



Clean
Air
Strategic
Alliance

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ABOUT US

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.

OUR MISSION: The Clean Air Strategic Alliance (CASA) is a multi-stakeholder alliance composed of representatives selected by industry, government and non-government organizations to develop strategies that improve air quality for Albertans, using a collaborative process.

It has never been more important for these sectors to build agreement on air quality policies that address both environmental, social and economic needs.

CASA Project Teams reach decisions and make recommendations by consensus, working together as equals to develop creative and long-lasting solutions.

Message from the Executive Director

2014 was a year of celebration and change at CASA, one which saw the 20th Anniversary celebration, the retirement of Norm McLeod as Executive Director, and a great deal of work on the Electricity Framework Review as well as the Odour Management Team. CASA undertook some difficult issues, not all of which have resulted in consensus, but CASA has never shied away from difficult issues. Details about how the year went can be found in this report.

The landscape in which air quality management takes place is shifting. The federal and provincial governments are moving to a regional, outcomes-focused approach, and the provincial government has set up new agencies to assist in monitoring and regulating impacts and activity in the province. Among the challenges that CASA has begun and will continue to work on is how CASA can be most useful in the changing landscape. CASA has had a great deal of influence in setting the new regulatory frameworks and structures in place and is, I believe, well suited to play a critical ongoing role in the new system, but work will be needed to identify how CASA relates to the new structures and helps in addressing new issues that arise.

A central tenet of the government's new approach is a renewed commitment to consider social and economic factors along with environmental impacts, and to look at the cumulative impact of all the activity on the landscape when making regulatory and planning decisions. The most effective way to do that is to have the people and organizations impacted work together to find the right mix of technology, tools and limits to enable development that will not have unacceptable impacts on air, land, water or biodiversity. CASA has over 20 years of experience working with government, industry, environmental, health and community groups in untangling just those types of issues. We are well positioned to be at the center of this work.

CASA consists of the secretariat staff, the Board members and the people who put time and effort into the work of the various project teams. All of these are needed, and have done a tremendous job over the last several years to keep CASA in its enviable position as one of the leading forums for environmental discussions, decisions and advice in the country. I look forward to the coming years as we work out what it means to be at the center of air quality management in Alberta.



Keith Denman

RETIREMENT OF NORM MACLEOD

After 4 years at CASA, Norm MacLeod retired as Executive Director.

During his time at CASA, Norm brought to bear his extensive experience building partnerships between industries, governments, aboriginal communities and other stakeholders. Early in his tenure, Norm focussed on an overall review of the organization. That review included analysis of direction, goals, and processes. Out of those discussions, CASA members clarified the goals and strategies for the years ahead and developed a new and improved strategic plan.

Norm also championed the development of the Guide to Managing Collaborative Processes. This handbook was designed to support CASA's multi-stakeholder teams in developing sustainable solutions to air quality.

Norm's contribution to ensuring that CASA is adaptable and responsive to future demands is undeniable and his legacy will continue for years to come.



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20TH ANNIVERSARY

Through two decades of dedication, CASA has emerged as one of Canada's most productive multi-stakeholder organizations. CASA's policy advice and regulatory frameworks have had a lasting influence on the management of air quality in Alberta.

CASA held its 20th Year Anniversary celebration on June 6, 2014. The CASA Speakers Series and Gala was attended by many of our partners and supported with funds from both industry and government. All three caucuses were very active in planning events through the Communications Committee. Invited speakers provided a stimulating account of their front line experiences, representing many different interests. The gala in the evening saw attendance from many key CASA stakeholders and staff, some dating back to CASA's inception.

David Frum, Senior Editor at The Atlantic delivered a keynote speech at the symposium, and other speakers included Doug Dempster, former NATO Assistant Secretary General, and Dallas Smith, President and Founder of the Nanwakolas Council. To kick-off the celebrations and to demonstrate collaboration, the Calgary Philharmonic Orchestra worked with the audience to perform a musical work – the "CASA Concerto"! The day-time event and the evening gala were a huge success. The CASA Secretariat would like to thank all those who were involved.



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MCP GUIDE AND IBN WORKSHOPS

Representatives from government, industry and non-government organizations use consensus to actively participate on all CASA groups and teams.

