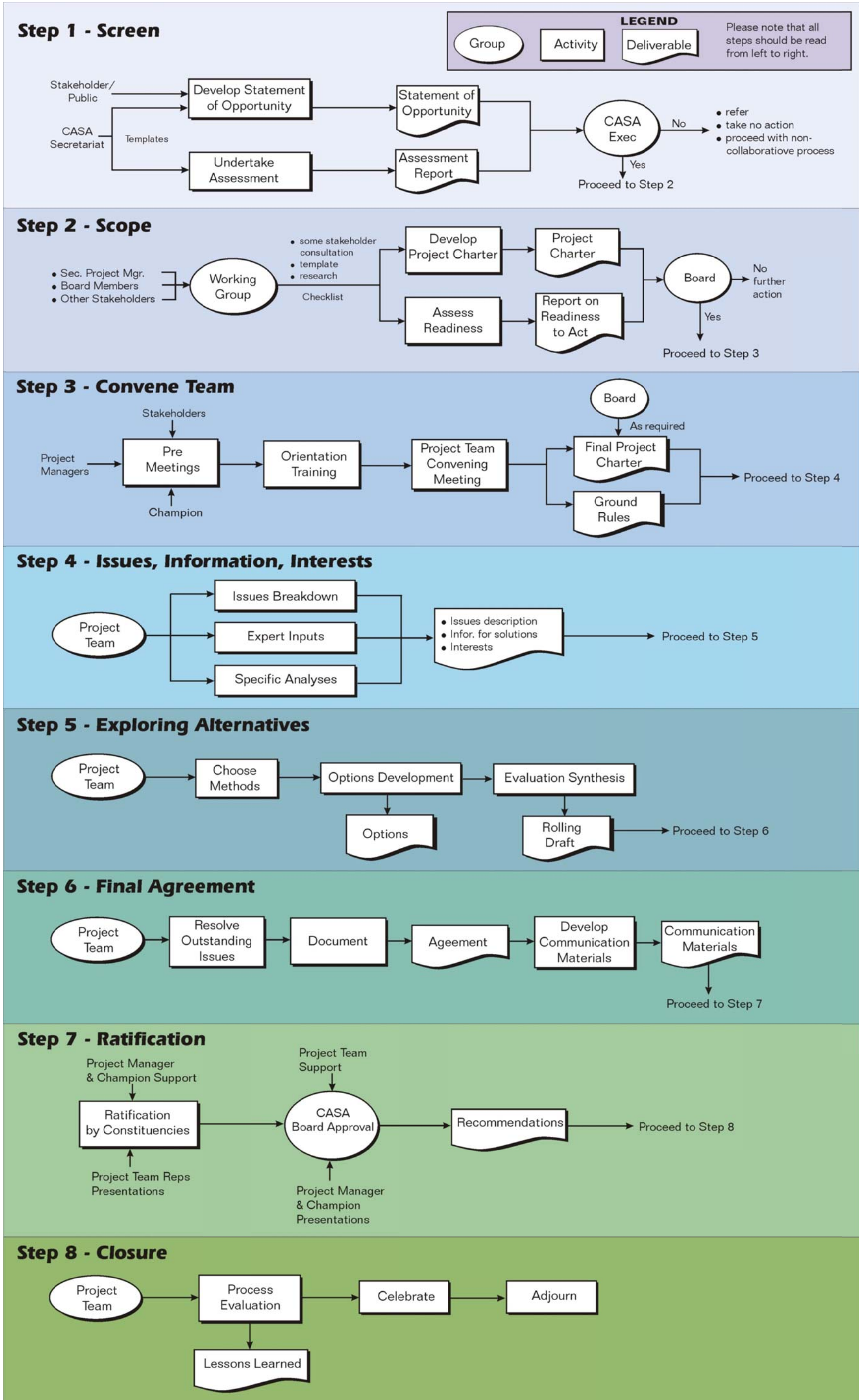
The process steps described below are guidelines as each process is slightly different and the participants and Project Manager need to adapt the process to fit the circumstances. Although the steps are described in sequence many are overlapping and some iteration is required as the discussion, analysis and negotiation begins to generate possible solutions. The steps and the related decision-making process are based on CASA's *Comprehensive Air Quality Management System (CAMS)*⁶. The collaborative techniques and activities that are necessary to make this system function efficiently and effectively are made more explicit in this guide along with the technical sequence and project management requirements needed to support good decisions. The Table and Flow chart below provide an overview of the process steps and the sequence and the diagram illustrates the relationship of these steps to CAMS.

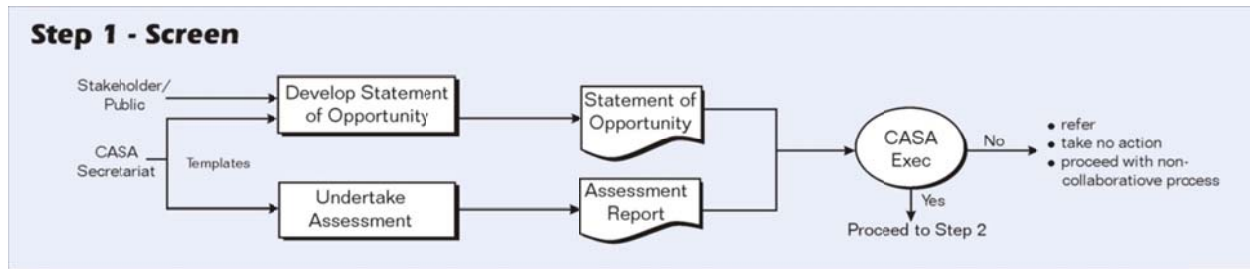
⁶ CASA incorporated CAMS into their consensus-building collaborative decision-making process. It involves screening and scoping the issue, developing and approving the plan for managing the issue, and coordinating implementation and evaluating the process.

Table 2: *CASA Collaborative Decision-Making Process Steps*

CDM STEP	Activities	Who is Involved	Deliverables	Decisions
1. Screen	Develop a Statement of Opportunity Assess how well issue fits CASA mandate Confirm that CASA can potentially contribute to resolution	Secretariat Some Stakeholders/Board Members CASA Exec	Statement of Opportunity Assessment	CASA Exec decides whether to proceed or refer the issue to another agency
2. Scope	Develop Draft Charter Secure necessary resources and logistical support Confirm willingness of stakeholders to engage	Working Group of Secretariat and Board Members Some Stakeholders CASA Exec and Board	Draft Charter Readiness report	Stakeholders willing to Participate Board approval of draft Charter
3. Convene the Team	Pre-meetings with Stakeholders Orientation and Training Finalize Charter Develop Ground rules	Stakeholders CASA Sec, Exec and Board	Final Project Charter Ground rules	Team agreement on Project Charter and Ground rules Board approval of final Charter
4. Issues, Information and Interests	Breakdown the issues and gather relevant information Identify interests that need to be incorporated into solutions Receive input from experts Undertake analyses	Project Team	Description of the issues Statement of the interests that need to be accommodated in potential solutions Information relevant to developing solutions	Team agreement on interests that need to be addressed in potential solutions
5. Exploring Alternatives/Options	Investigate and select methods for developing alternatives Develop and evaluate alternative solutions Develop Rolling Draft	Project Team	Options or alternatives Rolling Draft	Team agreement on Rolling Draft
6. Develop Final Agreement	Resolve outstanding issues Document recommended solution Develop communication materials	Project Team	Recommended solution Communication materials on recommended solution	Team agreement on recommended solution and supporting communication materials
7. Ratification and Approval	Team members seek ratification from constituencies Presentation of Recommended solution to CASA Board	Project Team Constituencies CASA Exec and Board	CASA approved Recommendations	Team member constituencies endorse recommendations CASA Board Approves recommendations
8. Closure	Evaluate process and document lessons learned for consideration in future CASA processes. Team adjourns and celebrates	Project Team	Lessons Learned Report	Team agreement on lessons learned report

Figure 3: Relationship of CASA Collaborative Decision-Making Process Steps to CAMS





Step 1: Preliminary Issue Assessment - Screen

Air quality issues come to the attention of CASA through government, non-government organizations, industry or internally, by way of a Statement of Opportunity. The Statement of Opportunity describes the issue and makes a case for why CASA should address it (see Table 3, Opportunity template in Appendix C). The CASA's Secretariat⁷ then undertakes a preliminary assessment of the issue(s) which enables the Executive Committee to determine whether further action is required or the issue should be referred to another agency for action, or not addressed at all.

Deliverables

The key deliverables for step 1 include:

- > Statement of Opportunity; and
- > Preliminary Assessment.

Activities

Developing the Statement of Opportunity

The CASA secretariat works with the agency that is proposing that CASA take action to develop the Statement of Opportunity using the Opportunity Template (see table 3, Appendix C). The template addresses:

- > Clarification of the issue(s) and related challenges;
- > Proposed action that is recommended for CASA;
- > The potential risks that may be associated with undertaking the action;
- > The benefit of successfully delivering the action – the value proposition; and
- > Who will need to be involved to make the action effective.

The Statement of Opportunity provides CASA with information that supports the preliminary assessment.

⁷ The CASA Secretariat reports on a regular basis to Executive Committee, comprised of Board members, as well as quarterly to the Board.

Preliminary Assessment

The CASA secretariat undertakes a preliminary assessment of the issue. The Assessment Template in Appendix C provides a comprehensive list of assessment considerations including:

- > The issue fits CASA's mandate and CASA is an appropriate agency to deal with it and no other agency is better positioned to address the issue;
- > The statement of opportunity calls for a strategic approach;
- > The issue has provincial implications;
- > The issue affects a number of stakeholders who have an interest in addressing the issue;
- > There is potential risk to the environment;
- > There is potential risk to human health; and
- > There is potential risk to the resource base or the economy.

After completing the assessment the secretariat will provide an assessment report to the CASA Executive who will decide whether to:

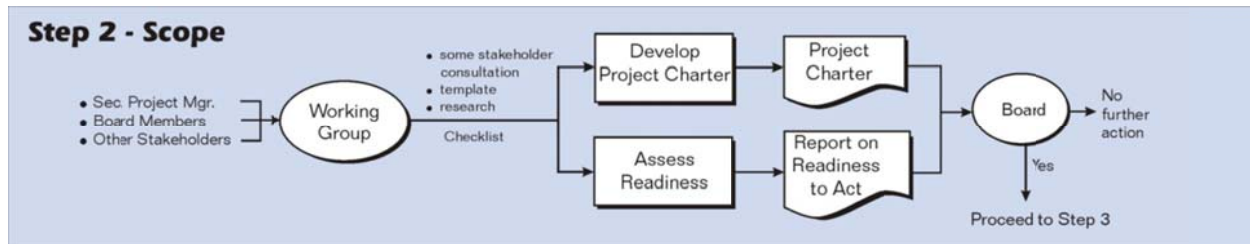
- > continue into the next step of the CDM process in which case the initiative would be referred to the board for information and possible involvement of Board members in a Working Group;
- > refer the issue to another agency for their consideration including recommendations for action;
- > not address the issue at this time; or
- > some other action as determined by the Executive (e.g. propose a consultative process).

Overcoming challenges

Challenge: CASA's Executive Committee and or key CASA stakeholders may be uncertain about their commitment to proceed.

Overcoming the challenge:

- > If the assessment indicates that CASA make a useful contribution to resolving the issues but the commitment of stakeholders is still uncertain then it may be best to continue into step 2 with a conditional commitment pending further evidence that initiating a process is timely and there is urgency and the likelihood of success is high. The informal stakeholder consultations that will occur in step 2 and the discussions at the working group will reveal deeper insights into the question of whether all parties are prepared to proceed.



Step 2: Develop the Mandate - Scope

Step 2 involves CASA forming a Working Group to further screen and scope the issue and gain approval from CASA’s Board to move forward with the project. The Working Group would be led by a Project Manager from CASA’s Secretariat and have at least one board member that is prepared to act as a “champion” (see Appendix A for additional information on roles and responsibilities). The group would consist of 3-5 people that represent government, industry and non-government organizations that are knowledgeable about the issue and collaborative decision-making processes.

Deliverables

The key deliverables for the Working Group include:

- > A draft Project Charter including a draft stakeholder engagement plan that identifies potential members of the Project Team⁸ (see template and description of Project Charter in Appendix D); and
- > Analysis of readiness to take action (see Appendix C: Table 5).

These deliverables are essential to the project’s success as the information defines the project including establishing basic parameters for stakeholder engagement and ensuring that sufficient resources are available to complete the project effectively.

Activities

Develop the Project Charter

The Project Working Group develops the Project Charter which is the collection of all information relevant to informing the project’s parameters and outcomes. Specifically, the charter describes the scope, deliverables, outcomes, projected resources and costs, timelines, stakeholder analysis and plan for engagement, a high level communication plan⁹, and draft ground rules for the Project Team. The Project Charter serves several different purposes including:

- > It is used to obtain support and approval from CASA’s Board;
- > It defines the scope of the project and provides a starting point for discussion and further analysis by the Project Team; and
- > It communicates the project scope to stakeholders.

Following CASA Board approval of the Charter, the Project Team would further develop the document.

Prepare the Draft Stakeholder Engagement Plan and Identifying Members of the Project Team

The Project Charter includes a stakeholder analysis and plan for how stakeholders will be engaged throughout the project. By completing the analysis and plan, the Working Group will be able to further

⁸ The Project Team oversees all project activities. The team works collaboratively together to further plan for the project and analyze the issue, develop options, recommendation and an implementation plan.

⁹ The development of a high level communication plan would assist in managing stakeholder expectations and communicating the projects status to stakeholders, decision makers and the public.

understand stakeholder needs and develop a range of opportunities for stakeholders to be engaged throughout the process including which groups need to be represented on the Project Team¹⁰ and any sub-teams¹¹ that may be involved in the project. Participation on the Project Team is not the only way to be meaningfully engaged in a project. Other options like workshops, open houses and surveys can provide some stakeholders and the public with sufficient opportunities to be involved. Development of the stakeholder analysis involves preliminary consultations with stakeholders to ascertain their level of interest in involvement and more information on their perspectives on the issues and how urgently they require resolution.

While the stakeholder analysis will inform identification of the stakeholder groups that need to be represented on the Project Team, the selection of actual representatives is appropriately the responsibility of the stakeholder groups themselves and this selection process should be guided by the following criteria:

- > capacity to engage in interest-based negotiations and collaborative problem-solving;
- > respected by the constituency as a knowledgeable representative; and
- > has the time and resources to participate.

Analysis of readiness to take action

Completion of the draft Project Charter, and the engagement plan which is part of it, will assist the Working Group in determining the readiness to take action. Table 5 in Appendix C provides a checklist for determining readiness. Many of the items on the list can be confirmed at this time however some of them, such as general agreement on purpose, outcomes and process, need to await convening of the Project Team in step 3. Completing the readiness assessment will ensure that all the necessary steps have been taken to successfully proceed all of which will be important information for the Board to consider when it is deciding whether or not to proceed with the Project.

Request for approval from CASA Board to proceed

Upon completing the screening and scoping process, the draft Project Charter proceeds through the appropriate channels for approval. This includes gaining sanction from the Executive Director of CASA and Executive Committee, and approval from the CASA Board. To maximize the opportunity to address the issue, a project champion should also be established. The champion (s), acts as the project sponsor and provide credible leadership and representation for the project as a whole. The project champion (s) should be one or two members of the CASA Board who will work with the Project Team to manage issues, strengthen accountability and contribute to the project's success.

¹⁰ Ideally, the number of members should be manageable at 9 - 12 persons to ensure all participants have an opportunity to contribute in the team.

¹¹ The formation of sub-teams would complete specific areas of the project and report to the Leadership Team.

Overcoming challenges

Challenge: Stakeholders may not view the issue as a priority.

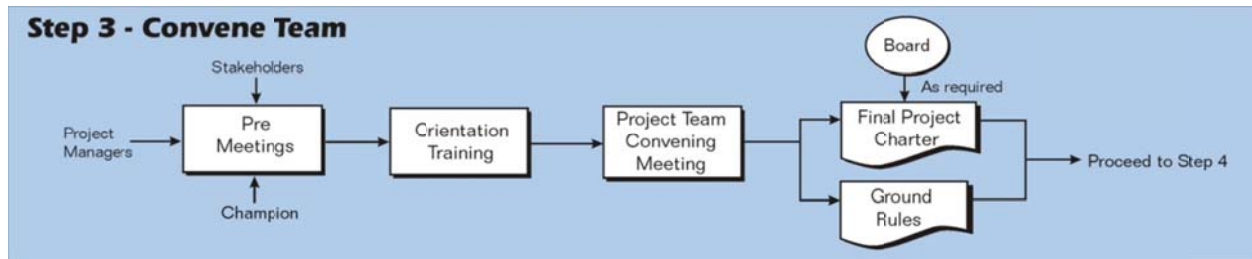
Overcoming the challenge:

- > The initial step in an effective collaborative process is assessing awareness of the issue and the perceived need for change among key stakeholders and decision-makers. This involves determining the extent to which the status quo is no longer acceptable and that the benefits that may result from addressing the issue outweigh the costs of not addressing it. Research indicates that when 75% of leadership identifies the status quo as being unacceptable, then urgency has been established and the opportunity is ripe for change¹. Those stakeholders that do not share a sense of urgency for change (the other 25%) may need assistance in understanding why the majority of stakeholders are pushing for change and how it may benefit them to be involved in the process rather than trying to resist it. This assistance needs to be delivered as objective analysis of the pros and cons of action and participation versus any kind promotional approach which may be misinterpreted as a bias towards the views of stakeholders that are advocating for change. In developing the draft project charter the working group will be consulting with stakeholder groups and will be in a position to assess their level of interest and if there is a large majority interested in proceeding (i.e. more than 75%) the working group will need to explore the implications of this interest in change with those groups that are less committed.

Challenge: Too many stakeholders want to be a member of the Project Team.

Overcoming the challenge:

- > While membership on the Project Team may be viewed as the only way to have real influence, the engagement strategy needs to provide credible alternatives to direct participation where the numbers of potential participants exceed 12. In some instances it may be necessary to organize stakeholders into likeminded caucuses which are represented at the table while in other situations workshops and subcommittees may create opportunities for meaningful involvement. The definition of consensus and the procedures for dealing with disagreement should help potential participants to realize that they do not need to “outnumber” the opposition in order to be heard and ensure that decisions are not taken that compromise their interests.



