

# Final Minutes



## *Communications Committee meeting #53*

Date: June 21, 2011

Time: 1 – 2:30 p.m.

Place: CASA, 10<sup>th</sup> floor, 10035 – 108 Street; Edmonton

### **In attendance:**

**Name**

Ann Baran

Lisa Elliott

Tony Hudson

Ogho Ikhalo

Ruth Yanor

Brian Waddell

Norman MacLeod

Jean Moses

**Stakeholder group**

Southern Alberta Environmental Group

Alberta Energy

The Lung Association – Alberta & NWT

Alberta Environment

Mewassin Community Council

Alberta Environment

CASA

CASA

### **Regrets:**

**Name**

Patricia Adams

Deb Steele

**Stakeholder group**

Canadian Association of Petroleum Producers (CAPP)

The Lung Association – Alberta & NWT

The meeting portion convened at 1:07 p.m.. Quorum was not achieved.

### **Action Items:**

<b>Action items</b>	<b>Who</b>	<b>Due</b>
40.1: Ask for a committee member from the Oilsands Developers Group (industry)	Patricia	Ongoing
51.3 Report to board about MKLW pilot status	Chair	Carried over
53.1 Provide retreat discussion document to team	Jean	With minutes
53.2 Develop possible approaches around Coordination Workshop elements	Jean	Next meeting
53.3 Re-send 2010 Coordination Workshop evaluations to team	Jean	With minutes
53.4 Send doodle poll for September meeting	Jean	Early August

### **1) Lunch with Tony**

The Communications Committee members convened over lunch to bid Tony best wishes in his retirement to British Columbia. For those who want to keep in touch, the best way is through LinkedIn (<http://ca.linkedin.com/pub/tony-hudson/1b/730/a30>)

## 2) Administration

- a. Agenda approved
- b. Minutes of the January 19 #52 meeting approved
- c. Action items follow-up

Action items	Who	Due
40.1: Ask for a committee member from the Oilsands Developers Group	Patricia	Ongoing
51.3 Report to board about MKLW pilot status	Chair	Carried over
51.4 Check into Facebook and Twitter available stats	Jean	Stats unavailable for CASA
51.1 Post common CASA acronyms to website	Jean	Done
52.2 Draft recommendation for Coordination Workshop report for committee approval	Jean	Done
52.3 Develop a feedback framework for evaluating communications performance	Jean/Norm	Done
52.4 Send PM5 analysis & wording for approval	Jean	Done
52.5 Add “strategic” to bullet 2, goal 2 in tactical plan	Jean	Done
52.6 Forward comments about specific tactics to Jean	All	Done
52.7 Include revised tactical plan on September meeting agenda	Jean	Done
52.8 Send doodle poll for spring meeting	Jean	Done

### d. CASA Update

- Next **board meeting** is in Calgary on September 8.
- **Operations Steering Committee** – planning a visioning workshop for the spring, once results are available from IMERF and CEMS.
- **Confined Feeding Operations team** will reconvene in November.
- The **Flaring & Venting** and **Vehicle Emissions** teams have been disbanded.
- The **Human & Animal Health Implementation** team is in abeyance, with an update expected soon.

### e. Appointment of new chair

Tony called the meeting to order, and in the absence of a quorum, Ogho volunteered to chair the meeting after Tony’s departure. Appointment of a permanent chair will be carried over to the next meeting. We are working to get an industry board member as chair to also help provide quorum when needed.

## 3) Report on Board retreat

Norm reported on the Board of Directors’ strategic planning retreat, which happened on June 8 & 9. Ann and Ruth supplemented Norm’s summary.

The first day of the retreat focused on the work that CASA should undertake, while the second addressed the way in which CASA should do that work. All stakeholder groups contributed to animated discussions on both days. Attendance was high with 30+ board members and associated support from implementing agencies and consultants.

The goals provided in a discussion document circulated in advance of the retreat informed working group discussions over the two days. The goals were consistent with those contained in previous business plans, but the thinking around the meaning of the goals, the associated objectives, and the way in which they will be realized, has changed significantly.

With respect to goal #1, board members said that the provision of both proactive and reactive policy advice to government provides the best opportunity for stakeholders to influence air quality planning and management in Alberta. At the same time, members felt that CASA needs to bring more rigour to the analysis of air quality issues, providing a more thoughtful and comprehensive starting point for board/stakeholder discussions. More “up front” clarification and understanding of air quality issues, including an understanding of the best approaches to arrive at collaborative solutions, is thought to improve the likelihood of success. It will allow stakeholders to understand the constituent parts of broader air quality issues and to identify suitable candidates for expeditious consensus-based discussions.