The Guide to Managing Collaborative Processes is a comprehensive guide to collaborative decision making developed to better support its multi-stakeholder teams in developing sustainable solutions to air quality. The Guide to Managing Collaborative Processes is available online and the Secretariat has developed a hard

copy workbook. One-day Interest-Based Negotiation (IBN) workshops were held on January 16th and November 27th. Due to popular demand, the Secretariat will consider hosting another workshop during 2015.

EMERALD AWARD FINALIST

CASA was one of five finalists in the NGO category at the 2014 Emerald Awards.

CASA's achievements in environmental excellence, pollution prevention and policy leadership have been

recognized at the provincial, national and international level.

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CASA & ALBERTA AIRSHEDS COUNCIL JOINT STANDING COMMITTEE

The Joint Standing Committee (JSC) strengthens the relationship between CASA, the Alberta Airsheds Council (AAC) and the individual airshed zones.

In a letter prepared by the JSC in April, AESRD was updated on the status of CASA, and more information was requested with regard to relationship-building between AEMERA and CASA.

In 2014, the Operations Steering Committee (OSC) was disbanded. The Secretariat will convene a forum with a broad range of interested parties to explore opportunities for continued collaboration between CASA and AEMERA.

ALBERTA CAPITAL AIRSHED ENDORSEMENT

At the December 12, 2013 CASA Board meeting, the CASA Board agreed to endorse the Alberta Capital Airshed as an Airshed Zone.

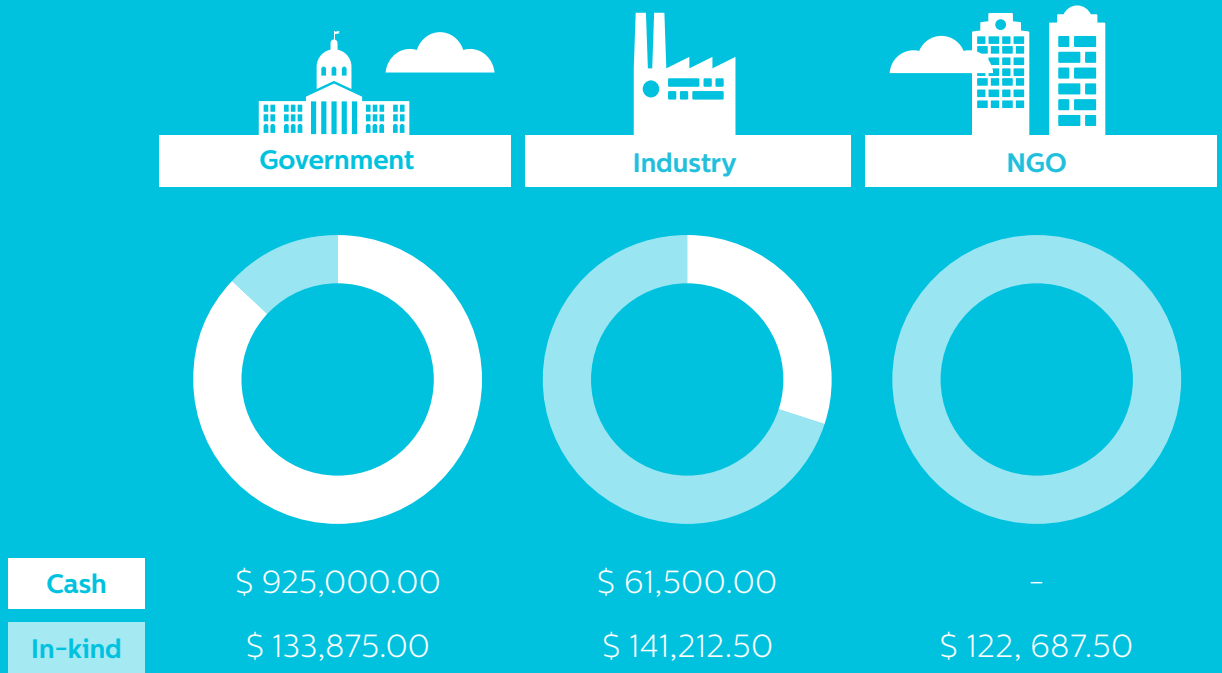
The ACA is a not-for-profit, multi-stakeholder organization addressing air quality in the Alberta Capital Region through monitoring, education and air

quality management. The ACA is one of 9 airsheds in Alberta, who together serve as an air monitoring partnership for Albertans.

