



CASA PROCEDURAL GUIDELINES

Prepared by the
Procedural Guidelines Committee
for the
Clean Air Strategic Alliance
Board Of Directors

June 2009

ABOUT CASA

The Clean Air Strategic Alliance (CASA) is a non-profit association composed of stakeholders from three sectors – government, industry and non-government organizations such as health and environmental groups. All CASA groups and teams, including the board of directors, make decisions and recommendations by consensus. These recommendations are likely to be more innovative and longer lasting than those reached through traditional negotiation processes. CASA's vision is that 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.

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I. BACKGROUND ON CASA

1.1 About CASA

The Clean Air Strategic Alliance (CASA) was established in Alberta in 1994. CASA is a non-profit association with representation from three stakeholder groups – government, industry, and non-government organizations. All CASA groups and teams, including the board of directors, have representatives from these three stakeholder groups and make their decisions and recommendations by consensus.

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.

Identity

The Clean Air Strategic Alliance is a multi-stakeholder partnership, composed of representatives selected by industry, government and non-government organizations.

Mission

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

Mandate

CASA was established by Ministerial Order as an advisory committee under the *Environmental Protection and Enhancement Act* and the *Department of Energy Act* to undertake and report on:

1. The Operation of the *Comprehensive Air Quality Management System (CAMS)*.
2. The conduct of strategic air quality planning for Alberta through shared responsibility and the utilization of a consensus-building, collaborative approach. Planning shall include:
 - i. Clear identification of issues.
 - ii. Prioritization of specific problems.
 - iii. Allocation and coordination of resources.
 - iv. Development of action plans.
 - v. Evaluation of results.
3. The prioritization of problems with respect to air quality in Alberta and specific actions or action plans and activities to resolve such problems. The action plans will prescribe guidelines for the initiatives to be undertaken, the economic and environmental consequences, and what outcomes are expected from each initiative.

Decisions on matters or policy and action of CASA will be based on consensus. Where consensus policy and action matters are not achieved, yet some action is deemed necessary, specific alternatives will be provided to the Ministers for decision. The alternatives will reflect the extent of consensus and areas of agreement, the specific issues about which there is no consensus, and the reasoning behind the different views.



Who's Who with CASA

Stakeholder Group – The bylaws of the Clean Air Strategic Alliance Association (CASA) specify three categories of Members – industry, government, and non-government organizations, which are referred to as “stakeholder groups.”

Sector – This term refers to the sectors that have been identified as having an overall stake in air quality management in Alberta. Sectors reflect the interests and diverse perspectives within each of the three stakeholder groups. For example, industry sectors include oil and gas, forestry, mining, agriculture, and others. For government, sectors include provincial, federal and local governments as well as First Nations and Métis. For NGOs, CASA has specific sector categories (NGO Pollution, NGO Wilderness, NGO Health, and Transportation/Consumer).

Stakeholders – “Stakeholders” are specific entities (organizations, departments, companies, etc.) that have a stake in the outcome and/or an interest in the particular air quality issue being addressed by CASA. CASA has stakeholders in addition to those organizations that are Members of the Association. A number of stakeholders, particularly those in industry, have umbrella associations that represent them and that belong to the CASA Association. However, CASA has many stakeholders who are not Members of the Association and who play important roles in the CASA process. If these stakeholders have a specific interest in a CASA project or topic, they would likely be asked to participate on a project team. The term “stakeholders” is used in this document to include both CASA Members and others with an interest in CASA projects and topics.

Members of the Association – Members of the CASA Association are drawn from the stakeholders in each stakeholder group. When a stakeholder has an umbrella association, that association usually becomes the Member of the CASA Association (e.g., CAPP, AUMA). Members can also be a specific company, department or organization. CASA has specific sector categories for NGOs as above and Members from these sectors are chosen by the sector. Each Member is represented on the CASA Board of Directors and these Members, as well as other stakeholders, regularly provide representatives to participate on CASA teams and committees.

Directors and Alternates – Each Member of CASA appoints a director and, if desired, an alternate director, to represent it on the CASA Board of Directors.