It was felt that CASA should provide a safe environment in which all stakeholders are able to propose, test and frame innovative air quality ideas and approaches as a group, and at an early stage of policy discussions. Members felt that new ideas are sometimes dismissed or subject to unwarranted criticism if they are proposed by individual stakeholders.

Retreat participants also clarified the nature and extent of CASA’s contribution to air quality management in Alberta under goal #2. Rather than assuming a specific role in place-based planning and management (supporting land use discussions, CEMS, airsheds, etc.), members felt that CASA could be most effective by providing “strategic interventions”, by modelling best practices and providing a basis and/or framework which others may then apply on a wider scale. In this way, CASA would not have a program delivery responsibility (nor does it now), but it would, on request, bring the required expertise/process when and where effective multi-stakeholder engagement is needed.

It was suggested that, with CASA’s renewed emphasis on focused, more efficient collaborative dialogue, CASA may provide facilitation/mediation help and offer process advice, on request. Again, this service would be offered strategically, where there is the potential to provide ongoing, lasting benefit. This contribution may be offered using a broader spectrum of tools to foster collaborative dialogue, rather than consensus-based discussions alone.

Members also discussed the need for more effective aboriginal engagement in air quality discussions. While it was acknowledged that individual First Nations and Metis communities may have quite different interests and capacities to engage with stakeholders on air quality issues, it was felt that this has been a longstanding concern of the board and that more work should be done to scope the potential for more meaningful engagement.

Finally, Goals 3 &4 focused on communications, including the technical information needed to support air quality management and non-technical information provided to interested Albertans.

With respect to Goal 3 (focusing on technical info.) members once again felt that CASA would be most effective in coordinating strategic multi-stakeholder inputs regarding the parameters surrounding technical information (e.g. is it transparent? is it readily accessible? how is it interpreted? how is it used? etc.) vs. managing the databases themselves.

One exception was made. Members noted that air quality discussions are informed by a broader base of knowledge than that provided by databases alone. It was felt that CASA could appropriately conduct gap analyses or inventories of the knowledge and information available to support certain air quality discussions and that this activity would be consistent with the work described under Goals 1 and 2.

Under Goal 4, working group members offered different views of CASA's role with respect to communications and outreach. Two groups felt that CASA should communicate with a broader audience only to the extent necessary to raise awareness of current/active CASA project teams and air quality issues, while a third group felt that CASA should consider a more visible presence, providing more broadly-based outreach and communications at schools and to other parties with an interest. In plenary it was noted that these may not be competing objectives. That is, CASA could broaden its communications reach, but only on those air quality files where CASA has developed policy advice.

Before adjourning at the end of the first day, retreat participants were asked to prioritize the goals as presented. There was a clear emphasis on Goals 1 & 2, suggesting that CASA's core function will remain as a provider of policy advice and a contributor to air quality management (provided that individual projects are selected strategically). This was reflected in an amended Mission Statement.

The second day of the retreat was directed at considering implications for CASA as an organization, in light of a new strategic plan and the desire to improve business practices. Members concluded that CASA and its stakeholders must elevate the practice of building consensus, provide a model for effective stakeholder engagement in Alberta, work more effectively so that outcomes are expedited and apply a broader range of collaborative techniques so that air quality issues are addressed using the most effective approach.

In addition, the Board, the Secretariat and the Executive must reconsider the mechanisms CASA uses to produce policy advice. While there is considerable respect for the work that CASA has done, there was general agreement that there was much room for improvement. For example, making the CAMS decision-making process more responsive to current needs may require that the Secretariat work with stakeholders to enhance the screening and scoping of new issues. The role of the Executive could be expanded, providing for more strategic discussions at the Board and individual Project Managers may be expected to provide more process leadership and direction.

**Related Discussion:**

At this point, the team held a short discussion. One member highlighted a discrepancy in that CASA is not into programming, but educational programs are quite definitely programming. One alternative suggested was the development of recurring theme messages that could go out through stakeholders rather than broad strokes from CASA itself.

The point was raised that this is the third time in one member's experience that this issue has been debated. Each time, the decision was that lack of resources made anything other than project/issue-based communications difficult. There was also concern about whether the messaging would become so watered down by consensus that its effectiveness might be lost.