Step 3: Convening the Team

Step 3 focuses on convening the Project Team in a manner that facilitates their collective buy in and ownership of the process, while capitalizing on their knowledge of the issues, and their willingness to engage in collaborative decision making. Effective convening positions the whole process for success.

Deliverables

The key deliverables in this step include team consensus on:

- > The Final Project Charter; and
- > Participation ground rules including a collective commitment to effective interest based collaboration.

Activities

Pre-Convening Meetings

Prior to bringing the team together at a convening meeting the Project Manager and champion(s) meet with the stakeholder groups that will be represented to:

- > review the draft charter;
- > discuss the collaborative process generally and what they can expect at each of the steps in the process; and
- > advise them on the criteria they should consider in selecting their representative.

CDM Process Orientation and Training in Interest Based Negotiation

An effective way to begin to convene the team is to provide all team members and some of their sector colleagues with orientation to the CDM process and training in interest based negotiation (IBN). The process orientation will assist the sectors in developing a common understanding of what to expect during the various steps in the process. And a well-structured IBN training can significantly expedite the collaborative process by:

- > Differentiating between positional and interest based negotiation and emphasizing the effectiveness of adopting an interest based approach when dealing with complex natural resource policy issues and the dysfunctionality of positional approaches to addressing these issues.
- > Enabling the participants to distinguish between the positions and interests that are associated with the issues they are actually going to have to deal with in an environment that is both without prejudice to the forthcoming negotiations and relatively safe.
- > Strengthening the communication skills that the participants will need to employ in order to engage in IBN and constructive dialogue. When they practice these skills together it often results in positive expectations for how they will communicate with each other during the actual process.
- > Engaging the participants in hypothetical but realistic role play negotiations regarding issues relevant to the issues they actually have to deal with. This enables them to explore alternative solution models and the different ways that interests can be integrated within them.

- > Increasing the participant’s awareness of process design elements and procedural ground rules that are conducive to IBN and constructive collaboration. This sets the stage for them to reach agreement on their procedural ground rules during the convening meeting. These ground rules foster the communication and IBN skills that are conducive to constructive problem solving and collaboration.
- > Developing a small group within each sector/constituency that can support their representative in adopting an interest based approach to problem solving and negotiation and help to prevent other constituents from demanding that the representative be positional – i.e. by preventing instructions from the caucus to the representative such as “tell them our position and don’t back off!”
- > Providing a nonthreatening/relaxed forum where the participants can get to know each other and have a bit of fun while they are actually getting oriented to some of the critical issues and interests that they are going to have to deal with and developing/reinforcing an IBN approach.

This process orientation and training session will take 1 to 1.5 days and needs to be delivered by a practitioner with considerable experience in CDM and IBN training and processes that have resulted in successful and substantive outcomes. This practitioner should work closely with the Project Manager in order to help the process manager to build their own capacity and credibility to continue to facilitate the process to the standards that are set in the orientation and training.¹²

Convening Meeting

Either as an extension of the CDM Orientation and IBN training session or as an immediate follow up, the team convening meeting should engage the team members in a review of the project charter. The members should be encouraged to apply the IBN and communication skills from the training as well as the general orientation to CDM in order to reach agreement on each of the components of the charter which together make up the foundation for their process. This agreement signals their buy in and ownership for the process and their commitment to effective collaboration and continuous improvement. The participants will already have a draft project charter to work from as a single text.¹³ The importance of the ground rules will have been addressed in the IBN training. At a minimum they should establish the tone and culture of shared leadership within the team while addressing process issues such as:

- > expectations for meeting attendance and representation through alternates;
- > protocols for dealing with the media;
- > obligations to provide feedback to constituencies;
- > commitment to IBN and effective communication as well as information sharing;
- > commitment to continuous improvement and adaptation of the process to improve effectiveness and efficiency; and
- > a clear definition of consensus including how the group will test for consensus and the procedures they will use in the event of disagreement.

Overcoming challenges

Challenge: Team members attempt to refine the charter and design the ground rules in a manner that is oriented to achieving outcomes that are biased towards addressing their interests at the expense of others or as a higher priority.

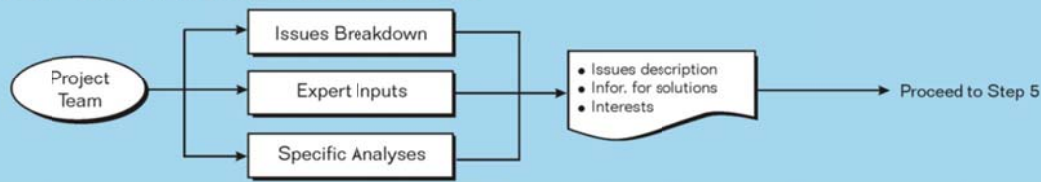
Overcoming the challenge: Deliver IBN training before addressing project charter and ground rules and ensure the prospect of this occurring is explicitly addressed in the training. Demonstrate how the process ensures that participants cannot be forced into agreeing to something that is not in their interests. The

¹² Some project managers may already have sufficient track record and credibility however reinforcement from an external source can help build momentum.

¹³ Use of a single text should have been addressed in the orientation and IBN training

ground rules discussion and content should enable the participants to take risks in problem solving without any risk that their efforts will be used against them; that they can trust the process even if they do not trust each other.

Step 4 - Issues, Information, Interests



Step 4: Issues, Information and Interests

Building on the foundation created by their agreement on the Project Charter participants need to develop a common information base that they can rely upon to support collaborative problem solving and IBN. This involves three interrelated activities: discussion of the issues, related interests and information sources; expert presentations and inputs; and, specific analyses and information development initiatives.

Deliverables

Deliverables from this step include:

- > Detailed description of the issues;
- > Information and analysis that is collectively required to support solution building; and
- > Detailed understanding of the interests that need to be addressed in a resolution to the issues.

Activities

Understanding the Issues, Interests and Related Information

Developing understanding of the issues, interests and related information has been described as peeling the layers off an onion. Each layer reveals more. This process of identifying the information that is relevant to building consensus, will not necessarily be completed until the solution building process is complete and the team has reached consensus on a recommended solution to the issues. Even at that point the process of monitoring implementation will reveal new information that requires further analysis and may result in adjustments to the solution that was implemented. The process requires intense discussion of:

- > How various participants understand the issues and why they understand them the way they do;
- > What participants interests are in resolution to the issues – how they may be affected positively and negatively; and
- > What information sources they have to support their understanding and why those sources may differ from other sources.

The clear definition of the interests that need to be addressed in a solution is very critical to the forthcoming solution building and options development process. In many respects these interests are like criteria or objectives for the purposes of developing and evaluating solutions. The Project Manager or Chair or a team member should be able to say once the interests have been clarified: “so if I understand the interest correctly, what we are looking for is a solution that satisfies and or addresses :

Interest A, interest B, Interest C etc. Etc. If participants all agree then they will have a neutral goal statement to guide the next step in the process. If one of the participants responds with something like: “well you are close but we also need to include interest x and y and z”. To which the facilitator or any of the other actors should be able to respond “ok, so if we find a solution that satisfies all of these interests then it must have some potential to contribute to or even become our agreed upon recommendations?” The team should affirm or engage in another round of revealing additional interests that need to be factored into solution building.

It can be helpful at this stage for the team members to actually prepare interest statements which can be collated as the framework for solution building. Development of these statements has an added benefit of bringing constituencies along in the interest based approach as they will need to approve of the statements.

Expert Inputs

Use of experts to enrich the discussion of issues can be very helpful provided some basic principles are followed including:

- > Engage the experts jointly;
- > Agree on the terms of reference for their engagement and be clear about whether the team is interested in recommendations or not;
- > Avoid a one expert against another dynamic in favour of a collaborative approach amongst the experts;
- > Ensure that assumptions are made explicit and that analysis and sources are transparent; and
- > Ensure that uncertainty and associated risk is explicitly addressed in information products.

Experts can also be helpful in developing understanding on how the issues may have been addressed elsewhere recognizing that the issues and stakeholders in this time and place may have unique characteristics that need to be addressed in a unique manner. They can also assist in scoping out additional analyses, modelling or scenario work that may be helpful in exploring alternative solutions to the issues in step 4.

This step is complete when participants can agree on the interests that need to be addressed in a solution with sufficient precision that it is possible to start exploring alternatives. It may be helpful to summarize these interests in interest statements that can be compiled for future reference and to act as a general framework for solution building. Additional information and or analysis may be required to explore those alternatives which is a central part of the activity in step 4 – Exploring Alternatives.

Overcoming challenges

Challenge: Participants remain positional about issues insisting that the only viable solution is the one that is promoted by their sector or agency.

Overcoming the challenge: There are a number of strategies for dealing with positional tactics including:

- > Ask a lot of questions rather than arguing:
 - ◆ What is the issue from your perspective? (reveals how the individual defines the issue),
 - ◆ How would you resolve this issue? (reveals their position),
 - ◆ If that solution was implemented how would it resolve the issue? (reveals some underlying interests),
 - ◆ If an alternative solution were implemented how would you be affected? (reveals more interests which can then be queried), and
 - ◆ Invite the party to explain how restating their position is intended to move the group towards a solution?
- > Referring back to the ground rules and experience in the IBN training where this issue should have been addressed;
- > Recognize that it may not be possible to resolve the issue by agreement but that is what the process is intended to do;
- > Agree to disagree for the time being and move on; and

- > Employ the dispute resolution procedure in the ground rules.

Challenge: team members may be unwilling to share information.

Overcoming the challenge: There are a variety of reasons that team members may withhold information such as:

- > commercial or proprietary interest in the information;
- > perception that information is power and withholding it will increase leverage; and
- > fear that release of the information will undermine positions that have been taken.

In order to address this challenge it is essential to first determine why the information is being withheld and focus on addressing this motivation. This could include developing confidentiality protocols, accessing the information in a different manner or from a different source, and referring to the ground rules where this should be addressed.

Challenge: Participants are uncomfortable engaging and do not reveal their interests or the information they have access to.

Overcoming the challenge: It is not uncommon to have participants that have important interests they need to articulate and information that they can contribute but they are uncomfortable doing so for cultural or personal or other reasons. The Project Manager and Co-chairs (as well as other team members) need to be aware of this possibility and through informal discussions ascertain if it is occurring. If this is the case then the PM or the Co-chairs or even one of the members needs to develop strategies for helping the team member who is having difficulty engaging to overcome this challenge. This may involve:

- > changing the setting by taking a field trip that emphasizes the background and knowledge of this member;
- > eliciting stories from the member that reveal interests and information;
- > finding out if there are experts or other knowledgeable about the team members interests and background information that could be brought into the process as an expert or advisor; and
- > apply active listening skills to help the member articulate their interests either in a one-on-one setting or in a small group.

Challenge: Selecting consultants and determining their terms of reference.

Overcoming the challenge: Consider the following steps in order to avoid the potential conflicts associated with information gathering.

- > jointly determine the questions that need to be answered;
- > flesh these questions out into clear terms of reference using standard project management protocols – purpose, objectives, deliverables etc.;
- > establish explicit criteria for evaluating proposals;
- > invite multiple proposals from qualified consultants and evaluate them jointly or using a subset of the team that is agreed upon by the team;
- > interview top candidates if there is uncertainty about the best proposal; and
- > where a team member has an “in house” expert or expert closely aligned to their organization or sector that they would like to address the team then seek input from an expert known to have a different point of view.

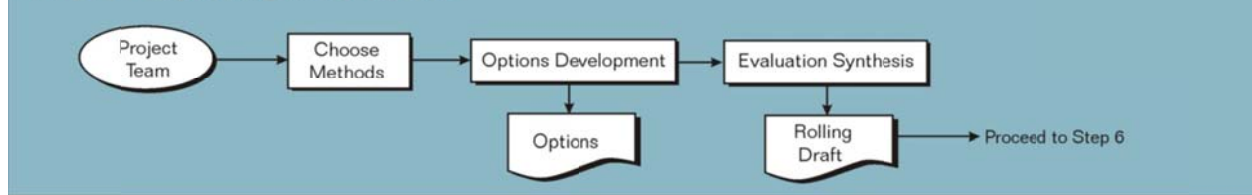
Challenge: Participants use information requirements as a means to avoid or delay solution building.

Overcoming the challenge: The following interrelated strategies can help to address this challenge:

- > ask questions to determine what interests are affected by the information gap – e.g. what would be the consequence if this information is not gathered? – then focus on alternative ways to address the interest and or integrate that interest into the framework for solution building in step 4;
- > confront the issue of avoidance and delay and discuss how the team should address it;
- > establish joint expectations for how uncertainty will be dealt with. This may include a commitment to adaptive management; and
- > recognize that uncertainty is unlikely to ever disappear and that there will probably always be more information that it would be helpful to have and that the team has to make recommendations in a timely manner in order to succeed.

To a certain extent this problem can be pre-empted by addressing it during the development of the ground rules, which should include a commitment to sharing information and maintaining confidentiality where required, and in the IBN training, where a simulation exercise on resolving an information dispute through interest based negotiation can model the approach that needs to be applied to the real situation.

Step 5 - Exploring Alternatives



Step 5: Exploring Alternatives

Using the interests and related information identified in step 4 as a framework, team members are now positioned to explore alternative solutions to the issues. There are a variety of approaches to developing alternatives that can be employed, all of which are challenged to generate feasible approaches or options that address the range of interests that need to be accommodated in order to develop consensus within the team.

Deliverables

The key deliverables from step 5 are:

- > Options and/or scenarios that address the range of relevant interests to varying degrees including consideration of implementation requirements, costs and challenges; and
- > Rolling draft or outline for the solution based on analysis of the options including those elements that are common to all of them.

Activities

Choose a Methodology

There are a number of different approaches to generating and analyzing alternatives including: simulation modeling, structured decision making models, scenario development processes, multiple accounts analysis, full cost accounting and basic brainstorming (to identify a few). Team members need to decide which approach they wish to utilize and they may benefit from the advice provided by experts involved in step 4.

Simulation models are realistic and simplified representations of the systems and context associated with the issues (e.g. ... forest estate models if can't find an airshed model). They provide an analytical framework for investigating the impacts of alternative approaches to resolving the issues and demonstrate how different decisions taken today may trigger or contribute to future system conditions.

Structured decision making models define all of the key decision points associated with resolving the issues and link them together in a rational and objective framework or model. Participants can then test alternative decisions and consider the impacts and the implications for other related decisions. (Insert example).

Scenario development tools enable consideration of alternative futures. Some take a set of parameters and forecast them out into the future based on known relationships. Others backcast from a preferred future state and attempt to trace the decisions required to create that future while accounting for the physical relationships that are integral to the system being considered. Other scenario tools focus on identifying the key factors that are limiting the full range of options which can then become the focus of alternatives analysis.

Many participants will have engaged in brainstorming exercises. The process of generating new ideas is often viewed as very sensitive, particularly if there are significant interests at stake. Participants may be afraid to reveal information that may be harmful to them in some way and they may listen in search of information that gives them an advantage. Because the topics are often controversial and participants may have much to gain or lose there is often a very critical atmosphere that surrounds the brainstorming process. Participants often dismiss or limit new ideas because they:

- a) contain elements of another idea that they have already dismissed,
- b) do not immediately address important interests,
- c) think they have a better idea and they have been waiting for the opportunity to express
- d) do not understand the new ideas,
- e) have a conflict or dispute with the person that has expressed the new ideas,
- f) had an idea that they expressed which was dismissed,
- g) focus their attention on what might be wrong with the new ideas rather than trying to identify what might be creative and valuable,
- h) do not explore and record the important dimensions of new ideas accurately and they get lost.

Brainstorming processes can be made far more effective if simple procedural rules are adopted that limit the potential to develop a destructive and unproductive dynamic from undermining the process. These rules include:

- > Ensure all members are committed to a without prejudice discussion – i.e. making or discussing a proposal does not mean that you agree with it and the fact that you proposed it or discussed it cannot be used as leverage to get you to agree to it or something else later on;
- > Postpone evaluation until after all ideas have been tabled;
- > Be systematic about generating ideas by shifting from one approach to problem solving, and all the options associated with it, to the next;
- > Ensure evaluation identifies what might be good about an idea in addition to what is wrong with it; and
- > Accurately record the ideas for use in problem solving and negotiation without attribution.

Multiple accounts analysis and full cost accounting are analytical approaches for assessing the impacts of alternatives. They do not generate alternatives as the other methods outlined do; rather they provide a framework for assessing the impacts. Both approaches go well beyond more conventional economic analysis which attempts to monetize all relevant parameters and ascertain the most efficient or beneficial option. The range of interests of concern will be key to defining the various analytical accounts in a multiple accounts analysis and full cost accounting.

Whichever approach is used to develop and analyze alternatives the purpose of these efforts is to identify possible elements of a solution to the issues that would be mutually beneficial in terms of the interests that need to be addressed including the interest in efficient and effective implementation.

Develop the Alternatives or Options and Evaluate Them

Apply the chosen methods to develop the alternatives or options and to evaluate them. It may be possible to prioritize and or rank the options paying particular attention to the joint gains or “win wins” and the implementation issues. To assist in prioritizing and choosing the best option a tool is provided in Appendix C: Tools for collaborative decision-making, Table 6: Prioritizing and choosing options. The review of the options against the criteria will ensure that the option chosen accounts for the resources and capabilities required for successful implementation. Also, it will contribute to the options being realistic, coordinated and aligned with the needs of all stakeholders involved.

Start a Rolling Draft

Once the range of alternatives has been considered and discussed, participants should be able to outline what the solution needs to look like in general terms (e.g. table of contents for their report and recommendations) unless one of the options is clearly much better than the rest in which case it would be the basis for moving forward in step 6 - Negotiating a Final Agreement. This outline or the preferred option forms the basis of a rolling draft which includes those “consensus elements” that participants agree (conditionally or without any conditions) should be part of the solution and those items that are still outstanding. During the analysis and discussion of alternatives elements of solutions will likely be identified which all team members agree need to be part of the solution. These “consensus elements” become the initial substantive components of the rolling draft. Agreement on the rolling draft itself is a significant milestone for the collaborative process.

