



Board Meeting

April 12, 2018

Federal Building - Edmonton

8920 107 St NW

# Memorandum



9915 108 ST, 1400  
EDMONTON AB T5K 2G8  
CANADA

Ph (780) 427-9793  
E-mail [casa@casahome.org](mailto:casa@casahome.org)  
Web [www.casahome.org](http://www.casahome.org)

**Date:** March 28, 2018  
**From:** Andre Asselin, Executive Director  
**To:** CASA Directors & Alternates  
**Subject:** CASA Board Meeting – April 12, 2018

---

Attached are the draft agenda and briefing materials for the next AGM and board meeting of the CASA Board of Directors. The Annual General Meeting is scheduled from **9:00am to 9:30am**, followed by the regular scheduled board meeting from **9:30am – 3:00pm** on Tuesday, April 12, 2018. Please feel free to make the information available to any members of your sector who need to review the material. The Caucus meetings will be held from **8:00am to 9:00am**. The meeting will be held at:

**Edmonton Federal Building  
Windsor Room (10<sup>th</sup> Floor)**  
9820 107 Street NW  
Edmonton, Alberta T5K 1E7

You will need to provide photo identification at the security desk in an exchange for a building pass at the building entrance when you arrive. A continental breakfast will be available outside the Windsor starting at 7:30 a.m. We have allocated time for broad categories to caucus immediately prior to the meeting and rooms have been booked for this purpose.

## CAUCUS MEETINGS

- Industry Caucus – 11001 (11<sup>th</sup> Floor)
- ENGO Caucus – 11022 (11<sup>th</sup> Floor)
- Government Caucus – 11023 (11<sup>th</sup> Floor)

Kindly respond to the meeting invitation sent by Cara McInnis no later than **Wednesday April 4**. We look forward to seeing you at the meeting. If you have any questions or require additional information, please contact me or Cara at [cmcinnis@casahome.org](mailto:cmcinnis@casahome.org).

Sincerely,

A handwritten signature in blue ink, appearing to read "Andre Asselin".

Andre Asselin  
Executive Director  
Clean Air Strategic Alliance  
780-644-7381

## Logistical Information

### Federal Building

9820 107 Street  
Edmonton

The Federal Building is located on 107 Street in the Legislative Assembly of Alberta Grounds. The main entrance faces west, through the glass doors facing Capital Plaza. A wider-angle map is also provided below.



### Parking and Public Transit

The map below shows the location of nearby parking and public transit availability. The Federal Building is in walking distance of both the Grandin Station/Government Centre, and Corona LRT stops. The ETS Trip Planner can assist you if you choose to take the bus.

<http://etstripplanner.edmonton.ca/PlanYourTrip.aspx>



## Legislative Assembly of Alberta Grounds Map

Alberta Legislature Building: 10800 - 97 Avenue Edmonton, AB

Legislature Information Line: 780.427.2826

Legislative Assembly Visitor Centre: Edmonton Federal Building | 9820 - 107 Street, Edmonton, AB

Visitor Services: 780.427.7362 | [assembly.ab.ca](http://assembly.ab.ca)



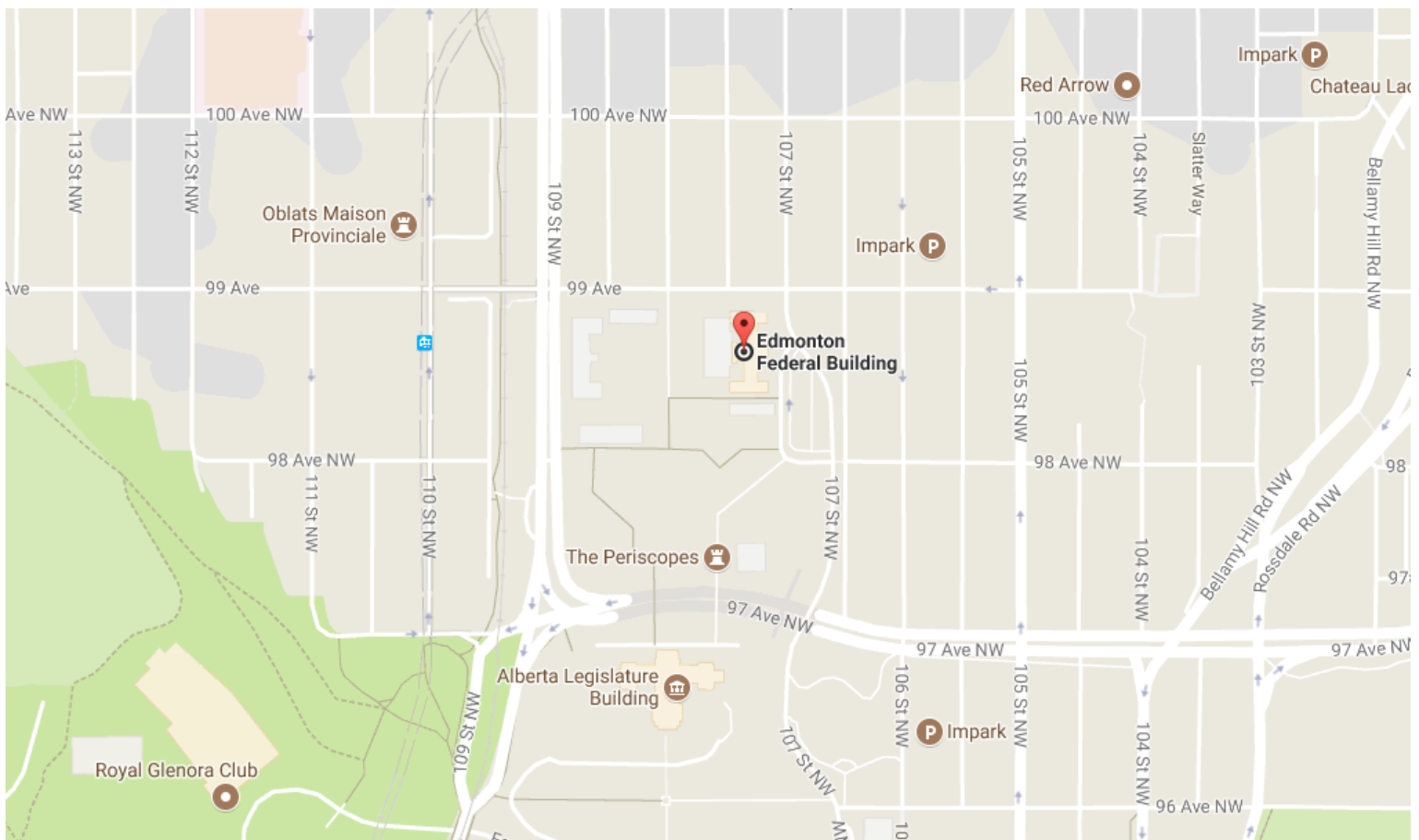
## Accommodations

The Federal Building is located in downtown Edmonton. Some hotels close to the venue are listed below. Members are responsible to book their own accommodations.

Some suggested downtown hotels:

- Days Inn Edmonton Downtown  
10041 106 Street  
780-423-1925  
<http://www.daysinn.com>
- Comfort Inn & Suites  
10425 100 Avenue  
1-888-384-6835  
<http://www.comfortinnedmonton.com/>
- Holiday Inn Express Downtown  
10010 104 Street  
780-423-2450  
<http://www.hiexdowntown.com/>  
*Red Arrow operates from this hotel*
- Coast Edmonton Plaza Hotel  
10155 105 Street  
780-423-4811  
<http://www.coasthotels.com/hotels/alberta/edmonton/coast-edmonton-plaza-hotel/>

## Wide-Angle Map



**Clean Air Strategic Alliance  
Board of Directors Meeting  
April 12, 2018  
Edmonton**

**Table of Contents**

---

*Acronyms*

**ANNUAL GENERAL MEETING**

- 1.0**     **1.1 Convene AGM and Approve Agenda** -*Agenda*
- 1.2 Minutes of Last Annual General Meeting** – *Decision sheet/Draft summary report*
- 1.3 Audited 2017 Financial Statements** – *Decision sheet/Financial Statements/Audited Findings Letter*
- 1.4 Select Auditor for 2018** – *Decision sheet*
- 1.5 CASA Membership** – *Information sheet/CASA membership list March 2018*

**BOARD OF DIRECTORS MEETING**

- 2.0**     **Administration**
  - 2.1 Consent Agenda** – *Agenda/Review of Actions from previous meeting / Summary from December 12, 2017 meeting/Decision sheet*
  - 2.2 Executive Director's Report** – *Management Report*
  - 2.3 2018 Operational Plan** – *Decision Sheet/Draft 2018 Operational Plan*
  - 2.4 Communications Committee / Performance Measures Committee Update** – *Information sheet*
  - 2.5 Strategic Planning Approach** – *Decision sheet /Recommended Approach*
  - 2.6 Administrative Operations and Cycles** – *Information sheet*
- 3.0**     **Government of Alberta Update** – *Information sheet*
- 4.0**     **Information Presentation on AAQO and CAAQS** –*Information sheet/ PM 2.5 advice*
- 5.0**     **Ambient Air Quality Objectives Project Team** – *Decision sheet*
- 6.0**     **ROVER III Working Group** – *Decision sheet/ Project Charter*
- 7.0**     **Information Presentation from Environmental Monitoring and Science Division** – *Information sheet*

*Evaluation Form*

## Acronyms Commonly Used by the Clean Air Strategic Alliance

AAC	Alberta Airsheds Council
AAF	Alberta Agriculture and Forestry
AAAQO	Alberta Ambient Air Quality Objectives
ACAA	Alberta Capital Airshed Alliance
ADM	Assistant Deputy Minister
AEN	Alberta Environmental Network
AEP	Alberta Environment and Parks
AEPEA	Alberta Environmental Protection and Enhancement Act
AER	Alberta Energy Regulator
AHS	Alberta Health Services
AMD	Air Monitoring Directive
AMSP	Ambient Monitoring Strategic Planning
AOPA	Agricultural Operation Practices Act
AQI	Air Quality Index
AQHI	Air Quality Health Index
AQMS	Air Quality Management System
ARIES	Alberta Regional Inventory Emissions System
AUC	Alberta Utility Commission
AWC	Alberta Water Council
AWN	Alberta Wilderness Network
AZBC	Airshed Zones Board Committee
BATEA	Best Available Technology (or Treatment) Economically Achievable
BLIERS	Base-level Industrial Emission Requirements
BPC	Business Planning Committee
C3	Climate Change Central
CAMS	Comprehensive Air Quality Management System
CAPP	Canadian Association of Petroleum Producers
CARA	Clean Air Regulatory Agenda
CAS	Clean Air Strategy
CC	Communications Committee
CCS	Carbon Capture and Storage
CCME	Canadian Council of Ministers of the Environment
CEMA	Cumulative Environmental Management Association
CEN	Canadian Environmental Network



CEPA	Canadian Environmental Protection Act
CFO	Confined Feeding Operations
CRAZ	Calgary Region Airshed Zone
CDW	CASA Data Warehouse
DoE	Department of Energy
EEC(F)	Energy Efficiency and Conservation (Framework)
EECA	Energy Efficiency and Conservation Act (also Authority)
EFR	Electricity Framework Review
EPT	Electricity Project Team
EXEC	Executive Committee
F&V	Flaring and Venting
FAP	Fort Air Partnership
FVPT	Flaring and Venting Team
GHG	Greenhouse Gases
GoA OR GOA	Government of Alberta
HAHT	Human and Animal Health Implementation Team
I&T	Alberta Infrastructure and Transportation
IAFE	Institute for Agriculture, Forestry and the Environment
IAQ	Indoor Air Quality
IUAPPA	International Union of Air Pollution Prevention and Environmental Protection Association
JSC	CASA and Alberta Airsheds Council Joint Standing Committee
LICA	Lakeland Industry and Community Association
LUF	Land Use Framework
MKLW OR MLW	Martha Kostuch Legacy Workshop
MRP	Media Relations Rating Points system
NPS	Non-point source
OSC	Ambient Operations Steering Committee
PAMZ	Parkland Airshed Management Zone
PAS	Palliser Airshed Society
PAMZ	Parkland Airshed Management Zone
PAZA	Peace Airshed Zone Association
PGC	Procedural Guidelines Committee
PM	Project Manager
PM & O <sub>3</sub> OR	Particulate Matter & Ozone



PMO	
PMC/S	Performance Measures Committee /Subcommittee
PSW	Priority Setting Workshop (for Ambient Objectives)
PSWC <i>OR</i> PSC	Priority Setting Workshop Committee
RAPID	Residents for Accountability in Power Industry Development
RE	Renewable sources of Energy
RE&A (REA)	Renewable and Alternative sources of Energy
RHA	Regional Health Authority
RMA	Rural Municipalities of Alberta
ROVER	Roadside Optical Vehicle Emissions Reporter
SFC	Strategic Foresight Committee
SoO	Statement of Opportunity
SRR	Substance Release Regulation
VET	Vehicle Emissions Team
VET	Vehicle Emissions Team
VOCs	Volatile Organic Compounds
WBEA	Wood Buffalo Environmental Association
WCAS	West Central Airshed Society
WCC	Water Council Collaboration
WPAC	Watershed Planning and Advisory Council
ZIC	Zones Issues Committee



**Clean Air Strategic Alliance AGM Agenda**  
**April 12, 2018**  
**Edmonton Federal Building – Windsor Room (10<sup>th</sup> Floor)**  
9820 107 Street Edmonton, Alberta T5K 1E7

**7:30** **Continental breakfast available outside Windsor Room**

**8:00 – 9:00** **Caucus Meetings**

- **Industry Caucus – 11001 (11<sup>th</sup> Floor)**
- **ENGO Caucus – 11022 (11<sup>th</sup> Floor)**
- **Government Caucus – 11023 (11<sup>th</sup> Floor)**

**2018 ANNUAL GENERAL MEETING**

**9:00 – 9:30**     **1.0**     **1.1 Welcome, Approve AGM Agenda**  
*Approve agenda*

**1.2 Minutes of Last Annual General Meeting**  
*Approve minutes from previous AGM*

**1.3 Audited 2017 Financial Statements**  
*Approve the draft 2017 Financial Statements*

**1.4 Select Auditor for 2018**  
*Select an auditor for 2018*

**1.5 CASA Membership**  
*Confirm membership of CASA's board of directors*

## DECISION SHEET

**Item 1.2: Summary Report of Last Annual General Meeting**

**Issue:** Summary Report from the previous annual general meeting (June 14, 2017) is subject to approval by the Members at the subsequent annual general meeting.

**Background:** The draft Summary Report is sent to the CASA Executive Committee for review prior to distribution to the directors. Once directors receive the Summary Report, they, on behalf of their Member are asked to review it for accuracy and report any errors or omissions to staff. The staff will endeavor to resolve any issues with the Summary Report and take it forward to the subsequent annual general meeting at which time final approval is given to the Summary Report.

No issues with the previous Members meeting summary have been reported to staff.

**Attachments:** Draft Summary Report from June 14, 2017 Annual General Meeting.

**Decision:** Approve the Summary Report from the June 14, 2017 Annual General Meeting.

*CASA Annual General Meeting*  
**June 14, 2017, Edmonton, Alberta**

**In attendance:**

**CASA Board Members and Alternates:**

Ann Baran, NGO Rural  
Bill Calder, NGO Urban  
Carolyn Kolebaba, Local Government-Rural  
Claude Chamberland, Oil and Gas Large Producers  
Dan Thillman, Mining  
David Spink, NGO Urban  
Greg Moffatt, Chemical Manufacturers

Jim Hackett, Utilities  
Martin Van Olst, Federal Government  
Rich Smith, Agriculture  
Ruth Yanor, NGO Industrial  
Terry Rowat, Chemical Manufacturers  
Wayne Ungstad, NGO Rural  
Keith Denman, CASA Executive Director

**CASA Secretariat:**

Matthew Dance, Katie Duffett, Cara McInnis, Kim Sanderson

**Guests:**

Andre Asselin, Alberta Water Council  
Ronda Goulden, Provincial Government-Environment (for Andre Corbould)  
Karla Reesor, Alberta Airsheds Council  
Sharon Willianen, Alberta Environment and Parks

**Regrets:**

Ahmed Idriss – Utilities Andre Corbould, Provincial Government-Environment  
Andrew Read, NGO Industrial  
Brian Ahearn, Canadian Fuels Association  
Brian Gilliland, Forestry  
Cheryl Baraniecki, Federal Government  
Chris Shandro, Provincial Government, Health  
David Lawlor, Alternate Energy  
Dawn Friesen, Provincial Government – Health  
Holly Johnson-Rattlesnake, Aboriginal Government-First Nations  
Humphrey Banack, Agriculture  
Koray Onder , Oil & Gas – Large Producers  
Leigh Allard, NGO Health  
Peter Noble, Petroleum Products  
Mary Onukem, Aboriginal Government-Métis  
Rick Blackwood, Provincial Government - Environment  
Rob Beleutz, Mining  
Scott Wilson, NGO, Consumer  
Stacey Schorr, Provincial Government-Energy  
Wade Clark, Provincial Government – Energy

**Clean Air Strategic Alliance  
Annual General Meeting  
June 14, 2017**

---

**Draft Minutes**

---

Bill Calder convened the meeting at 9:40 a.m. He introduced Ronda Goulden, ADM for Policy and Planning with Alberta Environment and Parks. Ronda filled in for Andre Corbould who was unable to attend and she agreed to chair a portion of the meeting. Those present introduced themselves.

