

Clean Air Strategic Alliance – Board Meeting
Centre West, 10th Floor
6th Floor Training Room
10035 108 ST NW
Edmonton,
AB, T5J 3E1

March 15, 2017
Agenda

8:00am – 9:00am Caucus Meetings

Industry → 10th Floor CASA Large Board Room

NGO → 10th CASA Small Board Room

Government → 6th Floor Training Room

	1.0	ADMINISTRATION	1
09:00 – 09:10 (10min)	1.1	Convene Business Meeting and Approve Agenda <i>Objective: Convene business meeting and approve agenda</i>	
	1.2	Minutes and Board Action Items from December 2016 <i>Objective: Approve minutes and review the action items from the December 8, 2016 board meeting.</i>	
9:10 – 9:30 (20min)	1.3	2016 Audited Financial Statements <i>Objective: Receive the 2016 audited financial statements for information. The statements will be accepted at the Annual General Meeting in June.</i>	
	1.4	New Representatives <i>Objective: Introduce and welcome new CASA Board representatives.</i> <ul style="list-style-type: none"> • Andrew Read • Wayne Ungstad 	
	1.5	Executive Membership <i>Objective: To confirm the nominated Vice-President from the NGO sector.</i>	
9:30 – 9:50 (20min)	1.6	Executive Director's Report <i>Objective: Receive a report on secretariat activities, income and expense statements and provide any feedback.</i>	
	2.0	UPDATES	2
09:50 – 10:05 (15min)	2.1	Non-Point Source <i>Objective: Receive a presentation on the NPS update.</i>	
	3.0	NEW/OTHER BUSINESS	3
10:05 – 10:15 (10min)	3.1	New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	3.2	Updated Mailing and Membership Lists <i>Objective: Provide up-to-date information on CASA board members.</i>	
10:15 – 10:30 (15min)		BREAK	
	4.0	SYSTEMS MAPPING	4

10:30 – 12:00
(1hr 30min) **4.1 Systems Mapping Workshop**
Objective: Participate in a Systems Mapping Workshop facilitated by Wayne Crosby, Senior Systems Designer from Alberta Environment & Parks.

12:00 – 1:00
(1hr) **LUNCH**

5.0 SYSTEMS MAPPING

1:00 – 4:00
(3hrs) **5.1 Systems Mapping Workshop Continued**
Objective: Participate in a Systems Mapping Workshop facilitated by Wayne Crosby, Senior Systems Designer from Alberta Environment & Parks.

6.0 EVALUATIONS

5

4:00 – 4:05
(5min) **6.1 Evaluation Forms**
Objective: Receive the results from the last evaluation and provide time for board members to fill out their evaluation forms.

CASA Board of Directors Meeting
December 8, 2016, Calgary, Alberta

In attendance:

CASA Board Members and Alternates:

Bill Calder, NGO Urban
Brian Ahearn, Petroleum Products
Carolyn Kolebaba, Local Government-Rural
Cheryl Baraniecki, Federal Government
Chris Severson-Baker, NGO Industrial
Claude Chamberland, Oil and Gas Large Producers
Greg Moffatt, Chemical Manufacturers
Humphrey Banack, Agriculture

Jim Hackett, Utilities
Peter Noble, Petroleum Products
Rich Smith, Agriculture
Rick Blackwood, Provincial Government-Environment
Ruth Yanor, NGO Industrial
Wade Clark, Provincial Government-Energy
Keith Denman, CASA Executive Director

CASA Secretariat:

Matthew Dance, Cara McInnis, Katie Duffett, Kim Sanderson

Guests:

Sharon Willianen, Alberta Environment and Parks
Karla Reesor, Alberta Airsheds Council
Should Laura Blair also be listed here or does the reference to her as a presenter cover it?