1.2 Decision-making

The CASA board and all CASA teams, committees and working groups operate by consensus. Consensus is reached when there is unanimous agreement that each board or team member can accept the outcome, although it may not achieve all the goals of each member. The aim is to find the optimal solution that is in the best interest of everyone. Additional information on consensus decision-making is provided in the CASA document *Beyond Consultation: Making Consensus Decisions*.

Consensus is possible only when the conditions regarding a quorum are met. For the board, a quorum is 55 percent of directors or their alternates; and representation from all three stakeholder groups (government, industry, non-government organizations). For teams, the only condition for quorum is that each stakeholder group must be represented.

One or more directors or alternates (in the absence of the director) or team members blocking a decision or recommendation will prevent a consensus decision; an abstention will not prevent a consensus decision.

In working toward consensus:

- All working group, project team and committee members must have reasonable opportunity to participate in discussions and to review proposals before they are brought forward as recommendations to the board.
- Each representative on the board or team is responsible for bringing forward his or her stakeholder's perspective, including any potential concerns, as early in the process as possible.
- Those who do not support the direction or decision are expected to explain the points with which they cannot agree, provide the rationale for their position, and offer alternative solutions.

- CASA teams and the board endeavor to base their recommendations on the best information available and to gather the information jointly. The sectors agree on what information is needed and who should assemble it, which gives the information credibility. This includes scientific data and information as well as other sources of information. Sometimes this requires the use of an impartial third party.

When consensus is reached, the agreement will be noted in the minutes. Representatives must ensure that they have support from their stakeholder group before agreeing to recommendations. If senior approval is required by any stakeholder group, it should be sought before bringing the consensus recommendation to the CASA board for final approval. Once the recommendation is agreed to by consensus, it is to be treated as a serious commitment to be fulfilled by those who agree to take action. See section 6 on Implementation for more information.

When consensus cannot be reached, the different points of view, and upon request, the sector expressing them, will be noted in the minutes. Minutes are not made public until they have been approved.

If consensus is not reached, the item may be tabled for future discussion but, at some point, it may be necessary to use the fallback option described below.

The CASA board and all CASA teams, committees and working groups operate by consensus.

Consensus Fallback:

When a team is unable to reach consensus, the options will depend on the issue and the circumstances. One option is to table the matter for future discussion, particularly if there are other related items under consideration. Another option is to take the matter to the board for advice and direction.

If the team feels it cannot resolve the issue, even with direction from the board, it will develop a non-consensus report to take to the board. This report should contain:

- The areas of consensus
- The areas of non-consensus, and
- The rationale for these perspectives.

Upon receiving a non-consensus report from a team, the board may:

- Ask the team to try again to reach consensus, or
- Make a decision based on the team's input.

When the board is unable to reach consensus on a policy matter that requires a decision by the Board of Directors,

the matter will be referred to the appropriate Ministers for a decision. When matters are referred in this way, the following will be included in the request to the Ministers:

- A description of the decision being requested
- A discussion of the position of the disagreeing parties and their reasoning on the matter, and
- The board's assessment of the implications of alternative decisions the Ministers might make.

Voting:

Consensus is the usual way in which the Board of Directors makes decisions. However, when consensus is not achieved on **administrative matters only**, a vote will be taken. Voting requires a majority of not less than 2/3 of the quorum. "Administrative matters" includes all approvals required to confirm the ongoing operations of the board. For meetings of Members of the Association (such as the annual general meeting), votes could occur for items such as approval of financial statements, appointment of an auditor, and bylaw amendments.

2. INTRODUCTION TO THE CASA PROCEDURAL GUIDELINES

2.1 Context and Purpose

The CASA board adopted the original Procedural Guidelines in 1994 as one of its first orders of business. In 2007, the board agreed the guidelines should be updated and this booklet reflects the revised guidelines and replaces earlier descriptions of both the *CASA Procedural Guidelines* and the *CASA Roles and Responsibilities* documents.

The purpose of the CASA Procedural Guidelines document is to:

- ensure all CASA stakeholders are working from the same information base
- make stakeholders aware of the expectations of, and their own obligations to, CASA
- ensure consistency in the practice of the CASA board, teams and the secretariat
- familiarize new stakeholders with the way CASA functions
- provide those external to CASA with an overview of CASA procedures, and
- emphasize the importance of collaborative procedural processes in assisting CASA to carry out its mandate.

