

# Terms of Reference

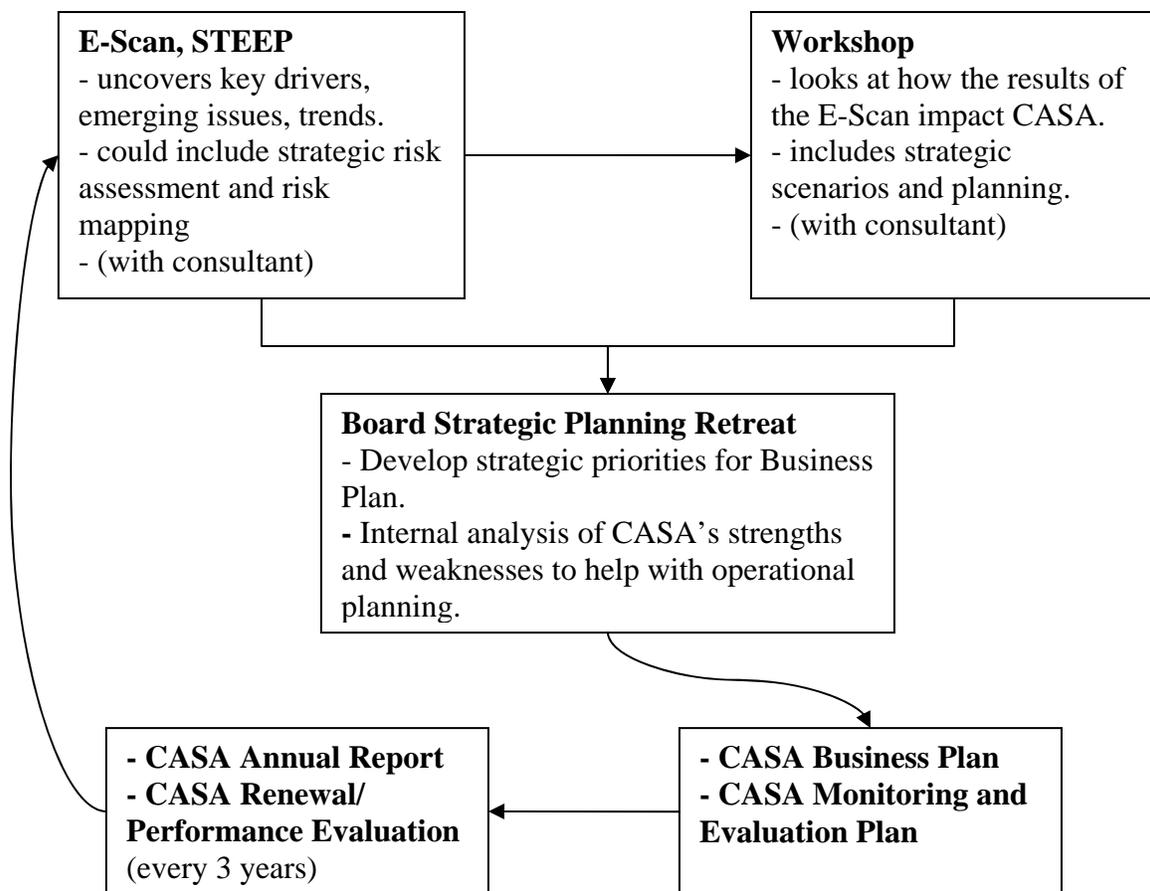


## CASA E-Scan Board Committee Terms of Reference

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### Background

An e-scan is commonly defined as 'an analysis and evaluation of internal conditions and external data and factors that affect the goals and direction of an organization.' Many factors can be considered, including socio-cultural, technological, environmental, economic, and political trends (often called a STEEP analysis). E-scans can produce scenarios that can be used to inform the strategic planning process of an organization. The following diagram illustrates how the e-scan will fit into CASA's strategic planning process.



The 2010-2012 CASA Business Plan includes two references to an e-scan (Strategies 1.1 and 3.2). The e-scan was viewed by many at the

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December 2009 and February 2010 Board meetings as an important priority to complete early in the business planning cycle. In March 2010, the Board agreed to form a Committee to design and oversee e-scanning for CASA.

## **Goal and Scope**

The CASA E-Scan Board Committee will oversee a process to identify the key drivers and potential future scenarios that will impact CASA. This process will also ensure that the CASA Board has a solid foundation for strategic conversations about these potential future scenarios.

## **Objectives and Key Tasks**

- 1) Hire a consultant to look at emerging issues, trends, patterns and structures that are important to CASA in particular and Alberta's air quality community as a whole and evaluate the implications for CASA.
- 2) Work with and support the consultant throughout the term of the contract to:
  - i) Compile background information.
  - ii) Facilitate engagement of stakeholders as required.
  - iii) Evaluate potential implications for CASA
- 3) Identify budget items and approve overall budget.
- 4) Develop a final report for the CASA Board, including recommendations for how the Board should proceed with future strategic planning. This report should be designed to assist CASA strategic planning, business planning, and priority setting.

## **Timelines**

- The Committee will provide a status update to the CASA Board at the September 2010 Board meeting.
- The Committee will present its final report to the CASA Board at the December 2010 Board meeting.

## **Budget:**

\$10,000 of CASA's internal budget has been allocated to this Committee for work undertaken in 2010. The Committee will fundraise as necessary, if more than the allocated amount is required.

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## Membership

<b>Member</b>	<b>Sector / Stakeholder</b>
Myles Kitigawa	Non-Government Organizations, Pollution Issues Toxics Watch Society of Alberta
Eileen Gresl	Non-Government Organizations, Health Issues COPD and Asthma Network of Alberta
Bev Yee	Government, Provincial Alberta Environment
Brian Wiens	Government, Federal Environment Canada
Rich Smith	Industry, Agriculture Alberta Beef Producers
Kerra Chomlak	Secretary-Treasurer, CASA Executive Committee
Robyn Jacobsen	Project Manager, CASA Secretariat