## 1 Administration

### 1.1 Approve Agenda

Ronda Goulden reviewed the agenda; an item was added regarding approval of the auditor for 2017. The agenda was approved as amended.

### 1.2 Minutes of Last Annual General Meeting, June 15, 2016

The 2016 AGM minutes were approved by consensus. Keith Denman reviewed the two action items, which had been assigned to the executive. The executive discussed item 1 regarding potential changes to the bylaws and decided that CASA should put additional effort into encouraging participation by members rather than look at punitive measures for lack of participation. No further action was taken. The executive discussed item 2 pertaining to CASA's approach to indigenous engagement, and improvements continue to be sought. There is no one provincial organization for First Nations, which makes identifying potential suitable representatives more challenging. In addition to the three Treaties, there are also regions within those areas. Keith has had some meetings with indigenous groups regarding areas in which their input would be particularly useful, and these efforts will continue. One option may be to consider how to get indigenous representation on CASA project teams and working groups rather than at the board level. This action item will be left as ongoing.

### 1.3 CASA Membership

Ronda reviewed the current membership and vacancies. The representative from AAMDC has been in contact with AUMA and is optimistic that urban representation on the board will be renewed. Keith is following up with both AUMA and the small energy producers.

**Decision: The board approved the structure and composition of the CASA board as reflected in the table distributed in the meeting package.**

### 1.4 Audited 2016 Financial Statements

Keith directed the board to the written audited financial statements in the briefing package; these were received as information at the March 2017 board meeting. Keith noted that because of a reduced work and staff load, CASA has built up a modest surplus; the GoA grant is expected to be smaller this year, so the surplus will be reduced. CASA does not pay rent as office space is provided as an in-kind contribution by the GoA and this will continue with the move to South Petroleum Plaza.

Ruth Yanor moved approval of the 2016 CASA audited financial statements, seconded by Ann Baran; carried.

### **1.5 Auditor for 2017**

Carolyn Kolebaba moved approval of Hawkings Epp Dumont as CASA auditor for 2017, seconded by Ann Baran; carried.

The 2017 Annual General Meeting adjourned at 9:59 a.m. and was followed by the regular meeting of the board.

## DECISION SHEET

**Item 1.3: Draft 2017 Audited Financial Statements**

**Issue:** Approve the draft 2017 audited financial statements

**Status:** During the week of January 15, 2018 Metrix Group LLP (formerly Hawkings Epp Dumont) began their analysis of CASA's financial records. In March 2018, auditor Phil Dirks met with the executive committee to review the financial statements, answer questions and clarify the financial information contained in the statements. The audit went very smoothly with no major concerns or recommendations.

The executive committee recommends board approval of the 2017 audited financial statements. These statements will be referred to in the CASA annual report and readers will be directed to the posted statements on the CASA website.

**Attachments:**

- a) Draft 2017 Audited Financial Statements
- b) Post-audit management letter

**Decision:** Approve the 2017 audited financial statements for the purpose of posting them to the website as supporting information for the annual report.



**THE CLEAN AIR STRATEGIC  
ALLIANCE ASSOCIATION**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED DECEMBER 31, 2017**



### INDEPENDENT AUDITORS' REPORT

To the Members of The Clean Air Strategic Alliance Association

We have audited the accompanying financial statements of The Clean Air Strategic Alliance Association, which comprise the statement of financial position as at December 31, 2017 and the statements of operations and changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Clean Air Strategic Alliance Association as at December 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**METRIX GROUP LLP**

Metrix Group LLP  
Chartered Professional Accountants

March 7, 2018  
Edmonton, Alberta



**MANAGEMENT'S RESPONSIBILITY  
FOR FINANCIAL REPORTING**

The management of The Clean Air Strategic Alliance Association is responsible for the preparation of these financial statements and is responsible for their reliability, completeness and integrity. They conform, in all material respects, to Canadian accounting standards for not-for-profit organizations.

Management maintains the necessary accounting and internal control systems designed to ensure: the timely production of reliable and accurate financial information, the protection of assets (to a reasonable extent) against loss or unauthorized use, and the promotion of operational efficiency. The Board of Directors oversees management's responsibilities for the financial reporting and internal control systems.

The external auditors, appointed by the Board of Directors, conducted an audit of these financial statements in accordance with Canadian generally accepted auditing standards. The Executive Director reviewed these financial statements with the external auditors in detail before recommending their approval to the Board.

Edmonton, Alberta  
March 7, 2018

---

Andre Asselin  
Executive Director

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Statement of Financial Position**  
**As At December 31, 2017**

	<u>2017</u>	<u>2016</u>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash and cash equivalents <i>(Note 2)</i>	\$1,064,352	\$1,165,278
Accounts receivable <i>(Note 3)</i>	10,965	11,550
Prepaid expenses	<u>3,413</u>	<u>5,789</u>
	1,078,730	1,182,617
<b>TANGIBLE CAPITAL ASSETS <i>(Note 4)</i></b>	<b>3,962</b>	<b>1,538</b>
<b>INTANGIBLE ASSETS <i>(Note 5)</i></b>	<b><u>1,462</u></b>	<b><u>4,503</u></b>
	<b><u>\$1,084,154</u></b>	<b><u>\$1,188,658</u></b>
 <b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 59,549	\$ 36,477
Deferred contributions <i>(Note 6)</i>	<u>624,296</u>	<u>751,257</u>
	683,845	787,734
 <b>DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL AND INTANGIBLE ASSETS <i>(Note 7)</i></b>	<b><u>5,424</u></b>	<b><u>6,039</u></b>
	<b><u>689,269</u></b>	<b><u>793,773</u></b>
 <b>NET ASSETS</b>		
Internally restricted <i>(Note 8)</i>	242,355	242,355
Unrestricted (available for operations)	<u>152,530</u>	<u>152,530</u>
	<u>394,885</u>	<u>394,885</u>
	<b><u>\$1,084,154</u></b>	<b><u>\$1,188,658</u></b>

**ON BEHALF OF THE BOARD:**

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Statement of Operations**  
**For the Year Ended December 31, 2017**

	<u><b>2017</b></u>	<u><b>2016</b></u>
<b>REVENUE</b>		
Grants <i>(Note 6)</i>	\$ 772,007	\$ 657,376
Interest	10,608	12,702
Amortization of deferred contributions <i>(Note 7)</i>	5,569	2,589
Other income	<u>1,888</u>	<u>-</u>
	<u><b>790,072</b></u>	<u><b>672,667</b></u>
<b>EXPENSES <i>(Schedule 1)</i></b>		
General and administrative	493,721	264,340
Projects	160,835	224,714
Board support	71,518	95,202
Communications	43,338	67,840
External projects	16,957	12,227
Other	<u>3,703</u>	<u>8,344</u>
	<u><b>790,072</b></u>	<u><b>672,667</b></u>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Statement of Change in Net Assets**  
**For the Year Ended December 31, 2017**

---

	<u>Internally Restricted</u>	<u>Unrestricted</u>	<u>2017</u>	<u>2016</u>
<b>BALANCE, BEGINNING OF YEAR</b>	\$ 242,355	\$ 152,530	\$ 394,885	\$ 394,885
Excess of Revenue Over Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>BALANCE, END OF YEAR</b>	<u>\$ 242,355</u>	<u>\$ 152,530</u>	<u>\$ 394,885</u>	<u>\$ 394,885</u>

The accompanying notes are an integral part of these financial statements.

4.

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Statement of Cash Flows**  
**For the Year Ended December 31, 2017**

	<u>2017</u>	<u>2016</u>
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	\$ -	\$ -
Items not affecting cash:		
Amortization of tangible capital assets	2,528	659
Amortization of intangible assets	3,041	1,930
Amortization of deferred contributions (Note 7)	<u>(5,569)</u>	<u>(2,589)</u>
	-	-
Change in non-cash working capital:		
Decrease (increase) in accounts receivable	585	(6,684)
Decrease (increase) in prepaid expenses	2,376	(1,365)
Increase in accounts payable and accrued liabilities	23,074	8,265
Increase (decrease) in deferred contributions	<u>(126,961)</u>	<u>217,624</u>
	<u>(100,926)</u>	<u>217,840</u>
<b>FINANCING ACTIVITIES</b>		
Deferred contributions received -		
tangible capital assets and intangible assets	<u>4,954</u>	<u>-</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of tangible capital assets and intangible assets	<u>(4,954)</u>	<u>-</u>
<b>INCREASE (DECREASE) IN CASH FLOWS</b>	<b>(100,926)</b>	<b>217,840</b>
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>1,165,278</u>	<u>947,438</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 1,064,352</u>	<u>\$ 1,165,278</u>



**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Notes to Financial Statements**  
**For the Year Ended December 31, 2017**

---

**PURPOSE OF THE ORGANIZATION**

The Clean Air Strategic Alliance Association (the "Association") is a non-profit organization incorporated March 14, 1994 under the *Societies Act* of Alberta and is not taxable under the Canadian *Income Tax Act*. The Association is comprised of members from three distinct stakeholder categories: industry, government and non-government organizations. The Association has been given shared responsibility by its members for strategic air quality planning, organizing and coordination of resources, and evaluation of results in Alberta. In support of these objectives, the Association receives cash funding from the Province of Alberta as well as cash and in-kind support from other members.

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

(a) Basis of Presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

(b) Cash and Cash Equivalents

Cash and cash equivalents include cash and investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value. These short-term investments have a maturity of one year or less at acquisition and are held for the purpose of meeting short-term cash commitments rather than for investing.

(c) Tangible Capital Assets

Tangible capital assets are recorded at cost less less accumulated amortization. Contributed tangible capital assets are recorded at fair value at the date of contribution. When a tangible capital asset no longer contributes to the Association's ability to provide services or the value of future economic benefits associated with the tangible capital asset is less than its net book value, the carrying value of the tangible capital asset is reduced to reflect the decline in the asset's value.

Tangible capital assets are amortized over their estimated useful lives at the following rates and methods:

Computer equipment	3 years	straight-line
Furniture and equipment	5 years	straight-line

The Association regularly reviews its tangible capital assets to eliminate obsolete items.

(d) Intangible Assets

Intangible assets consist of website of the Association and are recorded at cost. The website is measured at cost less accumulated amortization. Amortization of the website is using the straight-line method over 5 years.

(e) Contributed services

Association members contribute non-monetary support including staff resources, meeting space and publication support. Due to the difficulty in determining their fair value, contributed services are not reflected in these financial statements.

(CONT'D)

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Notes to Financial Statements**  
**For the Year Ended December 31, 2017**

---

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(f) Revenue Recognition**

The Association follows the deferral method of accounting for contributions, which include government grants. Restricted contributions are recognized as revenue during the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions for the purchase of tangible capital assets and intangible assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related tangible capital assets and intangible assets.

Registration fees are recognized as revenue in the year in which the related event has been provided.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred.

**(g) Financial Instruments**

*Measurement of Financial Instruments*

The Association initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instruments.

The Association subsequently measures all of its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

The Association has no financial instruments measured at fair value.

*Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

**(h) Measurement Uncertainty**

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the recorded amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates. Significant areas requiring the use of management's estimates include the useful lives of tangible capital assets and the corresponding rates of amortization and the amount of accrued liabilities. All estimates are reviewed periodically and adjustments are made to the statements of operations as appropriate in the year they become known.

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Notes to Financial Statements**  
**For the Year Ended December 31, 2017**

**2. CASH AND CASH EQUIVALENTS**

	<u>2017</u>	<u>2016</u>
Guaranteed Investment Certificates	\$ 606,493	\$ 1,120,907
Savings accounts	454,739	36
Operating accounts	<u>3,120</u>	<u>44,335</u>
	<u>\$ 1,064,352</u>	<u>\$ 1,165,278</u>

Guaranteed Investment Certificates bear interest at rates ranging from 0.55% - 1.50% (2016 - 1.20% - 1.55%) and maturing between February 13, 2018 and November 27, 2018.

**3. RECEIVABLES**

	<u>2017</u>	<u>2016</u>
Goods and Services Tax	\$ 6,885	\$ 2,722
Accrued interest	3,461	8,828
Trade	<u>619</u>	<u>-</u>
	<u>\$ 10,965</u>	<u>\$ 11,550</u>

**4. TANGIBLE CAPITAL ASSETS**

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2017</u>	<u>2016</u>
Furniture and equipment	\$ 13,773	\$ 9,811	\$ 3,962	\$ 678
Computer equipment	<u>33,290</u>	<u>33,290</u>	<u>-</u>	<u>860</u>
	<u>\$ 47,063</u>	<u>\$ 43,101</u>	<u>\$ 3,962</u>	<u>\$ 1,538</u>

**5. INTANGIBLE ASSETS**

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2017</u>	<u>2016</u>
Website	\$ 21,892	\$ 20,430	\$ 1,462	\$ 4,503

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Notes to Financial Statements**  
**For the Year Ended December 31, 2017**

**6. DEFERRED CONTRIBUTIONS**

(a) Core Operations

During the year, the Association received grants totaling \$650,000 (2016 - \$850,000) from the Province of Alberta to cover the 2017 calendar year. The purpose of the grants is to provide core funding in support of the Association's objectives as detailed in Note 1. The Regulations to the *Department of the Environment Act*, the *Department of Energy Act*, the *Department of Health Act*, and the *Department of Agriculture and Food Act* under which the grants have been provided, specify that grants must either be used for the purposes specified in the grant, be used for different purposes if such different purposes are agreed to by the applicant and the respective Minister, or be returned to the Province of Alberta. Accordingly, in the event the Association does not utilize the funds in pursuit of its objectives, any unexpended grant monies remaining may have to be repaid to the Province of Alberta.

	<u>2017</u>	<u>2016</u>
Balance, Beginning of Year	\$ 482,249	\$ 277,521
Grants received and receivable during the year	650,000	850,000
Transfer to deferred contributions - tangible capital assets and intangible assets	(4,954)	-
Revenue recognized to cover expenses during the year	<u>(758,035)</u>	<u>(645,272)</u>
Balance, End of Year	\$ <u>369,260</u>	\$ <u>482,249</u>

(b) External Projects

Deferred external project contributions are comprised of monies received for specific external projects, which have not been expended for the purposes specified in the mandates of the projects.

	<u>2017</u>	<u>2016</u>
Balance, Beginning of Year	\$ 269,008	\$ 256,112
Grants received and receivable during the year	-	25,000
Revenue recognized to cover expenses during the year	<u>(13,972)</u>	<u>(12,104)</u>
Balance, End of Year	\$ <u>255,036</u>	\$ <u>269,008</u>
Total Deferred Revenue	\$ <u><u>624,296</u></u>	\$ <u><u>751,257</u></u>

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Notes to Financial Statements**  
**For the Year Ended December 31, 2017**

**7. DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS AND INTANGIBLE ASSETS**

Deferred contributions - tangible capital assets and intangible assets represent restricted contributions with which some of the Association's tangible capital assets and intangible assets was purchased. The changes in these contributions are as follows:

	<u>2017</u>	<u>2016</u>
Balance, Beginning of Year	\$ 6,039	\$ 8,628
Transfer from internal deferred contributions (Note 6)	4,954	-
Revenue recognized to cover amortization during the year	<u>(5,569)</u>	<u>(2,589)</u>
Balance, End of Year	<u>\$ 5,424</u>	<u>\$ 6,039</u>

**8. INTERNALLY RESTRICTED**

The balance of \$228,835 (2016 - \$228,835) has been internally restricted by the Board in the event of a wind down.

As a result of excess grant funding contributed to the Association's 20th Anniversary program the External Projects fund balance contains registration fees sold for this event. The balance of \$13,523 (2016 - \$13,523) has been internally restricted to assist with future expenses.

**9. ECONOMIC DEPENDENCE**

The Association's primary source of revenue is grants from the Province of Alberta. The Association's ability to continue viable operations is dependent on this funding.

**10. FINANCIAL INSTRUMENTS**

It is management's opinion that the Association is not exposed to significant interest, credit, market, currency, or other price risk through its financial instruments. The following analysis provides information about the Association's risk exposure and concentration as of December 31, 2017.

*Liquidity Risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect to its receipt of funds from the Government of Alberta and other related sources.

The Association mitigates this risk by monitoring cash activities and expected outflows through budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

**11. TRANSACTIONS WITH THE GOVERNMENT OF ALBERTA**

The Government of Alberta provides office space to the Association at no charge.