Presenters:

Keith Denman, *Executive Director's Report and Financial Statements* (Item 1.4), *Core Budget for 2017* (1.5), *CASA 2.0 Working Group* (2.2), *Airshed Endorsement Process* (4.1), *Three Year Strategic Review* (4.2)
Rick Blackwood, *Government Mission Analysis* (Item 2.1)
Laura Blair, *Ambient Air Quality Objectives Committee* (Item 3.1)
Cara McInnis, *Communications Committee Update* (Item 4.4)

Regrets:

Ahmed Idriss, Utilities
Andre Corbould, Provincial Government-Environment
Ann Baran, NGO Rural
Brian Gilliland, Forestry
Dan Hall, Chemical Manufacturers
Dan Thillman, Mining
David Lawlor, Alternate Energy
David Spink, NGO Urban
Dawn Friesen, Provincial Government-Health
Holly Johnson-Rattlesnake, Aboriginal Government-First Nations

Keith Murray, Forestry
Koray Önder, Oil and Gas Large Producers
Leigh Allard, NGO Health
Linda Mattern, Provincial Government-Health
Martin Van Olst, Federal Government
Mary Onukem, Aboriginal Government-Métis
Rob Beleutz, Mining
Scott Wilson, NGO, Consumer
Steve Tkalcic, Provincial Government-Energy
Terry Rowat, Chemical Manufacturers

**Clean Air Strategic Alliance
Board of Directors Meeting
December 8, 2016**

Executive Summary

Greg Moffatt and Steve Tkalcic will be joining the CASA board as the alternate for Chemical Manufacturers and director from Alberta Energy respectively. NGO Vice-President Chris Severson-Baker announced he is leaving the Pembina Institute to take a position with the Alberta Energy Regulator. As a result of this he will be stepping down from the CASA Board and from his position as the ENGO Vice-President. Arrangements for his replacement will be made.

The board was advised that the CASA office will be moving into the 14th Floor of South Petroleum Plaza to share space with the Alberta Water Council. Further efficiencies are being sought in administration and staffing.

An update was provided on Alberta Environment and Parks' (AEP) continuing mission analysis. A great deal of new work has been identified and trade-offs between these new priorities and historical activities will likely be needed. A detailed plan is being developed for review and endorsement by the Minister in early 2017, following which it can be shared.

The board discussed at length the report and proposed areas of work identified by the CASA 2.0 Working Group. Three areas of potential activity were noted: municipal environmental tool kit, ambient air monitoring strategy and goals, and relationships. The board expressed potential interest in all three topics but because roles, responsibilities and relationships underpin the others, the board agreed to hold a systems workshop in early 2017 to get clarity in this foundational area. Additional outreach and scoping will be done concurrently on the other two topics, and areas for possible CASA work will be revisited at a future meeting.

Other board decisions:

- Approved the CASA 2017 core budget.
- Established a CASA committee to undertake the work plan for review of the prioritized ambient air quality objectives, to be completed by March 2020.
- Deferred the scheduled 2017 three year review until 2018.

Prior to making any changes in the process for endorsing airsheds, it was decided to have further discussions with airsheds and with the Monitoring and Science Branch in AEP to determine the best path forward. Airsheds will also be invited to attend the systems workshop to help clarify roles and responsibilities.

The Non-Point Source Project Team and the Communications Committee provided updates on their recent work. The CASA website has been revamped to improve access and navigation and is now live.

The next CASA board meeting will be March 15, 2017 in Edmonton.

**Clean Air Strategic Alliance
Board of Directors Meeting
December 8, 2016**

Minutes

Rick Blackwood convened the meeting at 9:35 a.m.

1 Administration

1.1 Approve Agenda

Rick reviewed the agenda which was approved as distributed.

1.2 Minutes and Action Items from June 15, 2016 Meeting and Vice-President Confirmation

The minutes of the June 15, 2016 meeting were approved as distributed. The board confirmed Peter Noble as the Industry Vice-President for a two-year term ending in June 2018.