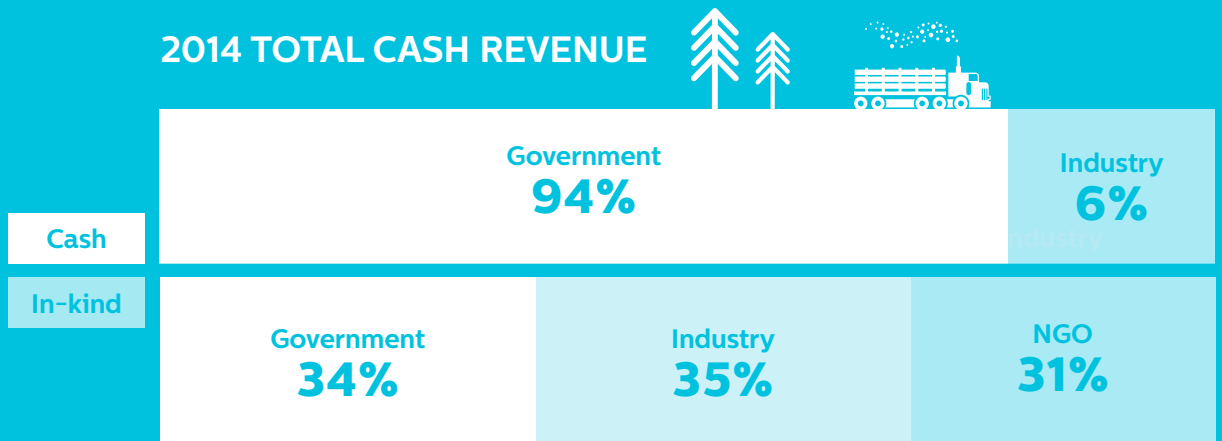
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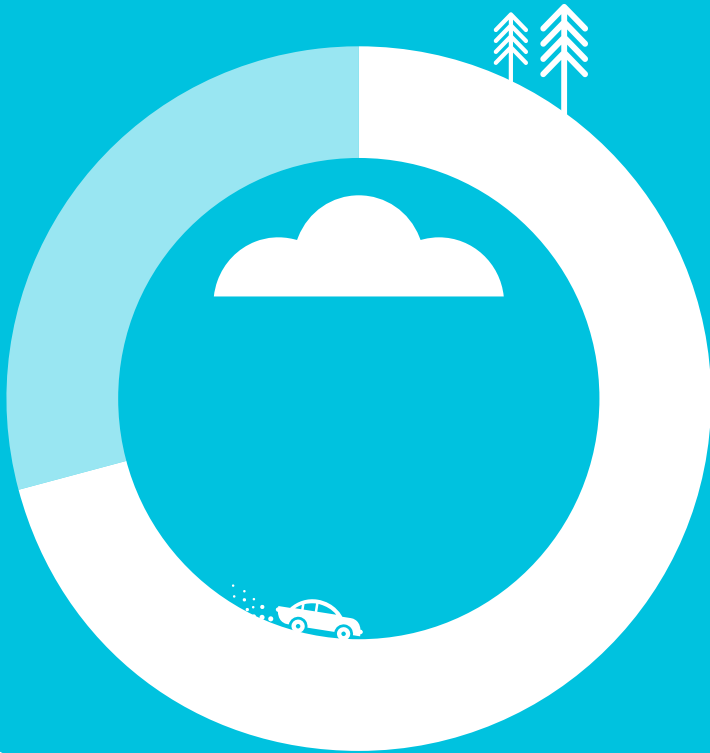
CASH + IN-KIND CONTRIBUTIONS

