

**Alberta Water Council**  
**Water Strategy Renewal Project Team**  
**Terms of Reference – Draft April 4, 2007**

**TEAM NAME:** Water Strategy Renewal Project Team

**Adopted by Council on:**

**BACKGROUND / CONTEXT:**

What is the mandate of the team? Provide a short preamble outlining why this team was established and how its activities will support the work of the AWC.

On December 15, 2006, Premier Stelmach asked the Honourable Rob Renner, Minister of Environment, to make renewal and further resourcing of the *Water for Life* strategy a priority. At their January 30, 2007 meeting, the Alberta Water Council accepted Minister Renner's request to lead renewal of the strategy. The Council's broad membership, expertise, mission of stewardship and advocacy, and strong understanding of the strategy and its implementation progress, make it ideal to lead renewal.

Review and renewal of the strategy was always anticipated to keep it dynamic and responsive to emerging issues and challenges. March 2007 marks the end of the short-term timeframe set in the *Water for Life* strategy, and provides a timely opportunity to conduct the first review.

Minister Renner emphasized that this renewal review should build on the existing strategy, and should not be considered a "re-do". The goals and key directions of the strategy remain unchanged. The review and renewal will focus on the strategic intent of *Water for Life*, and opportunities and risks to achieving the goals of the strategy. This review will build on learnings gained from the first three years of implementation. It will focus on strategic intent, strategic areas of focus, and any new institutional thinking about how to address new issues and opportunities such as groundwater.

The renewal review will be conducted through engagement with the sectors represented on the Alberta Water Council, along with an opportunity for the public to provide input. Members of the Council will lead engagement within their specific sectors, and the Government of Alberta will work with the First Nations sector representative to enable broader engagement of that sector. The public will have an opportunity to provide general comments to the Council through the Alberta Water Council website.

The Council will submit strategic recommendations for a renewed *Water for Life* strategy to the Government of Alberta through the Minister of Environment in January 2008.

These terms of reference describe how this project will be managed.

**GUIDING PRINCIPLES:**

Are there any guiding principles for meeting management, participation and information sharing, decision-making and conflict resolution, and reporting that team members want to agree to or document before work is started?

In the last three years of implementation of the *Water for Life* strategy, much has been learned, and this renewal review provides an opportunity to apply those learnings. There is a lot of existing information and knowledge to draw on for this strategic review. The Project Team will use this information as a foundation for the renewal review, to connect this project and other Council work.

The Water Strategy Renewal Steering Committee and Project Team will adopt the guiding principles of the Alberta Water Council as outlined in the *Guidelines for Participating in Council Work*. The Alberta Water Council (individual members and collectively as a Council) is guided in its activities by a desire to be collaborative, fair, innovative, respectful, timely, transparent, and trustworthy.

Project and Meeting Management - Principles of sound management will be followed by the Steering Committee, the Project Team, and the Project Manager. Meetings will be held regularly to maintain involvement in and momentum for the project and complete the tasks involved. Members are expected to attend meetings regularly and provide relevant, timely and accurate information for the team's consideration. Members will exercise good meeting etiquette, including listening, and open and respectful communication. Meeting agendas will be prepared and followed, with minutes recorded and distributed to Project Team and Steering Committee members in a timely manner.

Participation and Information Sharing – Teamwork relies on effective participation and information sharing between Project Team members and their stakeholders. The Project Team will ensure those who need to be included are at the table. Team members will also report decisions made by the Project Team in a timely manner back to the sectors to ensure accountability and transparency.

Decision-making and Conflict Resolution – Members will ensure relevant issues are brought to the table for discussion, and that issues are resolved by consensus. The team will adhere to the process for consensus defined in the Alberta Water Council's terms of reference. If the Project Team cannot reach consensus on an issue, the issue or concern will be referred to the Steering Committee or the Alberta Water Council for discussion, advice and resolution, with a summary of the issue and the differing views.

Reporting – The Project Team will provide regular status updates to the Steering Committee and, through the Steering Committee, to the full Council. The Project Team is also expected to follow the Alberta Water Council's communication policies, which include a protocol for responding to media requests.

### **TEAM GOALS / RESULTS / EXPECTATIONS:**

What are the goals or desired results of the team? Are there expectations of what the team will achieve?

