

## Item 4A – Planning Steps and Future Scenarios LOOKING AHEAD

### Decisions Requested:

- A. Does the Board support the proposed planning steps as outlined below?**
- B. Are there additions or changes to be made to the possible Future Scenarios that would better align with Stakeholder interests?**
- C. Is the Board ready to consider a decision on a desired Future Scenario?**

### 1. Introduction

PRAMP has now completed two of three proposed meetings to review its results achieved and to set the direction for the next two to three years. To date, the following items have been reviewed and agreed:

- PRAMP Goal Results Summary – attached as Appendix A
- Key Stakeholder Interests – attached as Appendix B

The next steps in PRAMP’s planning process include deciding on a preferred future scenario, and then setting goals and objectives to work toward the desired future scenario.

### 2. Next Steps

In order to update 2022-23 Oil Sands Monitoring work plans, the Board of Directors will need to decide on PRAMP’s future path by early Fall 2021. Staff are proposing the following steps:

*a. Review the principles and process for Consensus Decision Making*

PRAMP Policy 3.1 Consensus Approach to Decision Making is attached as Appendix C. In addition, there will be a presentation about Consensus Decision Making at the May 26 Board meeting.

*b. Decide on the desired future direction for PRAMP*

Possible Future Scenarios have been drafted for the consideration of PRAMP Directors and Stakeholders. The Scenarios have provided the basis for discussion about different options for PRAMP, and have been considered in light of Stakeholder interests.

The Board will be asked if it can proceed to a decision about the desired future direction at the May 26 Board meeting.

*c. Decide on Goals and Objectives*

After the Board has decided on a desired future direction, PRAMP staff can develop draft Goals and Objectives for the Board to review, adapt and approve. The Goals and Objectives would draw on the existing PRAMP Goals, and may be re-aligned into the broad areas of Monitoring & Reporting, Education & Outreach and Governance, or other areas of focus that align with PRAMP’s areas of responsibility.

Draft Goals and Objectives would be an agenda item for a Board meeting following a decision on the desired future direction.



*d. Approve an Operating Plan*

With approved Goals and Objectives, PRAMP staff will develop a 1 to 2 year costed Operating Plan as well as the 2022-23 Oil Sands Monitoring (OSM) Work Plan. The Operating Plan (that will include the OSM Work Plan) will be the guiding document to set expectations for PRAMP staff.

*e. Share information with Stakeholders*

PRAMP sent a letter to Stakeholders at the beginning of the strategic planning process that invited input on past results and future goals. PRAMP could send another letter to Stakeholders that includes:

- appreciation for the input provided;
- the Goal Results Summary; and,
- new or revised Goals and Objectives.

**Decision**

***Does the Board support the proposed planning steps?***



### 3. Possible Future Scenarios for PRAMP

The scenarios have been adapted to reflect the discussion at the April 21 meeting.

<p><b>A. Maintain heavy oil focus and review level of monitoring needed given current production and conservation status</b></p> <ul style="list-style-type: none"> <li>• No new monitoring or consideration of new community monitoring initiatives</li> <li>• Conduct network assessment to optimize number and locations of monitoring stations as well as parameters monitored</li> <li>• Maintain current stations at least until network assessment is concluded</li> </ul> <p>Funding</p> <ul style="list-style-type: none"> <li>• OSM</li> <li>• AEP grant for Outreach</li> </ul>
<p><b>B. Incorporate monitoring for Mercer and review level of monitoring needed for heavy oil</b></p> <ul style="list-style-type: none"> <li>• Work with Mercer to incorporate two Mercer stations into PRAMP network (costs would be paid by Mercer)</li> <li>• Conduct network assessment to optimize number and locations of monitoring stations as well as parameters monitored in line with monitoring goals and regulatory approvals</li> </ul> <p>Funding</p> <ul style="list-style-type: none"> <li>• OSM + Mercer</li> <li>• AEP grant for Outreach, plus a contribution from Mercer for Outreach</li> </ul>
<p><b>C. Incorporate monitoring for Mercer, review level of monitoring needed for heavy oil and continue to deploy low-cost microsensors for community monitoring</b></p> <ul style="list-style-type: none"> <li>• Work with Mercer to incorporate two Mercer stations into PRAMP network (costs would be paid by Mercer)</li> <li>• Conduct network assessment to optimize number and locations of monitoring station as well as parameters monitored in line with monitoring goals and regulatory approvals</li> <li>• Continue use of micro-sensors to address community concerns</li> <li>• <u>Consider</u> other small projects to assess community concerns where costs can be recovered from OSM or non-OSM funding</li> </ul> <p>Funding</p> <ul style="list-style-type: none"> <li>• OSM + Mercer</li> <li>• AEP grant for Outreach</li> <li>• Seek grants or consider membership fees to support other possible community monitoring initiatives</li> </ul>