Action items	Meeting	Status
3.1 – CASA Priorities – IRMS Roadmap Secretariat will work with stakeholders to initiate an IRMS Roadmap working group and develop a Project Charter, to be presented to the board in September or December 2015.	June 17, 2015	On hold.
2.1 – State of the Air discussion The Secretariat will organize a meeting or workshop with board members and others once the climate change report is released.	Sept. 17, 2015	This discussion has not yet taken place and is proving difficult to schedule due to a very heavy work load at ACCO. This action item will be dropped and a different approach taken[KS1]. [Further board discussion is noted below[KD2] the table.]
2.2 – Communications Committee Directors and alternates will check with their organizations regarding activities planned for Clean Air Day 2016 and advise Cara McInnis by May 13 th .	March 24, 2016	Complete
2.3 – Executive Director's Report Rick Blackwood will inquire as to how widely GoA discussions related to the IRMS can be shared and report back in September on the state of those discussions.	June 15, 2016	Complete. Will be reflected in today's presentation on mission analysis.
2.3 – Executive Director's Report The CASA and AWC executives will meet jointly prior to the September board meeting to develop two or three potential synergy scenarios and identify associated advantages and disadvantages. This material will be shared with the board of both organizations for	June 15, 2016	Complete. CASA staff will move into the 14 th floor of South Petroleum Plaza to share space with AWC staff. Potential efficiencies and ways of working together have been discussed. Both boards will be

Action items	Meeting	Status
discussion and feedback in preparation for the GoA budget discussions in September.		kept informed as information becomes available.
3.2 – Future CASA Work Board members will forward a) comments and thoughts on identifying new CASA work by June 24, and b) three names from each sector to serve on the working group to Keith Denman by June 30.	June 15, 2016	Complete

Action 2.1: State of the Air discussion

The board agreed a state of the air discussion would be useful when the Alberta Climate Change Office (ACCO) has enough information to assess the implications of potential climate change actions on air quality. Or CASA could examine opportunities related to the Climate Leaderships Plan (CLP). Validating health impacts of climate change measures would be useful. Environment and Climate Change Canada is working on a state of the air report, which is due out in 2017. That report could possibly be a springboard for CASA to examine the bigger picture of air quality in Alberta and where we are expected to be in 10-15 years. CASA could review the federal report at the end of 2017 and then decide what to[[KD3](#)] do[[KS4](#)].

Other Developments

Chris Severson-Baker announced that he is leaving the Pembina Institute to take a position with the AER in January. The AEN caucus will recruit to fill his space and other ENGO spaces on the board and once that is done, the NGO executive member will be selected. This should all happen before the next board meeting. In the meantime, Bill Calder will be the ENGO contact person. Chris indicated he will continue to follow CASA's work and advocate for this model. The board thanked Chris for his years of service and leadership to CASA and he will be formally recognized at a later date.

1.3 New Representatives

The board welcomed two new members. Greg Moffatt from the Chemical Industry Association of Canada is the alternate representing Industry – Chemical Manufacturers. Steve Tkalcic from Alberta Energy is the director representing Provincial Government – Energy, but was unable to attend today. Wade Clark, who joined the board in June but was unable to attend that meeting, was also welcomed.

1.4 Executive Director's Report and Financial Statements

Keith Denman directed the board to his report in the briefing book. He reviewed current staffing arrangements and noted that he continues to make presentations to interested groups and stakeholders. CASA is working with AEP and others on non-point sources to find ways to initiate action and change behaviours. CASA will be slightly under budget for 2016.

In response to a question regarding CASA and AWC, Rick noted that the timing is good to look for further efficiencies, particular with respect to staffing. Gord Edwards, the AWC executive director, will be retiring in January. At the same time, CASA has a vacant position for a senior manager, while that position is occupied at AWC. Thus, there are opportunities to gain operating and structural efficiencies without affecting any individuals. Additional savings may be possible

in the areas of bookkeeping, IT, and other administration. The GoA would like to find administrative savings so those funds could be redirected to support project activity. If significant changes emerge before March, a teleconference may be needed to inform the board. The intent is to keep the two organizations separate with their own board and bylaws.

Keith reviewed finances for the year to date and the annual assessment of the wind-down fund. The CASA data warehouse is no longer a line item in the CASA budget but there may have been some expenses earlier in the year.

Action 1.4: Keith Denman will determine when the contract for the CASA Data Warehouse ended and report back to the ^[KD5] board ^[KS6].

1.5 Core Budget for 2017

Keith directed the board to the core budget and operational plan for 2017. He laid out the assumptions and reviewed the base operating costs. Activity is expected to pick up in 2017 and funds are available to hire one more project manager if needed. Most costs related to the move will be covered by GoA but some contingency is in the budget. Rick noted that GoA will continue to seek efficiencies for CASA and AWC and those will be reflected in both organizational budgets.

Decision: The board approved the 2017 core operating budget.