Overcoming challenges

Challenge: Participants become positional and attempt to prevent options from being considered.

Overcoming the challenge: Remind everyone about:

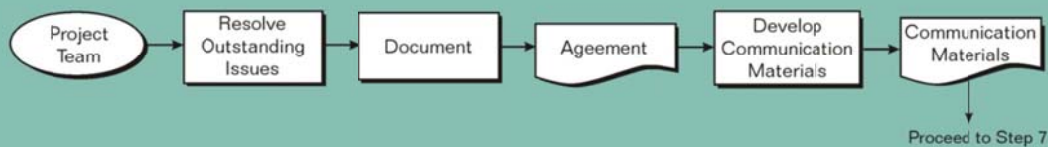
- > solutions have to address the range of interests – rather than preventing an option from being proposed, the question is how will this option address the full range of interests including those that are represented by the team member that is objecting to the option being considered;
- > there will be no consensus if everyone does not agree which will not occur if interests are not met; and
- > ground rule provisions for confidentiality, without prejudice discussion etc.. These should enable participants to discuss options without implying that they might agree with the options. In other words the fact that a team member constructively discusses an options cannot be used as a means to convince them to agree to it.

This should help shift the focus from preventing options from getting to the table to how any and all options address the full range of interests.

Challenge: Implementation issues are not adequately considered when evaluating options.

Overcoming the challenge: The process of uncovering interests should reveal interests associated with implementation which often relate to the time frame for implementation, who will be responsible for monitoring etc.. It may be valuable to undertake an explicit discussion about implementation interests before the options development process gets started so that these interests can be more fully considered in the options themselves rather than be treated as a subsequent consideration. This consideration of implementation interests and challenges can be assisted by engaging representatives of agencies or other groups that may be involved in implementation but are necessarily represented on the team. They may be able to provide valuable insights into implementation strategies that are more or less streamlined effective, efficient etc. While also revealing implementation challenges that have not been considered or anticipated by the team.

Step 6 - Final Agreement



Step 6: Integration, Optimization and Packaging - Negotiating a Final Agreement

Negotiating a final agreement is the central focus of this step. This involves working through the outstanding issues in the rolling draft and finding solutions for them. Precise documentation is essential and communication materials may need to be prepared to assist team members in briefing their caucuses.

Deliverables

The key deliverables from step 6 are:

- > Team consensus on a solution to the issue(s) fully documented; and
- > Communication materials to support presentations to constituencies.

Activities

Resolve Outstanding Issues

Team members work through and resolve the outstanding issues by addressing the interests that are integral to a solution to them. In some cases it may be possible to resolve an outstanding issue by accommodating the range of relevant interests – i.e. find a balanced approach or the “middle ground”. For example agreement on an ambient air quality standard or target may balance risks to human health and the environment with economic impact (better example?). In other instances consensus may be achieved by integrating solutions to different issues that are linked. For example, agreement on an air quality standard may be linked to related procedural issues and interests such the monitoring and verification process and/or the time allowed to achieve compliance. Agreement on the standard may also be linked to other substantive issues and interests such as compensation for rapid compliance. By integrating relevant interests and the solutions to related issues the team members shift the focus from compromise to adding value or mutual benefit. Overall the team is developing an integrated package of solutions or solution elements that are mutually reinforcing. Various team members may not be in a position to agree to a specific key element of the package if it were to stand alone but they are able to agree to it if it is packaged together with the other elements. In order to facilitate this packaging and integration process it may be necessary for the team to have different definitions of consensus built into their ground rules¹⁴. For example, a “working consensus” may indicate that agreement on a solution to a specific issue depends on the resolution to another related issue. And “final consensus” may mean that there is full agreement on everything or that there is agreement on the package of solutions some of which would not be agreed to if they were to stand alone. Given these subtleties, how the team is canvassed for consensus can make a big difference to the outcome. The team should agree on how the question will be posed to them and this should be consistent with their ground rule provisions regarding consensus. A few examples of alternative questions:

- > Does anybody disagree with this as a “working consensus”/“final consensus”?
- > Is there anyone who cannot live with this as our final outcome?

¹⁴ The definition of consensus should be addressed in the development of the ground rules and the interest based negotiation training during the convening step.

- > Do we have consensus on this as our final package of solutions and recommendations?

Once the team has worked through all of the outstanding issues they may find that they are still unable to find solutions to one or two final issues that all members can agree to. If this occurs, it may be necessary for the team members to bring key caucus members more directly into the process and separate into their caucuses (some caucuses may be combined) with the Project Manager and potentially the chair shuttling back and forth between them to coordinate when they are ready to reengage with each other face to face. The Project Manager and Chair may also be shuttling proposals and counterproposals back and forth between the caucuses. Depending on the level of experience of the Project Manager and chair, and the dynamics of the situation, which may involve considerable tension, it may be helpful to have an experienced independent facilitator to undertake this final shuttle mediation process.

Carefully Document the Agreement

It is very important that the details of the Team consensus are accurately documented. Subtle changes in specific words and phrases can have major implications for the overall impact of the agreement on the team members constituencies. And the Team may have developed understandings of what various terms and phrases mean that are not common and would not be correctly interpreted without explanation. At this point the Team not only needs to ensure that their agreement says what they think it says but also that others will interpret it the same way.

Develop Communication Materials

Once the agreement is clearly and accurately documented communication materials may need to be prepared to support presentations to constituencies during the ratification and approval process in step 7. These materials need to highlight:

- > The details of the agreement;
- > The underlying rationale for why this approach makes sense for all relevant interests; and
- > The due diligence and effort that went into to developing the solution including attention to implementation requirements and risk analysis.

Overcoming challenges

The challenge: Team Members may test the potential to circumvent the process by lobbying the decision maker or the CASA Board.

Overcoming the challenge: The prospect of “end runs” should be discussed during the convening step and addressed in the Team ground rules. There should be an explicit commitment in the ground rules to avoiding these tactics and reporting any rumours about this kind of thing should be part of the standard operating procedure of the Team. If this does occur, then Team members need to assert the ground rules and seek backing from the CASA Board if need be.

Challenge: Team Members may reach an Impasse.

Overcoming the challenge: There are a range of approaches that the Team can take if they are unable to overcome an impasse including:

1. Follow the dispute resolution procedures in the ground rules which should include provisions such as: document the outstanding issue, the proposed solution, and how those proposals are intended to address the relevant interests; bring in an independent mediator; seek direction from the CASA Board. The dispute resolution procedures in the ground rules should be designed to push the participants towards building an agreement themselves rather than simply giving up and assuming that they will not reach agreement.

2. Postpone resolution of the issue and design a process for dealing with it or recommend that a new Team addresses it. For example, it may be necessary to develop more information regarding the issue in order to resolve it – “study it”.
3. Find out if there are some other interests that have not been expressed or addressed. For example, psychological and political interests are often very important in the final stages of a negotiation and they may have little to do with the substance. These other interests may need to be addressed in order to secure an agreement.
4. If the ground rules do not provide for independent mediation then consider bringing in an independent mediator.
5. If the ground rules do not provide for it then document the differing proposals and provide them to the CASA board for consideration. I.e. agree to disagree.



Step 7: Ratification and Approval

Once the Team has reached agreement on their recommended solutions they need to seek ratification for those recommendations from their constituencies and approval from the CASA Board. The constituencies and the Board should have been regularly updated on the progress of the Team so there should not be any surprises at this point. Ratification involves formal endorsement by constituencies rather than any further negotiation of the content. Similarly, approval by the CASA Board involves the Board formally agreeing to recommend and promote the proposed solutions to the relevant government authorities for implementation.

Deliverables

The key deliverables from step 7 are:

- Clear and documented support for the consensus recommendations from the constituencies represented on the Team; and
- Board Approval of the Final Recommendations.

Activities

Present the Agreement to Constituencies for Formal Approval.

Each of the team members will have been responsible for keeping their constituents informed and supportive throughout the process. This includes ensuring informal constituency support for the agreement negotiated during step 6. There is no point in a Team Member agreeing to something if they know that their constituency will not be supportive and Team members should be obliged to not only bring their constituencies along but to actively promote the solutions internally within their caucuses. Notwithstanding all of the effort invested in communication and promotion, constituency ratification may still have its challenges. In some cases it is helpful if multiple team members (particularly supposed adversaries) participate in constituency briefings so that the constituents can actually witness the consensus by hearing those they would expect to be in disagreement with actually proposing the solution together with their own representative.

Present the Proposed Solution to the CASA Board

Once all of the constituencies represented on the Team have formally endorsed the Team's recommendations the package can be presented to the CASA Board for approval. Any members of the CASA Board that have a substantive interest in the issues will have been represented on the Team and may have already endorsed the recommendations as a constituent of the Team. The CASA Board approval is CASA's commitment to formally recommend these solutions.

Overcoming challenges

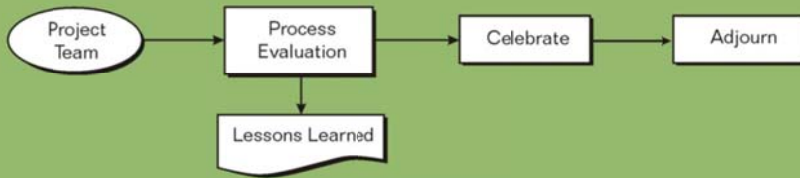
Challenge: Some Participants may attempt to leverage last minute concessions.

Overcoming the challenge: Ensure that sufficient time was taken to secure the agreement during step 6 and that the prospect of this occurring is explicitly discussed during the convening stage and the development of the ground rules. If it does occur then the participant should be reminded of the ground rules and invited to consider the implications for their credibility if this was to come to the attention of the CASA board and their constituents.

Challenge: Media misconstrues or misrepresents the consensus.

Overcoming the challenge: The Team should be proactive with the media throughout the process so that appropriate reporters understand what the Team has been doing and how they have been working together. Once the solution is agreed to and ratified then the press should be jointly briefed and talking points discussed and agreed to in advance of the briefing. The prospect of leaks and poor reporting should be anticipated and preventive responses agreed to in advance as well.

Step 8 - Closure



Step 8: Closure, celebration, reflection and evaluation

In this final step Team members should take the opportunity to celebrate their success and document any advice that they would provide to future Project Teams in order to make the process more efficient and effective.

Deliverables

The key deliverable for this step include is documented lessons learned for consideration by the CASA Board and secretariat as well as future Project Teams.

Activities

Evaluate the Process

While team members perception of the success and effectiveness of the process will continue to evolve after the project it is valuable for the team to take some time to discuss and document any advice that teams. This will include identifying what worked and what didn't work, identifying results, successes, mistakes, and level of satisfaction among members. The identification of lessons learned, debriefing the process and acknowledging the end of the project's phase will support closure for the Project Team.

Celebrate

The Project Manager and Chair(s) should acknowledge and thank the team and others for their hard work, and celebrate the achievement of the projects outcomes and deliverables. Providing the opportunity for the team to celebrate the successful completion of the project recognize their work, commitment and assist in the continual commitment to the implementation.

In addition to convening collaborative decision making processes to develop recommendations to resolve air management issues CASA also takes responsibility for monitoring what happens to the recommendations including their effectiveness if they are implemented. This monitoring function falls under the CASA Performance Measures Committee.

APPENDIX A: ROLES AND RESPONSIBILITIES

ROLE OF PROJECT MANAGER

Appointed by CASA to:

1. Provide leadership in fulfilling all responsibilities associated with project management.
 - Provide support and strategic direction to the Chair and Co-Chair through the completion of project planning, management and project control.
 - Monitor, coordinate and prioritize activities and tasks to ensure the project is completed on time, within scope and budget.
2. Review Team minutes, Issue Identification Reports, Status Reports, Work Plans, Terms of Reference, and Recommendation Tracking Form.
3. Provides direction and information to team on purpose, desired outcomes, process steps, communications, roles, guiding principles, and feedback and evaluation mechanisms.
4. Manages the project according to CASA principles, utilizes a collaborative approach to build consensus achieve the agreed-upon project outcomes.
 - Builds collective and individual responsibility for the process.
5. Monitoring the Gantt chart and establishing additional controls to ensure the project is operating within scope, on time and budget.
6. The Project Manager has a key role in managing stakeholder expectations, balancing their interests and ensuring the Project Team interacts with stakeholders in an open, cooperative and professional manner.
7. Coordinates with the Chair and Co-Chair to facilitate the management and resolution of issues.
8. Work with Chair and co-Chair on process and meeting structure.
9. Encourages team members to take responsibility for key outcomes.
10. Coordinate and facilitate stakeholder engagement.
11. Coordinates the collection of information and data.
12. Review parking lot issues identified in Team minutes and ensure follow-up.
13. Facilitate the coordination of communication and status updates to CASA’s Executive Director, CASA Board, and other Project Teams.
14. Ensures obligations made to the CASA board are fulfilled.

ROLE OF THE PROJECT CHAIR AND CO-CHAIR

Chosen by CASA to:

1. Support effective meeting participation.
2. Provide leadership by ensuring the coordination of all project activities and tasks necessary to achieve outcomes.
3. Open and close meetings, confirm the agenda and make any relevant observations.
4. Ensure Project Team alignment with the Teams’ Terms of Reference and Project Charter.
5. Monitor the Gantt Chart and related project activities and tasks to ensure the project is completed on time, within scope and budget.

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6. Collaborates with Project Manager on development of agenda's, approach used in meetings, Gantt Chart and resource needs.
7. Meet with Project Manager to discuss the resolution and management of issues.
8. Act as a spokesperson for the team; e.g., reports to the board on behalf of the team, acts as the media contact.

ROLE OF WORKING GROUP AND PROJECT TEAM MEMBER

1. Complete check-in when doing introductions.
2. Review Agenda for all meetings.
3. Minutes – identify scribe.
4. Review ground rules.
5. Parking Lot - Complete idea Sheet and issues bin.
6. Identify information outside parameter/scope of project.
7. Track recommendations and rationale.
8. Identify and track issues/information requiring further direction.
9. Identify financial implications, resource implications etc.
10. Identify actions and timelines for completion.
11. Identify linkage to other initiatives, processes, or organizations to maximize synergy, ensure coordination, and prevent duplication.
12. Complete team meeting evaluation component at each meeting.
13. Ensure clarity is obtained and communicated on scope of representation and the organization represented e.g. a stakeholder group, a sector or an individual stakeholder.
14. Communicate and brief constituency/member organization and obtain feedback as appropriate.
15. Articulate interests of constituency/ member organization and make a measurable contribution to the project on behalf of the body they represent.
16. Attend all meetings and actively participate by making constructive contributions, clarifying underlying assumptions and creating a team culture reflective of open and honest communication.
17. Prepare prior to meetings by reviewing all related information.
18. Act as an advocate of CASA.
19. Commit to working within the CASA process while the team is seeking consensus solutions, and not lobby elected officials to gain support for their position. If lobbying is planned, the team member should advise the team prior to under-taking them

APPENDIX B: STAKEHOLDER ENGAGEMENT PLAN

The Working Group would initially complete the stakeholder analysis and plan. This would assist in informing the membership for the Leadership Team, who would further formulate the plan. In completing the stakeholder plan, the following processes should be undertaken:

- i) All stakeholders should be identified based on whether they are affected, invested or interested in the issue and potential outcome of the project. This would include government and non-government organizations, industry and Aboriginal representatives as needed.
- ii) The typology of stakeholders should be completed and consideration given to the projects purpose for stakeholder involvement e.g. gain expert knowledge; obtain sanction; obtain support. The analysis will assist in recognizing that stakeholders have different levels of power, interests and resources. By those involved in the project being aware of these differences, strategies can be developed to level the playing field and enable interaction to occur on a more equitable and genuinely collaborative basis.
- iii) The analysis should be completed by selecting a minimum of two criteria such as:
 - Level of support for managing the issue. This will assist in identifying those stakeholders who will take action to support or derail the project.
 - Whether they have expertise that could support the management of the issue.
 - Level of influence or power in managing the issue or the project.
 - Level of interest in the issue.
 - Level of concern.
 - Level of impact.

By assessing and categorizing stakeholders based on the criteria, stakeholder needs can be more fully understood, and effective strategies for engagement can be developed that align with the purpose of involvement and project outcomes.

- iv) Through the stakeholder analysis, identify opportunities or strategies to engage stakeholders and align their interests with the project outcomes. When the interests of stakeholders are included in some manner that reflect their needs and the project outcomes, then the opportunity exists for the results to transcend the posturing of single interest politics to a place where open communication is facilitated, and trust is built. The projects governance structure needs to consider how and in what format stakeholders will be involved. The following identifies some of the opportunities for engagement:
 - Membership on the Project Team or sub-team. The sub-team would complete specific areas of work and report to the Leadership Team.
 - Individual stakeholder participation through one-on-one meetings with the Project Manager or Project chair, or Co-chair. The intent would be to facilitate communication, manage issues, ensure alignment of interests with project outcomes, as well as leverage specific required information or skills.
 - Ongoing group meetings involving multiple stakeholders to facilitate communication and sharing of information.
 - Issue specific meetings involving a sector of stakeholders with expertise in a particular area to provide a structured dialogue on a facet of the problem.

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- v) As the collaborative process is iterative and cyclical rather than linear, incorporating an evaluation component into the plan will identify new points of differentiation for involvement, and ensure engagement throughout the project. By mapping different ways for stakeholders to have meaningful involvement, transparency, credibility and the creation of common ground for issues and solutions will be enhanced.

APPENDIX C: TOOLS FOR COLLABORATIVE DECISION-MAKING

Table 3: Opportunity template to assist in Step 1: Gaining approval to analyze the issue.

What is the current challenge	What are the risks
What is the proposed action or proposed options to evaluate	What is the value proposition and return

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Table 4: Considerations in assessment provides a guide to review the issue for appropriateness of fit with CASA.