2014 CASH + IN-KIND BY SECTOR



2014 TOTAL CASH REVENUE





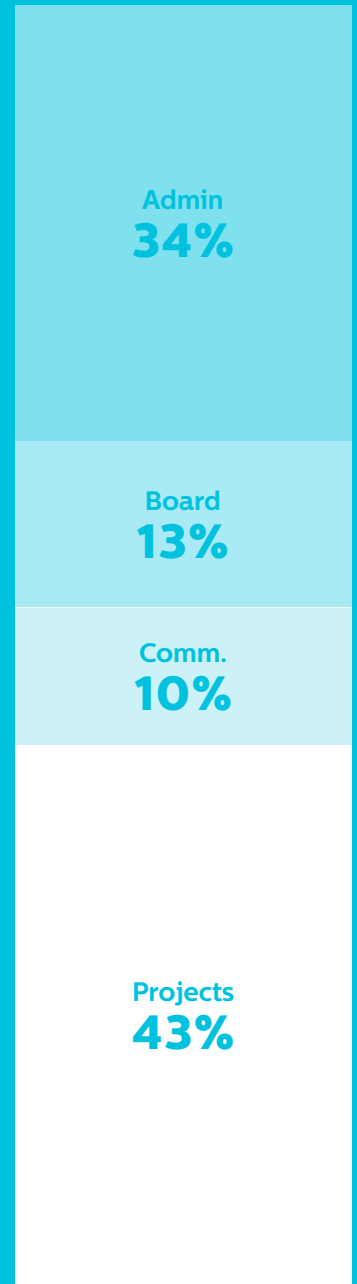
\$ 986,500.00

\$ 397,775.00

TOTAL CASH + IN-KIND CONTRIBUTIONS

\$ 1,384,275.00

EXPENDITURES



Admin
34%

Board
13%

Comm.
10%

Projects
43%

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EVALUATING + MEASURING CASA'S PERFORMANCE

Every year, CASA ensures that performance is measured to reflect the work completed, and to make adjustments so that we can keep improving.

PERFORMANCE EVALUATION 2011 – 2014

Article 16 of CASA's by-laws require a performance evaluation every three years. During the last quarter of 2014, the Executive Committee initiated a process to engage all Board members in evaluating CASA's relevance, effectiveness and value. Government, industry, and NGO sectors met to discuss CASA activities and results and provide their views and

responses to CASA's past performance. The three stakeholders groups focused their discussions on the overall value in CASA and its approach, areas for improvement, and the best role for CASA moving forward. In 2015, the secretariat will convene a committee to review the 2012 Strategic Plan and make adjustments as necessary.

RISK MANAGEMENT FRAMEWORK

The Risk Management Committee (RMC) developed of a Risk Management Framework, and subsequently, a Risk Management Plan, for CASA.

The final versions of both documents were presented for the Board's approval.

As part of the strategic planning process, the RMC advised that the Risk

Management Plan should undergo a comprehensive review every 3 years, in the same cycle as the Strategic Plan.

PERFORMANCE MEASURES COMMITTEE (PMC)

The Performance Measures Committee (PMC) is charged with developing and maintaining a process for calculating and assessing CASA's performance.

The Committee also oversees the calculation of performance indicators related to those measures. In addition, for 2014, the PMC was tasked with

reviewing and responding to outcomes of the Board's discussions regarding performance measures from the March and June 2014 Board Meetings.

PERFORMANCE MEASURES

CASA has ten performance measures, with multiple criteria for each measure.

All performance measures and their calculated results were approved by consensus by the CASA Board as part of the 2012 CASA Performance Measurement Strategy.

Performance measures 1, 5, 6, 7, 8 and 10 are calculated annually, while measures 2, 3, 4 and 9 are measured in 3-year intervals. The most recent 3 year review was conducted in 2013.

PERFORMANCE MEASURES

	Objective	Performance Measure
Performance Measure 1	Ensure that CASA is financially efficient and accountable	Annual operations and cash flows are in accordance with Canadian Generally Accepted Accounting Principles (GAAP).
Performance Measure 5	Encourage Board Member participation in CASA	Percentage of Board attendance at Board meetings by sector.
Performance Measure 6	Influence and inform air quality policy	Documents produced to inform the Government of Alberta and other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.
Performance Measure 7	Develop reports and recommendations using the Collaborative Decision Making process	Degree of satisfaction with project team work by team: <ul style="list-style-type: none"> • The Project Charter was completed • The work was completed in a timely manner • The process was collaborative • The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations
Performance Measure 8	Provide available air quality information	Number of visits to CASA's Information Portal webpage.
		Number of phone inquiries for information.
Performance Measure 10	Increase awareness of CASA, CASA projects and Collaborative Decision Making	Number of 3rd party requests for CASA assistance.
		Number of return and unique visitors to website.
		Number of news stories about CASA.