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**Schedule of Expenses By Object**  
**For the Year Ended December 31, 2017**

**Schedule 1**

	<u>2017</u> (Budget)	<u>2017</u> (Actual)	<u>2016</u> (Actual)
<b>Supplies and Services</b>			
Computer equipment	\$ 29,622	\$ 51,781	\$ 27,096
Stakeholder honoraria	66,578	36,118	46,615
Travel	57,287	36,049	23,340
Office supplies	21,365	14,356	2,714
Meetings	13,180	13,766	9,564
Telecommunications	6,415	5,569	6,050
Insurance	4,800	3,652	3,806
Amortization of intangible assets	-	3,041	1,930
Amortization of tangible capital assets	-	2,528	659
Printing	7,822	1,911	2,201
Records storage	1,689	1,503	1,405
Bank charges	1,498	1,215	1,346
Subscriptions	3,600	832	3,159
Courier	400	63	-
Advertising	<u>5,000</u>	<u>-</u>	<u>97</u>
	<u>219,256</u>	<u>172,384</u>	<u>129,982</u>
<b>Professional Fees</b>			
Consulting	55,500	104,959	77,825
Audit and legal	<u>12,200</u>	<u>33,691</u>	<u>9,200</u>
	<u>67,700</u>	<u>138,650</u>	<u>87,025</u>
<b>Human Resources</b>			
Salaries and wages	451,682	396,136	373,454
Benefits	99,166	76,271	77,355
Staff development	5,000	5,238	1,801
Contracted services	5,000	1,028	-
Employee recognition	1,200	365	1,307
Recruiting	1,000	-	1,693
Memberships	<u>475</u>	<u>-</u>	<u>50</u>
	<u>563,523</u>	<u>479,038</u>	<u>455,660</u>
<b>Total Expenses</b>	<u>\$ 850,479</u>	<u>\$ 790,072</u>	<u>\$ 672,667</u>

March 7, 2018

The Clean Air Strategic Alliance Association  
10<sup>th</sup> Floor, 10035 - 108 Street NW  
Edmonton, AB  
T5J 3E1

**Attention: Board of Directors**

Dear Board Members:

**RE: 2017 AUDIT**

The purpose of this communication is to summarize certain matters arising from the audit that we believe would be of interest to the Board of Directors (the "Board"). Additionally, during the course of our audit we identified matters that may be of interest to management.

The objective of our audit was to obtain reasonable assurance that the financial statements are free of material misstatement. Our audit was not designed for the sole purpose of identifying matters to communicate. Accordingly, our audit would not necessarily identify all such matters that may be of interest to the Board and / or management and it is inappropriate to conclude that no such matters exist.

This communication should be read in conjunction with the financial statements and our report thereon, and it is intended solely for the use of the Board and should not be distributed to external parties without our prior consent. Metrix Group LLP accepts no responsibility to a third party who uses this communication.

**SIGNIFICANT FINDINGS FROM THE AUDIT**

Our objective is to communicate appropriately to the Board and management deficiencies in internal control that we have identified during the audit and that, in our professional judgment, are of sufficient importance to merit being reported to the Board and / or management.

The audit findings contained in this letter did not have a material effect on the Association's financial statements, and as such, our audit report is without reservation with respect to these matters.

**Significant Deficiencies in Internal Control**

Near the beginning of March 2018, we requested supporting documentation regarding a \$4,441.40 direct debit dated January 8, 2018. Initially, the Association was unable to provide documentation as to the nature of this payment. Upon further investigation, the Association determined this payment was in respect of RRSP contributions for staff members relating to the 2017 fiscal year. Had the January bank reconciliation been completed on a timely basis, this amount would have been discovered by the Association.

. . /2



To reduce the possibility of unauthorized and / or unsupported transactions occurring we recommend that bank reconciliations be completed in a timely basis and that bank statements be reviewed periodically for unusual items.

*Management Response:*

*Management acknowledges the importance of timely monthly reconciliations for every month and will ensure they happen in a timely fashion.*

Other than the item noted above our audit procedures did not reveal any significant deficiencies in internal control.

### **Significant Qualitative Aspects of Accounting Practices**

Management is responsible for determining the significant accounting policies. The choice of different accounting policy alternatives can have a significant effect on the financial position and results of the Association. The application of those policies often involves significant estimates and judgments by management.

We are of the opinion that the significant accounting policies, estimates and judgments made by management, and financial disclosures do not materially misstate the financial statements taken as a whole.

### **Uncorrected Misstatements**

There were no significant uncorrected misstatements aggregated by our Firm, for the year ended December 31, 2017.

After considering both quantitative and qualitative factors with respect to the uncorrected misstatements we accumulated during the audit, we agree with management that the financial statements are not materially misstated.

### **Significant Difficulties Encountered During the Audit**

We encountered no significant difficulties during our audit that should be brought to the attention of the Board.

### **Management Representations**

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report.

The Clean Air Strategic Alliance Association  
March 7, 2018  
Page 3

---

### **AUDITOR INDEPENDENCE**

CAS recommends that we communicate, at least annually, with you regarding all relationships between the Association and our Firm that, in our professional judgment, may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by CPA Alberta and applicable legislation, covering such matters as:

- (a) holding a financial interest, either directly or indirectly, in a client;
- (b) holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) economic dependence on a client; and
- (e) provision of services in addition to the audit engagement.

We have prepared the following comments to facilitate our discussion with you regarding independence matters.

We are not aware of any relationships between the Association and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence that have occurred from January 1, 2017 – March 7, 2018.

We appreciate the opportunity to be of service to the Association. Thank you to Andre Asselin and Sunny Yeung, for all of their assistance during the audit.

Yours truly,

**METRIX GROUP LLP**



Philip J. Dirks, CPA, CA  
Partner

## DECISION SHEET

**Item 1.4: Select Auditor for 2018**

**Issue:** The bylaws require that the auditor for the association be appointed at every annual general meeting. This enables the board to assess if the current auditor is meeting the CASA's needs.

**Background:** Staff tested the market in 2016 market to ensure the organization continues to receive good value for money. Metrix Group (formerly Hawkings Epp Dumont) provided a competitive offer and demonstrated its familiarity with auditing our unique organization. They provided a three-year price quote which is still valid for 2018. Hawkings Epp Dumont has audited CASA's books for over ten years. Staff had no issues working with Metrix Group LLP and are comfortable doing so again.

**Status:** CASA needs to appoint an auditor.

**Attachment:** None

**Decision:** Appoint Metrix Group LLP to perform the audit for the Clean Air Strategic Association for 2018.

## INFORMATION SHEET

### **Item 1.5: CASA Membership**

**Issue:** The Annual General Meeting is an opportunity for the board to examine its membership and be assured that the balance and composition remain satisfactory.

**Background:** The CASA bylaws outline the terms for membership. The board approves Members of the CASA Association and each Member appoints a director to represent it at all board meetings. Members also have the option of appointing an alternate director.

Bylaws limit membership in the association and the board to a maximum of 22 Members. The number of Members from each broad category shall not be less than 20% or more than 49% of the total number of Members.

CASA membership complies with the bylaws; specifically, the current board consists of 20 Members: nine from Industry, five from Non-Government Organizations, and seven from Governments.

**Status:** The current Membership satisfies the requirements as outlined in the CASA's bylaws.

**Attachment:** List of 2018 CASA Members and their representatives

**Clean Air Strategic Alliance**  
**List of Stakeholder Groups and Representatives**

1.5 Membership List

<b>Stakeholder Group</b>	<b>Sector</b>	<b>Member</b>	<b>CASA Board Representative</b>	
			<b>Director, Association/Affiliation</b>	<b>Alternate Director, Association/Affiliation</b>
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	<b>Peter Noble</b> Senior Regulatory Affairs Manager Imperial Oil	<b>Brian Ahearn</b> Vice President – Western Division Canadian Fuels Association
Industry	Mining	Alberta Chamber of Resources	<b>Rob Beleutz</b> Environmental, Health and Safety Manager Graymont Western Canada Inc.	<b>Dan Thillman</b> Plant Manager Lehigh Cement
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	<b>Claude Chamberland</b> Canadian Association of Petroleum Producers	<b>VACANT</b>
Industry	Forestry	Alberta Forest Products Association	<b>Keith Murray</b> Director - Industry/Government Relations Alberta Forest Products Association	<b>VACANT</b>
Industry	Alternate Energy		<b>David Lawlor</b> Director of Development NextEra Energy Canada	<b>VACANT</b>
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	<b>Terry Rowat</b> Manager Methanex Corporation	<b>Greg Moffatt</b> Director Government Stakeholder Relations – Western Canada Chemistry Industry Association of Canada
Industry	Agriculture	Alberta Beef Producers	<b>Rich Smith</b> Executive Director Alberta Beef Producers	<b>Humphrey Banack</b> Alberta Federation of Agriculture
Industry	Utilities	TransAlta Corporation	<b>Jim Hackett</b> Director, Health, Safety, Security & Environment ATCO Power	<b>Ahmed Idriss</b> Senior Advisor, Environment Policy Capital Power Corporation
Industry	Oil & Gas – Small Producers	VACANT	<b>VACANT</b>	<b>VACANT</b>
NGO	NGO Health	The Lung Association - Alberta & NWT	<b>Leigh Allard</b> President & CEO The Lung Association - Alberta	<b>VACANT</b>

**Clean Air Strategic Alliance  
List of Stakeholder Groups and Representatives**

1.5 Membership List

			& NWT	
NGO	NGO Rural	Southern Alberta Group for the Environment	<b>Ann Baran</b> Southern Alberta Group for the Environment	<b>Wayne Ungstad</b> Notinto Sipi Conservation Authority
NGO	NGO Industrial	Pembina Institute	<b>Ruth Yanor</b> Mewassin Community Council	<b>Benjamin Israel</b> Analyst
NGO	NGO Urban	Prairie Acid Rain Coalition	<b>Bill Calder</b> Prairie Acid Rain Coalition	<b>David Spink</b> Prairie Acid Rain Coalition
NGO	Consumer Transportation	Alberta Motor Association	<b>Scott Wilson</b> Senior Policy Analyst	<b>VACANT</b>
Aboriginal Government	First Nations	Samson Cree Nation	<b>Holly Johnson Rattlesnake</b> Samson Cree Nation	<b>VACANT</b>
Aboriginal Government	Métis	Métis Settlements General Council	<b>Mary Onukem</b> Environmental Coordinator Métis Settlements General Council	<b>VACANT</b>
Government	Federal	Environment Canada	<b>VACANT</b>	<b>Martin Van Olst</b> Senior Analyst Environment Canada
Government	Provincial Government – Energy	Alberta Energy	<b>Stacey Schorr</b> Assistant Deputy Minister Resource Development Policy Division	<b>Wade Clark</b> , Executive Director Resource Land Access
Government	Local Government - Rural	Rural Municipalities of Alberta	<b>Kathy Rooyakkers</b> Director: District 3 – Pembina River	<b>VACANT</b>
Government	Provincial Government – Environment	Alberta Environment and Parks	<b>VACANT</b>	<b>Rick Blackwood</b> Assistant Deputy Minister Alberta Environment and Parks
Government	Local Government – Urban	Alberta Urban Municipalities Association	<b>VACANT</b>	<b>Vacant</b>



**Clean Air Strategic Alliance Board Meeting Agenda**  
**April 12, 2018**  
**Edmonton Federal Building – Windsor Room (10<sup>th</sup> Floor)**  
9820 107 Street Edmonton, Alberta T5K 1E7

9:30 – 10:30    **2.0 GENERAL BUSINESS MEETING**

**Administration**    60 min

**Convene Business Meeting**

**2.1 Consent Agenda**

*Approve Agenda; Review Actions and Minutes from December 13, 2017 Board Meeting; and Approve Assigning the Executive Committee the Authority to Approve the 2017 Annual Report*

**2.2 Executive Director's Report**

*Receive a report from the executive director*

**2.3 2018 Operational Plan**

*Approve the 2018 Operational Plan*

**2.4 Communications Committee / Performance Measures Committee Update**

*Hear an update on the status of these committees*

**2.5 Strategic Planning Approach Information Presentation**

*Receive a presentation on strategic planning and approve a path forward*

**2.6 Administrative Operations and Cycles**

*Hear an update on CASA's administrative operations and cycles*

10:30 – 10:45    **BREAK**    15 min

10:45 – 11:15    **3.0 GoA Update**    30 min  
*Hear an update on the GoA's priorities*

11:15 - 11:30    **4.0 Information Presentation on AAQO and CAAQS**    15 min  
*Receive a presentation on AAQO and CAAQS*

11:30 – 12:15    **5.0 Ambient Air Quality Objectives Project Team**    45 min  
*Receive an update from the AAQO Project Team and approve PM2.5 objective*

12:15 – 1:15    **LUNCH**    60 min

1:15 – 1:45    **6.0 ROVER III Working Group**    30 min  
*Receive and approve the project charter and discuss funding status*

1:45 – 2:30    **7.0 Environmental Monitoring and Science Division**    45 min  
*Receive an update on the 5-year Air Quality and Deposition Monitoring Plan.*

2:30 – 2:45    **8.0 New/Other Business**    15 min  
*Introduce new business and/or complete any unfinished business of the day*

2:45 – 3:00    **Evaluation Forms**  
*Provide time for board members to fill out their evaluation forms*

**ADJOURN**



## DECISION SHEET

### **Item 2.1: Consent agenda**

**Issue:** The executive committee is introducing a consent agenda to expedite approval of certain pieces of the meeting agenda

**Background:** In response to comments made about ensuring board members' time is used as efficiently as possible, the executive committee is introducing a consent agenda. A consent agenda is a board meeting practice that groups routine business and reports into one agenda item. The consent agenda can be approved in one action, rather than seeking approval on each item separately. This approach can save boards anywhere from a few minutes to a half hour. For a consent agenda to be effective, board members need to review the briefing package well in advance to understand what is being asked.

Should a board member wish to discuss any of the items under the consent agenda, that item can be extracted and discussed. Otherwise, a single approval by the board approves all of the items in the consent agenda.

**Status:** For this first consent agenda, the board is asked to approve:

- the agenda as presented;
- review of action items from previous meeting
- minutes from the previous meeting, which have only minor clarifying edits from the initial draft sent out in December 2017; and
- authorizing the executive committee to approve the final annual report in order to expedite its release (similar to last year's approach)

**Attachments:**

1. April 12 board meeting draft agenda
2. Review of Actions from December 2017 meeting
3. Draft minutes from December 13, 2017 board meeting

**Decision:** Approve the consent agenda

### Review of Actions from December 2017 Meeting

Action	Who	Status
1: Andre Asselin will present a summary report to the board at the next meeting showing the costs and overall savings due to amalgamation with the AWC.	Andre Asselin	Complete. Update is included in the Executive Directors report.
2: Andre Corbould will speak directly with the Deputy Minister of AAF about the lack of ENGO representation on the two multi-stakeholder AAF projects and report back to the board.	Andre Corbould	Unknown. Staff did not receive an update and with Andre Corbould's recent departure from AEP to AAF there is no update to provide at this time. Staff will follow up and report to the directors who raised the issue.
3: AEP and ECCC will investigate if a plan or timeline for resumption of work on the remaining BLIERs is available and advise the board.	Andre Corbould, Cheryl Baraniecki	Complete. Andre Corbould sent a letter to ECCC noting AEP is ready to participate in resuming the BLIERs work and asked if there was a timeline to resume. To staff's knowledge, no response has been provided.
4: Andre Asselin will work with AEP Human Resources to determine what options may be available to CASA to participate in AEP First Nations cultural training.	Andre Asselin	Complete. AEP is unable to guarantee CASA staff can participate in AEP Indigenous cultural training as AEP staff get first priority. CASA staff will attend separate Indigenous cultural training sessions.