Consideration	Rationale
<i>Mandate:</i> Does the issue or elements of the issue fall within the mandate of CASA?	Assessing the issue in terms of the mandate of CASA will assist in clarifying the scope of the area to be addressed.
<i>Stakeholders:</i> Does the issue involve or impact multiple stakeholders with diverse interests? Are multiple perspectives needed to make an informed decision? How apparent is the best approach for issue resolution? E.g. obvious to wide open	If highly divergent views exist, multiple stakeholders are impacted by the issue, and reconciliation of interests is critical to success, then the issue is suitable for a collaborative process.
<i>Impact:</i> What is the impact of the issue? Is it province wide or local to a specific jurisdiction? Can the issue be influenced or managed provincially?	Identifying the impact of the issue will assist in determining if it is appropriate for CASA to manage.
<i>Support:</i> Is the current structure involving the issue skewed in favor of maintaining the status quo? Does the capacity and ability exist among stakeholders to participate and achieve the deliverables? Do the resources exist to address the issue? Is strong support and cooperation needed among stakeholders to implement the proposal?	It is critical to have the key decision makers and those primarily impacted by the issue on side and willing to support the resolution of the concern. If they are not on side then the project’s success is seriously at risk. To successfully address the issue, resources need to be in place, as well as buy-in and support from those invested in the outcome.
<i>History of issue:</i> Have existing processes for resolving the issue proven insufficient or contributed to exacerbating the concerns? Have previous attempts been made to resolve the issue? How successful were the attempts? What were the barriers?	Understanding the history of the issue will assist in developing an effective strategy to address it.
<i>Urgency:</i> What is the immediacy and strategic importance of the issue? Is the issue on government’s or Deputy Minister’s agenda? Will addressing it result in a pivotal contribution to clean air?	Assessing the immediacy of the issue and timing will assist in ascertaining the urgency to deal with it. For change to occur political support is required and the issue needs to have some level of urgency. This information will also assist in developing a method to establish urgency to address the issue.
<i>Risk:</i> How large is the financial risk/opportunity? What are the probable consequences of not addressing the issue?	Identifying financial costs and risks will assist ensuring that the system has the capacity to address the issue. Also, this will assist in establishing urgency.

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Table 5: Readiness Assessment Worksheet will assist in determining if the necessary steps have been taken to ensure the success of the project.

Critical Elements	Yes	No
Process has strong sponsors		
Process has effective champions		
Key resources are budgeted		
Core participants are willing/available		
There is general agreement on purpose and outcomes		
There is general agreement on how to proceed		
Scope of planning effort is reasonable		
Staff and technical support have been identified		
The project charter has been completed		
Purpose and benefits are well-understood		
Participants understand the collaborative process		
Desired Elements	Yes	No
All needed resources are in place		
Outside technical assistance has been or will be lined up		
Participation and the organizational structure is clear		
Roles and responsibilities are clear		
A planning process has been specified		
Time frames have been specified in the work plan		

Adapted from “Readiness assessment worksheet,” MAPP: Mobilizing for action through partnership and planning, retrieved May 5, 2007 from http://mapp.naccho.org/ofsapd/ofsapd_ws_ra.asp

Table 6: Prioritizing and choosing option

#	Criteria	Yes	No
1.	The option is directly linked to the resolution of the issue.		
2.	It is aligned with stakeholder interests.		
3.	The benefits to society outweigh the risks.		
4.	The option is technically viable and workable, and fits with the external opportunities and threats in the environment and internal resources and capabilities of the organization that will be responsible for implementation.		
5.	Organizational changes including structure, systems, staffing and culture have been considered and identified to ensure successful implementation.		
6.	The implementation is manageable given available resources, costs and time.		
7.	The option will be politically acceptable to stakeholders and management.		
8.	The option is legal, ethical and moral.		
9.	It is consistent with the values, culture and philosophy of CASA, and its		

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partners/stakeholders including governments.		
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Table 7: Identifies considerations in developing objectives and measures (Keeney & Gregory, 2005). (can't find this table referenced in the text)

#	Description	Example
1.	Unambiguous –the measure describes a clear relationship between consequences and description of the consequences.	Objective – minimize cost. Measure – cost in millions of dollars; consequence – \$1.3 million versus describing the cost as high, medium or low.
2.	Comprehensive – the measure covers the range of possible consequences for the objective, and the value judgement implicit in the measure is reasonable.	Objective – minimize detrimental health effects from carbon monoxide. Measures – # of fatal and non-fatal heart attacks, # of angina attacks, # of peripheral vascular attacks. Four measures are used to capture the comprehensive nature of the objective versus only 1 measure such as number of fatalities.
3.	Direct – the measure describes the consequence of the area of interest reflected in the objective. If the measure is not direct it can distort the results of the decision-making process.	Objective – increase worker safety. Measure – # of worker fatalities, lost time of workers due to accidents or fatalities.
4.	Operational – the information can be obtained.	One outcome with 30 measures can be difficult as information for all areas may not be accessible or too costly to obtain.
5.	Understandable – it is easily understood and communicated by those completing the analysis, stakeholders and decision makers.	Increase worker safety.

APPENDIX D: PROJECT CHARTER

The following identifies key areas that should be addressed in the project charter:

- i. **Project goal:** To assist in defining and communicating the project, a high level statement identifying why the project is being initiated should be developed.
- ii. **Background:** Identify previous work related to the issue, including a scan of local and international research. This would assist to further clarify the concern, identify considerations as well as potential approaches to address the area.
- iii. **Project objectives:** To assist in identifying the scope of the project and communicating the intent, high level statements identifying what the project will do should be developed. The objectives should be specific, measurable, realistic and time framed.
- iv. **Project scope:** The project boundaries are defined through a few statements that describe the significant project components. This critical piece of work will assist in the evaluation of what should be included in the project and facilitate buy-in from stakeholders and decision makers on the project and deliverables. A statement identifying what is not included may also be described in this section.
- v. **Project deliverables:** This section identifies the tangible results including the products and services that will be provided.
- vi. **Project structure:** By breaking the project down into activities and tasks and summarizing them, the project can be more easily understood, managed, tracked and controlled. Phases, activities and tasks are a common methodology used to break the project down. The additional detail of the tasks can be further included in the project work plan or Gantt chart.
- vii. **Gantt chart:** The Gantt chart is a critical tool for monitoring, and communicating progress. This includes all the activities and tasks for the project including the phases, key activities, tasks, key responsibilities and timelines. The chart is critical to monitoring progress and ensuring the project is progressing as intended. Reviewing and refining the work plan or Gantt chart that identifies key activities, timelines, and responsibilities will assist in increasing investment and ownership in the project by the team as well as clarify responsibilities.
- viii. **Project risk analysis:** Identifying, analyzing and mitigating project risks are a key component to executing a successful project. Incorporating proactive risk management into the project that includes strategies to manage risks will assist in minimizing potential impacts to the projects scope, schedule or costs.
- ix. **Projected resources:** This includes any associated costs for the project including manpower, travel, etc. In addition, the strategy for obtaining the costs should be identified as well e.g. cost sharing among stakeholders.
- x. **Operating Terms of Reference for Leadership Team:** Developing a Terms of Reference will assist the team in describing their mandate, parameters and objectives for the team.
- xi. **Stakeholder analysis and engagement plan:** The Team should review, refine and implement the stakeholder engagement plan to further manage stakeholder expectations and ensure involvement by those who are not at the 'table'. As stakeholder involvement is a key component of

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communication, the stakeholder plan will also inform the development of the communication plan specifically relating to their involvement in the project and sharing information. Enabling the early involvement of stakeholders will contribute to the project's success by ensuring that the recommendations, when implemented will be acceptable to its stakeholders.

- xii. Communication plan: To assist in managing stakeholder expectations and communicating the projects status to stakeholders, decision-makers and the public, a high level communication plan should be developed. The plan would also address the key aspects resulting from the stakeholder plan including the channels for communication with stakeholders. The plan would be further developed upon the formation of the Leadership Team.

The communication plan would indicate:

- > Who will speak to whom, about what, when, why and in what format e.g. key messages and strategies for communication with stakeholders;
- > How and when stakeholder will be communicated with to ensure they are updated on progress;
- > The process for communication with the Project Team members' stakeholder groups to ensure they are provided with accurate and consistent information, and
- > The frequency of status reports for CASA's Executive Director, Executive Committee and Board.¹⁵

The team should further develop the communication plan as consistent communication is critical to the successful progress of the project. The communication plan identifies the channels for communication with stakeholders.

¹⁵ Reporting on the projects performance is a critical component of communication. The management status reports would be provided to CASA's Executive Director, Executive Committee and Board to provide status updates and address any issues or concerns impacting the projects progress. In addition, a stakeholder status report could be used as a communication tool to provide consistent information to stakeholders.

APPENDIX E: CASA’S GUIDING PRINCIPLES – TO BE EXPANDED

The following identifies the guiding principles adopted by CASA. Additional detail and description can be found in CASA’s handbook, *Beyond Consultation: Making Consensus Decisions* (2007):

- Principle 1 – Purpose driven;
- Principle 2 – Inclusive not exclusive;
- Principle 3 – Voluntary participation;
- Principle 4 – Self design;
- Principle 5 – Flexibility;
- Principle 6 – Equal opportunity;
- Principle 7 – Respect for diverse interests;
- Principle 8 – Accountability;
- Principle 9 – Time limits, and
- Principle 10 – Commitment to implementation and monitoring.

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ⁱ Kotter, 1996

INFORMATION SHEET

ITEM: 4.1a 2011 Annual Communications Committee Report

ISSUE: The Board will receive information with respect to CASA Communications achievements and performance in 2011.

STATUS: The Communications Committee has completed its review of communications achievements and performance in 2011. Although 2011 was a relatively quiet year for the Committee while it waited to receive new strategic direction, highlights from 2011 include:

- Completed Communications Awareness Benchmark Survey
- Determined both general base target audiences and specific-issue audiences for CASA.
- Participated in both Environment Week and Clean Air Day events in Edmonton
- Presented at the Air & Waste Management Association Conference
- Presented at the United Nations Environment Programme Conference on Mediation
- Presented at the Synergy Alberta Conference

A tentative Tactical Communications Plan has been drafted, with planned tactics reflecting activities at little or no cost to CASA.

ATTACHMENTS: None. A presentation will be provided at the Board meeting.

DECISION SHEET

ITEM: 4.1b Strategic Communications Plan

ISSUE: Approve the 2012 CASA Strategic Communications Plan developed by the Communications Committee.

BACKGROUND: The 2012 CASA Strategic Communications Plan is the overarching roadmap designed to reconcile communication activity with the CASA vision for clean air, the Communications Committee's terms of reference and the accomplishments arising from the work of CASA project teams through the Comprehensive Air Quality Management System (CAMS).

When the committee submitted this plan in December for board approval, there was some discussion about the key messages. The committee re-examined those messages, and a revised plan is attached. This fulfills the committee's board-assigned task to seek board approval of the following year's communications plan.

STATUS: Communications priorities and key messages within the Strategic Communications Plan have been updated, with each goal flowing from the successful completion of the preceding goal. The benchmarking survey identified under Goal 1 has already begun, with results available early in 2012.

**FUNDING/
IMPLEMENTATION:** There are no budget considerations included in the strategic plan itself. However, several communication activities outlined in the tactical plan rising out of this overall strategic plan are ongoing and financing is included in the CASA core budget (e.g. updating the CASA website and the production and distribution of the *Clean Air Bulletin*). Some activities rise from project team communications plans (e.g. public consultation and news conferences) which require incremental funding. In those cases, external funding, usually from stakeholders, will be secured before proceeding.

ATTACHMENT: A. Revised 2012 CASA Strategic Communications Plan

DECISION: Approve and endorse the CASA Strategic Communications Plan 2012 on the condition that communications activities requiring incremental funding proceed only if full funding is acquired.



STRATEGIC COMMUNICATIONS PLAN 2012

Draft v2

Executive Summary

A communications plan is an important part of CASA's daily operations. A living document, it frames our media activities, clarifies our priorities, and identifies resource requirements. It sets strategic directions for indicating what we communicate to whom, both inside and outside of CASA itself. It is driven by our vision, mission, values and beliefs. It is also a vehicle for delivery of strategic goals.

This strategic communications plan supports and contributes to CASA's business plan and strategic direction. It outlines strategic communications to CASA members, and through them, to their own stakeholders.

A key component of the 2012 strategic communications plan is the need for benchmarking of metrics. Without that base, measurements are subjective. The benchmarking survey was completed at the end of November, 2011 and information from it will be used to develop to accurately measure future progress in reaching identified goals.

This over-arching communications plan is supplemented by specific communications plans for each CASA project. Targeted outreach included in those plans meets direction provided at the Board's strategic planning workshop.

An annual tactical communications plan is also developed by the Communications Committee and the CASA Secretariat. It outlines detailed actions required to achieve the strategic communications goals, and identifies resources required to carry out this plan.

The Communications Committee determined key priorities based on the strategic planning now underway. Those priorities were validated by results of the benchmarking exercise.

Guiding principles for communication

The CASA communications plan is guided by the following principles:

1. Our communication efforts will focus on stakeholders and initiatives.
2. We will encourage informed dialogue between stakeholders and invite feedback.
3. We acknowledge the diversity of opinions of our stakeholders.
4. We will use simple, easily understood language that promotes a common understanding of CASA, its goals and accomplishments.
5. We will support members in their role as communicators for CASA.
6. We will evaluate the effectiveness of our communications plans and ensure continuous improvement.
7. Communications related expenditures will be cost effective and focused on results.

Communications goals

The overall communications goals of the 2012 strategic communications plan are:

1. Determine the level for Albertans' awareness of, understanding of, and support for CASA. (The term "Albertan" includes CASA stakeholders, their constituents, and the general public.)
2. Develop the tools necessary to enable CASA to deliver on its strategic goals.
3. Identify opportunities for improvement of internal communications within CASA.

Communications Priorities for 2012

The Communications Advisor and Secretariat execute CASA's communications plan and the Board's Communications Committee oversees that implementation. Each year, the Board of Directors approves the strategic communications plan and receives a progress report. In addition, project teams approve a communications plan with key messages, measureable tactics and strategies specific to each project's charter.

Because the 2012 goals are sequential, each priority rests on the successful completion of the previous step.

Communications Goals	Priorities for 2012
Goal 1: Determine the level for Albertans' awareness of, understanding of, and support for CASA.	1) Contract a benchmarking survey against which future initiatives can be accurately measured 2) Develop an ongoing plan to ensure future metrics stay up to date
Goal 2: Develop the tools necessary to enable CASA to deliver on its strategic goals.	1) Develop a tactical communications plan based on the strategic goals and using knowledge gained from the benchmarking exercise. 2) Translate the target audience portion from communications plan into a comprehensive database populated by stakeholder input, and make it available to all stakeholders.
Goal 3: Identify opportunities for improvement of internal communications within CASA.	1) Consider synergies and existing links to maximize internal communications by <ol style="list-style-type: none"> i. Conducting a communications audit ii. Convening a Coordination Workshop

Overarching Key Messages

These key messages answer three key questions that CASA members and their stakeholders often ask. In totality, they describe what CASA is, how we work, and show our successes.

- 1) CASA is a dynamic multi-stakeholder partnership providing leadership and strategies to address air quality issues in Alberta.
- 2) At CASA, government, industry and non-government organizations use a collaborative consensus process to develop innovative solutions to complex air quality issues.
- 3) With over 15 years experience, CASA has a proven track record of achievements:
 - a) Our Flaring and Venting project won both an Emerald Award and a CCME Pollution Prevention Award
 - b) Another Emerald Award went to our Electricity project.
 - c) Our consensus process was awarded the Arthur Kroeger Award for Policy Leadership.

Messaging related to specific air quality issues will be developed by the appropriate CASA Project Team, consistent with CASA communications policy.

Evaluation

CASA incorporates tracking and evaluation into its communications planning process, but without an accurate benchmark, that evaluation is often subjective and anecdotal. CASA's tactical communications plan (to be provided as information in March 2012) will specify measureable tactics and strategies to achieve the above strategic communications goals. Performance Measure 5 already specifies how to measure the degree of recognition of CASA. More information about that performance measure is available on the CASA website at <http://www.casahome.org/Projects/Currentboardcommittees/PerformanceMeasuresCommittee/Performancemeasuresindicators.aspx>.

DECISION SHEET

ITEM: 4.2 2011 Annual Report

ISSUE: The 2011 CASA Annual Report is ready for Board review.

BACKGROUND: The 2011 Annual Report is tabled to give the Board the opportunity to review it and offer suggestions prior to finalization by the Executive Committee.

STATUS: Board members are being asked to review the report for accuracy, tone, content, and structure, and provide comments directly to the Secretariat by Friday, April 6. Once the comments have been incorporated, the final draft will be forwarded to the Executive Committee for final review and approval.

The version attached in this briefing package is a draft only. Final layout and design will be determined once the content is approved. The auditor's report will also be added after Board approval.

ATTACHMENT: A. 2011 CASA Annual Report draft copy

DECISION: Authorize the CASA Executive Committee to approve the 2011 Annual Report for printing after comments from the Board are received and incorporated.

DRAFT CASA 2011 Annual Report

Cover *(Includes CASA logo)*

Contents *(Table of contents will be inserted after layout is complete)*

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ISBN: 978-1-896250-74-8

About CASA

Since its creation by ministerial order in 1994, CASA has operated as a multi-stakeholder partnership committed to providing recommendations that enhance air quality in Alberta. Partnering government, industry and non-government organizations makes recommended solutions more long-lasting and creative than might otherwise be possible.

Every group and team includes government, industry and non-government representation. Decisions and recommendations are made by consensus, with participants working together as equals toward actions or outcomes acceptable to all.

If consensus cannot be achieved, alternatives are provided to the Government of Alberta for decision. Those alternatives reflect the extent of consensus and areas of agreement, the specific issues about which there is no consensus, and the reasoning behind the differing views.

Mandate, Vision & Mission

(Mission/Vision can be pulled out & used as graphic elements)

Mandate:

1. Implement the Comprehensive Air Quality Management System (CAMS) for Alberta,
2. conduct strategic air quality planning for Alberta through shared responsibility and use of a consensus-building, collaborative approach, and
3. prioritize concerns with respect to air quality in Alberta, and develop specific actions or action plans and activities to resolve those concerns.

The mandate is supported by three air quality management goals:

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.