2.2 Other Related CASA Material

Readers are encouraged to review other materials describing CASA and its processes. Key documents are listed in Appendix C and include:

1. *The Comprehensive Air Quality Management System (CAMS): CASA's Decision-Making Process*. This booklet describes the decision-making tool used by the CASA board and teams as well as the CASA strategic planning and issue prioritization process.

2. *Beyond Consultation: Making Consensus Decisions*. This CASA booklet presents a series of generally accepted principles for consensus decision-making, and shows how CASA applies them.
3. CASA Board Code of Ethics
4. CASA Objects and Bylaws
5. Media Relations Policy
6. Communications Plan

When the board is unable to reach consensus, the matter will be referred to the appropriate ministers.



3. PROCEDURAL GUIDELINES FOR THE CASA BOARD

3.1 Board Authority

The Clean Air Strategic Alliance is an innovative approach to managing air quality. The Government of Alberta has formally given the CASA board the authority to carry out the CASA mandate in the following ways:

1. The provincial Cabinet formally endorsed CASA with a news release dated June 9, 1992, which expressed support for the vision, mission, principles, CAMS, the establishment of an advisory committee and secretariat, stakeholder consultation, and full multi-stakeholder involvement on the priority issues that were listed in the Clean Air Strategy for Alberta, *Report to the Ministers* (1991).
2. The Government of Alberta has also committed that it will implement CASA decisions where two criteria hold: consensus is reached among the stakeholders; and decisions are based on that consensus. Government is one of the stakeholders whose agreement is needed for consensus in the collaborative process. The provincial government departments on the CASA board represent the Government of Alberta as a whole, and are expected to coordinate government positions on issues.
3. Through a Ministerial Order in 1994, the CASA mandate was confirmed, and CASA was designated as an advisory committee under the *Environmental Protection and Enhancement Act* and the *Department of Energy Act*.¹

4. In 1994, CASA was incorporated as a society under *The Societies Act*, and has legal objects and bylaws under this Act.

Section 6.1 discusses implementation of CASA recommendations in more detail. In the event that new resources are needed to implement recommendations directed to the provincial government, both Cabinet and Treasury Board approval along with new lines in the budgets of implementing departments may be required. The ministers of all departments that have agreed to implement the recommendations would advocate for the necessary funding in Cabinet and Treasury Board.

Although CASA advises the Alberta Government, other stakeholders and the public on effective strategies for managing air quality, the Government of Alberta remains accountable for overall management of air quality in the province.

3.2 Board Accountability and Reporting

The CASA board is accountable to all stakeholders. This is because the CASA mandate says that strategic air quality planning will be done through “shared responsibility” and “consensus.” “Stakeholders” are the specific entities (organizations, departments, companies, etc.) that have a stake in the outcome and/or an interest in the particular air quality issue being addressed by CASA. A stakeholder may or may not be a CASA board member.

To maintain accountability, reporting is an important function of the CASA board.

1. The CASA annual report is mailed to all stakeholder groups and other interested parties, including all MLAs.
2. All team reports and recommendations are usually made public unless a team agrees otherwise.
3. Following their approval by the CASA board, CASA reports and recommendations are provided directly to the Ministers of interested government departments.
4. Any special reporting requirements laid out in funding contracts with any stakeholders are followed.
5. Board members are accountable to their sector and must represent the views of their sector at meetings and report back to them on a regular basis.

3.3 Membership in the Clean Air Strategic Alliance Association

Any organization that falls within one of the three categories of industry, non-government organization, or government can apply in writing to become a Member of the Clean Air Strategic Alliance Association, subject to the following:

- The total number of Members cannot exceed 22; and
- The number of Members from each category will not be less than 20% or more than 49% of the total.

The five-step process for becoming a Member of the CASA Association is described below.

1. An entity (e.g., department, organization, association, corporation) submits in writing an application to the executive director to become a Member of the CASA Association. The letter of application should:
 - Briefly indicate the entity’s purpose and why it wishes to be a member of CASA.
 - Indicate briefly the components of the entity’s mandate that relate directly to the work of CASA.