The goal of the project is to develop recommendations for Council's consideration and recommendations to the Government of Alberta and other partners in implementation for renewal, which will result in an updated *Water for Life* strategy that acknowledges ongoing and emerging water management challenges and ensures the strategic intent of the strategy is met through direction to address those issues and challenges.

The Alberta Water Council is the ultimate steward for delivering recommendations to the Government of Alberta through Minister of Environment and through its sector members

to their sector implementers. The Steering Committee will guide the Project Team, serving as a sounding board and decision body between Council meetings and acting as a link to the AWC Executive. The Project Team is carrying out the project, namely the key milestone deliverables and final recommendations for a renewed strategy.

As directed by the Minister, the renewal review is not a "re-do" but will build on learnings gained to date. Key documents such as the, the 2007 Alberta Water Council Implementation Progress Review Report provides a foundation for the renewal review. The Review Report has already affirmed that the outcomes and key directions of the strategy remain valid. This renewal review will focus on the strategic intent of the strategy and keeping it dynamic and responsive to emerging issues and challenges.

A strength of *Water for Life* is its simplicity. Managing sector and public expectations will be critical. There is no shortage of challenges and issues. The goal is to remain focused on the strategic intent of the strategy and areas of focus for the next phase of implementation, including building broader ownership of the strategy across Alberta.

The engagement for this project is focused on the sectors represented on the Alberta Water Council. All AWC members will be tasked with engaging and eliciting feedback from their sectors. Assistance will be provided for engagement with First Nations sector, and there will be an opportunity for public to engagement through a website.

#### **KEY ACTIONS:**

How will the team achieve its goal? Use this section to list key actions required for coordination/administration, communication and education, research and information gathering and reporting with a short description/explanation of each. Note: Teams will identify potential research needs early in their work and bring this information back to the Council for approval. Approved research will be coordinated with ASRA.

**Scope** - The following statements describe notes regarding the scope of the renewal.

- As affirmed in the 2007 Alberta Water Council Implementation Review Report, the three goals and three key directions established under of the *Water for Life* strategy remain valid. Namely, the goals and key directions for the strategy remain:
  - safe, secure drinking water supplies,
  - healthy aquatic ecosystems,
  - reliable, quality supplies for a sustainable economy,
  - knowledge and research,
  - partnerships, and
  - water conservation.
- Renewal and resourcing of the strategy must be kept strategic in focus. **The essence of the project is to confirm the strategic intent of the *Water for Life* strategy and recommend any required changes in direction and focus to meet that strategic intent.** Renewal creates an opportunity to broaden engagement, and by focusing on the strategic intent of *Water for Life*, the process builds ownership of the strategy and fosters a shared-responsibility approach to implementation.

Questions to consider include:

- Given current and emerging water management issues and challenges, will the strategic actions enable timely achievement of the strategy outcomes?
  - Should the strategy refocus on particular outcomes or key directions, and give them priority?
  - How could a renewed *Water for Life* strategy address the integration of air, land and water?
- *Water for Life* is a long-term strategy that schedules specific strategic actions in the short, medium and long-term. The renewal review recommendations will focus on the strategic intent of *Water for Life*, highlighting the strategic areas of focus for the next phase of implementation, as well as those for the short-, medium- and long-term.
  - Costing is outside the scope of the project. At the discretion of the Project Team, high-level resource needs and estimates *may* be flagged for a particular strategic action; however detailed costing is outside the scope of the Project Team.
  - The renewal will build on what has been learned in the first three years of implementation.
  - The Project Team will review and make connections between existing information pieces, which serve as a foundation for renewal of the strategy. Making such linkages will connect this project and other Council work.

**Project Phases –**

<b>Phase</b>	<b>Timing</b>	<b>Activity Description</b>
<i>Launch of Renewal Process</i>	By April 20, 2007	<ul style="list-style-type: none"> <li>● Launch the renewal process immediately following the release of the AWC Implementation Progress Review Report, as the review report will serve as a foundation for the renewal.</li> <li>● Note that this will be coordinated with the Government of Alberta (Minister Renner).</li> </ul>
<i>Review of Information and Development of Engagement Package</i>	By May 31, 2007	<ul style="list-style-type: none"> <li>● Review existing information to develop background documents and discussion guide for sector engagement.</li> <li>● Develop materials (e.g., PowerPoint presentation) to assist AWC members to engage their sectors.</li> <li>● Present to the AWC for review and approval at May 29, 2007 meeting.</li> </ul> <p><i>Key Deliverables:</i></p> <ul style="list-style-type: none"> <li>● <i>Engagement package:</i> <ul style="list-style-type: none"> <li>○ <i>background document(s) summarizing water issues (insight on issues and summary of available review information)</i></li> <li>○ <i>discussion guide to focus feedback</i></li> <li>○ <i>PowerPoint presentation (and any other suggested materials) to assist AWC members to use to engage sectors and elicit feedback</i></li> </ul> </li> </ul>