Responsibility for specific air quality planning is shared among stakeholders. Regulatory implementation, licensing, compliance, control and enforcement remain with existing government agencies.

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Vision:

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

Mission:

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

2011 Highlights

- **Strategic Direction**

In 2011, the Board and Secretariat concentrated on an overall review of the organization. That review included analysis of direction, of goals and of processes. It considered how CASA's operating environment was changing, and how CASA could change to make the organization even more responsive to future demands. Out of those discussions, a new strategic plan was developed and presented to the Board at the end of the year for approval in principle.

- **Managing Collaborative Processes Guide**

Originally conceived as a guide for project managers, the scope of this guide was broadened to include ways to renew and strengthen the consensus-based approach used at CASA. Planned for publication in 2012, it will include a toolkit to foster collaborative dialogue.

- **Project Teams and Committees** *(Section will be expanded)*

CASA stakeholders participated in one or more Project Team discussions directed at:

- Electricity Framework / AQMS
- Data quality workshops / OSC
- Strategic Foresight
- Flaring and Venting
- AAC / CASA discussions
- Communications
- PM and Ozone / AQMS

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Message from the President

(Insert photo)

The dialogue between stakeholders who hold different views about environmental regulation is often as much about the journey as the destination. Stakeholders value the way in which they interact as much as the outcome. The people who commit to that journey are often required to spend long hours in intensive debate, with no assurance that they will be rewarded for their efforts. As CASA's new President I have a deep appreciation for this organization's accomplishments and the hundreds of stakeholders who have engaged in CASA-led air quality discussions.

Like so many Albertans who care about the quality of our air, I have a long-standing personal and professional interest in finding innovative and durable solutions to air quality problems. Like them I have spent most of my career trying to find better ways to solve the environmental issues that challenge us. I've come to understand that "right answers" can be elusive, but I also believe that people of good will, using the best information available, can generate solutions to problems that would confound us as individual organizations.

It's hard to imagine another time in Alberta's history when it was more important for regulators, industries and non-government organizations to work together. There are few among us who believe that the road ahead will be easy. Alberta finds itself playing an increasingly larger role in discussions between stakeholders and between governments on a bigger stage. Many CASA stakeholders have observed that their work together over many years has equipped them to participate more effectively in those broader policy discussions.

And still, there is more work to do at home. New, seemingly intractable air quality issues will emerge in 2012 that will require our very best efforts to solve. CASA provides us with a place where that can happen. I am delighted to be part of that dialogue and a champion of the "CASA way".

(Insert signature)

DRAFT CASA 2011 Annual Report

Message from the Executive Director

(Insert photo)

2011 was a year of considerable change at the Alliance. CASA closed the year with a new President, a new Strategic Plan, significant staff transitions at the secretariat, and a new draft guide for Project Managers. At the same time, stakeholder discussions are underway that will result in new opportunities to address emerging air quality issues.

Our past President, Peter Watson, was recently appointed as Deputy Minister to the Executive Council of Alberta. Over the past 6 years Peter's open and unwavering commitment to consensus-based dialogue was a positive influence on all our members and the secretariat. He was and is a "true believer" and we will miss his always thoughtful contributions to CASA discussions.

Going forward, the Alliance is fortunate to have a new President who can build on CASA's impressive track record. Ernie Hui has the hands-on experience and knowledge required to help CASA members reach their goals on complicated air quality issues. Ernie's many years as a leader at Alberta Environment will provide the Alliance with the kind of valuable advice only available through senior government representation. Having someone of Ernie's caliber at our helm isn't simply a pleasure, it's a necessity.

Over the past 14 months CASA members participated in several projects, analyses and workshops, all directed at clarifying CASA's goals and strategies for the years ahead. CASA's Strategic Plan for 2012 – 2016 was the product of a lengthy and comprehensive look at CASA's role, capabilities and priorities in a rapidly changing environment. As part of the process, members reflected on CASA's business processes and suggested ways in which we can work smarter. The new plan will drive CASA's operational plans and, as a byproduct, CASA members have been schooled in the process of developing "strategic foresight".

The development of air quality policy recommendations continues to occupy most of our time at CASA. Our members' belief in working together to improve air quality in Alberta is the reason they contribute so much of their time. This report describes the work done by each of the CASA Project Teams and developments in each of Alberta's airshed zones.

2012 promises to be as busy as the past year. Having paused to reflect on CASA's direction, our members are now anxious to tackle new issues and to implement our new Strategic Plan. Their enthusiasm is infectious and entirely consistent with the thoughts of Margaret Mead:

"Never doubt that a small group of thoughtful, committed people can change their world. Indeed it's the only thing that ever has."

(Insert signature)

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Board of Directors and Secretariat

(As of December 31, 2011)

Industry Stakeholder Groups (by sector)

- Agriculture
 - Director - Rich Smith, Alberta Beef Producers *(Insert photo)*
 - Alternate Director - Dwayne Marshman, Wild Rose Agricultural Producers *(Insert photo)*
- Alternate Energy
 - Director – Vacant
 - Alternate Director - David Lawlor, ENMAX *(Insert photo)*
- Chemical Manufacturers
 - Director – Yolanta Leszczynski, Scottford Manufacturing *(Insert photo)*
 - Alternate Director - Al Schulz, Chemistry Industry Association of Canada *(Insert photo)*
- Forestry
 - Director - Brian Gilliland, Weyerhaeuser Co. Ltd. *(Insert photo)*
 - Alternate Director - Keith Murray, Alberta Forest Products Association *(Insert text: No photo available)*
- Mining
 - Director - Peter Darbyshire, Graymont Limited *(Insert photo)*
 - Alternate Director - Dan Thillman, Lehigh Cement *(Insert text: No photo available)*
- Oil & Gas – Large Producers
 - Director - John Squarek, Oasis Energy Inc.
 - Alternate Director - Bill Clapperton, Canadian Natural Resources Limited *(Insert text: No photo available)*
- Oil & Gas – Small Producers
 - Director – Gary Leach, Small Explorers & Producers Association of Canada *(Insert photo)*
 - Alternate Director – Vacant
- Petroleum Products
 - Director - Cindy Christopher, Imperial Oil *(Insert photo)*
 - Alternate Director – Vacant *(Insert photo)*
- Utilities
 - Director - Don Wharton, TransAlta Corporation *(Insert photo)*
 - Alternate Director - Jim Hackett, ATCO Power Canada Ltd. *(Insert photo)*

Government Stakeholder Groups (by sector)

- Aboriginal (First Nations)
 - Director - Holly Johnson-Rattlesnake, Samson Cree Nation *(Insert photo)*
 - Alternate Director - Vacant
- Aboriginal (Métis)
 - Director – Louis Pawlowich – Métis Settlements General Council *(Insert photo)*
 - Alternate Director - Vacant
- Federal
 - Director – Mike Norton, Environment Canada *(Insert photo)*
 - Alternate Director – Rachel Mintz, Environment Canada *(Insert text: No photo available)*

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- Local (Rural)
 - Director - Carolyn Kolebaba, Alberta Association of Municipal Districts & Counties *(Insert photo)*
 - Alternate Director - Tom Burton, Alberta Association of Municipal Districts & Counties *(Insert photo)*
- Local (Urban)
 - Director – Cindy Jefferies, Alberta Urban Municipalities Association *(Insert photo)*
 - Alternate Director – Vacant
- Provincial – Energy
 - Director - Vacant
 - Alternate Director - Jennifer Steber, Alberta Energy *(Insert photo)*
- Provincial – Environment
 - Director – Ernie Hui, Alberta Environment *(Insert text: No photo available)*
 - Alternate Director - Bev Yee, Alberta Environment *(Insert photo)*
- Provincial – Health
 - Director - Margaret King, Alberta Health and Wellness *(Insert photo)*
 - Alternate Director – Dawn Friesen, Alberta Health and Wellness *(Insert text: No photo available)*

Non-Government Organization Stakeholder Groups (by sector)

- Consumers/Transportation
 - Director - Don Szarko, Alberta Motor Association *(Insert photo)*
 - Alternate Director - Vacant
- Health
 - Director – Leigh Allard, The Lung Association - Alberta & NWT *(Insert photo)*
 - Alternate Director - Eileen Gresl Young, COPD & Asthma Network of Alberta *(Insert photo)*
- Pollution A
 - Director - Myles Kitagawa, Toxics Watch Society of Alberta *(Insert photo)*
 - Alternate Director – Vacant
- Pollution B
 - Director - Chris Severson-Baker, Pembina Institute *(Insert photo)*
 - Alternate Director - Ruth Yanor, Mewassin Community Council *(Insert photo)*
- Wilderness
 - Director - David Spink, Prairie Acid Rain Coalition *(Insert photo)*
 - Alternate Director - Ann Baran, Southern Alberta Group for the Environment *(Insert photo)*

CASA Secretariat

Director – Norman MacLeod *(Insert photo)*

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Past Members

Thank you to these past board members, who helped lead us in 2010:

- Rejeanne Cool, ME Global Canada Inc.
- Randal Cripps, Environment Canada
- Jim Ellis, Alberta Environment
- Tony Hudson, The Lung Association, Alberta & NWT
- Alex Mackenzie, Alberta Health and Wellness
- Linda Osinchuk, Alberta Urban Municipalities Association
- Linda Sloan, Alberta Urban Municipalities Association
- Ted Stoner, Canadian Petroleum Products Institute
- Peter Watson, Alberta Energy
- Brian Wiens, Environment Canada

Secretariat *(Vision/Mission could be call-out or in body)*

Vision: CASA is a recognized leader in coordinating multi-stakeholder groups as they build consensus strategies to improve air quality.

Mission: The CASA Secretariat supports and coordinates our partners as they work towards the CASA vision. We are trusted to provide expertise, knowledge and best practices in each of our service-oriented roles.

Executive Director – Norman MacLeod

Executive Assistant – Alison Hughes

Senior Manager – Robyn-Leigh Jacobson

Project Design Advisor – Sandra Klashinsky *(from June)*

Project Managers – Linda Jabs *(until September)*, Celeste Dempster *(from August)*

Program Coordinator – Asia Szkudlarek *(from August)*

Communications Advisor – Jean Moses

Administrative Assistant – Jillian Kaufman

Financial Administrator – Karen Bielech

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Evaluating and Measuring CASA's Performance

CASA believes strongly in “what gets measured gets done”. Accordingly, a strong system for measuring and evaluating performance is in place. That includes setting priorities, evaluating organizational performance and performance measures.

Performance Evaluation

Article 16 of CASA bylaws states “*The performance of the Society will be evaluated upon the expiration of three years from the date of its incorporation, or the date of its last performance evaluation, by the Members of the Society.*” Performance evaluation occurred in 1997, 2001, 2004, and 2007 and 2010.

Setting Priorities

Every three years, the Board has a thorough discussion of emerging air quality issues and engages in strategic planning. This past year, they went one step further with a two-day workshop to look at ways CASA could change and how those changes might lead to wins for stakeholders.

Performance Measures

CASA has five performance measures, with multiple indicators for each measure. All performance measures and their calculated results are approved by consensus of the CASA board.

Performance measures, with their corresponding indicators include:

	Performance Measure	Indicator(s)
1a	Improved air quality indicators in areas of CASA action	<ul style="list-style-type: none"> • Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition • Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene • Percent hourly exceedances of: NO₂, SO₂ and H₂S • Percentage of stations assigned to action levels defined by the CASA Particulate Matter and Ozone Management Framework based on annual three-year data assessments completed by Alberta Environment
1b	Change in emissions of substances of concern in areas of CASA action	<ul style="list-style-type: none"> • Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury • The change in flaring and venting associated with solution gas, well test and coalbed methane
1c	Energy use as an indirect measure of air quality in areas of CASA action	<ul style="list-style-type: none"> • Electrical power capacity based on renewable and alternative energy sources
2	Capability to measure air quality effects on humans and the ecosystem	<ul style="list-style-type: none"> • The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP)
3	Number of recommendations through Comprehensive Air Quality Management System implemented	<ul style="list-style-type: none"> • Percentage of substantive recommendations from 4 years ago, being 2006, that have been implemented

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4	Degree of CASA members, partners and clients' satisfaction with the CASA approach	Satisfaction with CASA's: <ul style="list-style-type: none"> • Overall approach • Openness and transparency • Implementation of recommendations • Resources for teams • Achievements • Support to airshed zones • Communication between teams
5	Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta	<ul style="list-style-type: none"> • Return visitors to website • New stories about CASA • Quality of news stories about CASA

Note: Performance Measures 1(a) to 1(c) evaluate Alberta's progress toward CASA's vision of clean air and do not necessarily measure progress made by CASA itself. Performance Measure 2 is primarily a reflection of work done by airshed zones and the scientific community. Performance Measures 3 to 5 focus more directly on progress made by CASA.

Results

Performance Measures 1, 2 and 4 are calculated every three years, most recently in 2010. The other two are calculated annually with those results included here.

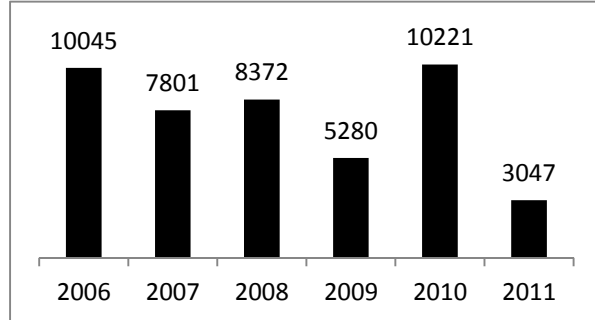
Performance Measure 3: (Waiting for approval of results from Board)

Performance Measure 3 (recommendations implemented) is an annual calculation to determine the extent of implementation of CASA recommendations after 3 years of implementation. The committee assessed CASA recommendations approved by the Board in 2007.

There was one substantive recommendation for 2007 from the Renewable and Alternative Energy Team: "The Renewable and Alternative Energy Project Team recommends that the Government of Alberta develop and implement a policy framework to increase the supply of and demand for renewable and alternative electrical energy in Alberta. This policy framework should be developed and implemented in a timely manner, and the Government should consider including in the policy framework the elements and policy options described in this report". The recommendation was given an implementation rating of 30%, but is expected to be fully implemented in December 2012.

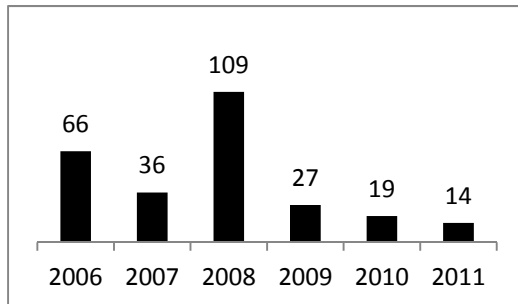
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Performance Measure 5: (Waiting for approval of results from Board)



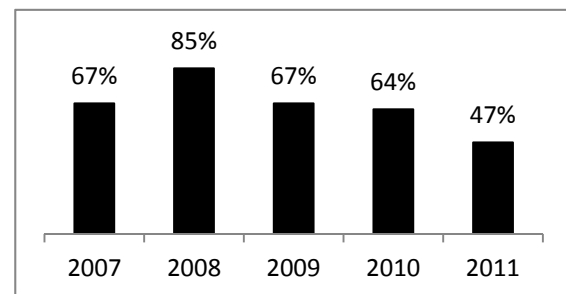
In 2011, the number of repeat web visitors dropped considerably from the previous year to an historical low. That number represents 36.64% of total visitors. The drop in repeat visitors was probably because of the low number of active CASA projects in 2011. Figure X shows repeat visitors over the past six years.

One news story indicator, as set out in Figure X, measures the number of news stories about CASA in the Alberta news media (print, television, radio, magazines, etc.) each year. The number of news stories is proportional to newsworthy activity by CASA.



In 2011, the total number of news stories dropped. The majority of news articles made reference to CASA as an organization rather than to specific project information. That meant most coverage was neutral, but those that did reference specific projects were positive.

The second indicator measures the quality of that news coverage. Since 2007, that calculation has been through the Media Relations Rating Points (MRP)TM system developed by the Canadian Public Relations Society. The score is determined by evaluating several attributes of each story, and the presence of CASA messages in the article. As shown in Figure X, using the MRP, CASA achieved an overall score of 47.3% in 2010. Given the predominantly neutral, mention-only articles, the drop in overall score is to be expected.



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CASA Teams

Board Committees

Executive Committee

The Executive Committee provides leadership, advice and direction to support CASA strategic goals and objectives. Providing guidance to, and taking direction from, the Board of Directors, the committee provides impartial leadership. Members liaise with Ministers and advocate for CASA and the CASA process, monitor board effectiveness and adherence to policies and procedures. The committee oversees CASA finances and operation of the secretariat.

Members:

President

Peter Watson / Ernie Hui Government of Alberta

Vice-President

Cindy Christopher Imperial Oil Ltd.

Vice-President

Myles Kitagawa Toxics Watch Society of Alberta

Secretary-treasurer

Norman MacLeod CASA

CASA & AAC Joint Standing Committee

This Committee works to strengthen the relationship between CASA, the Alberta Airsheds Council and the individual airshed zones, and provides a forum for discussing and addressing strategic issues around effective air quality management in Alberta.

Highlights

The Committee prioritized its key tasks and began work to examine policies, pressures, and strategies influencing CASA, the Alberta Airshed Council and airshed zones as well as further clarification of the roles, interests, and relationships between these groups.

Members:

Bill Clapperton	Canadian Natural Resources Ltd.
Norman MacLeod	CASA
Celeste Dempster	CASA
Myles Kitagawa	Toxics Watch Society of Alberta
Shelly Pruden	Peace Airshed Zone Association
Al Schulz	Chemical Industry Association of Canada
Bob Scotten (Chair)	West Central Airshed Society
Chris Severson-Baker	Pembina Institute
Kevin Warren	Parkland Airshed Management Zone
Bev Yee (Chair)	Alberta Environment and Water
Carolyn Kolebaba	Alberta Association of Municipal Districts & Counties
Nadine Blaney	Fort Air Partnership
Sharon Willianen	Alberta Environment and Water

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Communications Committee

This longest-running committee develops communications policy and direction for recommendation to the board of directors. The team provides direction and advice to strategic internal and external communications initiatives, plans and priorities in support of the CASA mission and vision. Its responsibilities also include administration of performance measure five (degree of recognition of CASA).