- Include a commitment by the entity to participate in good faith in CASA’s multi-stakeholder, consensus based process.
- Describe the process for selecting the director and alternate to represent the member’s interests and perspectives on the board.

A balanced representation of three stakeholder groups is an essential component of CASA.

2. The executive director reviews the application to confirm that the entity would be an appropriate candidate for membership in CASA, and if the bylaws allow for potential expansion of membership. The executive director would then work with the executive to bring the application to a regular meeting of the board, where the application can be discussed. The executive may wish to make a recommendation regarding acceptance or rejection of the application, but the final decision rests with the Members.
3. A meeting of the Members of the Association is needed to formally accept or reject an application for membership. Such meetings require that formal notice be given; a meeting of Members could be held in conjunction with the next regularly scheduled board meeting. A three-quarters majority is required for the board to consider the application. Following the board’s decision to consider the application, the board should review the “fit” of the application with CASA’s mandate, among other things. A new Member will be accepted, subject to a favourable vote by the Board of Directors.

¹The Department of Energy Act no longer exists. It has now been incorporated into the Government Organization Act.

4. If the Members accept the application, the new Member will be assigned to one of the three stakeholder groups. The bylaws may need to be amended and the overall balance of membership reviewed, depending on the new number of Members.
5. The new Member will then select its representative on the Board of Directors. The Member may also identify an alternate director. CASA can provide guidance on criteria for these representatives if desired.

If the sector does not have an umbrella association and more than one entity could represent the sector (e.g., utilities, agriculture) the potential Member entities need to develop a member selection process for the sector. For these sectors, the entity that is selected to represent the sector will become the CASA Member. They may also wish to specify terms and commitments for rotation for the Member.

3.4 Membership on the CASA Board of Directors

The CASA Board of Directors is composed of representatives from the three stakeholder groups that constitute the association: government, industry and non-government organizations (NGOs). This balanced representation is an essential component of CASA and is specified in its Bylaws.

Each Member is entitled to hold one director and one alternate position on the CASA board. Directors are expected to take a lead role in representing their Member at meetings and in between meetings. Alternates act in place of their director if he or she is unavailable. However, both the director and the alternate are welcome to attend and participate in meetings. Directors and alternates need not represent the same stakeholder, but they do represent the same Member. If they are from different stakeholders, an informal agreement is recommended to ensure that all parties are clear on their expectations, roles and responsibilities.

The multi-stakeholder makeup of the CASA board and teams is thought to serve as a reasonable representation of

the public perspective because multiple stakeholders with differing vested interests are engaged in a common interest-seeking negotiation process. A consensus agreement among the various interests results in a decision to which a reasonable, disinterested person would not object². The public's perspective is also served at CASA through: a) the filing of a Statement of Opportunity, which anyone can submit to CASA if they have a particular concern they would like CASA to pursue; b) the fact that each team is required to discuss the level of public involvement as part of their terms of reference discussion; and c) the open and transparent nature of the organization.

Section 6 on Implementation, the *Comprehensive Air Quality Management System (CAMS)* and *Beyond Consultation* all provide more information on who should be involved in consensus building.

3.5 Criteria for Board Members

It is desirable for directors and alternates to:

- Hold a senior level position in their organization; e.g., president, vice-president, deputy minister, assistant deputy minister, director general, executive director, or a position that is acceptable to the other members of the CASA board
- Be able to contribute time, money, and/or other resources and services to CASA
- Have an appreciation of air quality issues
- Have an understanding of the CASA process
- Have experience in multi-stakeholder, consensus processes
- Be aware of alternative dispute resolution theory
- Be able to participate actively, openly and candidly in discussions
- Possess effective communication skills
- Be committed and willing to work with other stakeholders constructively and collaboratively

- Be able to respect other stakeholders' principles, opinions and experiences
- Have full authority from their sector to participate in making decisions required at the CASA board level
- Be prepared to support and promote recommendations that have been agreed to by consensus.

The CASA Board Code of Ethics provides more information.

3.6 Filling Board Vacancies

Board directors and alternates are appointed by their Members. This self-selection is an important part of the consensus process. Because there is no term to these positions, the individuals can continue in that position as long as they have the support of their Member.

3.7 Resignations

Director resigns: If a director or alternate director resigns, the Member will appoint a new director or alternate.