Another member suggested that because the issue keeps surfacing, it shows that some members feel it's important and that partnerships might be an option. In the end, team members agreed that it wasn't an either/or situation, but one where leverage could be more effective on existing files. One example about message was Fort Air Partnership communications, with the caution that the key is in the message. There is a fear that the suggested messages might not be acceptable to all stakeholder groups.

Another possibility raised was for CASA to position itself as a resource to educators, rather than seek for inclusion in the curriculum. At Clean Air Day, students mentioned they already use the website for information-gathering. The problem could be that there's so much competition.

It was suggested that we could provide school presentations, but the question here is still the resources required. With the question about messaging, one suggestion was that CASA concentrate on telling people how we arrive at solutions (i.e. the consensus process). We could also investigate technology-based options (e.g. Ipod app). We could also ask people online for suggestions.

Norm mentioned that when each director was provided with a single dot to indicate priority of goals, the highest priority was overwhelmingly strategic advice. Second was supporting air quality management with no dots going to the other goals. That doesn't mean they're not important, but that the others are considered more important.

The secretariat is working on a proceedings document which will be out in the next week or so, and the communications committee will need to develop a new strategic communications plan.

At the close of the retreat, and subject to reaching final agreement on the new Strategic Plan, CASA board members expressed their continued support and commitment to the alliance and its work.

The discussion document prepared as the base for retreat discussion received many kudos, and will help in the development of further strategic plans.

**Action item 53.1: Jean will provide the discussion document to the entire team.**

## **4) 2010 Coordination Workshop**

The only recommendation from the last Coordination Workshop was to hold another one in 2012. To that end, Jean circulated some thoughts for consideration by the team.

### ***1. Format***

- a. CASA only?  
*This would be similar to workshops in the past, with CASA organizing a single day for members*
- b. Jointly with others (e.g. Alberta Water Council, Alberta Airsheds Council, Martha Kostuch Legacy Workshop followup, OSC visioning)  
*The AWC has indicated that they want to organize a Coordination Workshop for their organization; the AAC will likely convene another conference; the MKLW*

*recommendation was for a follow-up workshop; the OSC team is planning a visioning workshop. We could work together to host all of them in the same location within the same week so people could participate in one or as many as appropriate without having to travel again.*

## **2. Timeframe**

- a. If between post-secondary semesters, schools are location options (e.g. Red Deer College)
- b. If held while post-secondary is in session, we're limited to hotels/conference centres which adds cost

## **3. Style**

- a. Presentations only?
- b. Active participatory workshop?
- c. Combination?

## **4. Charge participants?**

- a. Pro: Even nominal charge reduces likelihood of no-shows
- b. Con: Charge will mean setting up accounting/payment process

The discussion began with an outline from Brian about these workshops, for the benefit of new members. Originally a day focussing exclusively on CASA and its project teams, the workshops provide a way for disparate team members to learn what others are doing, and to identify synergies between various projects and teams. It's rather light-hearted (one was based on a 'speed-dating' idea), but is a valuable networking/learning experience. The 2010 workshop was a departure, because there were so many external influences in a state of flux. Inviting presentations about coming initiatives gave participants a chance to hear about status and how the new initiatives might affect project work. We also extended invitations to non-CASA members in 2010.

We will need to determine the value of three components for the 2012 workshop:

1. an exchange of information across similar groups
2. project team information exchanges
3. ongoing dialogue as per the MKLW recommendation

There are a smaller number of CASA teams right now, and some teams will just be starting up in 2012. That must be considered in planning for 2012.

The question was raised about a need to roll out the "new CASA". The Coordination Workshop might be a good opportunity to do so.

**Action item 53.2: Jean will develop some possible approaches around the different elements for the September committee meeting.**

A question was raised about the evaluation from the 2010 Coordination Workshop. The team felt that might be a good starting point in September.

**Action item 53.3: Jean will re-send the workshop evaluation results with these minutes.**

## **5) Next steps/Next meeting**

The next meeting will be an all-day, face-to-face meeting in Edmonton after the Board meeting, most likely the third or fourth week of September. Although meetings usually run from 10 a.m.

to 3 p.m., once the agenda is developed it may be necessary to extend the time. The team felt a single longer day was preferable to two shorter days.

**Action item 53.4: Jean will send a doodle poll to determine next meeting date.**

## **6) Adjournment**

The meeting adjourned at 2:27 p.m.