Target	Actual	Notes
In compliance	In compliance	
75%	Government – 53.1% Industry – 83.3% NGO – 85%	The target for government participation was not met. The government caucus consists of federal, provincial, municipal, First Nations, and Metis representatives. It should be noted that the Local Government (Rural) seat on the Board was vacant in 2014. The seats for Local Government (Urban), Aboriginal Government (First Nations) and Aboriginal Government (Metis) were filled in 2014, but there was no attendance from those representatives.
Demonstrate influence	Demonstrated influence	CASA produced six documents that engaged stakeholders, shaped CASA's policy agenda and focus, and influenced air quality in Alberta. See the 2014 Performance Measures Committee Report.
75%	Not applicable	No project teams completed their work in 2014.
Maintain or increase	No data available	The Information Portal webpage is still in development.
Maintain or increase	5 phone inquiries	The Secretariat noted that there were numerous inquiries for information via email, but did not have a method in place to track these. The Committee agreed to recommend that the Board to expand this measure to include all recordable inquiries (i.e. phone, email, social media, etc.)
Maintain or increase	No data available	Data collection was unsuccessful for the second year this measure is in use. The Committee noted that this measure has been the responsibility of the Executive Director, and that this result may be the due to the transition that occurred in 2014. It was agreed that the use of this measure should be reviewed after 2015 if results do not improve.
Maintain or increase	Return – 3,572 Unique – 5,126	2013 Results: Return – 2,928 Unique – 4,597
Maintain or increase	22	2013 Result: 16

PERFORMANCE INDICATORS

All performance indicators are calculated annually.

	Objective	Performance Indicator
Performance Indicator 1	Implement CASA recommendations	Percentage of substantive recommendations from 4 years prior (2010) that have been implemented.
Performance Indicator 2	Measure impact of completed project team work	Each completed project team comes up with one specific metric to measure success of team 5 years in the future.
Performance Indicator 4	Improve capacity to monitor air quality in Alberta	Geographic percentage of province covered by airshed zone organizations.



Actual	Notes
100%	See 2014 Performance Measures Committee Report for more information. Note that this percentage is based on 1 recommendation that was classified as substantive (out of a total of 6 recommendations from 2010).
N/A	No team metrics were scheduled for reporting in 2014.
46%	Under the Air Quality Management System (adopted in October 2012), the entire province of Alberta has been divided into air zones (divisions fall along the Land-use Framework boundaries with the North and South Peace areas being combined).



COMMUNICATIONS COMMITTEE

The main focus of the Communications Committee was oversight of the 20th Anniversary event.

Feedback from the attendees indicated that the event was a huge success, and the CASA Secretariat would like to thank all that attended and celebrated the success of this organization. The Secretariat and Communications Committee captured their feedback and lessons learned for future events.

The Committee agreed that building on the momentum of the 20 Year Anniversary should be a priority, including:

- Building CASA's community of practice; and
- Promoting the Guide to Managing Collaborative Processes.

ELECTRICITY FRAMEWORK REVIEW

In March 2013, the CASA Board approved a Project Charter and established a multi-stakeholder project team to conduct the second five-year review of the Emissions Management Framework for the Alberta Electricity Sector.

To ensure that each Five-Year Review is publicly credible and transparent, CASA undertakes a participatory process that involves stakeholders from all sectors, including the public. The intent of the five-year review is to assess new emission control technologies, update emission limits for new generation units, determine if emission limits for new substances need to be developed, review implementation progress, and determine if the Framework is achieving its emission management objectives.

To ensure a thorough review, the team established several task groups to consider specific aspects of its project charter in more detail.

These were:

- The Implementation Assessment Task Group
- The Base Case Working Group
- The Control Technologies and Reduction Strategies Task Group
- The Health and Environmental Assessment Task Group
- The Communications Task Group
- The Particulate Matter Management Task Group

The EFR Team and respective Task Groups worked towards the development of a Final Report, and will be providing the report to the Board for approval in 2015.

NON POINT SOURCES

Non-point source (NPS) air emissions are a key element in the Government of Alberta's Renewed Clean Air Strategy, and a significant issue to CASA's stakeholders.

A project to address NPS emissions aligns with the CASA goals of providing strategic advice and contributing to the development and implementation of effective air quality management in Alberta.

The Secretariat established a working group to develop a project charter for an NPS Project Team. The group discussed ways to strike a balance between addressing regional issues and addressing NPS on a provincial scale with cross-

cutting actions. The Group limited the scope to NPS's of PM 2.5 and ozone precursors (SOx, NOx, VOC's, and ammonia).