#### Decisions

- *Are there additions or changes for the possible Future Scenarios that would better align with Stakeholder interests?*
- *Is the Board ready to consider a decision on a desired Future Scenario?*

**Attachment A**

**PRAMP Goal Results Summary  
LOOKING BACK**

(Based on stakeholder input and discussion at March 24, 2021 and April 21, 2021 PRAMP meeting)

<b>Goals</b>	<b>Outcomes March 2021</b>
<p><b><i>1. Assist in verifying that air quality is improving, and odours are being minimized as a result of operational and regulatory improvements.</i></b></p> <p>Continuous ambient monitoring results for total hydrocarbon, non-methane hydrocarbon and sulphur compounds will be analyzed to determine trends over time. Odour complaints will be correlated to monitoring results to verify that operational and regulatory improvements are effective.</p>	<ul style="list-style-type: none"> <li>▪ <b>Science-based data from the 4 air monitoring stations and the decline in odour complaints indicates that this goal is being achieved.</b></li> </ul>
<p><b><i>2. Operate transparently and give residents and stakeholders timely access to data and information in a manner that is readily understood.</i></b></p> <p>PRAMP’s operation will be transparent to the members and the public. A communication plan will be developed to provide real-time access to monitoring data on a website. Regular, readily understood summaries of monitoring results from Goal #1, 3 and 4 will also be provided.</p>	<ul style="list-style-type: none"> <li>▪ <b>Daily reports and website information meet residents and stakeholders needs for timely and credible data.</b></li> </ul>
<p><b><i>3. Demonstrate that operators have effective control mechanisms.</i></b></p> <p>The ambient monitoring results and odour complaints will be analyzed to determine if source control mechanisms for emissions result in improved air quality (see Goal #1 above). Results of AER odour inspection sweeps of facilities will be reported.</p>	<ul style="list-style-type: none"> <li>▪ <b>The air quality monitoring results indicate effective controls have been implemented by operators in the area.</b></li> <li>▪ <b>Air quality indicators have improved significantly between 2010 and 2021 and have been relatively stable from mid-2014 onwards. This timeframe coincides with Directive 84 requirements for industry to reduce venting and transition to conservation.</b></li> </ul>
<p><b><i>4. Verify that air quality is at acceptable levels and that emissions residents are exposed to are below toxic thresholds.</i></b></p> <p>Canister sampling for volatile organic compounds and reduced sulphur compound concentrations will be</p>	<ul style="list-style-type: none"> <li>▪ <b>As a result of data from PRAMP triggered canisters, Alberta Health has been able to confirm that samples do not exceed health exposure thresholds. More fulsome analysis from Alberta Health is in progress.</b></li> </ul>

<p>compared to health exposure thresholds defined by Alberta Health. Alberta Health will review relevant information available from other jurisdictions and recommend suitable health exposure thresholds. PRAMP will compare measured compound concentrations to the recommended exposure thresholds to provide an indicator of what compounds are a potential health concern. Odour thresholds from the Proceeding and the Stantec report will also be compared to measurements.</p>	<ul style="list-style-type: none"> <li>▪ <b>Canister data is valuable for people in the Peace River area and for people in other parts of the province experiencing similar thresholds and emissions.</b></li> </ul>
<p><b><i>5. Maintain its status as an independent Not-for-Profit Organization and Airshed that is focused on continuous improvement and responsible growth.</i></b></p> <p>Based on the outcome of Goals 1, 3 and 4, PRAMP may modify the monitoring network and the canister sampling/analysis program, recommend additional studies for specific compounds, and/or recommend further emission source controls.</p>	<ul style="list-style-type: none"> <li>▪ <b>The strategic planning initiative is an indication that PRAMP is focused on continuous improvement and responsible growth.</b></li> </ul>