2 Strategic Planning

2.1 Government Mission Analysis

Rick Blackwood provided an update on AEP's ongoing mission analysis work. Six themes have emerged and the executive team continues to define work in the lines of operation. He stressed that the GoA's agenda is aggressive and AEP is working to determine its engagement process with other players. A great deal of new work has been identified, and the management team realizes that trade-offs between these new priorities and historical activities will likely be needed. Deputy Ministers across ministries have held discussions to ensure that cross-ministry work is supported. Until the Minister endorses the overall plan, which is expected to happen in January, it can't be shared. The intent is that once this is approved, it will be revised annually as part of the business planning process. The Minister has been very supportive and helped ensure the expectations for how much work can be taken on are realistic.

Discussion

- It would be helpful if we could identify elements of potential synergy between the AEP mission analysis and the CASA 2.0 lists.
 - RB: AEP has been mindful of alignment as they discussed CASA 2.0.
- Will it be possible for AEP to leverage outside resources such as CASA to help with new tasks as appropriate? This could be valuable if a multi-stakeholder approach is needed.
 - RB: AEP is of this mindset and the cross-ministry table has been looking at it too.

2.2 CASA 2.0 Working Group

Bill Calder and Peter Noble presented results from the CASA 2.0 working group. A more proactive process was needed to identify work for which CASA is well-positioned to take on.

They described the process used to identify, screen and winnow down 17 potential projects to three key areas:

- Municipalities
- Monitoring strategy and goals
- Relationships

They asked the board to consider if a) any key areas had been missed, and b) these were suitable areas for CASA to focus on. If the board agrees these are priority areas, we can work to more fully define the scope.

The following points were noted initially, with the discussion focusing on roles and relationships:

- The topic of relationships emerged through discussions on the Clearing the Air strategy and action plan, and discussions around AEMERA.
- It will be important to clearly define roles and responsibilities before looking at relationships so that everyone has the same understanding and same vocabulary when talking about how to work together. This might be done through a preliminary workshop organized by CASA. CASA could set the stage by stating how it views its current role and other roles rather than starting with a blank slate.
- AEP has a small group of systems designers, and before we develop a project charter, it may be useful to devote some time to understanding the system, which has changed since CASA was created. AEP could bring some resources to help with such a session. Airsheds do more than just monitor. We need to identify all the players and clarify roles and expectations, then work out resources. The Monitoring and Science Division in AEP is also still working things out. CASA's real strength is that it could be the multi-stakeholder voice on an issue, but the GoA needs to know when to use it.

The board considered the idea of developing a municipal environmental tool kit, which further touched on roles and responsibilities:

- Are municipalities asking for an environmental tool kit?
- Some municipalities might use it and others won't be interested. Some already work with their local airshed and some work with local industries too.
- Airsheds do have many things in common. In addition to monitoring, they undertake community outreach and work with other partners. Before it was retired, AEMERA and the Alberta Airsheds Council (AAC) developed a MOU with a number of tasks, including bringing more clarity to the respective roles.
- The tool kit is a good idea but we need a better understanding of roles first. The Federation of Canadian Municipalities is doing a lot of work on climate change and environment that could potentially be leveraged. Any product we might develop needs to clearly meet a need.
- [KD7] It was stated that the Industry sector thinks the tool kit is a promising initiative and could add value.
- Revisions to the MGA could offer opportunities but more scoping is needed.

Before establishing working groups on the topics of a municipal tool kit or roles and responsibilities, the board agreed that CASA should first organize a workshop to get a better

understanding of the systems and players and their respective roles. CASA stakeholders and others would be invited to this session, including airsheds. Once the systems review is complete, CASA can revisit the idea of a municipal tool kit and develop more clarity about the scope and potential areas to cover.

Action: The Secretariat will organize a systems workshop for Q1 of 2017.

Action: Keith Denman will approach the Water Council to test interest in a possible joint initiative on a municipal environmental tool kit, and will begin a conversation with municipalities about their issues and the potential value of a tool kit to them.

The board then discussed the third potential topic, a working group on revisions to the Ambient Air Monitoring Strategy (AAMS) for Alberta.