Highlights

This year, the team contracted a benchmarking communications survey to measure degree of awareness and key concerns of both CASA stakeholders and the general public. The departure of long-standing chair Tony Hudson precipitated membership changes.

Members:

Leigh Allard (chair)	The Lung Association, AB & NWT
Ann Baran	Southern Alberta Group for the Environment
Lisa Elliott	Alberta Energy
Tony Hudson	The Lung Association, AB & NWT
Ogho Ikhalo	Alberta Environment
Yolanta Leszczynski	Shell Canada – Scottford Manufacturing
Jean Moses	CASA
Deb Steele	The Lung Association, AB & NWT
Kimberly Gray	Canadian Association of Petroleum Producers
Brian Waddell	Alberta Environment
Ruth Yanor	Mewassin Community Council

Corresponding members:

Bob Curran	Energy Resources Conservation Board
Tom Neufeld	Energy Resources Conservation Board
Gloria Trimble	Environment Canada

Operations Steering Committee

This team is responsible for oversight of the development and operation of the CASA Data Warehouse (CDW) website and database. The Operations Steering Committee (OSC) is intended to function like a strategic board and does not deal with implementation details.

Highlights

The Committee has been following the potential impacts of emerging provincial and national government policies which may affect how data is collected, reported and stored. The future of the Committee will, in large part, be driven by policies such as the national Air Quality Management System, Cumulative Effects Management System and the Integrated Monitoring, Evaluation and Reporting Framework. In the interim, CASA has been providing assistance to the Alberta Environment and Water Data Providers committee which is working on data provision requirements for incorporation into the Air Monitoring Directive.

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Members:

Tom Dickson (Chair)	Alberta Environment and Water
Michael Bisaga	Lakeland Industry & Community Association
Matthew Dance	Toxics Watch Society of Alberta
Linda Jabs	CASA
Shane Lamden	NOVA Chemicals Corporation
Norman MacLeod	CASA
Keith Murray	Alberta Forest Products Association
Bob Myrick	Alberta Environment and Water
Janine Ross	Alberta Environment and Water
Bob Scotten	West Central Airshed Society
Merry Turtiak	Alberta Health and Wellness
Kevin Warren	Parkland Airshed Management Zone
Brian Wiens	Environment Canada
Glynis Carling	Esso Canada
Rachel Mintz	Environment Canada

Performance Measures Committee

This committee is charged with developing a process for calculating and assessing CASA's performance. It also oversees the calculation of performance indicators related to those measures.

Highlights

In 2011, the Committee began making preparations for its 3 year performance measures review which will be completed in 2012. The Committee has received strategic direction from the Board and is well positioned to conduct a thorough assessment to ensure that CASA's performance measures reflect CASA's performance and influence on air quality management in Alberta.

Members:

Peter Darbyshire	Graymont Western Canada Inc.
Celeste Dempster	CASA
Bob Myrick	Alberta Environment and Water
Ted Stoner	Canadian Petroleum Products Institute
Ruth Yanor	Mewassin Community Council

Strategic Foresight Committee

In March 2010, CASA embarked on its first strategic foresight process by creating the Joint Foresight Project Team. Strategic foresight is a forward-in-time exploration of the trends and other drivers of change that can affect the on-going success of an organization. Insights from this team's March 2011 final report contributed to the solid foundation for CASA board's strategic conversations and planning. This dual-purpose committee both informed CASA's June 2011 strategic planning session, and built initial, in-house capacity in the practice of strategic foresight.

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Highlights

The Committee completed their work in March. They identified explored and prioritized trends and drivers. They also identified and explored the range of possible future conditions along with implications for CASA, and presented key insights and ideas.

Members:

Myles Kitagawa (co-chair)	Toxics Watch Society of Alberta
Bev Yee (co-chair)	Alberta Environment
Bill Clapperton	Canadian Natural Resources Limited
Stephanie Clarke	Alberta Environment
Gerry Ertel	Shell Canada Limited
Jillian Flett	Alberta Environment
Kristina Friesen	Alberta Capital Airshed Alliance
Eileen Gresl	COPD & Asthma Network of Alberta
Margaret King	Alberta Health and Wellness
Al Schulz	Chemistry Industry Association of Canada
Chris Severson-Baker	Pembina Institute
Rich Smith	Alberta Beef Producers
Jennifer Steber	Alberta Energy
Brian Wiens	Environment Canada
Norm MacLeod	CASA
Robyn Jacobsen	CASA
Ruben Nelson	Foresight Canada
Dave Chaplin	Foresight Canada
Brian Woodward	Foresight Canada

Project Teams

Confined Feeding Operations Implementation Review

This team provided a progress report outlining and assessing implementation of the recommendations from the 2008 report entitled *Managing Emissions from Confined Feeding Operations*. The team also identified and shared learnings from the implementation of the recommendations.

Highlights

The team presented their final report in March 2011. The work of CFO Implementation review team was used in preparation of the reconvening of the Confined Feeding Operations Team in December.

Members:

Ron Axelson	Intensive Livestock Working Group
Ann Baran	Southern Alberta Group for the Environment
Laura Blair	Alberta Environment
Robyn Jacobsen	CASA
Sandi Jones	Alberta Agriculture and Rural Development
Jim McKinley	Natural Resources Conservation Board
Denis Sauvageau	Friends of an Unpolluted Lifestyle

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Electricity Framework Review

This group's responsibility was to describe the difference between the approaches in the CASA Electricity Framework, the Base Level Industrial Emissions Requirements (BLIERs) discussions under the national Air Quality Management System (AQMS), and the proposed federal CO₂ Regulation.

Highlights

The group presented their final report to the Board in December. In comparing the direction and focus of the most recent BLIERs consultations with the existing CASA Framework, the Working Group modeled and evaluated the projected outcomes of the two approaches. The Working Group also considered the relative environmental and economic gains and losses if the proposed BLIERs and the proposed CO₂ Regulation were to replace the existing CASA Framework. The final report will be forwarded to the BLIERs group for their review.

Members:

Randy Dobko	Alberta Environment
Jim Hackett	ATCO Group, Utilities
Tom Marr-Laing	Pembina Institute
Ahmed Idriss	Capital Power Corporation
Ken Omotani	TransAlta Generation Partnership
David Spink	Prairie Acid Rain Coalition
David Lawlor	ENMAX
Srikanth Venugopal	TransCanada Transmission
Robyn-Leigh Jacobsen	CASA

Particulate Matter and Ozone Management Implementation

This team monitors the implementation of the 2003 PM and Ozone Management Framework, and provides stakeholder advice on implementation as required.

Highlights

The team submitted two documents to the Air Management Committee of the Canadian Council of Ministers of the Environment with respect to the development of the national Air Quality Management System. The first was a "Lessons Learned" document which provided insights on the implementation of Alberta's PM and Ozone Management Framework. The second document provided comments on the proposed "Guidance Document for the Achievement Determination of the Canadian Ambient Air Quality Standards" for PM_{2.5} and Ozone.

Members:

Claude Chamberland (Co-Chair)	Shell Canada Energy
Bob Myrick (Co-Chair)	Alberta Environment and Water
Myles Kitagawa (Co-Chair)	Toxics Watch Society of Alberta
Sara Barss	TransCanada
Jill Bloor	Calgary Region Airshed Zone
Andrew Clayton	Alberta Environment and Water
Erin Evans	City of Calgary Alternate
Kelly Fyhn	EPCOR
Linda Harvey	City of Calgary

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Marc Huot	Pembina Institute
Ahmed Idriss	Capital Power Corporation
Linda Jabs	CASA
Shane Lamden	NOVA Chemicals Corporation
Norman MacLeod	CASA
Keith Murray	Alberta Forest Products Association
Crystal Parrell	Alberta Environment and Water
Mike Pawlicki	Lafarge Canada Inc.
Dennis Stefani	Alberta Health Services (Calgary and Area)
Karina Thomas	Alberta Health and Wellness
Kevin Warren	Parkland Airshed Management Zone
Darcy Walberg	Agrium

Corresponding members:

Long Fu	Alberta Environment
Shane Lamden	NOVA Chemicals Corporation
Krista Phillips	Canadian Association of Petroleum Producers

Reinventing CASA

Prompted by evolving policy and regulatory initiatives, combined with a demand for increasing operational efficiency, this year CASA embarked on a comprehensive review of the corporate direction.

Alberta's policy and regulatory regime is evolving in response to escalating concerns about air quality, increasing complexity of air quality issues, and expanding stakeholder interests. The challenge for the Board of Directors was how to adjust to these pressures, and to determine how the organization can best contribute to the management of Alberta air quality in the future.

Strategic planning sets organizational aims, analyzes options, identifies objectives and defines actions. Regular review is built into CASA's bylaws, requiring a periodic "assessment of fundamental principles, including vision, mission and goals". The process used in 2011 was a comprehensive one, including:

1. A scan of CASA's operating environment, and the wide array of processes and factors affecting CASA;
2. An assessment of potential future trends and conditions;
3. A canvas of stakeholders and staff, soliciting observations and ideas; and
4. Development of a package of strategic alternatives for Board consideration.

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Strategic Foresight Committee

The Strategic Foresight Committee examined the range of potential changes that would most significantly affect a CASA-like organization from now until 2040. While no one can predict the future, they explored the range of possible futures to help position CASA to more confidently and effectively adapt to future changes.

The committee identified nine trends and drivers that could affect CASA's world in the future:

1. The nature of air quality data available for decision-making;
2. A willingness to exercise leadership on air quality issues;
3. The scope and size of carbon pricing and its impacts;
4. The nature of impacts on climate change in Alberta;
5. The prominence of natural capital in human ecological decision-making;
6. The role and relationship of non-government players in environmental decision-making;
7. The ability of the Government of Alberta to influence/shape Alberta's future;
8. The impact of air quality on the well-being of individual Albertans; and
9. The degree of innovation in production and use of Alberta's hydrocarbon resources.

The committee also developed four major insights about CASA's future:

1. *Building on success*: air quality management in Alberta has advanced over the past 15 years largely because of the ongoing dialogue and collaboration through CASA.
2. *Defining the 'S' in CASA*: the primary focus in the past has been on generating solutions to air quality challenges, but there is an opportunity for CASA to address emerging issues and help shape the path forward.
3. *Expanding CASA's reach and broadening its focus*: there is an opportunity to consider integrated approaches to air quality management, to consider tackling issues beyond its present scope, to expand to other 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 issues beyond those associated with regulated emissions.

Environmental Scan Findings

An environmental scan examined social, technological, environmental, economic and political developments in the world today. Some of the significant findings were that:

- Air quality is one of the top three environmental issues related to health
- Although new technology may mitigate emissions, it can also lead to unintended consequences and new air quality issues
- There is continued concern about the health effects and long-term impacts of oil and gas activities
- Fossil fuel demand is up, and increased growth in oil and gas activities will increase air quality concerns and emissions
- International pressures feed a growing public interest in credible and accessible environmental monitoring and air quality information
- Odour remains an important issue to the general public

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Both the provincial and national governments are working on initiatives that relate to CASA's future. Provincially, the Land Use Framework for Alberta and the Cumulative Effects Management System are in formative stages. Nationally, the Air Quality Management System is expected within the next year.

The Land Use Framework provides a blueprint for land use management and resource decision-making in order to reach Alberta's long-term environmental, social and economic goals. Regional plans will be developed by area representatives who appreciate the broad interests of each region.

The Cumulative Effects Management System represents a shift from managing air quality on a provincial basis to managing it on a regional basis. Its focus changes from managing air quality on its own to a holistic management considering air, land, water and biodiversity together.

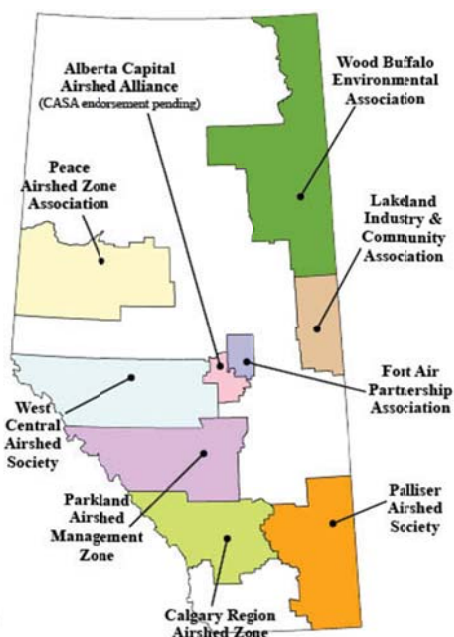
The federal Air Quality Management System (AQMS) will build on existing federal and provincial air quality management to deliver a Canada-wide approach with flexibility in addressing regional differences in air quality issues. It will establish regionally coordinated air sheds and air management zones, and access to air quality information by introducing public reporting, modeling and monitoring mechanisms.

During the Board discussion, four key goals emerged:

1. Strategic advice
2. Supporting air quality management
3. Information and knowledge
4. Communication and outreach

Airshed Zones

In Alberta, non-profit society or associations conduct passive and/or continuous ambient air quality monitoring as airshed zones.



Formed by local stakeholders to deal with air quality issues in a specific region, they are funded by the partners in each airshed zone.

CASA provides guidelines for formation and operation, but each airshed zone operates independently as a non-profit society or association. All endorsed airshed zones are consensus-based and support the CASA vision.

CASA has endorsed eight airsheds throughout the province. This document includes short reports from each of those eight airsheds. The Alberta Capital Airshed Alliance (Edmonton and area) is included in the map here, with endorsement by CASA pending.

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Alberta Airsheds Council

The Alberta Airsheds Council provides a forum to identify and advocate for the common interests of the nine established airshed zones. Representatives from all Airshed Zones meet on a regular basis. In 2011, the meetings were in Red Deer, Edmonton and Canmore.

In the fall of 2011, Bob Scotten, Executive Director for West Central and Palliser Airshed Zones and Jill Bloor, Calgary Region Airshed Zone's Executive Director were elected Co-chairs of the AAC. Nadine Blaney with the Fort Air Partnership is the Secretary/Treasurer.

The Alberta Airsheds Council:

- provides a forum for discussing air quality issues and management strategies
- strengthens relationships between airsheds, regulatory agencies and others
- facilitates communication between the airsheds and the public
- acts as a resource for forming airsheds
-

For more information, go to www.albertairshedsCouncil.ca

Calgary Region Airshed Zone (CRAZ)

This past year was busy for CRAZ. We deployed a network of 30 passive air monitors and all reports since July are posted to our website.

We worked with the City of Calgary to develop a education/outreach component and wrap for the Downtown Air Monitoring station. We're also working to secure a new site for the station. Success will be a great achievement because it will be one of a very few with an education/outreach component.

Together CRAZ, the City of Calgary and AEW secured a new site for the Southeast station after the original was sold. Preparation for relocation has begun with a very appealing wrap. One day it could also incorporate an education component.

The Particulate Matter/Ozone Audit Committee received two reports commissioned in 2010. It also completed an Achievement Report for the Board on actions outlined in the PM/O3 Management Plan. An All-sources Emissions Inventory and Community-based Social Marketing project were commissioned for completion by March.

Membership presentations to 11 southern Municipal Councils were positively received, and we hope that translates to new members in 2012.

The 2012-2014 Strategic Plan was completed, providing direction for the organization and for committees as they prioritize their work.

The Education/Outreach program continued with completion of the first CRAZ Photo Contest in May. This summer, over 300 children and youth learned about air quality and what they can do to protect it.

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CRAZ, with Calgary Co-op and Husky, continued the Gauge 'n Save program at gas stations, with 15 volunteers attending to 600 cars over the summer.

Through the Education programs, we increase public awareness of the organization. We also show people specific techniques to use to ensure we continue to enjoy our present air quality. The CRAZ Board, staff and volunteers are excited about building on last year's accomplishments.

Learn more at www.craz.ca.

Fort Air Partnership (FAP)

In 2011 Fort Air Partnership (FAP) continued its transition toward a regional air monitoring network. Operating a regional network (rather than fence line monitoring) gives a more well-rounded characterization of regional air quality. It provides the ability to measure the cumulative impact of all pollutant sources, taking into consideration regulated industrial emissions, as well as, non-regulated emission sources such as urban, oil and gas, and agricultural activities.

This work began with redefining network objectives to support regional monitoring. A third-party contractor began a comprehensive assessment of Fort Air Partnership's monitoring network and data in September 2011. Sonoma Technology Incorporated is performing this analysis to identify monitoring gaps and redundant activities in light of new priorities, and to meet emerging needs identified by airshed stakeholders.

Significant equipment upgrades were made to several of FAP's stations, including the National Air Pollution Surveillance (NAPS) station at Elk Island National Park.

Throughout the year, Fort Air Partnership (along with West Central Airshed Society and the Alberta Capital Airshed Alliance) was actively involved in the Capital Region Multi-Stakeholder Air Forum. This multi-stakeholder group is responsible for developing a Capital Region Air Quality Management Framework, which will define triggers for sulphur dioxide, nitrogen dioxide, fine particulate matter and ozone (set below existing standards and objectives) to signal the need for management actions.

FAP's continuing communications included the distribution of annual reports and a quarterly e-bulletin, plus presentations to industry groups and county councils. A focus group study in November of 2011 provided further guidance for current communications activities. FAP also provided continued support for the Life in the Heartland initiative, a collaborative effort between organizations in the Industrial Heartland to keep residents informed about issues regarding industrial development.

Lakeland Industry and Community Association (LICA)

2011 marks LICA's second year of operating the fully implemented regional air quality monitoring program. The continuous monitoring program currently consists of three fixed continuous monitoring trailers and one portable monitoring station. The regional monitoring program also includes a 26 station passive network, integrated volatile organic compound and polycyclic aromatic hydrocarbon sampling at selected locations, and the landowner-sampled *Community Monitoring Project*.

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LICA also samples for potential air quality impacts on soils through its soil acidification monitoring program.

In 2011, to further enhance the soil acidification monitoring program that began in 2010 with the establishment of a soil plot in Moose Lake Provincial Park, LICA added a second sampling plot at Whitney Lakes Provincial Park. Over the next year, LICA has plans to implement one more soil monitoring plot in the northern part of the airshed zone.