## **CASA Board of Directors Meeting December 13, 2017, Calgary, Alberta**



### **In attendance:**

#### **CASA Board Members and Alternates:**

Ahmed Idriss, Utilities  
Andre Corbould, Provincial Government-  
Environment  
Andrew Read, NGO Industrial  
Ann Baran, NGO Rural  
Bill Calder, NGO Urban  
Brian Ahearn, Petroleum Products  
Cheryl Baraniecki, Federal Government  
David Lawlor, Alternate Energy  
David Spink, NGO Urban  
Greg Moffatt, Chemical Manufacturers

Holly Johnson-Rattlesnake, Samson Cree Nation  
Jim Hackett, Utilities  
Peter Noble, Petroleum Products  
Rich Smith, Agriculture  
Rob Beleutz, Mining  
Ruth Yanor, NGO Industrial  
Terry Rowat, Chemical Manufacturers  
Wayne Ungstad, NGO Rural  
Andre Asselin, CASA Executive Director

#### **CASA Secretariat:**

Matthew Dance, Katie Duffett, Cara McInnis, Kim Sanderson

#### **Guests:**

Brian Baudais, TransAlta  
Celeste Dempster, Alberta Environment and Parks (AEP)  
Daniel Lai and Candice Johnston, Alberta Energy  
Jill Bloor, Alberta Airsheds Council  
Leonard Standing on the Road, Montana First Nation and Notinto Sipiy Conservation Authority  
Tom Burton, AAMDC  
Sharon Willianen, AEP (by phone)

#### **Presenters:**

Andre Asselin, *Executive Director's Report* (Item 1.3); *Core Budget 2018* (Item 1.4); *ROVER III Status Report* (Item 7.0)  
Randy Dobko, Jim Hackett, Andrew Read, *Coal to Gas Project Team Recommendation* (Item 2.0)  
Alison Miller, *Ambient Air Quality Objectives Project Team* (Item 4.0); *Non-Point Source Project Team Final Report* (Item 5.0)  
Rhonda Lee Curran, *Non-Point Source Project Team Final Report* (Item 5.0)  
Mike Fernandez (by phone), *Presentation from Alberta Climate Change Office* (Item 6.0)

#### **Regrets:**

Claude Chamberland, Oil and Gas Large  
Producers  
Keith Murray, Forestry  
Leigh Allard, NGO Health  
Mary Onukem, Aboriginal Government-Métis

Scott Wilson, NGO, Consumer  
Stacey Schorr, Provincial Government-Energy

**Clean Air Strategic Alliance  
Board of Directors Meeting  
December 13, 2017**



---

**Executive Summary**

---

The CASA board formally acknowledged the recent death of Brian Gilliland who was a long-time director for the forestry sector.

Amalgamation of support services with the Alberta Water Council is nearly complete, with IT services, HR policies and transition of financial administration expected to be done in the next month. The board approved the core operating budget for 2018 and agreed to hold a minimum of three meetings in 2018: April 12, September 27-28 in conjunction with strategic planning, and December 13, with a special event the night before to recognize outgoing board members.

The board particularly appreciated hearing at this meeting an update from the Government of Alberta on activities related to air management. The Alberta Climate Change Office also presented an overview of its work and priorities for 2018.

The Coal-to-Gas Project Team presented its consensus recommendation to the board in response to a request from AEP in October; the recommendation included:

- Draft technology requirements for a coal-to-gas (CTG) unit conversion
- A draft NO<sub>x</sub> emission standard for a CTG unit conversion
- Allowable lifespan for a CTG unit conversion based on the draft NO<sub>x</sub> emission standard

The team completed its work efficiently and this timeliness was acknowledged by the board and AEP. The advice will be formally transmitted to AEP in the next week following the finalization of its report.

The board was pleased to approve the final report from the Non-Point Source Project Team. The team was commended for its excellent work, and was disbanded. A project charter for the Ambient Air Quality Objectives Project Team was approved and the first output is expected in the spring of 2018.

The meeting concluded with an update on the ROVER III project, and notice that board members will be asked to raise funds for this project in the coming months.

**Clean Air Strategic Alliance  
Board of Directors Meeting  
December 13, 2017**




---

**Minutes**

---

Andre Corbould convened the meeting at 9:07 a.m. and reviewed safety aspects and logistics. He acknowledged the recent death of Brian Gilliland who was a long-time member of the CASA board. Wayne Ungstad introduced Leonard Standing on the Road, Chief of Montana First Nation. Those present introduced themselves. Cheryl Baraniecki announced that this will be her last CASA board meeting as her work situation is changing. Martin Van Olst will continue to represent the federal government on the board.

## **1 Administration**

### **1.1 Approve Agenda**

The chair reviewed the agenda which was approved as distributed.

### **1.2 Minutes and Action Items from September 13, 2017 Meeting**

The minutes from the September 13, 2017 meeting were approved by consensus and will be posted to the website. A board member requested clarification regarding an item on page 8 related to vehicle emissions, and that clarification will be provided separate from these minutes. No administrative action items were noted at the September meeting.

### **1.3 Executive Director's Report**

Andre Asselin directed the board to his short report in the briefing book. Staff continue to be busy with amalgamation; by January a solid IT system should be in place, HR policies should be updated and aligned, and modernization of CASA's financial administration should be complete. Staff and contractors have worked very hard to wrap up the coal-to-gas and non-point source project teams. Andre provided a breakdown of expenses through October, noting that some were unbudgeted but funds are sufficient to cover them. Executives of the two organizations will sign off on the arrangement for sharing expenses between CASA and AWC. Since the last meeting, CASA assisted EMSD by hosting a webinar to reach out to the air community to seek input on the air and deposition monitoring strategy that is being developed, and it was very well received. A digital copy of CASA's annual report will be sent to board members shortly; a limited number of hard copies will also be available. In response to questions, Andre clarified specific expense items in the chart attached to his report. Additional points also emerged in a brief discussion of this item:

- The systems mapping and information related to the CASA 2.0 project will be incorporated into the strategic planning session in 2018.
- Funds are finite and, at times, the board may have to consider how much money is available and adjust priorities and workload accordingly.
- Funds have been set aside for staff development in 2018, including training related to Indigenous culture. The GoA is working on an approach that should be in place shortly for all employees and some positions could potentially be offered to CASA and AWC.

## 1.4 Core Budget 2018

Andre Asselin presented the core operating budget for 2018, which is the first budget to reflect amalgamation; it is organized to easily show expenses that are shared equally with AWC (those items marked with \* in the table represent CASA's contribution to shared expenses). The budget is conservative (estimating costs on the high side) as uncertainties remain with respect to salaries and benefits until positions are filled. The budget includes a modest salary increase for staff other than the executive director to reflect more complex work loads. A full project workload is expected for 2018. Cost savings from amalgamation will be reallocated to other priorities. Substantial savings will accrue with IT (about \$45,000 per year), and other smaller items are starting to add up. Andre briefly described each line item and reminded the board of the positions that will be filled in the new year.

**Action 1: Andre Asselin will present a summary report to the board at the next meeting showing the costs and overall savings due to amalgamation with the AWC.**

***Decision: The board approved by consensus the proposed 2018 CASA core operating budget.***

## 1.5 Meeting Dates for 2018

The executive committee proposed that:

- the CASA board schedule three meetings in 2018, continuing to alternate between Edmonton and Calgary, with the provision for the executive to call a meeting if needed
- the AGM be held in April immediately preceding the board meeting
- a strategic planning workshop of 1 or 1.5 days be held in conjunction with the September meeting
- CASA hold an event the evening prior to the December meeting to recognize outgoing board members

Fewer meetings will save money, give project teams more time to advance their work between board meetings, and ensure that meeting agendas are more substantial, ensuring better use of board members' time.

### Discussion

- The board sometimes has not had enough time to get into detailed discussions to develop a common understanding of issues and ensure the board is aware of the context and any compromises that may have been made at the project team level. We can try this three Board meeting schedule for a year but may find we need more time for some items.
- Details should be fleshed out at the team level. Maybe teams need to have more interaction with their sector directors prior to the board meeting to inform them. We need to consider how much discussion should occur at the board vs. the team level. If a board member is very concerned about the issue, he or she should join the team.
  - Project teams will be undertaking additional stakeholder engagement as part of their process. When a team is close to agreement, members are expected to get input from their sector. When those issues have been addressed, board members will see the draft report and recommendations to provide input before the board makes a final decision.

- There is a five-month gap between the April and September meetings so the fall meeting could have a full agenda. We will need to ensure there is enough time for regular business as well as strategic planning in September.
- If needed, it may be appropriate to have a teleconference prior to the September board meeting to deal with routine items.
- The Executive Committee is committed to convening additional meetings or using other means to address issues if required in addition to the three scheduled Board meetings.
- If the board considers webinars, video-conferencing or other technology, the constraints on rural members should be taken into consideration.

***Decision: The board agreed a) to hold three meetings in 2018 on the dates and locations shown in the table, and b) that the executive committee will take into account the views expressed by board members when planning the agendas and considering potential need for an additional meeting.***

Meeting	Date and location
AGM and Board	April 12, Edmonton
Strategic Planning Workshop	September 27, Calgary
Strategic Planning Workshop + Board Meeting	September 28, Calgary
Recognition Dinner	December 12, Edmonton, 5:00 to 8:30 p.m.
Board	December 13, Edmonton

## 1.6 Signing Authority

As part of the process to modernize CASA financial administration, the executive committee recommended that Financial Administrator Sunny Yeung be given signing authority and that the limit of the signing authorities be increased from \$10,000 to \$25,000.

***Decision: By consensus, the board approved:***

1. ***Financial Administrator Sunny Yeung as a CASA signing authority***
2. ***Increasing the limits of the signing authorities to \$25,000.***

## 2 GoA Update

Andre Corbould presented a brief update on GoA activities related to the following items:

- AEP is implementing the updated Air Monitoring Directive and working on changes to reporting (Chapter 9) that come into force Jan. 1, 2019. The aim is to enable electronic reporting and submission of real-time ambient data. Stakeholder feedback on the emissions inventory reporting form and guidance document has been incorporated. AEP is collaborating with airsheds to review chapters that are now in effect.
- AEP continues to be prepared to work with Environment and Climate Change Canada on Base-Level Industrial Emission Requirements (BLIERS).
- AEP continues to work with the federal government on CAAQS development and implementation. CAAQS and management levels for NO<sub>2</sub> were approved by the CCME in November to take effect in 2020. The CAAQS for ozone is scheduled to become more stringent in 2020 and is being reviewed. The CAAQS for PM is also being reviewed. As standards are increased, Alberta is seeing some issues with a very small number of industry players in terms of keeping up with the standards. Those are being dealt with on



a case-by-case basis from a regulatory perspective. Generally, we are seeing that industry is highly motivated to keep up to date.

- The Acid Deposition Management Framework is reviewed and an acid deposition assessment is conducted every five years. A review is now underway and should be completed in spring 2018.
- As presented at the last meeting, AEP's EMSD is developing a five-year plan for air and deposition monitoring, working closely with the AAC and individual Alberta Airsheds. Collaboration has been good and airsheds will be a fundamental part of the plan's delivery. The work will also look at gaps and determine priorities to fill them. In some places, there is overlap and duplication of effort and those need to be rationalized. A big challenge will be how to fund the plan. It is not yet known what role CASA might have but, at the very least, CASA's input on a draft will be sought.
- Regional air quality management frameworks are being implemented in the Lower Athabasca and South Saskatchewan regions, although they have been a bit delayed. The goal is to be up to date in the next month. Work is also underway on air quality management frameworks in the Red Deer and North Saskatchewan regions. Management responses are underway in the Edmonton, Red Deer and Upper Athabasca regions to address CAAQS.
- AEP has held a number of discussions with the AAC and Airsheds. AEP feels the Airsheds are and will continue to be a vital and important piece of regional monitoring.
- Alberta Agriculture and Forestry is working on an agricultural air quality strategy with several multi-disciplinary research projects underway. One of the objectives is to quantify the air quality and climate change-related co-benefits or trade-offs associated with a specific beneficial management practice. A final report is due in 2019. Other work is looking at feed additives to reduce GHG emissions from cattle, and this project is expected to be finished in 2020. The 2011 Ammonia and Particulate Matter Emissions Inventory for Confined Feeding Operations in Alberta is being updated, and work is underway to extend the shelterbelt program.
  - A board member noted that ENGOs do not appear to be represented on the two multi-disciplinary projects and that they should be. The work is valuable but is missing an important perspective.

**Action 2: Andre Corbould will speak directly with the Deputy Minister of AAF about the lack of ENGO representation on the two AAF multi-stakeholder projects and report back to the board.**

### Discussion

Andre Corbould responded to questions and comments from board members as appropriate:

- AEP should be complimented for its hard work in a number of areas that are very important in advancing air quality in Alberta. When the BLIERs were developed, Alberta made it clear that these were a minimum national standard and, where appropriate, more stringent standards could be put in place in Alberta. A concern now is that applications say they will simply meet BLIERs. The intent should be to raise those standards that need to be raised. Secondly, the webinar done in conjunction with work on the five-year monitoring plan was successful, but is not a substitute for getting stakeholders in one



room to discuss the issues. At some point a workshop or other forum would be very useful in developing the plan.

- Yes, BLIERs is a minimum standard and that context needs to be clear. We will continue to push to improve. Industry spends millions of dollars to ensure they conform to these standards. Secondly, AEP engagement staff are looking at their approaches. Electronic communications can make more efficient use of funds, but can never replace face-to-face discussions.
- My concern is about status quo management in red zones and the need for improvement.
- One big emerging challenge is meeting the CAAQS, including in Alberta. The response plans tend to be largely status quo. Some areas will need to go beyond the status quo or CAAQS won't be able to do the job they are intended to do.
- Does AEP or ECCC know when re-engagement on BLIERs is expected?

**Action 3: AEP and ECCC will investigate if a plan or timeline for resumption of work on the remaining BLIERs is available and advise the board.**

Andre Corbould noted that, as Deputy Minister, he is reviewing his involvement in all the boards he sits on. In the case of CASA and AWC, his department funds these bodies and his primary fiduciary responsibility cannot be to the board as that would be a serious conflict. This is a governance issue and he is exploring options for ongoing involvement without this conflict.

Andre noted that his speaking notes could be distributed to board members to provide verbal updates to their sectors if desired, but should be treated as confidential and not made publicly available.

### 3 Coal to Gas Project Team Final Recommendation

Randy Dobko, Jim Hackett and Andrew Read presented the recommendation from the Coal-to-Gas Project Team. All team members participated actively and openly shared their views, which was vital for a successful outcome. Randy provided background on the project, noting AEP's request to CASA to develop a recommendation that included:

- Draft technology requirements for a coal-to-gas (CTG) unit conversion
- A draft NO<sub>x</sub> emission standard for a CTG unit conversion
- Allowable lifespan for a CTG unit conversion based on the draft NO<sub>x</sub> emission standard

Although it was a tight timeline, team members were highly motivated and many already knew each other so could more quickly reach a common understanding, which expedited the work. Although a little more discussion might have helped in places, the timeline required a tight focus on key goals for each stakeholder. Everyone knew this was an opportunity to provide an important piece of advice to the GoA and wanted to take advantage of that.

The team reached consensus on a proposed NO<sub>x</sub> emission standard agreement that addressed each point in the request from AEP. Each component of the team's work was presented briefly, including the overarching concept and the expected environmental benefits from a CTG conversion. A final report is being prepared for transmittal to AEP as advice, and will be presented to the board as information at the April 2018 meeting.



### Discussion

The presenters responded to questions from the board.

- What will be the life extension of converted plants due to the federal GHG regulation?
  - The extension can be five, eight or ten years, based on meeting the annual GHG intensity standard. The most efficient units will get a longer extension and will have to test annually to ensure they are meeting the standard, with some allowance for annual degradation. This period will be added to the remaining lifespan of converted coal units. Not all coal units are likely to convert, and those that don't will not get an extension.
- The GoA has stated that coal units will be shut down by 2030.
- ENGOs indicated they would like to see additional equipment installed. What kind of equipment would that be?
  - The report commissioned by Alberta Energy and prepared by Black & Veatch based its analysis on US conversions. Ideally, operators would go beyond just changing fuel, and move to something like Separated Over-Fire Air (SOFA). ENGOs liked this approach, but industry members were reluctant to specify a technology, so the team struck a balance. Black & Veatch covered all types of NO<sub>x</sub> control, but the team focused on combustion modification technologies, which seemed to make the most sense in the Alberta context.
- How was the baseline calculated?
  - It was based on the performance of units in 2002 and pre-dated discussion by CASA's Electricity Project Team. Units that perform better can generate credits. This approach also prevented gaming of the system.
- Will credits be allowed and carry over?
  - No. AEP will continue to implement the original CASA framework as designed. Conversion will be a business decision made by industry based on characteristics of the new electricity market.

With board approval, the package will be formally transmitted to AEP as confidential advice to the GoA. Upon receipt, conversations will take place with Alberta Energy and the hope is to have a final decision by mid-January. A CTG conversion will require an amendment to EPEA approvals, and AEP is working to develop guidance to approvals staff.

***Decision: The board approved by consensus the Coal-to-Gas Unit Conversion NO<sub>x</sub> Emission Standard Agreement: Advice to the Government of Alberta, to be forwarded to the GoA to inform its work in developing a CTG conversion standard.***

The board thanked the team for achieving an excellent outcome under very tight timelines.

## 4 Ambient Air Quality Objectives Project Team

Alison Miller presented an update on the Ambient Air Quality Objectives Project Team, focusing on the project charter, including scope, process, goal, deliverables, reporting and timeline. The team's priorities are in response to the development of CAAQS for PM<sub>2.5</sub>, ozone, NO<sub>2</sub> and SO<sub>2</sub>,

and the carry-forward of two substances from the previous Alberta Ambient Air Quality Objectives Stakeholder Advisory Committee work plan – total reduced sulphur (TRS) and H<sub>2</sub>S. She reviewed the timelines to ensure all six substances are dealt with. The intent is to report first on PM<sub>2.5</sub> at the spring 2018 board meeting. Both H<sub>2</sub>S and TRS will be examined with respect to odour. The concern around PM is secondary PM<sub>2.5</sub> and an annual number is a better way to manage than a 24-hour number. A final report is expected in 2020. The team has all three CASA sectors plus Airsheds at the table, and has access to experts such as toxicologists in Alberta Health.