- The systems mapping workshop will help with this topic too, to sort out policy from science and monitoring. But GoA may not be ready to pursue this topic yet. The cross-ministry group saw this as more of a dialogue than a project. We need to make sure we have the right information to make decisions.
- How air quality data comes in and how we analyze and use it to make decisions is relevant.
- The whole province is not covered by airsheds and air quality monitoring and it should be. Airsheds are also not uniform in what and how they measure.
- The new Air Monitoring Directive will address concerns about monitoring standards, technology and data reporting when the relevant chapters come into effect.
- Is this really CASA's job if the Monitoring and Science Division is responsible for monitoring, evaluation and reporting? The systems workshop should test and clarify.
- What is data evaluated and reported against? LUF outcomes? CAAQS? Other? There should also be some trend analysis.

The board agreed that more scoping and discussion are needed before work can be done on the AAMS, to clarify the reporting outcomes and the value that CASA could add. There is potential value in assembling relevant stakeholders to discuss with the Monitoring and Science Division changes that are needed in air monitoring and what questions should inform a revised strategy. Airsheds should be part of any workshop or meeting.

Action: The Secretariat will circulate a call for board members to help scope out work to be engaged with the end users of air quality data to determine how their needs may best be met. This would include government, regulators and non-government users. [KD8] [KS9].

3 Strategic Planning Continued

3.1 Ambient Air Quality Objective Committee

Laura Blair with AEP's Air Policy Branch provided brief context and background for the statement of opportunity to set up a committee to advise on establishing and revising Alberta's Ambient Air Quality Objectives. CASA has been involved in this work previously and would undertake the work plan for review of the prioritized ambient air quality objectives. The process would be based on the CASA model in that the goal is to reach consensus, but if that is not

possible, the Air Policy Branch will gather input from each person on the committee and make a decision.

Decision: The board agreed by consensus to establish a CASA committee to undertake the work plan for review of the prioritized ambient air quality objectives and to charge the committee with completing the work plan by March 2020.

Action: Keith Denman will contact the board to identify members for the Ambient Air Quality Objectives Stakeholder Advisory Committee.

4 Related Decisions

4.1 Airshed Endorsement Process

Keith reviewed the history of how airsheds have been created and endorsed. CASA has endorsed all nine airsheds based on their having met specific criteria, and that endorsement has been a consideration in securing GoA funding for some of the airshed monitoring work. The AAC has asked CASA to allow it to assume responsibility for airshed endorsement, applying the same criteria that CASA has used to evaluate membership applications. CASA would continue to work with and support airsheds and encourage their participation on CASA teams as appropriate. Rick Blackwood indicated that AEP would abstain from this decision given the current internal discussions related to the Monitoring and Science Division.

Discussion

The following points emerged in discussion of this item:

- Airsheds have never been represented on the CASA board and CASA is not represented on the AAC. The relationship is an informal one, and could be part of the upcoming discussion on roles, relationships and responsibilities.
- Various NGOs belong to CASA but not AAC and thus would have no opportunity to examine an application in detail from a potential airshed. A better process would be for the AAC to review an application and then bring a recommendation to CASA for endorsement.
- Individual airshed boards do include a number of NGOs and public members. However, AAC bylaws specify that only existing airsheds can belong to the Council and airsheds are typically represented on AAC by their executive director. This request emerged because one organization will be receiving funds to monitor in its area and wanted to join AAC. AAC cannot represent them until they become a fully participating member. Their interest was not in actually becoming an airshed nor do they have to be one to secure the funds in question, but only airsheds can belong to AAC.
- It is not entirely clear if GoA funding is conditional on having received CASA's endorsement as an airshed. The understanding is that a proposed new airshed would cover a specific land base, and the Monitoring and Science Division would likely see a role for it in monitoring that area, so we need a better understanding of how these roles would mesh. We need to get clarity about roles and responsibilities and then we can consider the endorsement question.
- This is not necessarily a question about CASA wanting to retain its role in endorsing airsheds, but given the overall uncertainty around roles, we need more discussion with airsheds and with AEP's Monitoring and Science Division. The GoA gave CASA the

authority to endorse airsheds but many things have changed and we need to consider the best way to proceed.

Action: Keith Denman and Karla Reesor will have discussions with the Monitoring and Science Division and with the AAC about possible ways to proceed and report back to the board. Keith will also ensure airsheds are invited to participate in the roles and responsibilities workshop.