Projects currently underway include analyzing co-located and duplicate sampling data, interpretation and analysis of volatile organic compound and polycyclic aromatic hydrocarbon monitoring data, establishing synergy with the Beaver River Watershed Alliance through lake chemistry analysis (potential acidification impacts), and education and outreach through local schools or focused public events.

In 2011, LICA's showpiece public education and outreach event was the 'Green Your Ride' vehicle emissions testing clinic. Area drivers were provided with an opportunity to learn about the environmental impact of their vehicle and how maintenance or repairs may reduce tailpipe emissions and increase fuel efficiency. The clinic included free tests of tailpipe emissions, tire pressure, and the vehicle's gas cap seal. Nearly 60 vehicles were tested during the half-day event, and drivers were provided with insight regarding the 'environmental performance' of their vehicle. Participants received a report card that included the results of several tests including tailpipe emissions of various substances (hydrocarbons, carbon monoxide, carbon dioxide, and oxygen), trouble codes from vehicles' onboard diagnostics computer including the emissions control system, and tire pressure. For diesel-fueled cars and trucks, report cards also included exhaust opacity test values.

Palliser Airshed Society (PAS)

2011 started as a promising year, with some restored monitoring, special monitoring in downtown Medicine Hat, and a few additional months of operating the Rover station.

The passive monitoring stations were restored to twenty sites, and subsequently increased to twenty-two monitoring sites, which provides an improved data set for the whole region. Two new sites located in the Hays area were added to fulfill a request by the CNRL Hays Plant to join the airshed.

A special monitoring program was set up to monitor total hydrocarbon and oxides of nitrogen during the cold winter months of 2010/11. This was conducted to determine odour issues experienced in cold weather.

Unfortunately, PAS experienced a decline in contributions, and subsequently had to adjust its monitoring program to meet financial reality. The Rover program was shortened by one month, and all other initiatives were reviewed to identify cost-saving opportunities. A subcommittee has been struck to enhance membership and review the sustainability of the current funding model.

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Parkland Airshed Management Zone (PAMZ)

In 2011, the Parkland Airshed Management Zone's (PAMZ) activities again focused on the operation of its Air Quality Monitoring (AQM) Program and implementation of its Ozone Management Plan (OMP).

The Martha Kostuch Portable AQM Station supported a number of air quality investigations, including odour concerns in the vicinity of Bowden and Evergreen.

The David McCoy Portable's schedule included background monitoring near the site of a proposed bioenergy generation facility near Horn Hill, and stops in Sundre, Crossfield and Dogpound.

Replacement of the monitoring network's aging data acquisition and control systems (DACS) began with the installation of a new system at the Caroline station in November. The DACS systems in the two portable stations are slated for replacement in 2012 and 2013.

In March, as part of the implementation of medium-term objectives of its Ozone Management Plan, PAMZ held an inaugural Ozone Prevention Workshop. Participants learned about ground-level ozone and what they and their organizations can do to help prevent its formation. They received comprehensive "tool kits" to help them. More workshops are planned for 2012.

Work continued all year on a number of objectives identified in the PAMZ Five Year Plan developed in 2010, with completion of two notable ones – a review of PAMZ's organizational structure and governance, and an overhaul of the Issues Identification and Response Process. The revamped issues process will ensure issues are responded to within 90 days, which is a significant improvement over the previous process.

Late in 2011, work began on an assessment of air quality data collected at The Red Deer Station since its establishment in 2001. This station will most likely be relocated to a new site in 2012 because of significant development around the site in recent years. A new site will ensure that collected data is representative of Red Deer as a whole, and suitable for use in calculating Air Quality Health Indexes (AQHIs).

Peace Airshed Zone Association (PAZA)

In 2011 PAZA unveiled a new logo and visual brand identity. We undertook these changes to ensure the outward appearance of our organization accurately reflects the professional value and integrity of our work. Our new look is meant to communicate the human side of PAZA's contribution to the region. Promoting our new brand through the use of social media and improvements to our webpage has allowed us to reach a broader demographic.

As we continue to be the leader in air quality monitoring in the Peace region, 2011 was a year of modernization and planning for the future. A strategic planning workshop solidified our focus on the priority of producing credible air quality monitoring data and recognized the need to modernize our vision and mission while continuing to work to secure equitable and sustainable funding for PAZA.

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PAZA promoted the rollout of Alberta's new Air Quality Health Index (AQHI), measuring the AQHI at Henry Pirker and Beaverlodge. In 2012 we plan to expand our AQHI monitoring and reporting to our rover station.

PAZA continued to grow community education and partnership opportunities throughout the year and we look forward to partnering with municipal and industry members in hosting the first ever vehicle emissions clinic in the City of Grande Prairie in 2012.

PAZA recognizes the air quality monitoring needs of our region are continually changing and we must grow and adapt to remain effective. Working closely with our stakeholders we completed an extensive review of our region's air quality monitoring needs and our program objectives. This work completed in 2011 strongly positions PAZA to move into the future, where 2012 should see a full network assessment project.

For more information, please visit www.paza.ca.

West Central Airshed Society (WCAS)

The West Central Airshed Society continues to operate thirteen continuous air monitoring stations and fourteen passive sites. In 2011, the network operated at over 98% uptime. The Hightower station operating 65 kilometers north of Hinton was badly damaged by a severe wind storm in October. Damage to the two wind generators exceeded twenty thousand dollars. The network has been upgraded to provide AQHI capability at five of the monitoring stations; most notably is the addition of O₃ and PM_{2.5} analyzers to the Edson station.

WCAS serves on a number of regional and provincial initiatives. A great deal of time has been devoted to the Capital Region/Industrial Heartland Multi-stakeholder Air Forum steering Committee, the Capital Airshed Partnership, the Alberta Airshed Council and the CASA Joint Standing Committee. WCAS is committed to participate in the development of the future of air quality monitoring and management in the province.

WCAS completed a fourteen month ozone monitoring program in the Capital region. Three continuous monitoring stations with ozone and NO_x analyzers plus meteorological equipment were operated in Barrhead, New Serepta and Sedgewick. The Barrhead and New Serepta stations also sampled VOCs for the summer months in 2010 and 2011. A contractor will be providing a review of the data analysis in February 2012.

The major challenge for WCAS has been declining financial support. This is a result of reduction of emissions, the rapid pace of tracking facility acquisitions, and the nature of voluntary contributions from most emitters in the region. WCAS is committed to finding a sustainable funding solution.

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Wood Buffalo Environmental Association (WBEA)

2011 was a year of evolution and productivity for the Wood Buffalo Environmental Association. We welcomed new members and delivered on significant milestones set out in our 2011-2015 Strategic Plan. Among the notable achievements were:

- Presenting to the Alberta Environmental Monitoring Panel.
- Acquiring the WBEA servers, thereby bringing data management systems in-house.
- Commissioning an expert assessment of our air monitoring network.
- Presenting key papers demonstrating the innovative, scientific foundation of WBEA monitoring activities and pilot projects, during our International Symposium “Alberta Oil Sands: Energy, Industry and the Environment”.
- Hosting the 43rd Air Pollution Workshop, held in conjunction with the Symposium and attended by over 120 scientists engaged in air pollution research.
- Meeting significant air quality monitoring challenges and playing a key role for both members and the public by delivering continuous advisories during the Richardson wildfire in May and June.
- With leadership from the Ambient Air Technical Committee, assuming responsibility for the operation and maintenance of our air monitoring network. Our new Field Operations Centre was acquired and renovated in support of this undertaking.
- Dr. Kevin Percy was appointed as Executive Director.
- The Human Exposure Monitoring Program held two successful workshops focused on odour compound identification and measurement.
- The Terrestrial Environmental Effects Monitoring program successfully and safely carried out an intensive 2011 Forest Health Monitoring Program.
- Several new staff joined WBEA in support of our activities.
- WBEA held the first annual Member’s Tour and Open House.
- Alberta Environment and Water introduced an Air Quality Health Index to which WBEA contributes data from four of our community stations.
- Communicating with stakeholders by means of a Community Report, electronic newsletters, a redesigned website, a new vignette, and an annual report.

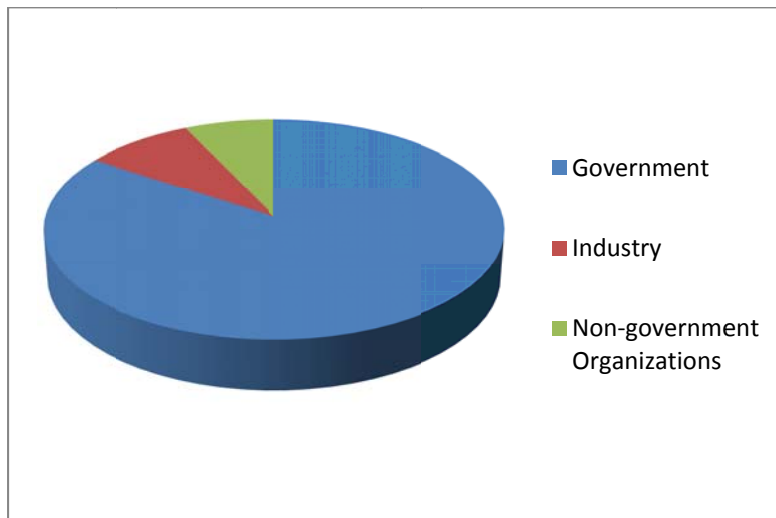
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Funding

Core operations of CASA were supported by a financial contribution from Alberta Energy. Industry, government and non-government organizations provided additional funding and in-kind support for CASA projects.

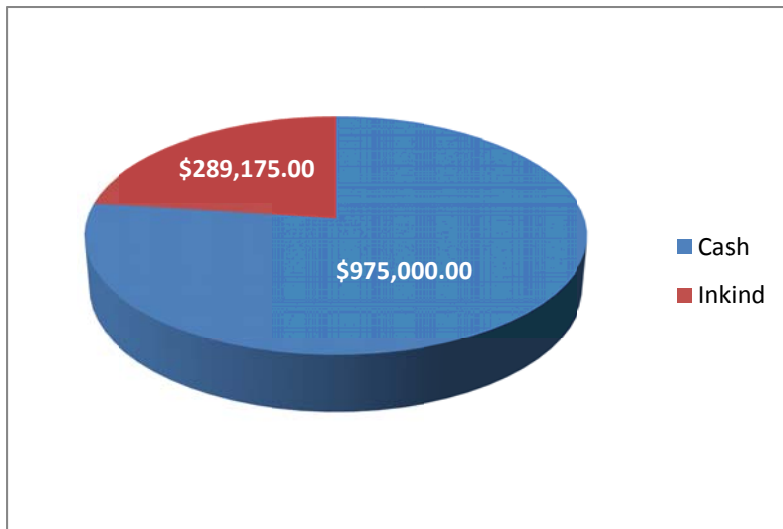
An actual dollar figure has been placed on the support and assistance provided by each sector. That figure was compiled by including time and travel costs, as well as cash and in-kind contributions. As a result, the actual value of stakeholder contributions is likely undervalued. However, these figures are presented here in order to acknowledge and recognize our partners' involvement in CASA.

Cash and In-kind Contributions by Stakeholder Group



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)0
)0
	<u>)0</u>
	;)0

Total Cash and In-kind Contributions



	5,000.00
	<u>;)289,175</u>
	4,175.00

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The Organizations

Without the help of the many organizations who support those sitting at the board table and/or on project teams. Thanks to these organizations providing financial and in-kind contributions of time and expertise, ensuring a CASA's continuing success.

In-kind and Financial Support for 2011

Agriculture and Rural Development
Agrium
Alberta & NWT Lung Association
Alberta Agriculture and Rural Development
Alberta Association of Municipal Districts & Countries
Alberta Beef Producers
Alberta Energy
Alberta Environment and Water
Alberta Forest Products Association
Alberta Health and Wellness
Alberta Health Services
Alberta Motor Association
Alberta Sustainable Resource Development
Alberta Urban Municipalities Association (AUMA)
Alberta Utilities Commission
AltaGas Ltd.
ATCO Power Canada Ltd.
Calgary Region Airshed Zone (CRAZ)
Canadian Association of Petroleum Producers
Canadian Natural Resources Limited
Canadian Petroleum Products Institute (CPPI)
Capital Power Corporation
Chemistry Industry Association of Canada (CIAC)
City of Calgary
COPD & Asthma Network of Alberta (CANA)
EnCana Power and Processing ULC
Energy Resources Conservation Board
ENMAX
Environment Canada
EPCOR
Freelance Science Consulting
Friends of an Unpolluted Lifestyle
Government of BC, Oil and Gas Commission
Graymont Western Canada Inc.

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Health Canada
Husky Energy
Imperial Oil Limited
Intensive Livestock Working Group
Lafarge Canada Inc.
Lehigh Cement
Lakeland Industry and Community Association
Matthew Dance Consulting
Maxim Power Corp.
Maxim Power Corp.
MEGlobal Canada Inc
Metis Settlements General Council
Mewassin Community Council
Natural Resources Conservation Board
Nexen Inc.
NOVA Chemicals Corporation
Oasis Energy
Parkland Airshed Management Zone
Peace Airshed Zone Association
Pembina Institute
Petroleum Services Association of Canada
Ponoka Fish and Game
Prairie Acid Rain Coalition
Samson Cree Nation
Scotford Manufacturing
Shell Canada Limited
Small Explorers and Producers Association of Canada (SEPAC)
Southern Alberta Group for the Environment
Suncor
The Lung Association AB & NWT
The Pembina Institute
Town of Canmore
Toxics Watch Society of Alberta
TransAlta Corporation
TransCanada Transmission
West Central Airshed Society/Palliser Airshed Zone
Weyerhaeuser Company Ltd.
Wild Rose Agricultural Producers

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Auditor's Report *(To be provided - require Word version of approved audit - must send auditor's logo to designer)*

Statement of Financial Position *(To be provided)*

Statement of Operations & Changes in Fund Balances *(To be provided)*

DECISION SHEET

ITEM: 4.3 2012 Coordination Workshop

BACKGROUND: To date, CASA has held five workshops in the interest of promoting coordination and communication among project teams: in September 1996, June 2001, November 2004, September 2007 and most recently, September 2010. The 2004 report of the organizing committee recommended that the CASA board “direct the CASA secretariat to periodically organize future coordination workshops (for example, every 1.5 to 3 years) as per the 2001 workshop recommendations.” The Communications Committee recommended the workshop be held every two years.

In December, the Communications Committee informed the Board of the initial planning already underway.

STATUS: The Communications Committee will:

1. Review the results, recommendations and suggestions for improvement from the previous coordination workshops;
2. Finalize the purpose, format and date of the next coordination workshop to be held in the fall of 2012;
3. Inform CASA stakeholders, including project team members, board members and zone members about the 2012 workshop and encourage them to attend; and
4. Provide a report and recommendations to the CASA board following the workshop.

A working group of the Communications Committee has agreed that the 2012 Coordination Workshop should be held in conjunction with the launch of the *Managing Collaborative Processes Guide*. The two-day workshop will be held at the Sheraton Hotel (formerly Capri Centre) in Red Deer, 3310 – 50 Avenue on May 29 and 30. In response to the 2010 workshop evaluation comments, it will employ a more interactive format than previous workshops.

**FUNDING/
IMPLEMENTATION:** Funds have not yet been allocated to cover workshop costs.

ATTACHMENT: A. Draft working agenda

DECISION: Authorize the Communications Committee to organize the 2012 Coordination Workshop.

2012 Coordination Workshop: Annotated Agenda

Version 4.0 – January 13, 2012

Day 1 - Stakeholder Engagement

Objective: *The first day of the conference will focus on stakeholder engagement, and how different groups – both within and outside CASA – can work to achieve similar goals. Key players (i.e. Government of Alberta: Land Use Framework, Clean Air Strategy, AQMS; Airsheds) will provide short updates about what’s new in their respective worlds. Stakeholders will learn how to best use resources to help further certain initiatives in an efficient and effective way. The second half of the day will be in an unconference format, allowing participants to brainstorm their own topics of discussion, based on the day’s theme. Small group discussion will facilitate creativity and community building.*

8:00am Registration & Breakfast

While all participants will be required to register online in advance of the workshop, on-site registration will serve as a check-in point where participants will receive their name tags and any materials necessary for the workshop.

8:30am Welcome & Introductions

Participants will be welcomed to the first day of the workshop (by whom is yet to be decided), and oriented to the goals and methods for the day.

Session 1

Update Presentations

Principal players will be invited to provide succinct updates with synthesized, non-redundant messaging. Presenters will have 6-7 minutes each to provide an update using Prezi or another creative alternative to PowerPoint. The Committee could promote a unified presentation format by asking players to structure their update in a specific way (e.g. “6 New Things”). The Committee will provide guidance to players in developing their presentation as necessary. To reduce length of question period, presenters will be provided with a booth so workshop attendees can get more information during breaks.

9:00am Presentation 1

9:15am Presentation 2

9:30am Presentation 3

9:45am Presentation 4

10:00am Presentation 5

10:15am Presentation 6

10:30am Break & Networking

Session 2

Bear Pit

Bear Pit sessions are a creative way to structure a panel discussion. Each Bear Pit will feature representatives from all sectors addressing a particular question during a facilitated discussion, while observers sit around them in a circle. After 15 minutes, observers will be able to join the “bears” with any questions or further points of discussion.

- 10:45am** *Bear Pit A* – How can stakeholders get more engaged in the regulatory process?
- 11:30am** *Bear Pit B* – How can stakeholder engagement aid in the implementation of framework alignment?
- 12:15pm** Lunch
- 1:15pm** *Bear Pit C* – How do stakeholders see themselves engaged in the implementation of a Clean Air Strategy?

Note: These questions require much more specificity and detail. Questions must be common across and resonate with all collaborative groups. To formulate questions, constituents and project managers can be polled about recurring issues. The CASA Secretariat will generate a set of recurring challenges faced by project teams and Airsheds. The Communications Committee will be invited to participate in this discovery process, which will serve as a starting point for further discussion.