### Discussion

The following points were noted during the board discussion of this item:

- The board has agreed to meet first in April in 2018 and to schedule only three meetings next year. Does that affect the team's timeline?
  - PM 2.5 was originally expected to be delivered in March 2018 so that is a month later. However, we might be able to have a recommendation ready for H<sub>2</sub>S by then, which would be well ahead of the original schedule of December 2018.
- If there are impacts on the team's schedule, the board could look at adjusting its meeting schedule for 2019.
- Are criteria for AQOs and CAAQS defined in this work? The board will need a good understanding of the terms so perhaps they should be laid out in the subgroup reports.
  - These terms are already well-defined so probably don't belong in the charter. The team has talked a lot about how they are used and applied.
- At the top of p. 4 there is reference to "the idea of" CASA's vision. This should be reworded—CASA has a vision, not an idea of a vision.
- Does having an odour element in this work complement or conflict with the previous CASA odour management work? Do we need an AQO based on odour rather than health or environmental considerations? Odour is inherently subjective so are we setting ourselves up for problems?
  - This is a standard, whereas the prior work was a guide to managing odours.
  - GoA is looking at a policy on odour management, and the team wants to ensure that what it develops will fit with that policy or approach. We've been told there is a need for an AQO based on odour. H<sub>2</sub>S and TRS are not the only odour-producing compounds but they are common.
  - There will be a number, not something subjective. The TRS number will be the same as H<sub>2</sub>S because we don't have the capability to do something else. And there are other AQOs based on odour.
- The team should re-issue an invitation for affected groups to join, including local government and Indigenous organizations. If any board members still view this as an important issue for them and their organization, they should join the team.

***Decision: The board approved by consensus the project charter for the Ambient Air Quality Objectives Project Team, with the amendment as noted on page 4.***

## 5 Non-Point Source Project Team



Rhonda Lee Curran and Alison Miller reviewed the four objectives of this project, along with structure, timelines and budget. The overall intent was to look at managing non-point source (NPS) contributions to PM<sub>2.5</sub> and ozone. The team developed 19 recommendations in eight topic areas. The team also identified several opportunities for potential multi-stakeholder work for CASA. The presentation concluded with a summary of project challenges and learnings.

### Discussion

Board members discussed the report, noting the following points:

- The team's work is very good. The technical report is high quality, and they did a good job segmenting transportation into appropriate categories.
- Why were time frames put into performance measures (PMs) rather than being part of the recommendations themselves?
  - The team considered the PMs as part of the recommendations. Also, it thought putting time frames into the recommendations would be too prescriptive. The PMs can be slotted into the three-year time period that CASA uses.
  - The recommendations had to be fairly broad, which makes it hard to attach a time frame. PMs isolate a few of the key elements and do have a time frame attached for implementation.
- With respect to timing, the GoA has to decide how to allocate resources within existing capacity. When it comes to prioritizing, the best a team can do is make a recommendation, then the GoA responds and says what it will do and when. A team cannot, and should not be expected to, understand AEP priorities. If the recommendations are too specific, disappointment is likely.
- The report has a lot of tools to develop management actions. The CASA opportunities offer potential for more tools, and we don't want to lose sight of those in addition to ROVER III. Also, how effectively has objective 4 (communications) been achieved?
  - A workshop was held with other agencies involved with air initiatives and they agreed to piggyback our messages into their communications campaigns at no cost to CASA.
- Why did the team concentrate on on-road vehicles?
  - We acknowledge that some large sources were off-road vehicles. For the oil sands fleet, for example, BLIERs are in progress so we didn't want to duplicate that work and considered it out of scope for our project. For construction, AEP is engaging with the industry organization on an MOU to reduce GHGs and other air emissions, so that source is being addressed. The team looked at residential use (e.g., lawn and garden equipment) but decided to take the approach of education and awareness with that source.
- Residential wood burning may also be a bit narrow. In some local areas, coal and used-oil burning stoves are an issue and should be looked at.
  - There is a big data gap even with residential wood burning and that situation is worse for sources like coal. Hard data just don't exist.

***Decision: By consensus, the board agreed to:***

- 1) ***Approve the report of the NPS project team: Recommendations for Non-Point Air Emission Sources in Alberta***
- 2) ***Disband the NPS project team.***



The team was recognized by the board for its excellent work.

## 6 Presentation from Alberta Climate Change Office

Mike Fernandez, Assistant Deputy Minister with the Alberta Climate Change Office (ACCO), gave a short presentation by phone on some of ACCO's priorities. His presentation will be provided to the board. In fall 2015, the GoA announced its Climate Leadership Plan (CLP), based on five key pillars:

- Coal Phase Out
- Energy Efficiency
- Oil Sands Emissions Limit
- Methane
- Carbon Pricing

Aligned with the CLP are five priorities for 2018:

- 1) Carbon Competitiveness Incentive Regulation
- 2) Innovation
- 3) Oil Sands Emission Limit Regulation
- 4) Industrial Energy Efficiency
- 5) Property Assessed Clean Energy

He briefly described each of these priorities and summarized the output-based allocation (OBA) approach that has been adopted by Alberta. The GoA is meeting one-on-one with large final emitters (LFEs) to review their OBA and how they will be affected by the carbon competitiveness incentive regulation to be released this month. Innovation funding and programs were recently announced to ensure that LFEs have supports to make the transition. The regulation related to the 100 megatonne cap on CO<sub>2</sub> emissions from oil sands will be finalized in early spring. Work is underway across different departments on energy efficiency planning. Property assessed clean energy (PACE) is a funding mechanism for residential or commercial property owners that allows them to borrow to make energy efficiency or microgeneration property upgrades. The GoA is working with municipalities on this initiative, which will be enabled through the *Municipal Government Act*, with legislation coming in the spring.

### Discussion

- There appear to be no initiatives aimed at reducing methane from the agriculture sector. That misses an opportunity to align this important sector with oil and gas methane reduction requirements.
  - Fair comment. We have had extensive discussions about what is the right way to target the agriculture sector, with some thought that the best way is to work through organizations that do education and outreach. So far, there has not been a focus on methane reductions in this sector.

- There is a lot of confusion and misinformation in the public domain about carbon pricing. Is this a concern to ACCO and are you looking at countering it?
  - We are always looking for ways to ensure decision makers and others have good and accurate information. We're working with Energy Efficiency Alberta on this at present.
  - That situation will only get worse as we approach the provincial election. The public service message is to visit the website.
- With respect to PACE, most municipalities have already prepared budgets for 2018 so how can these costs be offset?
  - We will create enabling legislation in the spring and no municipality will be compelled to do this. Edmonton and Calgary are keen to move, and we will be briefing AUMA and AAMDC in the spring. If a municipality wants to do it, they will need to adjust bylaws and enter into a contract. We expect to launch an initial program in summer 2018.

## 7 ROVER III Status Report

Andre Asselin provided an update on the ROVER III project. Because CASA has done previous similar projects, information about contractors is already on file and they have been contacted. CASA will need about \$150,000 for this project, with \$125,000 to gather data and prepare the report. CASA has about \$50,000 already that could be allocated to the project. The technology can pick up make, model and emissions from a vehicle, and sensor stations will be strategically placed to gather accurate data. To be in a position to gather data in the fall of 2018, funds would need to be in place by April. When the working group has finalized the charter, CASA will send it out so board members can start fundraising in January. If funds can't be secured, the work plan will have to be amended accordingly.

## 8 New/Other Business

### 8.1 New/Other Business

No new or other business was identified. It was suggested that the board look at First Nations cultural training as a future agenda item. AEP is organizing this type of training for its staff and it may be possible to offer the training to CASA staff or board members.

**Action 4: Andre Asselin will work with AEP Human Resources to determine what options may be available to CASA to participate in AEP First Nations cultural training.**

### 8.2 Evaluation Forms

Members were asked to complete meeting evaluation forms for review by the executive.

The next CASA board meeting will be April 12, 2018 in Edmonton.

The meeting adjourned at 2:38 p.m.





Action Item	Responsible	Due
1: Andre Asselin will present a summary report to the board at the next meeting showing the costs and overall savings due to amalgamation with the AWC.	Andre Asselin	April 12, 2018
2: Andre Corbould will speak directly with the Deputy Minister of AAF about the lack of ENGO representation on the two multi-stakeholder AAF projects and report back to the board.	Andre Corbould	April 12, 2018
3: AEP and ECCC will investigate if a plan or timeline for resumption of work on the remaining BLIERs is available and advise the board.	Andre Corbould, Cheryl Baraniecki	April 12, 2018
4: Andre Asselin will work with AEP Human Resources to determine what options may be available to CASA to participate in AEP First Nations cultural training.	Andre Asselin	April 12, 2018

## Executive Director Report for December 15, 2017 – March 28, 2018

### Amalgamation with AWC

Amalgamation of operations with AWC is essentially complete. With nearly all the costs associated with amalgamation incurred, I can provide the following report on costs and savings for CASA.

<b>CASA Amalgamation Costs and Savings as of February 28, 2018</b>	
<b>One-time costs incurred by CASA</b>	
Office operations (board room redesign, cubicles and office furniture, IT amalgamation, financial admin amalgamation)	\$50,000
Human Resources	\$110,000
<b>Total one-time costs (approximate):</b>	<b>\$160,000</b>
<b>CASA's annual savings and cost estimates due to amalgamation</b>	
<b>Savings</b>	
Salaries and benefits	\$240,000
Office operations (communications, copier, IT)	\$12,500
Sub-total (approximate):	\$252,500
<b>Costs</b>	
Financial admin contract	\$37,500
Iron Mountain	\$1,800
Sub-total (approximate):	\$39,300
<b>Total expected annual savings for CASA in 2018 (approximate):</b>	<b>\$213,200</b>

At the onset of amalgamation, it was estimated that the total annual savings on operations could be between \$150,000 and \$280,000 across both CASA and AWC. CASA will realize significant operational savings on an annual basis but incur new costs. Following an initial outlay of approximately \$160,000, CASA should expect to realize annual cost efficiencies of approximately \$213,000 in 2018 over 2017, which should carry over into future years, assuming full staffing.



When considering these figures, it is important to note that Alberta Infrastructure covered the cost of moving CASA from their previous space to Petroleum Plaza and the construction costs of upgrading the board room. I estimate these costs to be approximately \$60,000.

It should be noted that GoA will also no longer be providing an in-kind donation of office space to CASA in Centre West, which was estimated at \$130,000 per year.

It is also important to note that staff capacity at both CASA and AWC has been essentially halved at the positions of executive director, operations manager, office administration and financial administration support. While we are spending less money, some pieces of work are moving at a different pace and timing than previously to ensure staff are delivering the highest priorities. This should be expected to continue as we adjust to the new situation.

## Staffing

I am pleased to announce that a verbal agreement with a new Operations Manager will be finalized soon. We will be hiring another project manager shortly.

## Finances

CASA is in a good financial position at the end of Q1 2018. Aggressive cost avoidance through 2016 and 2017 provided us with significant unspent core operations funds of which much of these were used to cover significant expenses to finalize amalgamation (the IT switchover and settling human resources). No further major disbursements related to the amalgamation are expected. I expect we will end Q1 with approximately \$300,000 unspent and potentially available to be reallocated to support project funding.

CASA has accumulated a significant amount of funds that could be used to support project needs, however, the Electricity Management Framework Review and the ROVER III project teams that are expected to run in 2018 and 2019 will need significant external funds to complete their work. Our wind down fund is also well supplied at \$228,835.

At their request, a new three-year grant application has been submitted to AEP to support core operations. The grant request aligns with the approved budget of \$750,000 per annum for the foreseeable future.

## Executive Committee Meeting:

The executive committee met on March 7 and are bringing a number of items forward for approval:

- Agenda for the upcoming board meeting
- Audited 2018 Financial Statements
- Draft 2018 Operational Plan
- Approach to Strategic Planning

## Other CASA staff activities:

- Staff and contractors continue working hard and meeting with stakeholders to ensure project work continues to move forward as per project charter timelines
- Andre presented an update to the Red Deer River Municipal Users Group and met with numerous stakeholders and members.
- Andre took an intensive training course on the Inherent Rights of Indigenous Governance the week of February 12.
- Project Managers Katie, Cara and Marie-Claire are registered for training to improve their awareness and knowledge of Indigenous governance in April. Anuja has previously taken Indigenous cultural awareness training and took a course to improve her skills in presenting to public audiences.
- Building on our relationship with EMSD in providing a platform to assist EMSD in developing the deposition and air monitoring framework, CASA hosted a second webinar on March 12. EMSD engaged the air community to review the findings of the first webinar and continue to gather multi-stakeholder input. Bob Myrick will present findings and next steps at the board meeting.
- The lengthy non-point source report will be formally released and posted to the website prior to the board meeting.

Respectfully submitted,

**Andre Asselin**

Executive director

## DECISION SHEET

**Item 2.3: CASA 2018 Operational Plan**

**Issue:** The board needs to review and approve the draft 2018 Operational Plan.

**Background:** CASA's 2018 Operational Plan is guided by the 2012–2016 Strategic Plan, the responsibilities of the executive committee to guide certain administrative functions, recommendations directed to CASA from its own reports, and the statement of opportunity process.

In terms of project level work, CASA currently has one active project team and one active working group:

1. Ambient Air Quality Objectives Project Team, which is expected to work into 2020, and
2. ROVER III Working Group which is bringing a Project Charter to the board for approval at this meeting and a subsequent project team is expected to be launched.

The next iteration of the electricity management framework review (EFR) is scheduled to begin in 2018. Initial discussions to determine the appropriate timing are underway.

Several pieces of non-project work will require significant staff support in 2018, including strategic planning, preparing the 2017 annual report, preparing for the CASA performance evaluation, recommendation tracking, communications strategy, hosting workshops, and engaging Indigenous peoples and communities.

**Status:** The executive committee has prepared the draft 2018 Operational Plan to reflect current administrative and project team activity and the expectation that the EFR will start up in September, and that the responsibilities of the communications and performance measures committees will be supervised by the executive committee until a decision is made on how to move forward with those at the next board meeting.

**Attachment:** Draft 2018 Operational Plan

**Decision:** Approve the draft 2018 Operational Plan

## CASA Operational Plan 2018

Project/Initiative	Timing	Objectives	Expected to report
<b>Board of Directors</b>	Q2	Annual General Meeting	April AGM
		Approve 2017 draft financial statements	April AGM
		Approve AAQO PM <sub>2.5</sub> Objective Report	April Board meeting
		Approve ROVER III Project Charter	April Board meeting
		Review and approve the 2018 operational plan	April Board meeting
	Q3	Electricity Management Framework Review Project Charter	September Board meeting
		Update on performance measures for Annual Report	September Board meeting
		Strategic Planning Workshop	September Board meeting
		Operational Plan update	September Board meeting
	Q4	Approve 2019 draft budget	December Board meeting
<b>Executive Committee</b>	Q1	Approve 2017 draft financial statements	March meeting
		Recommendation from the Strategic Planning Steering Committee	March meeting
		Review and approve 2018 operational plan	March meeting
	Q2	Annual Report	Draft content for summer completion
	Q3	Update on Strategic Planning	September meeting
		Recommend path for Communications and PM committees	September meeting
	Q4	Approve 2019 Draft Budget	November meeting

	Ongoing	<b>Communications – staff supported</b> As available, provide educational information on CASA's work and other air topics for board members and beyond  As requested, provide educational sessions on Interest Based Negotiation, CASA products (e.g. Odour Guide, Non-Point Source report)  Provide materials for stakeholders to assist in their communications activities in which CASA plays a role.	Ongoing
	Q2–Q3	<b>Performance Measures – staff supported</b> Evaluate 2017 Performance Results, prepare report for Annual Report and presented at September meeting as information	September meeting
<b>Strategic Planning</b>	Q1	Strategic Planning Steering Committee/Executive Committee to recommend an approach to strategic planning for 2018/2019	April meeting
	Q2	Strategic Planning Information gathering	Up to August
	Q3	Strategic planning workshop	September
	Q4	Approve draft multi-year Strategic Plan	December meeting
<b>Outreach</b>	Q1–Q4	Continue relationships with the Alberta Water Council, GoA Staff, IRMS Office, Alberta Airsheds Council, etc. Assess opportunities to determine roles, responsibilities and new collaborative options.	Ongoing
<b>Non-Point Source Project</b>	Q1	Provide final report to government, Board, and stakeholders along with other communications materials (e.g. backgrounder, message map)	April meeting
<b>ROVER III Project</b>	Q1	Finalize project charter	April meeting
	Q2	Initiate project team	May meeting
	Q4	Update Board on data collection objective	December meeting

<b>AAQO Project</b>	Q2	PM <sub>2.5</sub> objective	April Board meeting
	Q3	O <sub>3</sub> objective	September meeting
	Q4	H <sub>2</sub> STRS objective	December meeting
<b>Electricity Management Framework Review Project</b>	Q1–Q2	Discuss path forward	Ongoing
	Q3	Initiate Working Group	September meeting
<b>Informative shorter-term work</b>		Webinar or workshop-like event on air research needs or health-related or a focused piece of work done in a shorter time frame.	TBA
<b>Indigenous Relations</b>	Q1	Build staff understanding of Indigenous matters	End of April
	Q2	Develop plan for enhanced organizational understanding of Indigenous matters and engagement	End of June
	Q3 – Q4	Meeting with some members of Indigenous community to discuss possibilities of enhanced collaboration	End of December

## INFORMATION SHEET

**Item 2.4:            Communications Committee and Performance Measures Committee Update**

**Issue:**            Hear an update on the status of the Communications Committee and Performance Measures Committee

**Background:**    The board established the Communications Committee and Performance Measures (PM) Committee to undertake a variety of tasks that support the administrative functions of the board and project teams. The work of both committees is heavily supported by the staff and overseen by the respective committees. Both committees are intended to have representation from all three CASA sector groups. Members can be either board members or staff of the organizations that make up CASA. Any recommendations from the committees would typically be vetted by the executive committee prior to coming to the board for approval.