<p><i>Engagement Process (June 1-30)</i></p>	<p>By June 30, 2007</p>	<ul style="list-style-type: none"> <li>• Develop and launch AWC public website with background materials and discussion guide</li> <li>• AWC members engage their sectors and provide feedback.</li> <li>• Conduct First Nations engagement sessions and provide feedback.</li> </ul>
	<p>By July 31, 2007</p>	<ul style="list-style-type: none"> <li>• Review and analyze feedback, and draft summary report on what was heard to date, common themes and any misalignment.</li> <li>• Present draft summary report to Steering Committee for approval.</li> <li>• Provide approved summary report to AWC members.</li> </ul> <p><i>Key Deliverables:</i></p> <ul style="list-style-type: none"> <li>• <i>Summary report on engagement feedback</i></li> </ul>
	<p>By Aug 7, 2007</p>	<ul style="list-style-type: none"> <li>• Post summary report on public AWC website.</li> </ul>
<p><i>Review of Feedback Received</i></p>	<p>By Sept 18, 2007</p>	<ul style="list-style-type: none"> <li>• Review and analyze feedback, and draft summary of initial recommendations for a renewed strategy (to focus validation workshops).</li> <li>• Develop a plan for AWC sector multi-stakeholder forums.</li> <li>• Prepare draft set of initial recommendations to AWC for discussion and approval at the September 2007 meeting.</li> </ul> <p><i>Key Deliverables:</i></p> <ul style="list-style-type: none"> <li>• <i>Initial recommendations for a renewed strategy</i></li> <li>• <i>Proposal for AWC sector multi-stakeholder forums</i></li> </ul>
<p><i>Validation of Recommendations for a Renewed Strategy</i></p>	<p>By Sep 30, 2007</p>	<ul style="list-style-type: none"> <li>• Post the summary of feedback and initial draft recommendations summary on public AWC website.</li> <li>• Hold two AWC sector multi-stakeholder forums to refine and validate the draft recommendations.</li> </ul>
<p><i>Finalize Recommendations for a Renewed Strategy</i></p>	<p>By January 2008</p>	<ul style="list-style-type: none"> <li>• Review and analyze validation input to refine draft recommendations for a renewed strategy.</li> <li>• Provide draft recommendations to the AWC for review and input in October 2007.</li> <li>• Review input and present draft of final recommendations for a renewed strategy to the AWC for discussion and approval at the November 2007 meeting.</li> <li>• Present the approved recommendations for a renewed strategy to the Government of Alberta (Minister Renner).</li> </ul> <p><i>Key Deliverables:</i></p> <ul style="list-style-type: none"> <li>• <i>Draft initial recommendations for renewed strategy</i></li> <li>• <i>Final recommendations for renewed strategy</i></li> </ul>

**Launch of Renewal Process** – The release of the AWC Implementation Progress Review Report will serve as the launch of the renewal process. A special communications plan will be prepared in consultation with Alberta Environment as such, the development of the communication plan falls outside the scope of this renewal Project Team.

**Review of Information and Development of Engagement Package** – The Project Manager will hire a consultant to develop a summary package to elicit input into the renewal project. The package will include:

- i. An “insight into issues” summary\*\*, which serves as a primer for discussion on water issues and challenges in Alberta. The purpose is to provide facts and information on water management and identify current and emerging challenges. The content may include:
  - o Water Quantity information - linking to reliable, quality supplies for a sustainable economy and to water conservation (e.g., water scarcity issues, managing water supply, managing water demand);
  - o Water Quality - linking to safe, secure drinking water and healthy aquatic ecosystems (e.g., source protection, assessing ecosystem health, safe drinking water for all Albertans); and,
  - o Watershed Management Planning - linking to knowledge and research and to partnerships (e.g., managing cumulative effects, knowledge and research needs, stewardship and governance).
- ii. A summary of existing review information\*\*, which will be based on reviewing and making connections between existing information pieces which serve as foundation pieces to renewal of the strategy. Making such linkages will add value and credibility to this project and other Council work. Foundation information to review included, but is not limited to:
  - o *Water for Life: Alberta’s Strategy for Sustainability* (2003);
  - o *Facts and Information on Water in Alberta* (2002);
  - o Government of Alberta implementation progress reports (2005 and expected 2007) – The Government of Alberta will provide the Project Team with a water strategy implementation progress report in early April 2007 to assist in the development of background materials for the renewal.
  - o Alberta Water Council Implementation Progress Review Reports (2005 and expected 2007);
  - o Rosenberg International Forum on Water Policy review of *Water for Life* and groundwater management in Alberta (2007); and
  - o Other AWC Project Team work (Policy Issues and Gaps, Shared Governance and Watershed Planning Framework, etc.).

\*\* Note: The insight into issues summary (bullet i above) and review of existing information (bullet ii above) could be summarized as separate documents or combined into one background information document.

- iii. A “discussion guide” for soliciting input for renewing the strategy. The guide will likely include a preamble to each broad topic (water quantity, water quality and watershed management) and a set of specific discussion questions for each topic area. The discussion guide document will focus on considerations for sectors of

the AWC, namely a set of initial recommendations for consideration in a renewed strategy.

- iv. A PowerPoint presentation and other such materials for use by AWC sector members. These documents will be used by each AWC member to elicit input and feedback from their sectors. The purpose is to generate the content of a renewed strategy.

The package will be presented to the AWC for approval at its meeting on May 29, 2007.

**Input Processes** – The key target audiences for input are:

- i. Sectors of the AWC – The primary target audience is the sectors represented on the AWC.
- ii. First Nations – As the First Nations sector representative at the Council table does not speak for all First Nations, the Government of Alberta will provide additional assistance to this sector. This may result in a unique engagement process. Feedback from this process will be provided to the Project Team to be incorporated into the renewal recommendations.
- iii. Public – There will be an opportunity for the general public to provide input into the renewal process. Participation will be through web-based surveys posted on the AWC website.

The review process will start in June 2007, involving:

- o Developing and launching a public website to gather input from the general public regarding recommendation for a renewed *Water for Life* strategy. The site will be launched in early June, following approval of the discussion guide and background documents.
- o Having each AWC member (working with the Project Team, Project Management Team or consultants) engage their sector, and providing the feedback received to the Project Team. (June 1-30)
- o In parallel to the above, working with First Nations and providing the Project Team feedback.

Following that, the Project Team will draft a progress report on feedback received to date. The report will include common themes and identify any misalignment, and will be posted on the AWC website.

**Review of Feedback Received** - Based on the input and feedback received, a consultant, under the direction of the Project Team, will summarize “what was heard” throughout the feedback processes.

The Project Team will also develop a draft document summarizing initial recommendations for a renewed *Water for Life* strategy. These recommendations will be based on the feedback, and will focus on the strategic intent and strategic areas of focus of the strategy. The draft recommendations will be framed in a manner where they serve as a foundation to focus validation discussions.

The Project Team will develop a plan for AWC sector multi- stakeholder workshops to validate the feedback received to date.

The feedback summary, draft initial recommendations for a renewed strategy and AWC sector multi-stakeholder forum plan will be presented to the AWC for discussion and feedback at the September 18, 2007 Council meeting.

**Validation of Recommendations for a Renewed Strategy** - Following the Council's discussion and approval of the initial recommendations summary, it will be posted on the AWC website, along with the summary of feedback. Two AWC sector multi-stakeholder workshops will be held in late September 2007, as a basis to validate the initial recommendations. These multi-stakeholder workshops are intended to bring together representatives from the sectors of the AWC to discuss their feedback in cross-sector forums.

**Finalize Recommendations for a Renewed Strategy** - Based on the feedback and input from the AWC sector multi-stakeholder forums, the Project Team will draft a report summarizing the recommendations for a renewed strategy. A first draft will be circulated to the AWC for comment by October 20, requesting feedback from members by November 1, 2007.

