



Performance Evaluation 2001-2004

SUMMARY

September 2004

Prepared For:

Clean Air Strategic Alliance

PAGE Management Counsel Ltd.

W: managementcounsel.ca
E: pageassc@agt.net

13512 - 101 Avenue
Edmonton AB T5N 0J5

F: 780 413 9331
T: 780 413 9330

Performance Evaluation - SUMMARY

Clean Air Strategic Alliance (CASA) – 2001 – 2004

1 - INTRODUCTION

The Clean Air Strategic Alliance (CASA) Board of Directors requested Page Management Counsel Ltd. (PAGE) to conduct a performance evaluation of CASA for the period 2001 to 2004. The evaluation was conducted by reviewing documents created by CASA, its project teams and committees during that period, supplementing with other documents and some interviews where clarifications were necessary. It was conducted from late August to mid September 2004.

2 - GOAL FOR THE EVALUATION

To undertake an objective assessment and analysis to determine whether CASA has made progress on achieving its mandate in the time period 2001-2004.

3 - OBJECTIVES FOR THE EVALUATION

1. Did CASA undertake effective strategic air quality planning for Alberta, using the CAMS¹ process, by:
 - a. Clearly identifying issues;
 - b. Prioritizing current and emerging issues;
 - c. Allocating and coordinating resources;
 - d. Developing action plans; and
 - e. Evaluating results.

2. Did CASA make progress in each of its four key focus areas, namely:
 - a. Pollution Prevention/Continuous Improvement
 - b. Human and Animal Health
 - c. Ecological Health
 - d. Socio-economic Integration

3. Did CASA follow the principles of shared responsibility, consensus building and collaboration in the manner specified in CASA's mandate?

4. Did CASA demonstrate progress on each of its organizational performance measures, namely:
 - a. Improved air quality indicators in areas of CASA action.
 - b. Capability to measure air quality effects on humans and the ecosystem.
 - c. Number of recommendations through the Comprehensive Air Quality Management System process implemented.
 - d. Degree of CASA members', partners' and clients' satisfaction with the CASA approach.
 - e. Degree of recognition by emitters and the general public of CASA as a major vehicle for delivering improved air quality management for Alberta.

¹ CAMS stands for Comprehensive Air Quality Management System

4 - ACHIEVING CASA'S MANDATE

CASA's Mandate as stated in Annual Reports is:

General Statement

Specific air quality planning responsibilities are shared among stakeholders². Regulatory implementation, licensing, compliance, control and enforcement remain with existing government agencies. CASA's mandate is to:

Mandate Elements

1. Implement the Comprehensive Air Quality Management System (CAMS) for Alberta.
2. Conduct strategic air quality planning for Alberta through shared responsibility and the utilization of a consensus-building, collaborative approach. Planning includes:
 - Clear identification of issues.
 - Prioritization of current and emerging issues.
 - Allocation and coordination of resources.
 - Development of action plans.
 - Evaluation of results.
3. Prioritize concerns with respect to air quality in Alberta and develop specific actions or action plans and activities to resolve such concerns.

Progress towards achieving the mandate has been defined by PAGE as meaning that each of the mandate's elements (1 to 3) would have evidenced activity that achieved or leads to a successful outcome.

Conclusion 4.0 #1

While not necessarily a part of the Mandate statement, the following standard phrase and commitment is associated with the mandate and bears mention:

CASA supports the following air quality management goals:

1. Protect the environment.
2. Optimize economic performance and efficiency.
3. Seek continuous improvement.

Conclusion 4.0 #2

Including the Vision statement for CASA with the Mandate and the foregoing Management Goals sets the context – the ultimate measure of success.

4.1 – IMPLEMENTING CAMS – MANDATE ELEMENT #1

PAGE has assigned a performance rating of 4 on a scale of 5³ for implementing CAMS for Alberta.

Conclusion 4.1 #1

Considerable progress has been made in implementing CAMS in Alberta.

Conclusion 4.1 # 2

The CAMS that has been implemented by CASA from 2001 to 2004 is different and more comprehensive than the CAMS described in the December 2000 publication. The

² Stakeholders are defined by CASA as industry, government, NGO's

³ Scale: 1 = no discernable progress; 3 = some evidence of progress consistent with goal; 5 = all evidence supports progress consistent with goal

documentation for CAMS should be updated to reflect this more comprehensive approach, including a clarification of all of the components of CAMS, and an updating of the language used and stages/steps.

4.2 – STRATEGIC AIR QUALITY PLANNING – MANDATE ELEMENT #2

PAGE has assigned a performance rating of 4 on a scale of 5 for achieving Strategic Air Quality Planning for Alberta.