Member resigns: If a Member representing more than one stakeholder in a sector resigns, that sector selects a new Member to represent it. Any potential new Member would need to apply to the board of directors to become a Member.

3.8 Board Responsibilities

This section lists responsibilities for the board as a whole and responsibilities for individual board members. It is important for individuals to understand their responsibilities to improve board engagement and performance.

Responsibilities for the CASA board as a whole include:

- Speak with one voice
- Set policies on CASA direction and priorities, with a particular focus on long-term direction

- Coordinate and commit resources
- Evaluate the results of CASA projects
- Regularly assess board progress and functions
- Establish and oversee the work of board committees and project teams
- Engage in various strategic planning exercises and provide overall direction to the organization
- Set CASA priorities
- Oversee and engage in CASA communications

Each individual director is expected to:

- Attend board meetings, and speak to issues that his/her sector has an interest in
- Communicate with other board members and the secretariat in between meetings
- Oversee and coordinate the participation of other members from their stakeholder groups on board committees or teams
- Promote CASA, its process, priorities and its outcomes
- Assist with implementation of CASA recommendations as required.

Alternate directors may attend board meetings and may also fulfill many of the same responsibilities as directors. If both the director and alternate are present at a board meeting and disagree on an issue, the position of the director takes precedence. In the absence of the director, the alternate will fulfill that role.

It is paramount that directors and alternates represent the interests of their stakeholders and report back to them on a regular basis. Directors and alternates should discuss key decisions with their stakeholders in advance of board meetings.

²Adapted from the report of the CASA Performance Evaluation Committee, March 2008.

3.9 Executive Committee

The executive committee (that is, the Officers of the Clean Air Strategic Alliance Association) comprises four individuals: the President, two Vice-Presidents, and the CASA Executive Director, who has traditionally served as Secretary-Treasurer. Each of the three stakeholder groups (government, industry and non-government organizations) selects its representative to the executive committee, which then chooses the President. The other two individuals serve as Vice-Presidents. The executive committee helps the board accomplish its objectives by:

- Setting board meeting agendas and chairing meetings
- Providing impartial leadership, mainly through focusing on the content of meetings and keeping CASA focused on moving forward
- Providing guidance to and taking direction from the board
- Liaising with the Ministers
- Advocating for and marketing CASA and the CASA process
- Monitoring board effectiveness and adherence to policies and procedures
- Communicating with the media as required
- Bringing membership issues to the board's attention.

Responsibility for chairing board meetings is normally shared by the President and Vice Presidents. A Chair could also be drawn from other members, depending on the subjects being discussed and time commitments.

At board meetings, the Chair:

- Facilitates discussion so as to draw out the best thinking of the group
- Summarizes thinking on key points
- Tests for consensus
- Clarifies wording of decisions to reflect the consensus decision and bring closure to agenda items and outstanding issues.

Executive committee members are appointed for a two-year term, which can be renewed with a consensus decision by the board.

3.10 Executive Director

The Executive Director:

- Is an ex-officio board member
- Manages the secretariat
- Works collaboratively as a member of the executive committee to manage the work of CASA
- 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 with respect to its liability, as required for particular situations.

3.11 Other Board Committees

Other committees of the board may be formed as required to address board or corporate business; e.g., performance measures, communications. All board committees follow the same multi-stakeholder, consensus procedures as the board and teams. One difference is that the CASA secretariat member usually plays an active role and participates in these committees' decision-making.

3.12 Board Meeting Processes

The board meets at least three times per year with meeting dates scheduled before the end of the previous year. The executive committee develops and approves the board meeting agenda in advance, and meeting materials are normally provided at least two weeks prior to the meeting. Other matters may be added to the agenda subsequently by mutual agreement of board members.

Observers are permitted and encouraged to attend board meetings, but do not participate in the discussions unless specifically asked. Observers must give advance notice to the CASA secretariat before attending board meetings. Occasionally CASA board members may hold a private meeting if they agree in advance that it would benefit the consensus processes.