The Project Team will then prepare a final draft report of recommendations for a renewed strategy, and submit it to the AWC for approval at their November 29, 2007 meeting. (If approval is not received at the November AWC meeting, the Project Team will work through the Steering Committee and AWC Executive to finalize and approve the report.)

The Council will approve the final recommendations and forward them to the Government of Alberta through Minister Renner and other partners in implementation in January 2008.

#### **SCHEDULE OF KEY DELIVERABLES:**

What is the Team accountable for? If there are key deliverables or expected output, describe what these are and how and when (date) they will be achieved.

The key deliverables of the Project Team are:

1. Engagement package (submitted for approval at AWC meeting by May 31, 2007);
2. Progress report on feedback (drafted for release to AWC members by August 1, 2007);
3. Draft of initial recommendations for a renewed *Water for Life* strategy (drafted for September 18, 2007 AWC meeting);
4. Draft recommendations for a renewed strategy (drafted for release to AWC members by October 20, 2007); and,
5. Final recommendations for a renewed *Water for Life* strategy (submitted for approval at November 29, 2007 AWC meeting and submitted to the Government of Alberta and other implementation partners in January 2008).

The project Steering Committee will ensure the Chair of the AWC is briefed at key milestones during the project implementation.



Following approval of the terms of reference and formation of the Project Team in March 2007, the Project Team will report to the Alberta Water Council at each meeting in 2007 on the progress to key milestones.

The Project Team will also report to the Steering Committee at regular intervals between Council meetings to ensure progress remains apace and on track. This staging will ensure that proper review, feedback and approval are obtained from the Steering Committee, the Alberta Water Council, and the sectors of the Council prior to commencement of successive stages of the project. Staging will also ensure that Council leadership and engagement is maintained throughout the project.

<b>Deliverable</b>	<b>Proposed Timeline</b>	<b>Responsibility</b>
<b>Project Team and Terms of Reference</b>		
Form Renewal Steering Committee	by March 1, 2007	AWC
Finalize terms of reference	by March 26, 2007	Steering Committee
Approve terms of reference	by March 31, 2007	AWC
Form Renewal Project Team	by April 1, 2007	AWC
<b>Launch of Renewal Review</b>		
Official announcement of AWC leadership of renewal review (Note timing and communications plan will be prepared as a special initiative tied to release of Implementation Progress Review Report and other issues.)	by April 20, 2007	Minister Renner & Steering Committee
<b>Review of Information and Development of Engagement Package</b>		
Hire consultant to develop engagement package materials (insight into issues summary, summary of existing information, and discussion guide)	by April 1, 2007	Project Manager & Steering Committee
Consultant to review available background information and documents and develop engagement package materials for submission to Project Team	by April 30, 2007	Project Team (via consultant)
Review and confirm engagement package prepared by consultant	by May 15, 2007	Project Team (& approval by Steering Committee prior to release to AWC)
Develop PowerPoint presentation for use by AWC members to solicit feedback from their sectors	by May 15, 2007	Project Team (& approval by Steering Committee prior to release to AWC)
Submit package to AWC for approval	by May 15, 2007	Project Team
Approve package	by May 31, 2007	AWC
<b>Engagement Processes</b>		
Develop and launch public website (AWC site) to elicit feedback from the general public, and gather public feedback	by June 30, 2007	Project Team & AWC
Engage sectors of the AWC, and provide feedback and input to Project Team	by June 30, 2007 and ongoing as necessary	AWC members
Engage First Nations, and provide feedback and input to Project Team	by June 30, 2007 and ongoing as necessary	AWC members & GoA