Session 3

Unconference

The unstructured portion of the afternoon will commence with a facilitated agenda creation session. As a large group, participants will be guided through creating an agenda using an open space format, which will allow everyone to contribute ideas for sessions based on the day’s theme. The goal of this format is to provide a venue for small group discussion that will increase participation and promote shared, collaborative learning.

There will be as many concurrent small group sessions as there are ideas suggested for that particular time slot. Those pitching session ideas will act as facilitators, leading the discussion and posing first questions, or sharing information to start the conversation. There is no limit to the amount of concurrent sessions that can run during the course of a time slot, and similar session topics can be combined to reduce redundancies.

- 2:00pm** **Unconference Background & Facilitated Agenda Creation**
- 2:30pm** **Concurrent Sessions A**
- 3:15pm** **Break & Networking**
- 3:30pm** **Concurrent Sessions B**
- 4:15-5:00pm** **Wrap Up**
- The day will conclude with an interactive, collaborative exercise that will allow participants to share their learning and experiences from the day.

Day 2 – Community of Practice

Objective: *Day 2 will provide information about the content of the Managing Collaborative Processes Guide, and provide a venue for small group discussion and learning around collaborative processes and consensus decision-making. The day will conclude with an unconference portion, which will facilitate creativity and relationship building among participants.*

8:00am	Registration & Breakfast Registration will be available for those who have chosen only to attend Day 2 of the Workshop, if split registration is an option.
8:30am	Welcome & Introductions Participants will be welcomed to the second day of the workshop, and oriented to the goals and methods for the day.

Session 1	
Managing Collaborative Processes 101	
The following presentations will serve as a learning vehicle for participants to get familiar and comfortable with the MCP Guide. The presentation will take a creative format (not PowerPoint), and will be structured to promote participation from the large group. The presentations will generate engagement and model the content of the guide. Each presentation will accommodate for Q&A.	
8:45am	MCP Presentation 1
9:15am	MCP Presentation 2
9:45am	Break & Networking
10:00am	MCP Presentation 3
10:30am	MCP Presentation 4
Note: <i>The MCP Guide has changed significantly since the last version. We could have a better idea of what the fundamental items for the MCP presentations could be at the start of February.</i>	

Session 2**World Café**

The unstructured portion of the afternoon will model a World Café. As a group, participants will brainstorm discussion topics centering on collaborative processes. These topics will be transferred to paper tablecloths covering a set amount of tables, which will serve as stations. In smaller groups, participants will move from table to table, discussing each topic with the goal of building on the discussion of the previous group who sat at that station. They will be encouraged to doodle on the paper tablecloth, jotting down ideas, key points, and further questions. The content of each tablecloth will be available to participants online after the workshop. This format will increase participation and promote shared, collaborative learning.

11:00am Unconference Background & Agenda Creation

11:30am Lunch

12:30pm World Café Session A

1:00pm World Café Session B

1:30pm World Café Session C

2:00pm World Café Session D

2:30pm Break & Networking

2:45-3:30pm Wrap Up

The day will conclude with an interactive, collaborative exercise that will allow participants to share their learning and experiences from the day.

PLACEHOLDER

ITEM: **5.1 New/Other Business**

ISSUE: At the time of printing there was no other new business.

INFORMATION SHEET

ITEM: **5.2 AEN Membership Description**

ISSUE: In response to the CASA secretariat review of systems and procedures the AEN has provided a letter that describes the renaming of director and alternate seats that better reflect divisions of responsibility in the AEN Clean Air Caucus.

ATTACHMENTS: A. Letter from AEN describing alignment of AEM member seats to better reflect AEN Clean Air Caucus interests and specializations



To: Norm MacLeod, CASA Executive Director
From: Myles Kitagawa, Co-Manager, AEN
Re: CASA ENGO Membership Structure

Dear Norm:

Arising from the review of CASA's systems, processes, and procedures recently undertaken by the Secretariate, it was brought to our attention that the taxonomy of ENGO representation on the CASA board, where directors and alternates for each ENGO board seat are from different organizations, needed rationalizing and revision.

This matter was brought to the attention of the Alberta Environmental Network's (AEN) Clean Air Caucus at its November 28, 2011 conference call and the following proposal was approved.

Taking advantage of the umbrella-network nature of the AEN and its Clean Air Caucus in particular, and recognizing that CASA ENGO directors are selected through a peer-selection process through the Clean Air Caucus, it is proposed that the ENGO director seats be held in the name of the AEN Clean Air Caucus sub-groups, with the following interest specializations:

- a. Clean Air Caucus, Rural - air quality issues related to rural regions and emission sources
- b. Clean Air Caucus, Urban - air quality issues related to urban regions and emission sources
- c. Clean Air Caucus, Industrial - special focus on point source emissions

A director and an alternate would be selected for each sub-group, and while the individual directors would still be from different organizations, they would have a shared accountability to their caucus sub-group.

I hope this scheme addresses the ENGO membership issue satisfactorily.

Best regards,

A handwritten signature in black ink, appearing to read "M. Kitagawa", written in a cursive style.

Myles Kitagawa, Co-Manager, Alberta Environmental Network
Cell: 780 907 1231
E-mail: mylesck@gmail.com
PO Box 4541
Edmonton AB T6E 5G4

INFORMATION SHEET

ITEM: **5.3 SEPAC Resignation**

ISSUE: SEPAC has resigned its membership in the Clean Air Strategic Alliance. SEPAC may continue to be involved in specific air quality issues of interest to their membership, but at the Project Team level.

ATTACHMENTS: A. Letter from SEPAC

6 February 2012

Clean Air Strategic Alliance
10th Floor, 10035 – 108 Street
Edmonton, AB T5J 3E1

Attn. Mr. Norman MacLeod, Executive Director

Dear Sir;

Re: Withdrawal of SEPAC from CASA Board of Directors

Further to our recent advice in the matter, this letter shall confirm the intention of SEPAC to resign from CASA's Board of Directors effective upon receipt.

We thank CASA for the opportunity to make a contribution on many important initiatives in the past and trust that CASA has benefitted from the perspective that SEPAC brought to the discussion of issues.

Going forward, where issues emerge of particular concern to our upstream oil and gas producer membership, we would be pleased to consider an invitation to become further involved at that level.

Sincerely,



Gary C. Leach
Executive Director
SEPAC

**CASA Board of Directors
Mailing List**

Member Representative	Alternate	Sector
<p>Leigh Allard President & CEO The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2241 Fax: (780) 488-7195 lallard@ab.lung.ca</p>	<p>Eileen Gresl Young, Manager COPD & Asthma Network of Alberta Society Rm 8334B 3rd Flr, Aberhart Centre 1 11402 University Avenue Edmonton, Alberta T6G 2J3 Bus: (403) 254-0013 Fax: (780) 407-3608 egresl@shaw.ca</p>	NGO Health
<p>Cindy Christopher, Manager Environmental Policy & Planning Imperial Oil Limited 237 Fourth Avenue S.W. Calgary, Alberta T2P 0H6 Bus: (403) 237-4049, Fax: (403) 237-2168 cindy.l.christopher@esso.ca</p>	Vacant	Petroleum Products
<p>Peter Darbyshire, Vice-President Graymont Limited Suite 260, 4311 - 12th Street NE Calgary, AB T2E 4P9 Bus: (403) 250.9100, Fax: (403) 291-1303 pdarbyshire@graymont.com</p>	<p>Dan Thillman, Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com</p>	Mining
<p>Ernie Hui, Deputy Minister Alberta Environment and Water 10th fl Petroleum Plaza ST 9915 - 108 Street Edmonton, AB T5K 2G8 Bus: (780) 427-6236, Fax: (780) 427-0923 Ernie.hui@gov.ab.ca</p>	<p>Bev Yee, Assistant Deputy Minister Alberta Environment and Water 10th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-6247, Fax: (780) 427-1014 bev.yee@gov.ab.ca</p>	Provincial Government
<p>Brian Gilliland, Manager, Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 733-4205, Fax: (780) 733-4238 brian.gilliland@weyerhaeuser.com</p>	<p>Keith Murray, Director, Environmental Affairs Alberta Forest Products Association #500, 10709 Jasper Avenue Edmonton, Alberta T5J 3N3 Bus: (780) 452-2841, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca</p>	Forestry
Vacant	<p>David Lawlor, Manager, Environmental Affairs ENMAX 141 50th Avenue SE Calgary, Alberta T2G 4S7 Bus: (403) 514.3296, Fax: (403) 514.6844 dlawlor@enmax.com</p>	Alternate Energy
<p>Cindy Jefferies, Director Cities up to 500,000 (Red Deer) Alberta Urban Municipalities Association 4914 48 Avenue Red Deer, AB T4N 3T4 Bus: (403) 342-8132 cindy.jefferies@reddeer.ca</p>	Vacant	Local Government – Urban
<p>Holly Johnson Rattlesnake Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax,: (780) 585-2256 hjrattlesnake@gmail.com</p>	Vacant	Aboriginal Government - First Nations

<p>Margaret King, Assistant Deputy Minister Public Health Division Alberta Health and Wellness 24th fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2759, Fax: (780) 422-3671 margaret.king@gov.ab.ca</p>	<p>Dawn Friesen, Acting Executive Director Health Protection Health and Wellness 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca</p>	Provincial Government
<p>Myles Kitagawa, Senior Associate Director Toxics Watch Society 10825 80 Avenue Edmonton, Alberta T6E 1V9 Bus: (780) 638-2390 Cell: (780) 907-1231 toxwatch@yahoo.com</p>	Vacant	NGO Pollution
<p>Carolyn Kolebaba, Vice President Alberta Association of Municipal Districts & Counties Box 178 Nampa, AB T0H 2R0 Bus: (780) 955-4076 Fax: (780) 955-3615 ckolebaba@aamdc.com</p>	<p>Tom Burton, Director Alberta Association of Municipal Districts & Counties Box 419 DeBolt, AB T0H 1B0 Bus: (780) 955.4076, Fax: (780) 955.3615 Cell: (780) 512-1558 tburton@aamdc.com</p>	Local Government - Rural
Vacant	Vacant	Oil & Gas – small producers
<p>Yolanta Leszczynski, P.Eng SD/ Env Regulatory Coordinator Scotford Manufacturing PO Bag 22 Fort Saskatchewan, AB T8L 3T2 Yolanta.Leszczynski@shell.com</p>	<p>Al Schulz, Regional Director Chemistry Industry Association of Canada 97-53017, Range Road 223 Ardrossan, Alberta T8E 2M3 Bus: (780) 922-5902, Fax: (780)-922-0354 alschulz@telusplanet.net</p>	Chemical Manufacturers
<p>Mike Norton, Acting Regional Director Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus: (780) 951-8869 Fax: (780) 495-3086 mike.norton@ec.gc.ca</p>	<p>Rachel Mintz, Head, Air Quality Science Unit Meteorological Service of Canada Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus: (780) 951-8959, Fax (780) 495-3529 rachel.mintz@ec.gc.ca</p>	Federal Government
<p>Louis Pawlowich, Environmental Coordinator Métis Settlements General Council B10 Terrace Park Peace River, AB T8S 1N6 Bus: (780) 618-7020, Fax: (780) 624-9797 lpenviro@telus.net</p>	Vacant	Aboriginal Government - Metis
<p>Chris Severson-Baker, Managing Director Pembina Institute Suite 200, 608 - 7th Street SW Calgary, Alberta T2P 1Z2 Bus: (403) 269-3344, Fax: (403) 269-3377 chrissb@pembina.org</p>	<p>Ruth Yanor Mewassin Community Council RR 1 Duffield, AB T0E 0N0 Bus : (780) 504-5056 ruth.yanor@gmail.com</p>	NGO Pollution
<p>David Spink, Environmental Sciences and Policy Consultant Prairie Acid Rain Coalition 62 Lucerne Crescent St. Albert, AB T8N 2R2 Bus: (780) 458-3362, Fax: (780) 419-3361 dspink@shaw.ca</p>	<p>Ann Baran Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com</p>	NGO Wilderness

<p>Rich Smith, Executive Director Alberta Beef Producers 320, 6715 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org</p>	<p>Dwayne Marshman Wild Rose Agricultural Producers Box 214 Rockyford, AB T0J 2R0 Bus: (403) 572-3354, Fax: (403) 572-3833 dmmarsh@telusplanet.net</p>	<p>Agriculture</p>
<p>John Squarek, President Oasis Energy 3056 - 40th Avenue South Lethbridge, Alberta T1K 6Z9 Bus: (403) 388-0969 jsquarek@shaw.ca</p>	<p>Bill Clapperton, Vice President Regulatory, Stakeholder and Environmental Affairs Canadian Natural Resources Limited #2500, 855-2nd Street S.W. Calgary, Alberta T2P 4J8 Bus: (403) 517-6784, Fax: (403) 517-7367 billc@cnrl.com</p>	<p>Oil & Gas – large producers</p>
<p>Don Szarko, Director Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5733, Fax: (780) 430-4861 don.szarko@ama.ab.ca</p>	<p>Vacant</p>	<p>Consumer/Transportation</p>
<p>Vacant</p>	<p>Jennifer Steber, Assistant Deputy Minister Alberta Energy 10th Floor, Petroleum Plaza North Tower 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 427-6370, Fax (780) 427-7737 jennifer.steber@gov.ab.ca</p>	<p>Provincial Government</p>
<p>Don Wharton, Vice President Sustainable Development TransAlta Corporation 110 - 12th Avenue SW P.O. Box 1900, Station M Calgary, Alberta T2P 2M1 Bus: (403) 267-7681, Fax: (403) 267-7372 don_wharton@transalta.com</p>	<p>Jim Hackett, Senior Manager, Aboriginal Relations, Health & Safety, Environment ATCO Group, Utilities 1000, 909 - 11 Avenue S.W. Calgary, AB T2R 1N6 Bus: (403) 245-7408, Fax: (403) 245-7265 jim.hackett@atcopower.com</p>	<p>Utilities</p>
<p>Norman MacLeod, Executive Director Clean Air Strategic Alliance 10th Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 427-9193, Fax: (780) 422-1039 nmacleod@casahome.org</p>		

Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives
as January 9, 2012

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

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives
as January 9, 2012**

Industry	Chemical Manufacturers	Canadian Chemical Producers Association	Yolanta Leszczynski , SD/ Env Regulatory Coordinator Scotford Manufacturing	Al Schulz , Regional Director Chemistry Industry Association of Canada
Government	Federal	Environment Canada	Mike Norton , Acting Regional Director Environment Canada	Rachel Mintz , Head, Air Quality Science Unit Meteorological Service of Canada
Aboriginal Government	Métis	Métis Settlements General Council	Louis Pawlowich , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Pollution	Pembina Institute	Chris Severson-Baker , Managing Director Pembina Institute	Ruth Yanor Mewassin Community Council
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Dwayne Marshman Wild Rose Agricultural Producers
NGO	NGO Wilderness	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Ann Baran Southern Alberta Group for the Environment
Government	Provincial Government – Energy	Alberta Energy	Vacant	Jennifer Steber , Assistant Deputy Minister Alberta Energy
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	John Squarek , President Oasis Energy	Bill Clapperton , Vice President Canadian Natural Resources Limited
NGO	Consumer Transportation	Alberta Motor Association	Don Szarko , Director Alberta Motor Association	Vacant
Industry	Utilities	TransAlta Corporation	Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Senior Manager, Aboriginal Relations, Health & Safety, Environment ATCO Group, Utilities

INFORMATION SHEET

ITEM: **5.5 Evaluation Results from December 1, 2012 and New Evaluation Form**

BACKGROUND: As per direction provided in Dec., the consolidated results of the last Board meeting evaluation are attached for your information.

Directors are also encouraged to respond to the new questions, also attached. Your responses are valued and will be reviewed by the Executive Committee at their next meeting.

ATTACHMENTS: A. Consolidated responses to last evaluation

A New Evaluation Form will be provided at the meeting on Mar 29th

**CASA Board of Directors Meeting
December 1, 2011
Survey Results**

1. Given that the Board meets quarterly, would you be prepared to have the Executive Committee make decisions and provide direction to the secretariat more frequently? For which kind of issues?

	answered question	6
	skipped question	0

Ground CASA operations and finance related.

I think it's important to give the Executive Committee & The Secretariat the flexibility to be able to move forward without having to go to the Board. Issues could include: -Changes to TOR for teams - Obstacles that have hindered programs for a project team. -Electronic means could be used to inform the Board id major issues develop - advice can be sent back to the Executive Committee and Secretariat if there is a need.

The Board is responsible for overall direction of CASA and quarterly meetings should be sufficient for this role. The secretariat is responsible for operation matters and I would be prepared to have the Executive Committee provide guidance to the secretariat on these matters.

Administrative, Operational

No issues

Yes - Allocation of "dry-dock" funds with some consultation with chairs of those teams in abeyance (- or over funding)

**CASA Board of Directors Meeting
December 1, 2011
Survey Results**

2. In instances where there is a need to seek the Board's agreement between meetings, would you be comfortable participating in a transparent electronic poll of the Board?

answered question 6

skipped question 0

Absolutely.

Definitely

Yes, for specific decisions about which we receive complete information, an electronic poll would be satisfactory.

Yes.

Yes

Yes - But dial -up issues might necessitate telephone communications.

**CASA Board of Directors Meeting
December 1, 2011
Survey Results**

3. With Executive Committee approval, should Project Teams have the latitude to adjust Terms of Reference, or agreed approaches, if they conclude that the existing direction is insufficient or misdirected?

answered question 6

skipped question 0

Not if this means a major change of scope.

I think it should come to the Board if there is a considerable change but if they are minor changes, The Executive Committee could deal with it.

As long as there is no change in the fundamental objectives of the team, adjustments to the Terms of Reference are okay.

As long as it is not a change that impacts deliverables,

Yes

Yes

**CASA Board of Directors Meeting
December 1, 2011
Survey Results**

4. In order for the Board to make informed choices about Statements of Opportunity it may require that the secretariat undertake considerable work beforehand to frame and analyze issues (i.e more than has been done in the past). Are you prepared to delegate this to the Secretariat, working with a limited group of key interests?

answered question 6

skipped question 0

Yes.

Yes.

I think that the Secretariat, working with key contacts is the appropriate body to do this background work.

Yes

Yes

Yes