The NPS Project Charter was presented to the Board at the September 2014 Board meeting. The Board agreed to approve the NPS Project Charter in principle, and a discussion regarding funding is set to follow in 2015.



ODOUR MANAGEMENT

Odour issues present complex management challenges. Addressing odour management in a multi-stakeholder collaborative forum such as CASA presents a unique opportunity to advance odour management by working to address the concerns, needs and interests of stakeholders that have an interest in odour issues.

As such, in January 2013, the Odour Management Team was formed to engage in a focused discussion directed at odour management in Alberta.

- Odour Assessment
- Complaints
- Health
- Prevention & Mitigation
- Enforcement & Role of Regulation
- Education/Communication/Awareness
- Continuous Improvement

The OMT will be presenting their deliverables and final report to the Board in 2015.



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AIRSHED ZONES

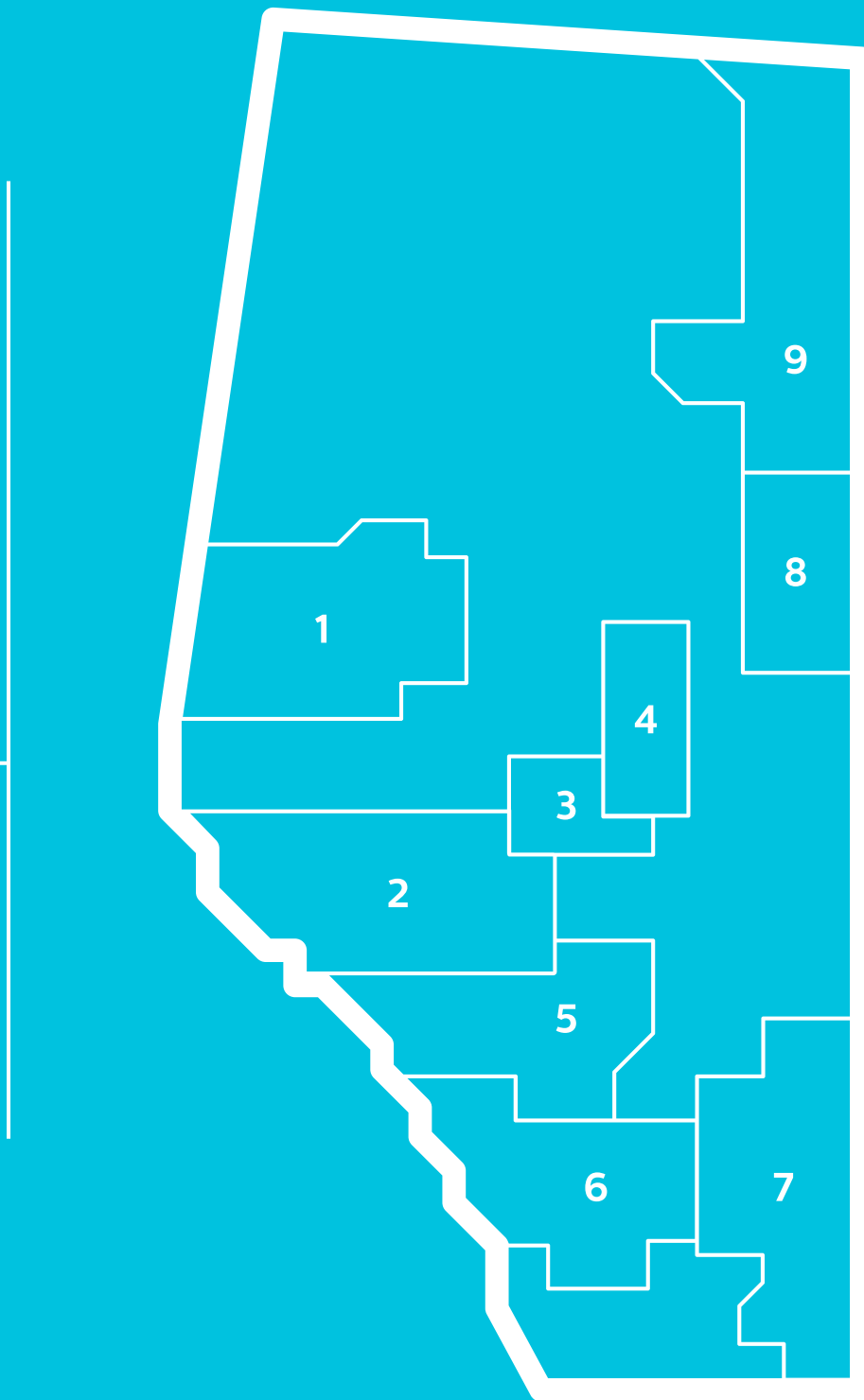
In Alberta, non-profit societies or associations conduct passive and/or continuous ambient air quality monitoring as airshed zones.