3.13 Transparency and Confidentiality

- Openness and transparency are important values that CASA as an organization strives to achieve.
- Stakeholders are encouraged to speak frankly, collaboratively and openly at meetings to communicate their sectors' interests.
- Board and team members will not attribute specific comments to other members in any discussions they may have outside meetings, although the sector positions on issues may be discussed. Participants must identify as such, confidential material or comments they wish to share with the board or teams. When tabling a confidential document, the document should be marked and treated as such.
- Comments, discussions and decisions at meetings will be recorded in the minutes without individual attribution, unless requested. Following their approval, the final minutes will be posted on the CASA website.

- Board and team members are encouraged to share draft documents with their stakeholders as part of the consensus building process. Documents should indicate whether stakeholders have reached consensus.
- Interim or draft reports will be so designated when they are released publicly. Teams should decide by consensus on the need for making interim or draft reports public. One option for updating the public is to prepare a shorter update on progress toward reaching consensus.

Openness and transparency are important CASA values.

- In general, public and media interest in CASA activities is desirable to the extent that it does not impede the effective working of the board and teams. Disclosure to the media must not be used as a means of retribution or to carry on discussions that would be better held at the CASA table.
- Information on CASA's procedures related to dealing with the media is documented in the CASA Media Relations Policy.
- CASA's Communications Plan is updated annually to set out the communications goals, priorities and key messages for CASA.

4. PROCEDURAL GUIDELINES FOR PROJECT TEAMS AND WORKING GROUPS

Project teams and working groups are subject to the same procedural guidelines as the Board of Directors in the areas of decision-making, meeting process, confidentiality and media responsibilities. In this section, reference to project teams also applies to working groups. For more information on the roles of these two bodies, please consult the CAMS document.

4.1 Project Teams' Authority and Accountability

Project teams report directly to the CASA board, with the board giving final approval to all CASA recommendations and serving as the fallback decision makers in the event that consensus cannot be reached at the team level. Please see the CAMS document for information on developing recommendations and reporting, as well as *Beyond Consultation: Making Consensus Decisions*, on how to achieve consensus and who should be involved in the process.

The work of project teams is often complex, with negotiations and recommendations in one area potentially affecting those in other areas. Team members may agree generally with the intent of specific recommendations as they work through the team's tasks, but often prefer to reserve final consensus until the full package of recommendations is complete. Nevertheless, teams are expected to work in good faith, with the intent of developing recommendations to which all members can agree.

4.2 Project Team Membership

Project teams can be as large as necessary to address all interests, but CASA practice has shown that a reasonable size is approximately 20 members or fewer. Team members may designate an alternate or replacement member to attend meetings in their absence, but consistency in membership is very important during the work of project teams.

4.3 Criteria for Project Team Members

Project team members:

- Have authority from their stakeholder to represent them at the CASA table
- Have an understanding of the air quality issue being addressed
- Are committed and willing to work constructively and collaboratively with other stakeholders
- Are able to respect other stakeholders' principles, opinions and experiences
- Are prepared to support and promote into the future, recommendations that have been agreed to by consensus.

4.4 Responsibilities of Project Team Members

Project team members:

- Should be clear about the scope of their representation and which body they represent on the team: a stakeholder group, a sector or an individual stakeholder.
- Make a measurable contribution to the project on behalf of the body they represent.
- Maintain a reporting relationship with the body or bodies they represent.
- Speak to items in which the body they represent has a vested interest. Team members have the responsibility to block recommendations that they cannot agree with and to discuss alternate options for dealing with the issue.

- Actively participate at project team meetings by making constructive contributions and helping others to do so.
- Contribute to the strategic direction of CASA by providing input and advice on project goals and objectives.
- Act as an advocate of CASA.
- Work with members of other project teams to maximize synergy, ensure coordination, and prevent duplication by keeping each other informed.
- Advise other team members if they are aware of processes outside CASA through which a sector or stakeholder group's interest might be addressed.
- 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 activities are planned, the team member should advise the team prior to under-taking them.
- Adhere to the rules and principles of consensus decision-making as outlined in the CASA documents *Beyond Consultation* and CAMS.

4.5 Team Chair or Co-Chairs

Teams often have three co-chairs, one from each stakeholder group. In addition to the roles and responsibilities noted below, each co-chair is expected to assume responsibilities for representing and reporting back to their stakeholder group as well as their own stakeholders.