**Attachment B**

**Stakeholder Interests**

(Based on stakeholder input and discussion at March 24, 2021 PRAMP meeting)

<b>Community</b>	<b>Industry</b>	<b>Government</b>
<ul style="list-style-type: none"> <li>▪ Monitor in communities that do not currently have any monitoring</li> <li>▪ Continue outreach so that more people are aware of monitoring and understand connection between air quality and health</li> <li>▪ Maintain and expand connections with communities so that PRAMP has a broad reach if air quality concerns arise (e.g. wildfires)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to monitor and report reliable, science-based air monitoring data</li> <li>▪ Focus efforts and resources where there is the greatest need in the province (and that may not be the PR area now)</li> <li>▪ Demonstrate financial responsibility and restraint</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain current monitoring to ensure industry is meeting air quality expectations and to provide a credible source of information if there are complaints or concerns</li> <li>▪ Expand boundaries to include more communities if possible</li> </ul>
<b>Shared Interests</b>		
<ul style="list-style-type: none"> <li>▪ <i>Explore option of broadening scope of air monitoring to other industries provided costs are covered on fee for service basis</i></li> <li>▪ <i>Take advantage of low-cost sensors such as Purple Air devices (could be used in more locations to provide air quality information)</i></li> <li>▪ <i>Maintain a continuous monitoring network (with the same or possibly fewer stations and analyzers)</i></li> </ul>		
<b>Planning Assumptions</b>		
<ul style="list-style-type: none"> <li>▪ PRAMP is obligated to meet the expectations of the Oil Sands Monitoring (OSM) Work Plan for 2021-22 which currently includes maintaining the Reno, 842, 986, PRC and AQHI Stations, as well as the passive monitors for the PRC.</li> <li>▪ Any proposed changes to PRAMP’s monitoring network would be negotiated in the OSM work planning process in the fall of 2021 and winter of 2022, and would take effect beginning April 1, 2022.</li> </ul>		

## Attachment C: PRAMP Policy

### 3.1 CONSENSUS APPROACH TO DECISION-MAKING

PRAMP follows a consensus approach to decision-making. The Board, Executive Committee and any Committee or Working Groups that may be formed operate by consensus, which is reached when there is unanimous agreement that each member can accept the outcome although it may not achieve the goals of each member. Decisions made by consensus aim to take into account the best interests of everyone.

The following considerations must be taken into account when implementing consensus-based decision-making:

- **Quorum:** For the Board, this is defined as 50% plus 1 of directors/ alternates and representation from a minimum of 2 member groups (government, industry and community). For the Executive Committee, only the latter condition must be met.
- **Working towards Consensus:** All representatives must have the opportunity to participate in discussions and review proposals before they are brought forward to the board. Each representative is responsible for bringing forward concerns/ perspectives of their stakeholders early on in the process. Those who do not agree with a decision need to explain precisely what elements are contentious and to provide an alternative. Teams need to base their recommendations on the best information available and this information needs to be collected jointly.
- **Reaching Consensus:** Representatives need to ensure support from their respective stakeholder group before agreeing to recommendations. Once the recommendation is agreed to by consensus, it is to be treated as a serious commitment to be fulfilled by action holders.
- **Blocking a Decision:** If one or more directors (or alternates) block a decision/recommendation, then the consensus decision is blocked. Abstentions will not block decisions.
- **Consensus Fallback:** If consensus cannot be reached, the item may be subject to future discussion. Alternatively, the matter can be taken to the board for advice and direction. If the team cannot resolve the issue even with feedback from the board, then it would develop a non-consensus report (including areas of consensus, areas of non-consensus and rationale for these perspectives). In response, the board may ask the team to try to reach consensus again or it may make a decision based on the report.
- **Voting:** When consensus is not reached on administrative matters, a vote will be taken and requires a majority of not less than 2/3 of quorum. “Administrative matters” include all approvals required to confirm the ongoing operations of the board.

Further information on the consensus approach to decision-making can be found at the following links:

- [Beyond Consultation: Making Consensus Decisions \(CASA, 2007\)](#)
- [CASA Procedural Guidelines \(CASA, 2009\)](#)
- [CASA Guide to Managing Collaborative Processes \(CASA 2014\)](#)