It has been a challenge in recent years to secure consistent participation from all three sectors to ensure the committees have quorum in their deliberations. At its last meeting, the CASA Executive Committee (EC) agreed that stewardship of the PM Committee and Communications Committee activity is important, as is finding the right delivery mechanism. The staff was directed to provide options at the next EC meeting to ensure the communications and PM work gets done with appropriate board input and oversight. Options include having the EC oversee responsibilities of the two committees, altering or strengthening the roles of the committees, and others yet to be explored. The EC will present a recommendation to the board at the September meeting.

To ensure the work of the committees doesn't stall, and rather than trying to repopulate the committees, the EC directed staff to develop the annual report, which covers many of the duties of the Communications and PM Committees this year, under the supervision of the EC until a decision is made on how to move forward.

**Status:**            The EC will be considering options on how to move forward and report back with a recommendation in September.

## DECISION SHEET

### **Item 2.5: Strategic Planning Approach**

**Issue:** Approve an approach to the next iteration of strategic planning

**Background:** CASA typically develops a multi-year plan that guides its strategic direction and focus and provides the foundation for annual operations plans. CASA is currently following the 2012–2016 Strategic Plan. The board established the Strategic Planning Steering Committee in September 2017 to recommend an approach to undertake CASA’s next round of multi-year strategic planning.

The Strategic Planning Steering Committee had members from all three sector groups and reviewed various approaches CASA has taken to strategic planning since 2007. It developed a staff-supported approach that will provide regular updates to the Strategic Planning Steering Committee. Both internal and external resources will be required.

The approach includes preparing a summary report that will inform the board’s strategic planning workshop in September. The report will look at past and present work as well as initial thoughts about CASA’s future direction:

- Past: a brief review of CASA’s original operating environment and how that environment has changed since CASA was established
- Present: a review of the recent successes and challenges CASA has experienced at the project team level (e.g., Results of 2012–16 Strategic Plan, 2011–2014 Performance Evaluation (The “Norm Report”), CASA 2.0, recent projects)
- Future: the perspectives of CASA members on areas of opportunity and risk (e.g., new or changing government policies) for CASA as an organization over the next years; what they think is important to their organization with respect to air management; and what CASA can do to add value (members’ perceived needs, interests, threats, and responsibilities). Further, groups that are not directly at the CASA table but may influence CASA’s work could potentially be engaged through people who were involved in AEP’s strategic foresight group that supported CASA in the past. This information could be largely collected by survey.

CASA dedicated funds in the 2018 budget to engage a consultant to support this work. Staff has had initial discussions with an experienced consultant suggested by the committee.



A draft strategic plan will be developed following the workshop, and it will be reviewed by the Strategic Planning Steering Committee prior to coming to the board in December.

Status: The Executive Committee and Strategic Planning Steering Committee are recommending the board approve the proposed approach.

Attachment: Proposed Approach to Strategic Planning

Decision: Approve the proposed approach to strategic planning.

## Strategic Planning Steering Committee: Recommendation to the Board

### Background

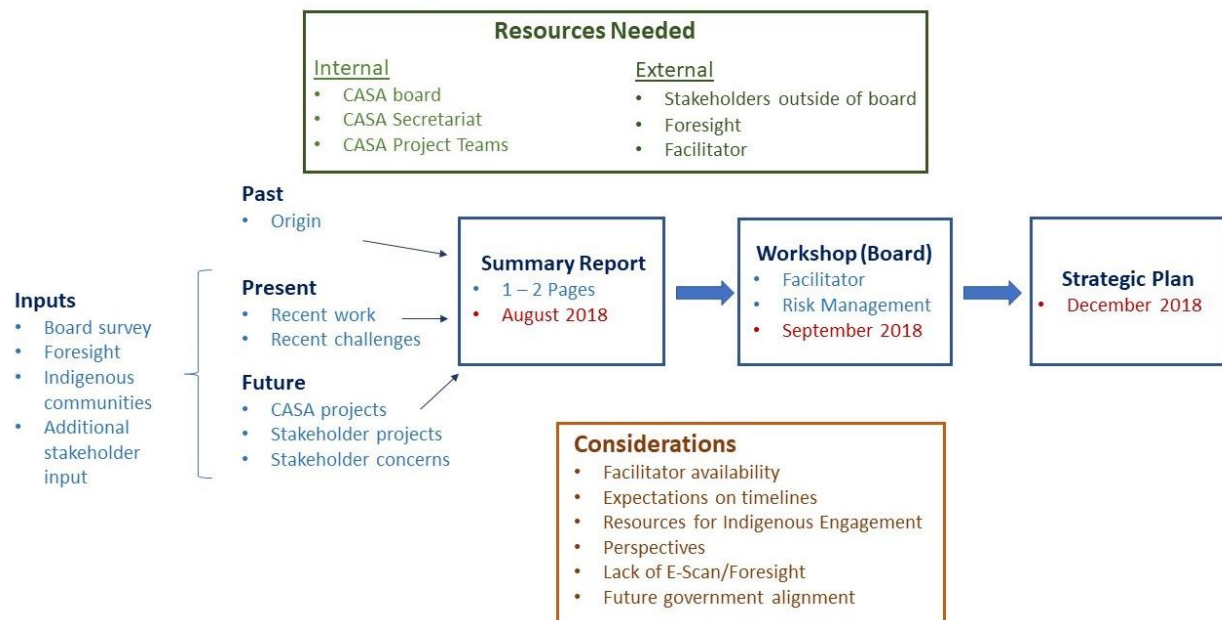
In September 2017 the board agreed by consensus to strike a strategic planning committee to review relevant information and recommend an approach for CASA's next multi-year strategic planning, which should occur in 2018.

After a call for members, the Strategic Planning Steering Committee was formed and included representatives from government, Samson Cree Nation, industry, and non-government organizations. The committee met on March 2<sup>nd</sup> to review CASA's past and recent strategic planning efforts and to develop a recommended path forward.

### Recommended Approach

A staged approach led by the Strategic Planning Steering Committee and supported by staff is recommended, beginning with summarizing information on CASA's past, present, and future and leading into a strategic planning workshop and development of a new strategic plan. Figure 1 summarizes the approach, which will be described in more detail in the following sections.

**Figure 1:** Summary of proposed strategic planning approach developed by the Strategic Planning Steering Committee



### Summary Report

The first step of the process is development of a summary document to be used as the foundation for the strategic planning discussions. The document will include three key elements, described as follow:

- CASA's past
  - This component is a brief history of CASA's origin, including the political and air quality context at the time.
- CASA's present
  - This component will include information on CASA's recent strategic planning, projects, and any challenges being faced by the organization.
- CASA's future
  - The bulk of the summary document will be information on CASA's future and will include planned CASA projects, any anticipated challenges, and information from both members and non-members.
  - Inputs from members will include information on their upcoming projects and any challenges or concerns they anticipate in the future. This information will be gathered through a board survey.
  - Input from non-CASA members (e.g., government departments, indigenous communities) will be sought out and will include future projects or concerns relevant to CASA. This information will potentially be gathered through the Foresight Committee within the Government of Alberta, or via an environmental scan.

The document will be provided to the board at a minimum of one month prior to the strategic planning workshop.

### Workshop

A workshop will be scheduled for the CASA board after the summary document has been provided and the board has had sufficient time to review and become familiar with the information. An external facilitator will be contracted to deliver the workshop and to assist the board in using the summary document to develop a multi-year strategic plan.

The discussions during the workshop will focus on the future context for CASA and will include a risk analysis.

### Strategic Plan

The workshop outcomes will inform the draft strategic plan, to be pulled together by the staff and contractor. The draft plan will be reviewed and revised by the Strategic Planning Steering Committee before being brought to the board for decision.

### Timeline

The Strategic Planning Steering Committee proposes that the summary document be completed by August 2018, with a workshop held in September 2018 and the final strategic plan presented at the December 2018 board meeting.

## INFORMATION SHEET

### **Item 2.6: Administrative Operations Cycles Update**

**Issue:** Hear an update on the timing of various administrative operations cycles

**Background:** Administrative operations that guide and support CASA’s activities (e.g., strategic planning, performance evaluation, performance measurement, communications strategy) have typically been updated on regular but offset cycles to reinforce each other and support continuous improvement. Since 2016, CASA has faced numerous challenges that have contributed to these offset cycles becoming out of synch. There is a need to reset them back into a cascading sequence that supports each other.

The following pieces of work were scheduled to be reviewed in the near future:

- Strategic planning in 2018 (typically done every three to four years)
- Performance Evaluation in 2018 (bylaws state this should occur every three years, previous evaluation was the 2014 “Norm Report”)
- Performance Measures Strategy in 2019 (typically done every three years, previous strategy was done in 2016)
- Communications Strategy in 2018, 2019, and 2020 (has typically been done every year)

The recommended approach to strategic planning (set to begin right away if approved) will be presented at the meeting.

**Status:** The executive committee suggests that developing a new performance measures strategy and communications strategy that will be tied to the new strategic plan should occur after the new plan is complete. The bylaw-mandated evaluation of CASA’s performance, which is also overdue, should also follow the completion of the new strategic plan. Details on updating the performance measures strategy, communications strategy, and evaluating CASA’s performance requirements will be determined following the next board meeting. The executive committee is looking for feedback on timing to begin these pieces of work.

**Attachment:** None

## INFORMATION SHEET

**Item 3.0:           Government of Alberta Update**

**Issue:**           Hear an update on recent developments within the Government of Alberta and provide an opportunity for discussion on relevant topics of interest.

**Background:**   This is an opportunity for the Government of Alberta to update and engage the Board.

## INFORMATION SHEET

<b>Item 4.0:</b>	<b>Information Presentation on Ambient Air Quality Objectives (AAQO) and Canadian Ambient Air Quality Standards (CAAQS)</b>
<b>Issue:</b>	GoA has asked CASA to provide multi-stakeholder input to inform setting AAQOs for a number of substances over the next few years. This presentation provides background information on AAQOs and CAAQS.
<b>Background:</b>	Alberta AAQOs have been developed using a multi-stakeholder process since 2001. The current work plan is being completed by a CASA Project Team. CAAQS are developed through the Canadian Council of Ministers of the Environment. Work on the first CAAQS started in 2011, and included multi-stakeholder input. The presentation will review of the processes for setting the objectives and standards, how they are used, the major differences between them and how CAAQS are being implemented in Alberta.
<b>Status:</b>	<b>Laura Blair</b> , Senior Ambient Standards Specialist with Environment and Parks will deliver the presentation.

## DECISION SHEET

**Item 5.0: Ambient Air Quality Objectives AAQO Project Team**

**Issue:** Approve the Team's Advice for a Revised PM<sub>2.5</sub> Ambient Air Quality Objective.

**Background:** At the December 2016 meeting, the CASA Board of Directors approved a Statement of Opportunity from Alberta Environment and Parks (AEP) to form the CASA Ambient Air Quality Objectives (AAQO) Project Team. The Team's Project Charter was approved at the December 2017 Board Meeting. The team's objectives are to provide advice to AEP on the development of AAQOs that are consistent with the Canadian Ambient Air Quality Standards for PM<sub>2.5</sub>, O<sub>3</sub>, NO<sub>2</sub> and SO<sub>2</sub> and the carry forward of two substances from the previous Alberta Ambient Air Quality Objectives Stakeholder Advisory Committee work plan, total reduced sulphur (TRS) and H<sub>2</sub>S. These priority substances are the focus of AEP's work plan on ambient air quality objective development and review.

The team has laid out staggered timelines to address all six substances. Sub-groups that report to the team were established to take on the bulk of the work for each substance.

In keeping with these timelines, the team is pleased to present advice for a revised PM<sub>2.5</sub> AAQO for approval by the board to go to AEP to inform their decision in setting the objective. This revised objective is the result of facilitated discussions that included a jurisdictional review, a scan of the health and environmental impacts literature, a statistical evaluation of the relevant data as well as a robust and detailed examination of alternatives.

**Status:** The AAQO Project Team recommends that the CASA Board approve a revised 24-hour PM<sub>2.5</sub> AAQO of 29 µg/m<sup>3</sup> as a 24-hour concentration. This is 1 µg/m<sup>3</sup> lower than the current AAQO.

**Attachment:** Background document including the recommendation.

**Decision:** Approve the revised objective to go to AEP to inform their decision.

CASA's Ambient Air Quality Objective Project Team  
PM<sub>2.5</sub> Advice to the Government of Alberta  
Backgrounder

## Introduction

In 2016, Alberta Environment and Parks (AEP) asked CASA to convene a multi-stakeholder group to provide advice on setting ambient air quality objectives (AAQOs) for fine particulate matter (PM<sub>2.5</sub>), ozone, nitrogen oxides (NO<sub>x</sub>), sulphur dioxide (SO<sub>2</sub>), hydrogen sulphide and total reduced sulphur. AAQOs are an important part of Alberta's air quality management system as they help protect the health of Albertans and the environment. Alberta Environment and Parks (AEP) sets ambient air quality objectives for the province under section 14(1) of the Environmental Protection and Enhancement Act (EPEA).

Fine particulate matter (PM<sub>2.5</sub>) refers to airborne solid or liquid particles that are 2.5 microns or less in diameter. It is either emitted directly (primary PM) or formed in the atmosphere (secondary PM) from precursor emissions. Important precursors of secondary PM are nitrogen oxides (NO<sub>x</sub>), sulphur dioxide (SO<sub>2</sub>), ammonia (NH<sub>3</sub>), and volatile organic compounds (VOCs). The chemical composition of PM<sub>2.5</sub> can vary widely and depends on location, time of year, and weather.

## Process

The process for the AAQO Project Team's evaluation of a revised PM<sub>2.5</sub> objective involved the following steps:

1. A jurisdictional review was conducted to compare the Alberta AAQO for PM<sub>2.5</sub> to other jurisdictions, including Canada, Ontario, and the United States EPA. In doing this review, it was noted that different averaging methods exist, and this was considered in the comparison.
2. A statistical evaluation was used to compare the existing 24-hour average AAQO to the Canadian Ambient Air Quality Standards (CAAQS) 24-hour standard, recognizing that the Alberta AAQO is the 24-hour average concentration, whereas the CAAQS calculation is a three year average of the annual 98<sup>th</sup> percentile of the daily 24 hour average concentrations. It was concluded that Alberta's existing 24-hour average AAQO is already more stringent than the CAAQS and that adding an annual limit would be duplicative to the annual CAAQS requirement.
3. A health and environment scan was created to detail the impacts of PM<sub>2.5</sub> on a continuum.
4. A facilitated discussion was held to define the range of issues and concerns with the proposals under consideration.
5. An examination of a proposal and alternatives was undertaken by the sub-group and project team to arrive at a recommendation.

## Recommendation

Revise the current 24-hour PM<sub>2.5</sub> AAQO of 30µg/m<sup>3</sup> to 29µg/m<sup>3</sup> as a 24-hour concentration.



# DECISION SHEET

**Item 6.0: ROVER III Project Charter**

**Issue:** Approve the ROVER III project charter.

**Background:** The CASA Non-Point Source Project (2015 – 2017) was tasked with helping to address non-point source air emissions contributing to ambient fine particulate matter (PM<sub>2.5</sub>) and ozone standard non-achievement in Alberta and had a large focus on the transportation sector. This project charter was informed by draft recommendations from that project.