The team chair or co-chairs:

- Set a good example for effective meeting participation
- Encourage the efforts of others on behalf of the group and may act as facilitator

- Act in the best interest of the team and in a way that moves the team forward; e.g., this might mean having another team member present information if they have expert knowledge. It does not mean surrendering the chair.
- Listen actively to the contribution of others
- Summarize and test for consensus on group decisions
- Ensure responsibility for following up on decisions made at meetings is assigned
- Keep the meeting on schedule to complete the agenda
- Call for feedback on the quality of the meeting and lead the evaluation process
- Work with the project manager to establish work plans, agendas, resource needs, etc.
- Ensure that the team's work continues to align with the terms of reference and work plan
- Act as a spokesperson for the team; e.g., reports to the board on behalf of the team
- Provide feedback to other CASA teams as required e.g., co-chairs typically will be asked by the Performance Measures Committee to assess the implementation of previous CASA recommendations.

4.6 Project Manager

The project manager:

- Impartially manages the project according to CASA principles, building consensus to achieve the agreed-upon mandate and terms of reference
- Ensures regular communication between the team and the board and with other team co-chairs
- Keeps their teams informed, via regular updates, of the work of other CASA teams
- Keeps project on schedule and within budget, and collects in-kind contribution data
- Tracks project through CAMS
- Works with the co-chairs to determine need for team meetings and conference calls
- Ensures that all team members are sufficiently clear on purpose, desired outcomes, process steps, communications, roles, ground rules, principles, and feedback and evaluation mechanisms
- Ensures clear assignment of responsibility for follow-up decisions and actions planned by the team
- Ensures obligations made to the CASA board are fulfilled
- Assists co-chairs by facilitating certain portions of the meeting if co-chairs need to focus on representing their stakeholder interests
- Provides feedback to co-chairs in a considerate way at and between meetings on how best to run the meetings
- Encourages team members to take responsibility for key outcomes

- Raises issues to co-chairs to ensure progression towards achieving team outcomes
- Helps team to coordinate formal briefings of CASA board members at critical points in the team's work
- Acts as a guardian of the consensus process.

4.7 Coordination between Teams

A coordination workshop will be held every 1½ to 3 years to coordinate efforts, increase efficiency and effectiveness, and avoid duplication in project team work. Links between project teams are also addressed by overlapping membership, regular updates by project managers, and by identifying potential links when reporting to the CASA board.



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5. FINANCES AND RESOURCES

CASA work is supported by all stakeholders, whether they contribute time, money or other resources to CASA. In-kind contributions are an important part of the support CASA receives, and are tracked and reported on annually.

5.1 CASA Operations

CASA's core operations (internal costs approved by CASA board and managed by the Executive Director), consisting of staff salaries, office support, board and project team meetings, and some stakeholder costs, are supported by grants from the provincial government.

Specific project team work (external costs approved by project teams and managed by Project Managers), including hiring consultants, undertaking research and sponsoring workshops and conferences, are typically provided by industry and government members, with NGOs contributing their time and expertise.

Commitments to financially support the work of project teams are essential to the teams' success. To complete their tasks, teams are often required to contract outside expertise; such contracts are normally managed by CASA on behalf of the team with funds committed from stakeholders. A written commitment for funding should be in place with stakeholders, clearly describing the expectations and timelines, before CASA enters into agreements with any contractors.

5.2 Support for Board and Project Team Members

Payment of a per diem and travel expenses will be made to those board and project team members who need support in order to participate. The purpose of providing financial support is to provide all stakeholders equal opportunity to participate; this is a key principle of consensus decision-making.

See the CASA Stakeholder Support Policy for more information.

CASA monitors and evaluates the implementation of the recommendations it makes.

6. IMPLEMENTATION

6.1 Implementation of CASA

CASA does not generally have a direct role in implementing recommendations. Thus, the CASA board, CASA project teams, and the CASA secretariat do not provide the human and financial resources to take specific action on air quality. There are some exceptions to this rule; for example, some CASA teams and the secretariat have managed the implementation of pilot projects in order to develop policy recommendations.

The responsibility for implementing recommendations lies with individual stakeholders that participate in CASA. Recommendations for action can be directed to government, industry or non-government organizations, as long as that organization was part of the consensus decision-making process to develop the recommendation.