Draft progress report on engagement feedback and submit to Steering Committee for approval	by July 20, 2007	Project Team (& consultant)
Approve progress report	by July 31, 2007	Steering Committee
Provide progress report to AWC members	by July 31, 2007	Project Team
Post progress report on AWC website	by Aug 7, 2007	Project Team & AWC
<b>Review of Feedback Received</b>		
Develop engagement plan for AWC sector multi-sector forums	by August 15, 2007	Project Team
Consultant drafts a summary of feedback received from AWC sectors, and feedback received	by Sept 1, 2007	Project Team (via consultant)
Draft summary of initial recommendations for renewed strategy based on feedback (draft 1 – developed to focus validation workshops)	by Sept 1, 2007	Project Team
Submit summary of initial recommendations and plan for multi-sector consultation to AWC for discussion	by Sept 10, 2007	Project Team (& approval by Steering Committee prior to release to AWC)
Approve summary of feedback and summary of initial recommendations documents	by Sept 18, 2007	AWC
<b>Validation of Recommendations for a Renewed Strategy</b>		
Hire professional facilitator to for AWC sector multi-stakeholder forums	by Sept 18, 2007	Project Team
Post summary of feedback and summary of initial recommendations documents on AWC website	by Sept 20	Project Team & AWC
Hold two AWC sector multi-stakeholder forums to elicit cross-sector feedback	by Sept 30, 2007	Project Team (via consultant)
<b>Finalize Recommendations for a Renewed Strategy</b>		
Re-draft summary of recommendations for renewed strategy, based on results of the multi-stakeholder forums (draft 2)	by Oct 20, 2007	Project Team
Submit the updated draft of recommendations to AWC for input	by Oct 20, 2007	Project Team (& approval by the Steering Committee prior to release to the AWC)
AWC members provide feedback on draft recommendations (note members provide feedback prior to Council meeting)	by Nov 1, 2007	AWC members
Re-draft the recommendations for a renewed strategy, based on AWC feedback (draft 3)	by Nov 15, 2007	Project Team
Submit the final draft recommendations to AWC for approval	by Nov 15, 2007	Project Team (& approval by the Steering Committee prior to release to the AWC)
Approve recommendations for renewed strategy	by Nov 30, 2007	AWC & Executive & Steering Committee (AWC approval in principle required as final approval can be granted by AWC Executive at a later date)
Present recommendations for renewed strategy to Government of Alberta (Minister Renner)	by January 2008	AWC

BUDGET:

Provide an estimate of costs and possible sources of funding.

The Alberta Water Council will provide the budget for this project. The budget estimate to develop recommendations for a renewed strategy is \$125,000, and a more refined budget will be developed by the Project Team.

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| ○ Project Team and Steering Committee meetings | - \$10,000 |
| ○ Drafting and printing of materials           | - \$30,000 |
| ○ Communications                               | - \$30,000 |
| ○ Facilitator for processes                    | - \$55,000 |

Note that this budget does not include printing costs for a renewed *Water for Life* strategy based on acceptance of recommendations. It is assumed that such costs would be borne by the Government of Alberta.

### **TEAM STRUCTURE / MEMBERSHIP:**

Who does the Team need to work with to get the job done? Who else needs to be aware of what the team is doing? List and explain the role of Team Champions, Chairs, co-chairs, members, project managers, and any other stakeholder involvement. The team names chairs by consensus. Teams may have more than one chair. Each sector will be represented including non-governmental organizations, industry, Government of Alberta and government. One council member will be identified as the Team Champion and will ensure reporting back to the main council.

Steering Committee Membership and Role – A Steering Committee is established to facilitate timely and effective completion of the renewal by providing ongoing advice to the Project Team between Council meetings. Steering Committee members will act as project champions at their sector caucus meetings and AWC meetings.

Members of the Steering Committee will represent the broad cross-section of interests on the Alberta Water Council. Members are expected to represent their broad category throughout the project. The Steering Committee will consist of one member from each of the Alberta Water Council broad categories, namely:

- Industry – Kevin Stashin
- Government of Alberta and Provincial Authorities – Joyce Ingram
- Government – Jim Vollmershausen
- Non-Government Organizations – Ron Pearson

The role of the Steering Committee is to:

- Set objectives for renewal of the strategy;
- Draft the terms of reference for the project team;
- Supervise and guide the Project Team, serving as a sounding board and decision body between Alberta Water Council meetings;
- Ensure the Chair of the AWC is aware of the progress of the renewal review at key milestones;
- Ensure Executive Committee is aware of decisions made by the Steering Committee between meetings;
- Assist the Project Team in reporting project progress to the Alberta Water Council; and,
- Ensure objectives and timeframes are met so that by January 2008, recommendations for a renewed strategy for *Water for Life* are approved the Alberta Water Council for submission to the Minister of Environment.

Similar to the AWC Executive for general Council operations, the Steering Committee has the authority to make decisions on behalf of the Council for this project. This authority is necessary to keep the project schedule and deliverables on track. The Steering Committee will ensure that the Executive Committee is apprised of decisions made through the Chair of the Council.