Formed by local stakeholders to deal with air quality issues in a specific region, they are funded by the partners in each airshed zone. CASA provides guidelines for formation and operation, but each airshed zone operates independently as a non-profit society or association. All endorsed airshed zones are consensus-based and support the CASA vision.

The Alberta Airsheds Council identifies and advocates for the common interests of Alberta Airshed Zones. A registered not-for-profit society, the Council also facilitates communication and cooperation between Airsheds Zones and their stakeholders.

1. **Peace Airshed Zone Association**
2. **West Central Airshed Society**
3. **Alberta Capital Airshed**
4. **Fort Air Partnership Association**
5. **Parkland Airshed Management Zone**

6. **Calgary Region Airshed Zone**
7. **Palliser Airshed Society**
8. **Lakeland Industry & Community**
9. **Wood Buffalo Environmental Association**



BOARD OF DIRECTORS AS OF DEC. 31, 2014

Stakeholder Group	Sector	Member
NGO	Industrial	Pembina Institute
	Health	The Lung Association – Alberta & NWT
	Rural	Southern Alberta Group for the Environment
	Urban	Prairie Acid Rain Coalition
	Consumer Transportation	Alberta Motor Association
Industry	Petroleum Products	Canadian Fuels Association
	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers
	Forestry	Alberta Forest Products Association
	Mining	Alberta Chamber of Resources
	Alternate Energy	ENMAX
	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)
	Agriculture	Alberta Beef Producers
	Utilities	TransAlta Corporation
	Oil & Gas – Small Producers	Vacant
Government	Federal	Environment Canada
	Provincial Government – Energy	Alberta Energy
	Provincial Government – Health	Alberta Health
	Local Government – Rural	Alberta Association of Municipal Districts & Counties
	Local Government – Urban	Alberta Urban Municipalities Association
	Provincial Government – Environment	Alberta Environment Sustainable Resource Development
Aboriginal Government	First Nations	Samson Cree Nation
	Métis	Métis Settlements General Council

CASA Board Representative

Director, Association/Affiliation	Alternate Director, Association/Affiliation
Chris Severson-Baker , Managing Director – Pembina Institute	Ruth Yanor , Mewassin Community Council
Leigh Allard , President & CEO The Lung Association – Alberta & NWT	Vacant
Ann Baran , Southern Alberta Group for the Environment	Vacant
David Spink , Prairie Acid Rain Coalition	Bill Calder , Prairie Acid Rain Coalition
Scott Wilson , Senior Policy Analyst – Alberta Motor Association	Vacant
Brian Ahearn , Vice President – Canadian Fuels Association	Peter Noble , Senior Regulatory Affairs Manager – Imperial Oil
Claude Chamberland – Canadian Association of Petroleum Producers	Vacant
Brian Gilliland , Manager International Environmental Affairs Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs – Alberta Forest Products Association
Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc.	Dan Thillman , Plant Manager – Lehigh Cement
David Lawlor , Director Environmental Affairs – ENMAX	Vacant
Yolanta Leszczynski , SD/Env Regulatory Coordinator Shell Scotford Manufacturing	Dan Hall , Regional Director – Chemistry Industry Association of Canada (CIAC)
Rich Smith , Executive Director – Alberta Beef Producers	Humphrey Banack , Alberta Federation of Agriculture
Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Director, Health & Safety, Environment – ATCO Group, Utilities
Vacant	Vacant
Richard Smith (Temp) , Associate Regional Director General, West & North – Environment Canada	Martin Van Olst , Senior Analyst – Environment Canada
Martin Chamberlain , Assistant Deputy Minister Alberta Energy	Audrey Murray , Branch Head – Environment and Resource Services Alberta Energy
Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division – Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
Al Kemmere , District 2 Director – AAMDC	Vacant
Tim Whitford , Councillor Town of High River – Alberta Urban Municipalities Association	Vacant
Bill Werry , Deputy Minister – Alberta Environment and Sustainable Resource Development	Rick Blackwood , Assistant Deputy Minister – Alberta Environment and Sustainable Resource Development
Holly Johnson Rattlesnake , Samson Cree Nation	Vacant
Mary Onukem , Environmental Coordinator – Métis Settlements General Council	Vacant

