

**Alberta Water Council**  
**Water Strategy Renewal Project Team**  
**Terms of Reference – Final June 14, 2007**

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

**Adopted by Council on:** March 31, 2007 amended by Council on June 14<sup>th</sup>, 2007.

**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 barriers 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 Alberta Environment 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 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 - the Steering Committee, Project Team, and the Project Manager will follow principles of sound project management. 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 Alberta Science & Research Authority (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 medium- and long-term.
  - Detailed costing of proposed actions is outside the scope of the project. However, at the discretion of the Project Team, high-level resource needs and estimates *may* be flagged for a particular strategic action.
  - 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>Review of Information and Development of Engagement Package</i> | By June 14, 2007 | <ul style="list-style-type: none"> <li>● Review existing information to develop background documents and discussion guide for sector engagement.</li> <li>● Present to the AWC for review and approval at June 14, 2007 meeting.</li> </ul> <p><i>Key Deliverable:</i></p> <ul style="list-style-type: none"> <li>● <i>Renewal Workbook:</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>questionnaire and on-line survey to focus feedback</i></li> </ul> </li> </ul> |
| <i>Engagement Process (July 1 – Aug 24)</i>                        | By June 28, 2007 | <ul style="list-style-type: none"> <li>● Develop and launch AWC public website with Renewal workbook and on-line survey.</li> <li>● AWC members engage their sectors.</li> </ul>   |

|   |                  |   |
|---|------------------|---|
|   | By Sept 13, 2007 | <ul style="list-style-type: none"> <li>Review and analyze feedback, and draft Renewal What We Heard Report on what was heard, 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 Deliverable:</i></p> <ul style="list-style-type: none"> <li><i>Draft Renewal What We Heard Report</i></li> </ul>  |
| <i>Review of Feedback Received</i>                          | By Sept 18, 2007 | <ul style="list-style-type: none"> <li>Review and analyze feedback, and draft summary of initial recommendations for a renewed strategy.</li> <li>Prepare draft set of initial recommendations to AWC for discussion at the September 18, 2007 meeting.</li> <li>Seek advice on posting the What We Heard Report to the AWC website.</li> </ul> <p><i>Key Deliverable:</i></p> <ul style="list-style-type: none"> <li><i>Initial recommendations for a renewed strategy</i></li> </ul>  |
| <i>Validation of Recommendations for a Renewed Strategy</i> | Oct 17, 2007     | <ul style="list-style-type: none"> <li>AWC Renewal Workshop to refine and validate the draft recommendations.</li> </ul> <p><i>Key Deliverable:</i></p> <ul style="list-style-type: none"> <li>Renewal Recommendations information package – October 10<sup>th</sup> in preparation for the Renewal Workshop.</li> </ul>  |
| <i>Finalize Recommendations for a Renewed Strategy</i>      | By January 2008  | <ul style="list-style-type: none"> <li>Review and analyze input from AWC Renewal Workshop to refine draft recommendations for a renewed strategy.</li> <li>Review input and present draft of final recommendations for a renewed strategy to the AWC for discussion and approval at the November 29, 2007 meeting.</li> <li>Present the approved recommendations for a renewed strategy to the Government of Alberta (Minister Renner).</li> </ul> <p><i>Key Deliverable:</i></p> <ul style="list-style-type: none"> <li><i>Final Draft 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:

- 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);
  - 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,
  - 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:
- *Water for Life: Alberta's Strategy for Sustainability* (2003);
  - *Facts and Information on Water in Alberta* (2002);
  - 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.
  - Alberta Water Council Implementation Progress Review Reports (2005 and expected 2007);
  - Rosenberg International Forum on Water Policy review of *Water for Life* and groundwater management in Alberta (2007); and
  - 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.

The package will be presented to the AWC for approval at its meeting on June 14, 2007.

**Engagement 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, Alberta Environment 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 July 2007, involving:

- o Developing and launching a public website to gather input from the AWC sectors and the general public regarding recommendation for a renewed *Water for Life* strategy. The site will be launched in late 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 his or her sector (June to August 2007).

The Consultant will draft a Renewal What We Hear Report on feedback received to date. The report will include common themes and identify any misalignment.

**Review of Feedback Received** - Based on the input and feedback received, the Project Team will 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.