The Steering Committee will meet at least monthly to review progress of the Project Team.

Project Team Membership and Role – The Project Team remains accountable for the delivery of recommendations for a renewed *Water for Life* strategy.

Members of the Project Team will represent the broad cross-section of interests on the Alberta Water Council. Members are expected to be in contact with their sector and broad category throughout the project to bring forward such knowledge. The Project Team will consist of members from each of the Alberta Water Council broad categories, namely:

- Industry (2 sector representatives) – Mining (Herb Wiebe) and Oil and Gas (Nadine Barber)
- Government of Alberta and Provincial Authorities (3 sector representatives) – Alberta Agriculture & Food (Jamie Wuite), Alberta Sustainable Resource Development (Cam Lane) and Alberta Environment (X)
- Government (2 sector representatives) – Large Urban (X) and Small Urban (X)
- Non-Government Organizations (2 sector representatives) – Environmental (X) and WPACs (X)

It is believed that this project will demand a significant amount of time of its members. Project team members should anticipate a commitment of nine months, comprised of two meetings per month along with preparation and work assignments - equivalent of up to 25 working days.

With the agreement of the team, individual team members may be requested to work on identified tasks, and report back to the team at a later date.

Members are expected to attend meetings regularly and provide relevant, timely and accurate information for the team's consideration. Team members should engage their sectors and their broad category to ensure issues are identified for discussion by the team, and to ensure decisions made by the team are relayed back to sectors within their broad categories.

Depending on agenda items to be discussed at meetings, Project Team members may request an individual that is not a regular member of the team to attend the meeting. This is acceptable provided the member makes the request to the Chair or the Project Manager and obtains their approval ahead of the planned meeting.

Members missing more than three consecutive meetings without reasonable cause will be asked to be replaced through consultation with the respective sector or broad category they represent.

Project Team Chair Selection and Role (or co-chairs) - Project Team members will select the Chair by consensus at their first meeting. The Chair will ensure reporting back to the Steering Committee and Alberta Water Council as required. The Chair will:

- Chair meetings.
- Be a liaison from the team to the Steering Committee and Alberta Water Council.
- Clarify the expectations of the Steering Committee and Alberta Water Council to the team.
- Ensure the team has adequate support to efficiently and effectively carry out its terms of reference.
- Inform the team of other programs and initiatives so the team can avoid duplicating work being addressed elsewhere.

Project Manager Role - Under the guidance of the Chair and Steering Committee, the Project Manager will prepare agendas, coordinate meetings, record discussions, action items and outcomes, and develop progress and final reports that reflect the team's direction in a succinct and unbiased manner. The Project Manager will reasonably assist individual team members with communication to their sectors when requested (and agreed to) by team members.

Government of Alberta – The Government of Alberta will provide support the Project Team, Steering Committee and AWC as required throughout the project. Minister Renner stressed such a commitment when he presented his request for the Council to lead the renewal process at the January 30, 2007 meeting. The Government of Alberta will provide specific support through staffing the Project Management Team and assisting in the development of background materials for engagement, assisting in seeking First Nations feedback. Additional support will be provided in other areas, if requested by the Project Team, Steering Committee or AWC.

**SIGNIFICANT PARAMETERS OR CONSTRAINTS:**

- The timeframe for developing recommendations for a renewed strategy are tight.

**SIGN OFF:** We commit to fulfilling the agreements reflected in our team terms of reference.

Project Steering Committee Members:

Industry – Kevin Stashin	_____
GoA and Provincial Authorities – Joyce Ingram	_____
Government – Jim Vollmershausen	_____
Non-Government Organizations – Ron Pearson	_____

Project Team Chair:

Chair -

Project Team Members:

Industry – Mining (Herb Wiebe)  
Industry – Oil and Gas (Nadine Barber)  
GoA and Prov. Authorities - Agriculture & Food (Jamie Wuite)  
GoA and Prov. Authorities - Sustainable Resource Development (Cam Lane)  
GoA and Prov. Authorities – Environment (X)  
Government – Large Urban (X)  
Government – Small Urban (X)  
NGO – Environmental (Danielle Droitch)  
NGO – WPACs (X)

Project Manager:

Alberta Environment -