PAST MEMBERS + SECRETARIAT

Name	Member
Elise Bieche	Canadian Association of Petroleum Producers (CAPP)
Tom Burton	Alberta Association of Municipal Districts & Counties (AAMDC)
Carolyn Kolebaba	Alberta Association of Municipal Districts & Counties
Al Schulz	Chemistry Industry Association of Canada (CIAC)
Janis Seville	The Lung Association, AB & NWT
Don Szarko	Alberta Motor Association
Dana Woodworth	Alberta Environment and Sustainable Resource Development

Start Date	End Date	Position	Sector
07-Mar-2013	05-May-2014	Alternate	Industry
26-Aug-2011	13-Jan-2014	Alternate	Government
10-Jan-2011	13-Jan-2014	Director	Government
20-Nov-1996	29-Sep-2014	Alternate	Industry
14-Oct-2012	24-Jun-2014	Alternate	NGO
31-Aug-2009	29-Sep-2014	Director	NGO
12-Jun-2012	29-Jan-2014	Executive	Government

SECRETARIAT

Norm MacLeod (until July),
Executive Director

Wendy Boje, Interim Executive Director

Sarah Hanlon, Executive Assistant

Alison Hughes (until Feb.), Executive Assistant

Robyn-Leigh Jacobsen, Senior Manager

Celeste Dempster (until Dec.),
Project Manager

Michelle Riopel, Project Manager

Karen Bielech, Financial Administrator

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ORGANIZATIONS

CASA could not operate without the help of the many organizations who support those sitting at the board table and/or on project teams. Thanks to these organizations for providing financial and in-kind contributions of time and expertise, ensuring CASA's continuing success.

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- Alberta Agriculture and Rural Development
 - Alberta Association of Municipal Districts & Counties
 - Alberta Beef Producers
 - Alberta Capital Airshed
 - Alberta Energy
 - Alberta Energy Regulator
 - Alberta Environment & Sustainable Resource Development
 - Alberta Environmental Network
 - Alberta Federation of Agriculture
 - Alberta Food Processors Association
 - Alberta Forest Products Association
 - Alberta Health
 - Alberta Health Services
 - Alberta Motor Association
 - Alberta Urban Municipalities Association (AUMA)
 - Alta Gas
 - ATCO Power Canada Ltd.
 - BluEarth Renewables Inc.
 - Calgary Region Airshed Zone
 - Canadian Association of Petroleum Producers
 - Canadian Fuels Association
 - Canadian Natural Resources Limited
 - Canadian Society of Environmental Biologists (CSEB)
 - Canadian Wind Energy Association
 - Capital Power Corporation
 - Cenovus Energy Inc.
 - Chemistry Industry Association of Canada
 - City of Edmonton
 - City of Lethbridge
 - City of St. Albert
 - Devon Canada Corporation
 - Encana Corporation
 - ENMAX
 - Environment Canada
 - Fort Air Partnership
 - Friends of Chain Lakes
 - Graymont Western Canada Inc.
 - Health Canada Alberta Region
 - Hinton Pulp, A division of West Fraser Mills Ltd.
 - Imperial Oil
 - Intensive Livestock Working Group
 - Lakeland Industrial and Community Association
 - Lehigh Cement
 - Maxim Power
 - Mewassin Community Council
 - Milner Power Inc.
 - Mother Rosalie Health Services Centre
 - Natural Resources Conservation Board
 - NOVA Chemicals Corporation
 - Palliser Airshed Zone
 - Parkland Airshed Management Zone
 - Peace Airshed Zone Association
 - Pembina Institute
 - Petroleum Services Association of Canada
 - Prairie Acid Rain Coalition
 - Samson Cree Nation
 - Shell Canada Limited
 - Shell Scotford Manufacturing
 - Slave Lake Pulp
 - Southern Alberta Group for the Environment
 - The Lung Association AB & NWT
 - TransAlta Corporation
 - TransCanada
 - TransCanada Transmission
 - University of Alberta
 - West Central Airshed Society
 - Weyerhaeuser Company Ltd.
 - Wood Buffalo Environmental Association