Conclusion 4.2 #1

Explicit reporting that ties together all five steps in the strategic planning process is not as readily available as it might be. The strategic planning led by the CASA Board, supplemented by all stakeholders and staff, could be more explicitly tied to the action plans and result evaluations that are dealt with at the project level, or to reflect highlights from a year. Progress in focus areas is measured by the Performance Measurement report and does reflect overall strategic direction.

Conclusion 4.2 #2

The execution of strategic air quality planning for Alberta was not highly distinguished from the prioritization of concerns and action plan development during the period under review (2001-2004). This results in a less clear picture of CASA priorities at any one time or for any given period, and how they are evolving from the consideration of new concerns and project action plans.

4.3 PRIORITIZE CONCERN AND DEVELOP ACTIONS – MANDATE ELEMENT #3

PAGE has assigned a performance rating of 4 of 5 for prioritizing concerns.

Conclusion 4.3 #1

Substantial progress has been made in prioritizing concerns with air quality in Alberta and in developing specific action plans and activities to resolve the concerns. There is some question as to whether public concerns are intended to be included in the generic “concerns” – if this were the case, progress is somewhat less than if only stakeholders (industry, government, NGOs) are considered.

PAGE has assigned a performance rating of 4.5 of 5 for developing actions.

Conclusion 4.3 #2

CASA does develop and execute action plans to address concerns once they have been identified, prioritized and accepted within CASA.

Conclusion 4.3 #3

In-kind resource allocations are fundamental to the success of CASA. Continuation of efforts to ensure that these allocations are made in a complete and timely manner is important.

5 - CASA EVALUATION BY PERFORMANCE EVALUATION OBJECTIVE

5.1 - EFFECTIVE STRATEGIC AIR QUALITY PLANNING USING THE COMPREHENSIVE AIR QUALITY MANAGEMENT SYSTEM (CAMS)

5.1.1 - ELEMENTS OF EFFECTIVE STRATEGIC AIR QUALITY PLANNING

PAGE has assigned a performance rating of 4 of 5 for executing the 5 identified elements for effective strategic planning.

Conclusion 5.1.1 #1

The five elements identified for effective strategic air quality planning have been conducted in a generally thorough and successful manner.

Analysis by each element of strategic planning.

Element	Rating [1 to 5]
a. Clearly identifying issues	4
b. Prioritizing current and emerging issues	3
c. Allocating and coordinating resources	4
d. Developing action plans	4
e. Evaluating Results	4

5.1.2 - WAS EFFECTIVE STRATEGIC AIR QUALITY PLANNING FOR ALBERTA PERFORMED BY CASA?

PAGE has assigned a performance rating of 4 of 5 for strategic planning for air quality for Alberta.

Conclusion 5.1.2 #1

Effective strategic planning has been conducted by CASA for air quality for Alberta.

5.1.3 – CASA STRATEGIC PLANNING – OBSERVATIONS ON POSSIBLE IMPROVEMENTS

Conclusion 5.1.3 #1

The Mission should be adapted to reflect the degree to which building public awareness and stakeholder understanding is an express role for CASA.

Conclusion 5.1.3 #2

The Mission for CASA suggests some additional core businesses or Key Result Areas for consideration in CASA's planning – stakeholder partnerships, shared responsibility, and collaborative process.

Conclusion 5.1.3 #3

CASA may wish to identify the air quality management goals as being the same as the four focus areas.

Conclusion 5.1.3 #4

CASA may wish to consider evaluating their performance and planning their future on an ongoing basis by each of the Key Result Areas (or core businesses).

5.2 – PROGRESS IN FOUR FOCUS AREAS

Did CASA make progress in each of its four key focus areas, namely:

- a. Pollution Prevention/Continuous Improvement
- b. Human and Animal Health
- c. Ecological Health
- d. Socio-economic Integration

Conclusion 5.2 #1

CASA may receive benefit from considering each of its Focus Area through individualized strategic planning processes.

5.2.1 – POLLUTION PREVENTION/CONTINUOUS IMPROVEMENT

PAGE has assigned a performance rating of 4 of 5 for progress in pollution prevention/continuous improvement.

Conclusion 5.2.1 #1

Progress is being made toward the objectives for this focus area, although not for all indicator areas based on degree of activity planned and executed, and on the mixed results in the air quality indicators. While progress is being made, a directed planning effort and objective measures of progress would increase the confidence in the progress.

5.2.2 – ANIMAL AND HUMAN HEALTH

PAGE has assigned a performance rating of 4 of 5 for progress in human and animal health.

Conclusion 5.2.2 #1

Progress is being made toward the objectives for this focus area based on degree of activity planned and executed. There is extensive involvement by the CASA stakeholders and their highly qualified and experienced representatives. While progress is being made, a directed planning effort and objective measures of progress would increase the confidence in the progress.

5.2.3 – ECOLOGICAL HEALTH

PAGE has assigned a performance rating of 4.5 of 5 for progress in ecological health⁴.