An on-road vehicle emissions testing study could help:

- Characterize emissions from in-use vehicles
- Identify potential impacts of program and policy options
- Test the feasibility of integrating emissions testing into program options

The ROVER III Working Group was struck in September 2017 and has produced a draft project charter, which includes the following information:

1. Project goal, scope, and objectives
2. Budget estimate
3. Timeline estimate
4. Deliverables
5. Stakeholders
6. Risk Analysis

The budget and timeline for this project are largely determined by the funding and timing required for data collection. The project charter assumes study sites in five municipalities with data collection occurring in the fall of 2018.

**Status:** The ROVER III working group is seeking approval of the draft ROVER III project charter and subsequent formation of a project team.

**Attachments:** 1. Draft ROVER III Project Charter

**Decisions:**

1. Approve the ROVER III Project Charter
2. Approve the formation of the ROVER III Project Team

# **ROVER III Project: On-Road Vehicle Emissions Testing Study and Path Forward**

**Draft Project Charter**

*Presented by the Rover III Working Group  
to the CASA Board of Directors*

January 2018

# ROVER III Project Draft Project Charter

## Contents

Introduction .....	3
Background .....	3
Scope .....	5
Project Goal.....	5
Project Objectives and Strategies .....	5
1. Objective 1 .....	5
Strategies .....	5
Potential Outcomes/Deliverables.....	6
2. Objective 2 .....	6
Strategies .....	6
Potential Outcomes/Deliverables.....	6
3. Objective 3 .....	6
Strategies .....	6
Potential Outcomes/Deliverables.....	7
4. Objective 4 .....	7
Strategies .....	7
Potential Outcomes/Deliverables.....	7
5. Objective 5 .....	7
Strategies .....	8
Potential Outcomes/Deliverables.....	8
Project Deliverables .....	8
Project Structure and Schedule .....	8
Projected Resources and Costs.....	11
Risk Analysis .....	12
Operating Terms of Reference.....	14
Stakeholder Analysis and Engagement Plan.....	15
Appendix A: Working Group Membership .....	17
Appendix B: Reference Materials .....	18

## Introduction

The Government of Alberta has committed to implementing the Canadian Ambient Air Quality Standards (CAAQS) as part of the national Air Quality Management System. Air emissions need to be managed for Alberta to achieve the CAAQS as they become more stringent over time.

In particular, careful management of emissions of nitrogen oxides (NO<sub>x</sub>) will be needed and the Clean Air Strategy highlights the need for management actions on non-point sources of air emissions, such as transportation emissions. Based on the 2014 Air Pollutant Emissions Inventory, the transportation sector is one of the largest sources of NO<sub>x</sub> emissions in the province, second only to industrial emissions and contributing approximately 30% of total NO<sub>x</sub> emissions. The transportation sector is province-wide. In addition to emitting NO<sub>x</sub> and other air contaminants with associated health impacts, the transportation sector is a notable emitter of greenhouse gases.

The Government of Alberta, led by Alberta Environment and Parks, identified an opportunity for a CASA Project Team to support CAAQS implementation and general air quality management. This work will involve: an on-road vehicle emissions testing study to gather information on in-use vehicle emissions and inform next steps for vehicle emission reductions, while leveraging existing communication channels for messaging on vehicle emissions and their impact on air quality. This project can also support alignment of provincial initiatives with the intent of federal legislation to reduce both air and greenhouse gas emissions from vehicles.

This project charter outlines the work as well as its suitability to the CASA process.

## Background

The CASA Project on Non-Point Sources (2015-2017) was tasked with helping to address non-point source air emissions contributing to ambient fine particulate matter (PM<sub>2.5</sub>) and ozone (O<sub>3</sub>) standard non-achievement in Alberta, and had a large focus on the transportation sector. This project charter was informed by draft recommendations from that project.

Based on the 2014 Air Pollutant Emissions Inventory, the on-road transportation sector is a large emission source of NO<sub>x</sub> (particularly heavy-duty diesel vehicles, followed by light-duty gasoline trucks and other vehicles), a source of volatile organic compounds or VOCs (particularly light-duty gasoline trucks and other vehicles), and a source of primary PM<sub>2.5</sub> (particularly heavy-duty diesel vehicles). In 2012, the International Agency for Research on Cancer (IARC) classified diesel engine exhaust as carcinogenic to humans based on evidence that exposure is associated with an increased risk for lung cancer<sup>1</sup>. More recently, Health Canada published a document that categorizes the relationship between lung cancer and diesel

---

<sup>1</sup> Reference: International Agency for Research on Cancer. (2014). Diesel and Gasoline Engine Exhausts and Some Nitroarenes / IARC Working Group on the Evaluation of Carcinogenic Risks to Humans. [PDF, ISBN 978 92 832 01434, ISSN 1017-1606] Lyons, France: International Agency for Research on Cancer, pp. 39-484. Available at: <http://monographs.iarc.fr/ENG/Monographs/vol105/mono105.pdf> [Accessed 13 Dec. 2017].

exhaust as causal based on a weight-of-evidence analysis of epidemiological data as well as identifying a suggestive relationship between bladder cancer and diesel exhaust<sup>2</sup>.

An innovative on-road vehicle emissions testing study could help 1) characterize emissions from in-use vehicles (e.g., determine which ages and classes of vehicles have the highest and lowest emissions and whether emissions reality matches perception) in a particular area such as within the Edmonton to Calgary corridor, or other, 2) identify potential impacts of program and policy options (e.g., design to target highest emitters), and 3) test the feasibility of integrating emissions testing into program options (e.g., for identifying high emitters). In addition to data gathering, this would also be an ideal opportunity for education/awareness on vehicle emissions and their impact on air quality.

A similar, short-term study was conducted in British Columbia in 2012<sup>3</sup>, where emissions data for nitric oxide, particulate matter, hydrocarbons, carbon monoxide, and carbon dioxide were collected for a variety of diesel vehicles and model years using a remote sensing device (RSD) system and a heavy-duty emissions tunnel (HDET). These newer technologies provide data beyond the snap acceleration smoke test, used for tailpipe testing, which has limitations for measuring particulate matter and does not measure NOx.

Furthermore, the earlier ROVER (Roadside Optical Vehicle Emissions Reporter) I and ROVER II projects were completed in Alberta through CASA. In 1998, the ROVER project assessed actual in-use vehicle emissions using a remote sensing van equipped to measure exhaust emissions including carbon monoxide. It also communicated with Albertans about vehicle emissions. During ROVER I, over 42,000 light-duty vehicles were tested in four municipalities. In 2006 the project was repeated as ROVER II, testing over 66,000 vehicles in Edmonton, Calgary, Red Deer, and Canmore. This time the team measured exhaust emissions of nitric oxide, particulate matter, hydrocarbons, carbon monoxide, and carbon dioxide. ROVER II found emissions per kilometer were falling but vehicle use was increasing. Furthermore, the results indicated that although the number of higher emitters was relatively small at 5%, they contributed a larger proportion of emissions (60% of carbon monoxide, 31% of hydrocarbons, 26% of nitric oxide, and 7% of particulate matter).

At the CASA Board meeting on September 30, 2010, in advance of the renewed Clean Air Strategy, the Board reviewed the CASA Vehicle Emissions Team Final Report to the CASA Board and agreed upon the following consensus statements:

1. Transportation-related air emission issues continue to exist.
2. Understanding the Clean Air Strategy and its guidance will be important in developing future work on transportation emissions.

---

<sup>2</sup> Government of Canada. (2016). Human Health Risk Assessment for Diesel Exhaust. [PDF, Cat.: H129-60/2016E-PDF, ISBN: 978-0-660-04555-9, Pub.: 150239] Ottawa, Ontario: Health Canada, pp. 1-38. Available at: [http://publications.gc.ca/collections/collection\\_2016/sc-hc/H129-60-2016-eng.pdf](http://publications.gc.ca/collections/collection_2016/sc-hc/H129-60-2016-eng.pdf) [Accessed 13 Dec. 2017].

<sup>3</sup> Reference: Greater Vancouver Regional District Remote Sensing Device (RSD) Trial for Monitoring Heavy-duty Vehicle Emissions, Envirotech Canada, March 2013

3. Stakeholders are encouraged to bring a statement of opportunity to CASA, at an appropriate time, to address these issues.

The additional step in this project includes recommending management actions and/or next steps for vehicle emission reductions, such as for highest emitters, which would be informed by the emissions testing study, reference material on management actions implemented in other jurisdictions, and discussions with key stakeholders.

## Scope

The work of the project team will be limited to using remote sensing technology to test emissions from the in-use on-road vehicle fleet, including heavy-duty and light-duty trucks/vehicles, and making recommendations on managing emissions from the on-road transportation sector.

The focus of this work is intended to be diesel-fuelled trucks but would also collect data on other heavy-duty vehicles (e.g., buses) and light-duty vehicles (e.g., personal vehicles). The emissions of focus include NO<sub>x</sub>, VOCs, CO, CO<sub>2</sub>, and particulate matter for a holistic approach (selected air contaminants and greenhouse gases) but recommendations to reduce these substances is expected to have the co-benefit of reducing other emissions.

## Project Goal

To measure emissions from the in-use on-road transportation sector, particularly diesel-fuelled trucks, to inform management actions and/or next steps for transportation emissions management to help achieve the CAAQS in Alberta.

## Project Objectives and Strategies

The 'Potential Outcomes/Deliverables' under each objective are not meant to be prescriptive or limit the creativity of the project team, rather to provide additional context around the intent of the objectives. They are meant to help inform discussions of the project team by providing an understanding of Working Group conversations. The project team members will create more detailed work plans which will outline how each strategy is to be executed. As they do so, specific outcomes and deliverables will be identified based on what is most appropriate and useful to achieving each objective.

### 1. Objective 1

Compile and review information and agree on a common understanding of current transportation emissions and their management in Alberta.

#### Strategies

- 1.1. Gather and review existing and planned work on current transportation emissions and their management in Alberta and other jurisdictions.

- 1.2. Determine any permits or permissions required to undertake the on-road vehicle emissions testing study and the time required to obtain them.

#### Potential Outcomes/Deliverables

- Understanding of work being done in Alberta and elsewhere to measure and manage transportation emissions.
- Summary document: List of reference materials on similar and related work on transportation emissions and management in Alberta and other jurisdictions.

## 2. Objective 2

Undertake an on-road vehicle emissions testing study (or studies) to gather data on emissions from in-use on-road light-duty and heavy-duty vehicles, focusing on diesel-fuelled trucks.

#### Strategies

- 2.1. Define the scope of the on-road vehicle emissions testing study including the emission parameters and vehicles of focus (e.g., on-road heavy-duty diesel and/or light-duty diesel vehicles) given available funding.
- 2.2. Confirm availability of the potential contractor(s) and initiate a contract for the on-road vehicle emissions testing study.
- 2.3. With input from the consultant, outline the design of the emissions testing study including the number and location of testing sites for representativeness given available funding, the desired time periods for data collection, and how to address any limitations or risks. The testing site determination must also consider CAAQS achievement (PM, O<sub>3</sub>, NO<sub>2</sub>), areas where the vehicles of focus frequent (e.g., trucks and commercial buses in Fort McMurray, main travel corridors), and the locations used in previous similar studies (Calgary, Edmonton, Red Deer, and Canmore).
- 2.4. Obtain any necessary permits or permissions for data collection (e.g., testing site set-up authorization and selected vehicle registration information gathering).

#### Potential Outcomes/Deliverables

- Study is undertaken and data are collected for the vehicles of focus, emission parameters, and locations during the desired time period(s).

## 3. Objective 3

Develop a vehicle emissions profile for the in-use on-road vehicle fleet based on data from Objective 2 and compare results from this and similar studies.

#### Strategies

- 3.1. Evaluate and summarize the data collected during the on-road vehicle emissions testing study to characterize the fleet. This includes identifying which model years, classes of vehicles, and fuel types are the lowest and highest emitters. If possible, this would also include comparing emissions profiles of vehicles enrolled in an appropriate program available at the time of the emissions testing study, such as the Partners in Compliance (PIC) program or the SmartWay Transportation Partnership, vs. those not enrolled.

- 3.2. Compare results between the different ROVER III testing sites (e.g., between Fort McMurray and elsewhere) and between ROVER III and similar studies from British Columbia, Alberta, or other jurisdictions highlighting any key similarities or differences.

#### Potential Outcomes/Deliverables

- On-road vehicle emissions testing study report is completed and includes characterization of the fleet and highlights any key results or insights.
- Data collected provided separately to the report in a format to be decided by the contractor(s) and the project team.

#### 4. Objective 4

Evaluate and recommend management actions and/or next steps to reduce emissions from the in-use on-road vehicle fleet based on the outcomes of Objectives 1 and 3.

#### Strategies

- 4.1. Develop a list of potential management actions and/or other next steps for implementers (i.e. Governments, Airshed Organizations, etc.). Additional inputs or considerations should include:
  - Input from key stakeholders;
  - Considerations for socioeconomic concerns, any advantages or disadvantages to affected stakeholders, and alignment of provincial initiatives with federal legislation with the intent of reducing both air and greenhouse gas emissions from vehicles;
  - Evaluation of potential management actions and/or next steps for emitters, leveraging existing available information wherever possible. Some considerations may include:
    - cost/benefit analysis
    - ease of implementation
    - feasibility of integrating emissions testing into program options (e.g., for identifying high emitters on a more ongoing basis).

#### Potential Outcomes/Deliverables

- Recommendations for management actions and/or next steps to help reduce emissions from the transportation sector in Alberta, that are complementary to, rather than duplicative of, initiatives that are existing or already planned.

#### 5. Objective 5

Develop and implement a strategy and action plan for communicating the work of the project team, and on vehicle emissions and their impact on air quality.

Note: Objective 5 will need to be considered at the outset and on an ongoing basis to determine what stakeholder and public engagement will be necessary and/or appropriate at each stage of the project.



### Strategies

- 5.1. Identify existing communication channels that could be leveraged.
- 5.2. Determine relevant information to be communicated, the appropriate audience, timing, and how it will be communicated.
- 5.3. Engage stakeholders as required throughout the project.
- 5.4. Provide advice on stakeholder and public engagement to the implementers of management actions, where applicable.
- 5.5. Develop messaging on the outcomes of each objective for project team members to communicate relevant information to their constituents.

### Potential Outcomes/Deliverables

- Communications strategy detailing what, how, when, and to whom project team information will be communicated.
- Message map for communicating on vehicle emissions and their impact on air quality via existing communications channels.
- Survey of selected audience(s) to inform future education/awareness activities, e.g., to gauge awareness, encourage good performers, and/or debunk any myths.

## Project Deliverables

The project team will provide the following deliverables:

- Consultant report containing a description and the results of the vehicle emissions testing study, and includes comparisons of results to similar studies in Alberta and other jurisdictions and of those enrolled in the PIC program;
- Data collected during the emissions study;
- Final report that includes the project methodology, findings, outcomes, and recommendations including any advice to implementers of potential management actions and/or next steps; and
- Communications strategy for dissemination of the findings and results of the project
- Performance measure(s).

It should be noted that *CASA's Performance Measures Strategy: A "how-to" guide to performance measurement at CASA* indicates that each project team is required to generate one specific metric that will allow the success of the team to be evaluated 5 years in the future. More guidance on how this can be achieved can be found in the strategy.

## Project Structure and Schedule

Project work should begin in April 2018. The working group anticipates that the entire project will take a maximum of 18 months, with a completion date of September 2019. The project team will complete its objectives within 12 months, with the remaining time allocated for report writing and review of the final report by the CASA Board.

The bulk of the work is sequential, meaning that the outcomes of Objective 2 are the inputs to Objective 3, and the outcomes of Objectives 1 and 3 are the inputs to Objective 4. The project team should also assess the entire process to identify opportunities for work to be done concurrently.

Refer to Table 1 for a high-level illustration of the process and information on the time constraints related to Objective 2.

**Table 1: ROVER III Project Timeline\***

ROVER III Project Team Objectives and Timeline	2018									2019								
	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
<b>Objective 1:</b> Compile and review information and agree on a common understanding of transportation emissions management in Alberta.																		
<b>Objective 2:</b> Undertake an on-road vehicle emissions testing study (or studies) to gather data on in-use vehicle emissions, focusing on diesel-fuelled trucks.																		
<b>Objective 3:</b> Develop a vehicle emissions profile for the in-use fleet based on data from Objective 2 and compare results from this and similar studies																		
<b>Objective 4:</b> Evaluate and recommend strategies or management actions to reduce emissions from the in-use vehicle fleet.																		
<b>Objective 5:</b> Develop and implement a strategy and action plan for communicating on vehicle emissions and their impact on air quality, and the work of the project team.																		
Write final report and recommendations																		
Final report and recommendations reviewed approved by the CASA Board (timing to align with Board meeting schedule)																		

\*The schedule outlined in Table 1 **can only be delayed by 1-2 months** without significantly impacting the overall project timeline. If Objective 2 is not initiated by June 2018, the data collection window will be missed and the project will be delayed by 6-12 months.