4.2 Three Year Strategic Review

Keith noted that the executive committee thought it best to defer the scheduled 2017 three-year review until 2018 to allow the work associated with CASA 2.0 to get underway. A review at that time would be more thorough and useful in light of those activities.

Decision: The board agreed to defer the scheduled 2017 three year review until 2018.

5 Project and Committee Updates

5.1 Non-Point Source Project Team Update

Jim Hackett and Bill Calder presented an update on the Non-Point Source (NPS) Project Team, reviewing the work to date, project objectives and timelines. The timeline is aggressive and work is now underway on the team's report. The Technical Task Group (TTG) has done a great deal to document understanding of the various sources based on available data and information. The TTG produced a report and identified a number of shortcomings in what we know about NPS. They also recommended a list of eight non-point sources for the team to consider in more detail, focusing on areas where the CAAQS are being exceeded. The team applied various filters and refined the list to five sources: transportation, residential wood burning, prescribed burning, agricultural emissions, and VOCs and gasoline distribution. The team has prepared a communications strategy designed to raise awareness about NPS and communicate the impacts as well as the team's findings. Select stakeholders will be asked to help develop recommendations. The team will present its draft recommendations to the board at the March 2017 meeting, with a deadline of fall 2017 for completion of the project.

Discussion^{[KD10][KS11]}

- Prescribed burning has been an issue in the Lower Athabasca Region but it is also a major tool in the Eastern Slopes as timber harvesting is phased out, and is thus likely to increase.
- In winnowing the list to five, the team considered what was causing the problem and whether the source was covered by other initiatives and actions. If it is being addressed elsewhere, it was not a focus for the team. The team focused on the CAAQS, noting that road dust is a big issue in many areas and could be looked at in the future; it was not viewed as a priority right now.
- Transportation is a big source that has a lot to do with the design of roads and cities, which we don't have control over. This also relates to the CLP and CASA may be able to lay some groundwork so that when the CLP is reviewed, there would be a basis for some new policy.
- Control of road dust could be an area to look at in a municipal tool kit.

- The TTG members contributed a great deal of in-kind time to complete its work, for which they are to be commended. Members were knowledgeable in the areas being examined and did engage non-team members as needed. However, CASA teams need to consider whether their work could benefit from outside expertise to enhance credibility.

5.2 Communications Committee Update

Cara McInnis provided a short update on the work of the Communications Committee and the website enhancements that have been made to improve access and navigation. The new site went live last week and minor issues are being addressed. She led the board through the log-in process, noting pages that directors have specific access to. Pages will also be set up to facilitate sharing of information for project teams. The site is mobile friendly so can be accessed by phone. It may be possible to set up “read-only” sections for each caucus.

6 New/Other Business

6.1 New/Other Business

Options for video conferencing for CASA board meetings are being examined. This capacity exists at McDougall Centre and for the federal building, but more information is needed. Rick Blackwood is investigating this option and will report back on his findings.

6.2 Update Board Mailing and Membership Lists

Board members were asked to confirm their information is accurate and advise the secretariat of any errors.

6.3 2017 Board Meeting Dates

Meeting dates for 2017 were determined by polling board members prior to this meeting, and four dates were identified. The June 15 date in Calgary conflicts with the Water Council, so the CASA board agreed to shift to June 14. However, McDougall Centre may not be available. ATCO may be able to host and Keith is working with Jim Hackett to sort out details.

The schedule of meetings for 2017 is as follows:

- March 15 in Edmonton
- June 14 in Calgary, location TBA
- September 13 in Edmonton
- December 13 in Calgary

6.4 Evaluation Forms

Members were asked to complete evaluation forms for the meeting. These responses are valued and will be reviewed by the Executive Committee at its next meeting.

The meeting adjourned at 2:45 p.m.

The next CASA board meeting will be March 15, 2017 in Edmonton.