Conclusion 5.2.3 #1

Progress is being made toward the objectives for this focus area based on the quantity and apparent quality of the work flowing from the project and implementation teams as well as the degree of activity planned and executed. While progress is being made, a directed planning effort and objective measures of progress would increase the confidence in the progress.

5.2.4 – SOCIO-ECONOMIC INTEGRATION

PAGE has assigned a performance rating of 4 of 5 for progress in socio-economic integration.

Conclusion 5.2.4 #1

Progress is being made toward the objectives for this focus area based on the quantity and apparent quality of the work flowing from the project and implementation teams as well as the degree of activity planned and executed. While progress is being made, a directed planning effort and objective measures of progress would increase the confidence in the progress.

5.2.5 – IMPLEMENTATION QUESTION – CASA ROLE IN PERFORMING IMPLEMENTATION

Conclusion 5.2.5 #1

CASA should examine its mandate and either ensure that the mandate supports CASA implementation activities, or shift implementation more directly to stakeholders or others, having CASA retain the coordination.

⁴ It is important to note that PAGE has not evaluated the overall effectiveness of CASA in achieving Ecological Health or of the effectiveness or completeness of providing the essential monitoring. PAGE has only examined and evaluated *progress* towards the objectives of the focus area. Therefore, stakeholders may feel that performance in achieving ecological health is different than PAGE's rating of the *progress* towards achieving it, given that our measure of progress has been activity based as evidenced from document review. PAGE also reviewed the Performance Measurement report recently prepared for CASA (see section 5.4) and note in section 5.4.2 of this report that there was progress made in each reported indicator area, namely ambient; ecological effects; number of sites with ecological and ambient monitoring; overall human health.

5.3 – ADHERENCE TO CASA PRINCIPLES

PAGE has assigned a performance rating of 4.5 out of 5.0 in terms of adherence to CASA principles.

Conclusion 5.3 #1

If CASA wishes to have the mandate describe the principles of shared responsibility, consensus building and collaboration, then the mandate statement will need to be altered.

Conclusion 5.3 #2

CASA operates by the principles it has articulated in the areas of shared responsibility, consensus building and collaboration. However, there are examples of CASA appearing to initiate action in the area of “implementation”, or perhaps actually do the implementation. As well, it appears that Statements of Concern (Opportunity) may be in part directed rather than coming directly from a stakeholder, indicating less shared responsibility than desired.

5.4 – PERFORMANCE MEASURES FOR CASA

PAGE has assigned a performance rating of 4 of 5 to the progress in respect of organizational performance measures.

Conclusion 5.4 #1

The performance measures subcommittee comments respecting the applicability of the performance measures is important and should be used to guide future actions.

Conclusion 5.4 #2

CASA has conducted its performance measurement function in a very good manner, improving data collection, analysis, and reporting since 2000, and demonstrating an approach and commitment to continual improvement e.g. by assessing data, seeking improved data, looking at statistical significance, analyzing survey data.

5.4.1 - IMPROVED AIR QUALITY INDICATORS IN AREAS OF CASA ACTION

Conclusion 5.4.1 #1

Progress is being made for some air quality indicators, and progress is being made in the data collection and analysis functions as demonstrated by the analysis of sources and data presentation.

5.4.2 - CAPABILITY TO MEASURE AIR QUALITY EFFECTS ON HUMANS AND THE ECOSYSTEM

Conclusion 5.4.2 #1

Progress is being made in the capability to measure air quality effects on humans and the ecosystem. Including some of the material from the Methodology report in the Performance Measurement Report may increase understanding and point out implications for the future.

5.4.3 - NUMBER OF RECOMMENDATIONS THROUGH THE COMPREHENSIVE AIR QUALITY MANAGEMENT SYSTEM PROCESS IMPLEMENTED

Conclusion 5.4.3 #1

Some deterioration in implementation success appears to have occurred – however PAGE is not in a position to examine the underlying causes. It would be helpful to include some of the material from the Methodology report in the Performance Measurement Report to increase understanding and point out implications for the future.

5.4.4 - DEGREE OF CASA MEMBERS', PARTNERS' AND CLIENTS' SATISFACTION WITH THE CASA APPROACH

Conclusion 5.4.4 #1

Substantive progress has been made by CASA in ensuring satisfaction with the CASA approach. Including some analysis from the survey report might improve understanding of underlying factors and future implications.

5.4.5 - DEGREE OF RECOGNITION BY EMITTERS AND THE GENERAL PUBLIC OF CASA AS A MAJOR VEHICLE FOR DELIVERING IMPROVED AIR QUALITY MANAGEMENT FOR ALBERTA

Conclusion 5.4.5 #1

It cannot be concluded that progress has been made in this area based upon the data presented in the performance measurement report.