An overview of the What We Heard Report and initial draft renewal recommendations and will be presented to the AWC for information and discussion at the September 18, 2007 Council meeting. Council will also be asked to advise on posting the What We Heard Report to the AWC's website.

**Validation of Recommendations for a Renewed Strategy** – On October 17<sup>th</sup> the Alberta Water Council will conduct a Renewal Workshop in order to validate and Project Team's draft renewal recommendations. The Project Team will prepare a Renewal Recommendations Information Package by October 10<sup>th</sup> in preparation for the Council's Renewal Workshop.

**Finalize Recommendations for a Renewed Strategy** - Based on the feedback and input from the AWC Renewal Workshop, the Project Team will 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. Renewal Workbook (submitted for approval at AWC meeting by June 14, 2007);
2. Renewal What We Heard Report drafted for AWC members by September 13, 2007);
3. Initial draft recommendations for a renewed *Water for Life* strategy (drafted for September 18, 2007 AWC meeting);
4. Renewal Recommendations Information Package - October 10<sup>th</sup> in preparation for the October 17<sup>th</sup> AWC Renewal Workshop;
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 May 1, 2007           | AWC   |
| <b>Launch of Renewal Review</b>   |                          |   |
| Official announcement of AWC leadership of renewal review   | June 28, 2007            | Minister Renner & Steering Committee                                    |
| <b>Review of Information and Development of Engagement Package</b>  |                          |   |
| Hire consultant to develop engagement package materials   | by May 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 June 5, 2007          | Project Team (via consultant)   |
| Review and confirm engagement package prepared by consultant  | by June 7, 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 June 7, 2007      | Project Team (& approval by Steering Committee prior to release to AWC)   |
| Submit package to AWC for approval   | by June 7, 2007      | Project Team  |
| Approve package  | by June 14, 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 28, 2007     | Project Team & AWC  |
| Engage sectors of the AWC  | by August 24th, 2007 | AWC   |
| <b>Review of Feedback Received</b>   |                      |   |
| Draft Renewal What We Heard Report and Draft Renewal Recommendations and submit to AWC   | by Sept 13, 2007     | Project Team & consultants  |
| Provide overview of What We Heard Report and Draft Renewal Recommendations to AWC. Seek advice on posting the What We Heard Report to the AWC website. | by Sept 18, 2007     | Project Team  |
| <b>Validation of Recommendations for a Renewed Strategy</b>  |                      |   |
| Distribute a Renewal Recommendations Information Package in preparation for the AWC Renewal Workshop.  | By October 10, 2007  | Project Team  |
| AWC Renewal Workshop to validate draft renewal recommendations.  | October 17, 2007     | AWC   |
| <b>Finalize Recommendations for a Renewed Strategy</b>   |                      |   |
| Re-draft renewal recommendations and submit to AWC for approval.   | by Nov 20, 2007      | Project Team  |
| Approve recommendations for renewed strategy   | by Nov 29, 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 \$150,000, and the Project Team will develop a more refined budget.

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|--|-----------|
| ○ Project Team and Steering Committee meetings | \$10,000  |
| ○ Renewal Workbook and What We Hear Report     | \$100,000 |
| ○ Communications                               | \$20,000  |
| ○ Facilitation                                 | \$20,000  |

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
- 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 (3 sector representatives) – Mining (Herb Wiebe) Oil and Gas (Nadine Barber) and Irrigation (Richard Phillips)
- Government of Alberta and Provincial Authorities (2 sector representatives) – Alberta Agriculture & Food (Jamie Wuite), Alberta Sustainable Resource Development (Scott Millar)
- Government (2 sector representatives) – Large Urban (Paul Fesko) and Small Urban (Kirk Popik)
- Non-Government Organizations (2 sector representatives) – Environmental (Lindsay Telfer) and WPACs (Mark Bennett)

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

Non-Government Organizations – Ron Pearson

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Project Team Members:

Industry – Mining (Herb Wiebe)

Industry – Oil and Gas (Nadine Barber)

Industry – Irrigation (Richard Phillips)

GoA and Prov. Authorities - Agriculture & Food (Jamie Wuite)

GoA and Prov. Authorities - Sustainable Resource Development (Scott Millar)

Government – Large Urban (Paul Fesko)

Government – Small Urban (Kirk Popik)

NGO – Environmental (Lindsay Telfer)

NGO – WPACs (Mark Bennett)

Project Manager:

Alberta Environment – Cam Lane