## Projected Resources and Costs

Table 2 outlines the potential external costs over the life of the project as anticipated by the working group. These figures are estimates only. As the work of the project team progresses, detailed work plans and associated budgets will need to be created. The funds to complete this work will need to be assured prior to the commencement of the project. Note that the bulk of the funding will likely be required in implementation of Objective 2, which occurs early in the project.

The funding for Objective 2 is required upon project initiation to secure the contractor(s) and ensure they can undertake the emissions testing study during the required data collection window in Fall 2018. If funding is not available when the project is initiated, the project timeline will be delayed 6 – 12 months.

**Table 2: Estimated ROVER III Project Budget**

Item	Comments	Estimated Cost
Consultant fees to undertake Objectives 2 and 3, as follows: <ul style="list-style-type: none"> <li>Complete an on-road emissions testing study (or studies) for the vehicles of focus during the desired time period(s)</li> <li>Develop a vehicle emissions profile for the in-use on-road vehicle fleet and compare results from this and similar studies</li> </ul>	<i>Critical cost</i> requiring funding for project commencement	\$150,000*
A workshop to obtain feedback on and refine management actions with interested parties (Objective 4)	Optional cost, cost may be reduced	\$5,000
Development and implementation of communications strategy (Objective 5), to potentially include: <ul style="list-style-type: none"> <li>Workshop with interested parties</li> <li>Survey of selected audiences</li> <li>Communications materials (e.g., message map, backgrounder, etc.)</li> </ul>	Optional cost, cost may be reduced	\$10,000
Final Report Writing	Cost may be reduced	\$10,000
<b>Total Estimated External Costs</b>		<b>\$175,000</b>

\*In-depth discussion of the Project Team is needed to confirm the scope of the Request for Proposal, particularly as the costs vary by the number of testing sites and time in the field. This estimate assumes five testing site locations (one week in the field at each site) and a final report including a summary of the collected data and a vehicle emissions profile. The cost associated with each testing site is approximately \$25,000 and a further \$25,000 is required for

the consultant's report. The more testing data obtained, the more representative the study results may be of the vehicle fleet.

## Risk Analysis

Identifying, analyzing and mitigating project risks is a key component of executing a successful project. The project team should incorporate proactive risk management into the project to mitigate risks that could undermine its success.

Table 3 lists the risks as well as possible mitigation strategies identified by the working group that the project team should consider as they undertake their work.

**Table 3: ROVER III Risk Analysis including Possible Mitigation Strategies**

Risks	Possible Mitigation Strategies
<b>Process</b>	
Timely funding not available	<ul style="list-style-type: none"> <li>• Identify who the “customers” of this work are. Who will find this valuable – seek funding there</li> <li>• Develop a strong value-proposition that includes: examples of sectors that may be involved or affected</li> <li>• Project Team members discuss the work and associated need for funding with their constituents early in the process</li> </ul>
Recommended management actions are too broad or not specific to the project goal.	<ul style="list-style-type: none"> <li>• Seek a balance between regional needs and provincial applicability in management actions chosen</li> <li>• Consider prioritizing cross-cutting actions that provide regional benefit and have the potential to be broadly applicable</li> <li>• Consider ways to align this work with existing management frameworks and plans</li> </ul>
Can't reach agreement, e.g., on testing study design, management actions, or communications	<ul style="list-style-type: none"> <li>• Determine in advance which pieces of work do and do not require consensus</li> <li>• Outline a clear decision-making process that includes what happens if the team can't agree – who will make the decision?</li> <li>• Have an explicit discussion around Interest-Based Negotiation, and get all the interests of the team members on the table</li> </ul>
Project Team doesn't understand or follow the Project Charter	<ul style="list-style-type: none"> <li>• Working group to create a project charter that is clear, especially with respect to the intent for sequencing of objectives</li> <li>• Board receives regular updates to ensure progress is monitored</li> </ul>

CASA Board doesn't agree with management actions identified in Objective 4	<ul style="list-style-type: none"> <li>• Project Team members liaise with their constituents and Board members on an ongoing basis</li> <li>• Project Team provides regular status reports for Board meetings</li> </ul>
Recommendations of the project team are not implemented. Specifically, advice given on implementing management actions in Objective 4.	<ul style="list-style-type: none"> <li>• This risk is outside the scope of the project team to mitigate; however, this risk will be reduced if i) the parties potentially involved in implementation are engaged, and ii) reference to implementation (who and how) is included in the report's recommendations</li> </ul>
<b>Information Collection</b>	
Permits for data collection are not obtained in a timely manner and cause project delays	<ul style="list-style-type: none"> <li>• Municipal representatives are involved early in the project and can inform the project team of the required permits and timelines for acquisition to ensure they are obtained prior to the data collection window</li> <li>• Similarly engage Service Alberta regarding access to vehicle registration information for vehicles registered in the province</li> </ul>
Consultant is not available during the project data collection window	<ul style="list-style-type: none"> <li>• Engage the consultant as far in advance as possible to ensure availability (e.g., once project charter is approved by the CASA Board)</li> </ul>
Lack of / limited information (accessibility)	<ul style="list-style-type: none"> <li>• Ensure Project Team membership enables the team access to information</li> <li>• Use judgement where information is unavailable</li> </ul>
Privacy concerns potentially impacting the ability to collect vehicle registration data and use limitations cause project delays or impact the study results	<ul style="list-style-type: none"> <li>• Determine requirements and data use limitations for vehicle registration data early in the project (e.g., once project charter is approved by the CASA Board)</li> </ul>
Technology limitations (e.g., due to weather conditions) cause project delays	<ul style="list-style-type: none"> <li>• Allow sufficient time during the data collection window for potential delays due to unfavourable weather conditions</li> </ul>
The optimal data collection window is missed and the project as a result takes longer than expected	<ul style="list-style-type: none"> <li>• Plan clear objectives and requirements for each stage of the project to ensure any requirements (e.g., permits, consultant availability) are met early in the project</li> </ul>
Ability to collect vehicle age and class data for different vehicle types is not considered and the information is not obtained	<ul style="list-style-type: none"> <li>• Ensure the emissions testing study is adequately scoped and designed in terms of target vehicles and the necessary equipment set up to collect both the emissions information and the vehicle registration information (e.g., difference in license plate location on heavy-duty vs. light-duty vehicles is considered)</li> </ul>

Difficulties in collecting registration data from out-of-jurisdiction vehicles impact study results and the project schedule	<ul style="list-style-type: none"> <li>Determine the process for obtaining out-of-jurisdiction registration information early in the project (e.g., once project charter is approved by the CASA Board)</li> </ul>
Vehicles avoid the study testing locations	<ul style="list-style-type: none"> <li>Take potential testing site avoidance into consideration when determining the testing site locations</li> </ul>
<b>Stakeholder Engagement</b>	
During stakeholder engagement, “interested parties” don’t agree with the list of management actions provided in Objective 4	<ul style="list-style-type: none"> <li>Try to develop the potential management actions collaboratively</li> <li>If stakeholders disagree, seek to understand stakeholder reasons for disagreement</li> <li>Identify non-consensus recommendations where appropriate</li> </ul>
Lack of engagement/ownership on Project Team (incl. Human resources)	<ul style="list-style-type: none"> <li>Identify and communicate with potential stakeholders early in the process</li> <li>Create a clear value proposition</li> <li>Be clear about what is being asked of stakeholders</li> </ul>
Obtaining stakeholder feedback and refining management actions with interested parties (Objective 4) takes longer than expected, or causes scope creep.	<ul style="list-style-type: none"> <li>Set specific parameters for this piece of work: <ul style="list-style-type: none"> <li>Purpose of soliciting feedback</li> <li>Scope of influence outcomes will have on overall process</li> </ul> </li> <li>Time available</li> </ul>

## Operating Terms of Reference

An Operating Terms of Reference describes how the project team agrees to work together. The project team should discuss and reach consensus on the following items:

- Requirements for quorum
- Governance
- Meeting protocols
- Roles and expectations of project team members
- How decisions will be made
- Ground Rules
- Frequency of project team meetings
- Frequency of updates and reports to the CASA Board
- Protocols for handling media requests
- Protocols for providing updates to interested parties
- Any other considerations for working together

## Stakeholder Analysis and Engagement Plan

The transportation sector is broad, and would benefit from engaging different stakeholders for different purposes. Different stakeholders could be engaged in a variety of capacities and at different times throughout the project.

The working group identified the following categories of stakeholders that may be involved:

- **Project Team:** Stakeholders who are required at the table to reach consensus agreement.
- **Corresponding members:** Stakeholders who receive all correspondence, but are not required at the table to reach consensus agreement.
- **Task Groups or Technical Experts:** Stakeholders who have a specific interest or expertise and can be engaged in a more focused way.
- **Other:**
  - Stakeholders from whom feedback on management actions is sought, which may include potential implementers or those potentially impacted (Objective 4)
  - Members of the public who may be engaged (Objective 5)

Table 4 includes a list of potential stakeholders for consideration.

**Table 4: Potential Stakeholders to Consider for Involvement in the ROVER III Project**

Individual or Organization	Possible Interests, Concerns, or Involvement
Provincial Regulators (e.g., Environment and Parks, Transportation, Agriculture and Forestry, Alberta Energy Regulator, Service Alberta, Alberta Justice, Alberta Health)	<ul style="list-style-type: none"> <li>• Responsible for ensuring achievement of the CAAQS as well as provincial policy</li> <li>• Will likely be responsible for implementing many management actions</li> <li>• Interested in environmental protection and health of Albertans as well as ensuring sustainable economic prosperity</li> <li>• Involved in education/awareness initiatives</li> <li>• May be involved in implementing management actions or have interest in certain sectors, e.g., forestry trucks, shuttle buses to mine sites</li> <li>• May be involved for emissions testing study site access and vehicle registry data access</li> </ul>
Federal government (e.g., Environment and Climate Change Canada, Transport Canada)	<ul style="list-style-type: none"> <li>• Interested in ensuring achievement of the CAAQS across Canada, effectiveness of and alignment with federal policies, as well as meeting transboundary commitments</li> </ul>
Municipalities	<ul style="list-style-type: none"> <li>• Involved in education/awareness initiatives</li> <li>• Involved in site selection and permit acquisition</li> <li>• May be involved in implementing management actions</li> </ul>
First Nations and Métis	<ul style="list-style-type: none"> <li>• Interested in ensuring the health of communities</li> <li>• Interested in protecting the environment</li> </ul>
Trucking companies/associations (e.g., CTA/AMTA, Independent Trucking Association)	<ul style="list-style-type: none"> <li>• Interested in fairness across the sector</li> <li>• Concerns regarding possible costs or inconvenience of potential management actions</li> </ul>



Industry	<ul style="list-style-type: none"> <li>Interested in management actions to reduce NOx emissions that include both industrial and non-industrial emission sources</li> </ul>
Pacific NorthWest Economic Region (PNWER) Foundation	<ul style="list-style-type: none"> <li>Interested in awareness of requirements in each jurisdiction, for cross-border activities</li> </ul>
Health and Environmental Non-Government Organizations	<ul style="list-style-type: none"> <li>Interested in ensuring the health of Albertans</li> <li>Interested in protecting the environment</li> </ul>
Airshed Organizations	<ul style="list-style-type: none"> <li>Involved in education/awareness initiatives</li> <li>May be involved in implementing management actions</li> </ul>
Agriculture Associations (e.g., Alberta Canola Producers, Alberta Beef Producers, etc.)	<ul style="list-style-type: none"> <li>Interested in fairness across the sector</li> <li>Concerns regarding possible costs or inconvenience of potential management actions</li> </ul>
Academia/Research Councils (e.g., U of A Centre of Smart Transportation, and others)	<ul style="list-style-type: none"> <li>Interested in data collected and potential research implications of study results, or in possible concurrent studies</li> </ul>

Given the different stages of this project, other stakeholders may become apparent as the work progresses. The project team will need to regularly evaluate whether the appropriate stakeholders are engaged.

## Appendix A: Working Group Membership

	Role	Organization
<b>Members</b>		
Randy Angle	Member	Prairie Acid Rain Coalition
Andrew Barnes	Member	Alberta Motor Transport Association
Ann Baran	Member	Southern Alberta Group for the Environment
Rhonda Lee Curran	Chair	Alberta Environment and Parks
Rob Hoffman	Member	Canadian Fuels Association
Rahul Shrivastava	Member	Alberta Transportation
<b>CASA Secretariat</b>		
Katie Duffett	Project Manager	Clean Air Strategic Alliance
Cara McInnis	Administrative Support	Clean Air Strategic Alliance

## Appendix B: Reference Materials

The project team should review the following materials in preparation for project initiation:

- *Recommendations for Non-Point Air Emissions Sources in Alberta* (CASA, 2017)
  - Final report from the CASA Non-Point Source project teams. Contains recommendations for the transportation sector in Alberta, including the recommendation for the ROVER III project.
  - Available at: <http://www.casahome.org/current-initiatives/non-point-source-project-team-37/>
- *Greater Vancouver Regional District Remote Sensing Device (RSD) Trial for Monitoring Heavy-Duty Vehicle Emissions* (Envirotest Canada, 2013)
  - A short-term study completed in British Columbia that collected emissions information for a variety of diesel vehicles and model years using a remote sensing device system and a heavy-duty emissions tunnel.
  - Available at: [http://www.metrovancouver.org/services/air-quality/AirQualityPublications/2013\\_RSD\\_HDV\\_Study.pdf](http://www.metrovancouver.org/services/air-quality/AirQualityPublications/2013_RSD_HDV_Study.pdf)
- *The Alberta ROVER Project Summary Report* (CASA, 1999)
  - Summary report for the first ROVER project completed through CASA in 1998-1999. Includes the results from the emissions testing study and recommendations developed by the Vehicle Emissions Implementation Design Team.
  - Available at: [http://www.casahome.org/uploads/source/Alberta%20ROVER%20Project%20\(March%201999\).pdf](http://www.casahome.org/uploads/source/Alberta%20ROVER%20Project%20(March%201999).pdf)
- *The Alberta ROVER II On-Road Vehicle Emissions Survey* (CASA, 2007)
  - Summary report for the second ROVER project completed through CASA in 2006-2007. Includes the results from the emissions testing study and recommendations developed by the Vehicle Emissions Team.
  - Available at: [http://www.casahome.org/uploads/source/PDF/ROVERII\\_Report\\_FINAL-8JAN2008.pdf](http://www.casahome.org/uploads/source/PDF/ROVERII_Report_FINAL-8JAN2008.pdf)

## INFORMATION SHEET

**Item 7.0: Information Presentation from the Environmental Monitoring and Science Division**

**Issue:** 5-year Air Quality and Deposition Monitoring Plan – Update on Methods and Process

**Background:** The Environmental Monitoring and Science Division (EMSD) of Alberta Environment and Parks (AEP) is leading the development of a province-wide Air Quality and Deposition monitoring plan for the next five years. The plan is intended to be complete by the end of the summer 2018 but will contain provisions for ongoing renewal to assure that the plan remains relevant.

The plan will identify gaps in and refine the current monitoring networks to ensure that there is appropriate monitoring coverage across the entire province. The outcome of the plan will be the definition of a core long-term provincial monitoring program for air quality and deposition that will address most current and emerging urban and rural air quality issues and a process for planning and prioritizing specific focused monitoring studies. The plan also will discuss emerging air quality and deposition issues that should be addressed by future monitoring. The utility of using community-based monitoring, citizen science, and new technologies to address air quality issues will be included in the plan.

This update will include information on the methods being used to classify existing monitoring stations and identify gaps in the monitoring networks. The process for initiating, planning and prioritizing focused studies also will be discussed.

There have been stakeholder information sessions conducted through CASA-hosted webinars on November 27, 2017 and March 12, 2018, and a third webinar is planned for the end of May 2018. The first webinar provided an overview of the process, the scope of the plan, and the content of the plan. Stakeholder input was requested through a question and answer session and a follow-up list of questions. The second webinar focused on methodologies that are being used to develop the plan and some initial results based on the application of these methodologies. The third webinar will present the draft plan and again invite stakeholder input.

Additional technical meetings have and will be held with subject matter experts on human health, ecosystem function, agriculture, citizen science and Indigenous knowledge. The focus of these meetings has been to determine the air quality and deposition monitoring necessary to address the province-wide information needs of experts from these areas.



9915 108 St, 1400  
EDMONTON AB T5K 2G8  
CANADA

Meeting: CASA Board Meeting  
Date of meeting: April 12, 2018  
Meeting place: Edmonton Federal Building  
Windsor Room  
9820 107 St NW, AB T5K 1E7

1. Were the objectives as listed in the agenda accomplished? Yes  
No

2. The objectives we did not accomplish are:

---

---

---

3. How can future meetings be improved?

---

---

---

4. Did the board book (decision sheets, attachments, reports) provide you with the information needed to make informed decisions? Yes  
No

5. Do you have any other feedback you would like the Executive Committee to consider?

---

---

---

6. How do you feel about the value of this meeting for the time you spent here?

---

---

---

Name (optional): \_\_\_\_\_