When developing recommendations, CASA teams and the board are expected to give thorough consideration to the resource implications. The following CASA procedures are in place to ensure resources are considered:

1. CASA board decision sheets must include the heading “Funding/Implementation” as a reminder to consider resource implications each time they are asked to approve recommendations.
2. When developing recommendations, project teams are encouraged to specifically name the implementing agency and the timelines for each task so that future expectations are clear and performance measured.
3. Project teams’ terms of reference must include a key task to address responsibility for implementing recommendations, and a fundraising plan, if required.

Once an agency or stakeholder has agreed to implement a task, they are committed to take all reasonable steps to fulfill that obligation.

If CASA recommendations require Cabinet and Treasury Board approval, the Alberta Government ministries that have committed to implement the recommendations agree to advocate for the implementation of those consensus recommendations (see also Section 3.1). Recommendations can be directed to departments other than those represented on the CASA board, as long as they are part of the discussions. In this case, the appropriate ministry would commit to take all reasonable steps to implement the recommendations, and the minister would advocate for them in Cabinet if necessary.

6.2 Monitoring the Implementation of CASA Recommendations

CASA has a key role in monitoring and evaluating the implementation of the recommendations it makes. The CASA board, teams and the secretariat all have a role in tracking and scrutinizing the implementation of recommendations that have been approved by the CASA board. Monitoring implementation and reporting on implementation progress in a timely manner provides assurance that recommendations are actually implemented, and thereby enhances the credibility of the overall CASA process.

The CASA procedures in place to monitor implementation of recommendations are:

1. The CASA board reviews an implementation matrix each year. CASA board members are expected to encourage stakeholder groups to fulfill their implementation obligations.
2. CASA teams’ terms of reference must include a key task to discuss responsibility for monitoring implementation of their recommendations.
3. The CASA secretariat updates the implementation matrix after each board meeting and makes it available to the public on the CASA website.
4. The CASA secretariat maintains a calendar to ensure regular reports are provided to the board on the implementation of CASA-approved frameworks.
5. CASA has a performance measure on “The number of recommendations through the CAMS process implemented.” This information triggers a report on implementation of recommendations that are three years old. This includes follow up for those recommendations that have not been implemented.

It is hoped that by discussing implementation of recommendations on a regular basis, the CASA board, teams and secretariat will be better able to develop recommendations with sufficient forethought so that the recommendations can be fulfilled as intended.

See the CASA CAMS document for more details on developing and implementing recommendations.



APPENDIX A: CASA REPRESENTATIVES

This list of CASA representatives was current as March 2009.

Stakeholder Group

Sector

Industry

Agriculture
Alternative Energy
Chemical Manufacturers
Forestry
Mining
Oil and Gas – Large producers
Oil and Gas – Small producers
Petroleum Products
Utilities

Government

Aboriginal Government – First Nations
Aboriginal Government – Métis
Local Government – Urban
Local Government – Rural
Federal Government
Provincial Government (Alberta Energy)
Provincial Government (Alberta Environment)
Provincial Government (Alberta Health and Wellness)

Non-Government Organizations (NGOs)

NGO Health
NGO Pollution
NGO Pollution
NGO Wilderness
Transportation/Consumer

APPENDIX B: CASA GROUND RULES

- Listen Generously
- Speak Straight
- Be “for” Each Other
- Honour Commitments
- Acknowledge & Appreciate Others
- Be Concerned for Inclusion
- Be Concerned for Alignment

APPENDIX C: KEY DOCUMENTS

The following documents are mentioned in the Procedural Guidelines and are available on the CASA website or on request to the CASA secretariat.

Beyond Consultation: Making Consensus Decisions. This CASA booklet presents a series of generally accepted principles for consensus decision-making, and shows how CASA applies them.

CASA Board Code of Ethics

CASA Communications Plan

CASA Media Relations Policy

CASA Objects and Bylaws

CASA Stakeholder Support Policy

Comprehensive Air Quality Management System (CAMS). This booklet describes the decision-making tool used by the CASA board and teams as well as the CASA strategic planning and issue prioritization process.

This booklet was printed in Edmonton, Alberta on Enviro100 Print paper.