Action Items

Action items	Meeting	Due
3.1 – CASA Priorities – IRMS Roadmap Secretariat will work with stakeholders to initiate an IRMS Roadmap working group and develop a Project Charter, to be presented to the board in September or December 2015.	June 17, 2015	On hold
2.1 – State of the Air discussion^[KS12] The Secretariat will organize a meeting or workshop with board members and others once the climate change report is released.	Sept. 17, 2015	
2.2 – CASA 2.0 The Secretariat will organize a systems workshop for Q1 of 2017.	Dec. 8, 2016	
2.2 – CASA 2.0 Keith Denman will approach the Water Council to test interest in a possible joint initiative on a municipal environmental tool kit, and will begin a conversation with municipalities about their issues and the potential value of a tool kit to them.	Dec. 8, 2016	
2.2 – CASA 2.0 The Secretariat will circulate a call for board members to help scope out work to be done on the AAMS topic, including how air quality data is used.	Dec. 8, 2016	
3.1 - Ambient Air Quality Objectives Committee Keith Denman will contact the board to identify members for the Ambient Air Quality Objectives Stakeholder Advisory Committee.	Dec. 8, 2016	
4.1 – Airshed Endorsement Keith Denman and Karla Reesor will have discussions with the Science and Monitoring Division and with the AAC about possible ways to proceed and report back to the board. Keith will also ensure airsheds are invited to participate in the roles and responsibilities workshop.	Dec. 8, 2016	

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INFORMATION SHEET

ITEM: 1.3 2015 Audited Financial Statements

ISSUE: Receive the 2016 Audited Financial Statements.

STATUS: During the last week of January 2016, Hawkings Epp Dumont LLP began a yearly analysis of CASA records. On February 14, 2017 Hawkings Epp Dumont LLP met with the Executive Committee to review the financial statements, to answer questions, and to clarify the financial information in the statements.

ATTACHMENTS: A. 2016 Audited Financial Statements
B. Audit Findings Letter

DECISION: Receive the 2016 Audited Financial.

**THE CLEAN AIR STRATEGIC
ALLIANCE ASSOCIATION**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

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, 2016 and the statements of operations and changes in fund balances, 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, 2016 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.

Edmonton, Alberta
February 14, 2017

Hawkings Epp Dumont LLP
Chartered Accountants

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
February 14, 2017

Keith Denman
Executive Director

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2016

	<u>Core</u>	<u>External Projects</u>	<u>2016</u>	<u>2015</u>
ASSETS				
CURRENT				
Cash and cash equivalents (Note 2)	\$ 881,787	\$ 283,491	\$ 1,165,278	\$ 947,438
Accounts receivable (Note 3)	11,550	-	11,550	4,866
Prepaid expenses	<u>5,789</u>	<u>-</u>	<u>5,789</u>	<u>4,424</u>
	899,126	283,491	1,182,617	956,728
TANGIBLE CAPITAL ASSETS (Note 4)	1,538	-	1,538	2,196
INTANGIBLE ASSETS (Note 5)	<u>4,503</u>	<u>-</u>	<u>4,503</u>	<u>6,433</u>
	<u>\$ 905,167</u>	<u>\$ 283,491</u>	<u>\$ 1,188,658</u>	<u>\$ 965,357</u>
LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities	\$ 36,477	\$ -	\$ 36,477	\$ 28,211
Deferred contributions (Note 6)	<u>482,249</u>	<u>269,008</u>	<u>751,257</u>	<u>533,633</u>
	518,726	269,008	787,734	561,844
DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL AND INTANGIBLE ASSETS (Note 7)	<u>6,039</u>	<u>-</u>	<u>6,039</u>	<u>8,628</u>
	<u>524,765</u>	<u>269,008</u>	<u>793,773</u>	<u>570,472</u>
FUND BALANCES				
Internally restricted (Note 1 (b), 8)	228,831	13,524	242,355	242,355
Unrestricted (available for operations)	<u>151,571</u>	<u>959</u>	<u>152,530</u>	<u>152,530</u>
	<u>380,402</u>	<u>14,483</u>	<u>394,885</u>	<u>394,885</u>
	<u>\$ 905,167</u>	<u>\$ 283,491</u>	<u>\$ 1,188,658</u>	<u>\$ 965,357</u>

ON BEHALF OF THE BOARD:

_____ Director

_____ Director

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2016

	<u>Core</u>	<u>External Projects</u>	<u>2016</u>	<u>2015</u>
REVENUE				
Grants (Note 6)	\$ 645,272	\$ 12,104	\$ 657,376	\$ 951,795
Interest	12,579	123	12,702	11,620
Amortization of deferred contributions - tangible capital assets and intangible assets (Note 7)	2,589	-	2,589	34,084
Other income	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,072</u>
	<u>660,440</u>	<u>12,227</u>	<u>672,667</u>	<u>998,571</u>
EXPENSES (Schedule 1)				
General and administrative	264,340	-	264,340	290,222
Projects	224,714	-	224,714	381,766
Board support	95,202	-	95,202	107,185
Communications	67,840	-	67,840	42,663
External projects	-	12,227	12,227	167,688
Other	<u>8,344</u>	<u>-</u>	<u>8,344</u>	<u>7,847</u>
	<u>660,440</u>	<u>12,227</u>	<u>672,667</u>	<u>997,371</u>
EXCESS OF REVENUE OVER EXPENSES	-	-	-	1,200
FUND BALANCES, BEGINNING OF YEAR	<u>380,402</u>	<u>14,483</u>	<u>394,885</u>	<u>393,685</u>
FUND BALANCES, END OF YEAR	<u>\$ 380,402</u>	<u>\$ 14,483</u>	<u>\$ 394,885</u>	<u>\$ 394,885</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2016

	<u>2016</u>	<u>2015</u>
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ -	\$ 1,200
Items not affecting cash:		
Amortization of tangible capital assets	659	941
Amortization of intangible assets	1,930	2,757
Amortization of deferred contributions - tangible capital assets and intangible assets	(2,589)	(34,084)
Loss on disposal of tangible and intangible assets	<u>-</u>	<u>29,186</u>
	-	-
Change in non-cash working capital:		
Decrease in accounts receivable	(6,684)	27,316
Decrease in prepaid expenses	(1,365)	1,305
Increase in accounts payable and accrued liabilities	8,265	(39,842)
Increase (decrease) in deferred contributions	<u>217,624</u>	<u>(926,795)</u>
	<u>217,840</u>	<u>(938,016)</u>
INVESTING ACTIVITIES		
Proceeds on disposal of tangible capital assets	<u>-</u>	<u>1,200</u>
	<u>-</u>	<u>1,200</u>
INCREASE (DECREASE) IN CASH FLOW	217,840	(936,816)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>947,438</u>	<u>1,884,254</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>\$ 1,165,278</u>	<u>\$ 947,438</u>

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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) Fund Accounting

The Core Project Fund accounts for funds provided by governments together with interest earned that are used to support general operations. The Board of Directors has internally restricted accumulation of this fund to pay necessary expenses in the event of the wind down of the Association. The unrestricted portion of this fund consists of the undepreciated balance of property and equipment, entitled investment in property and equipment and the remainder of the fund entitled available for operations.

The External Projects Fund accounts for funds provided by Association stakeholders together with interest earned that are raised and expended by project teams for specific purposes.

(c) 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.

(d) Tangible Capital Assets

Tangible capital assets are recorded at cost 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	Declining-balance	30%
Furniture and equipment	Declining-balance	30%

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

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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

(e) Intangible Assets

Intangible assets consist of computer application software and are recorded at cost. The computer application software is measured at cost less accumulated amortization. Amortization of computer application software is provided for on a declining balance basis at a rate of 30%.

(f) 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.

(g) 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.

(h) 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.

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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

(i) 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.

2. CASH AND CASH EQUIVALENTS

	<u>2016</u>	<u>2015</u>
Guaranteed Investment Certificates	\$ 1,120,907	\$ 513,220
Operating accounts	44,335	249,932
Savings accounts	<u>36</u>	<u>184,286</u>
	<u>\$ 1,165,278</u>	<u>\$ 947,438</u>

Guaranteed Investment Certificates bear interest at rates ranging from 1.20% - 1.55% (2015 - 0.65% - 1.10%) and maturing between February 12, 2017 and November 27, 2017.

3. RECEIVABLES

	<u>2016</u>	<u>2015</u>
Accrued interest	\$ 8,828	\$ 2,539
Goods and Services Tax	2,722	2,132
Grants	<u>-</u>	<u>195</u>
	<u>\$ 11,550</u>	<u>\$ 4,866</u>

4. TANGIBLE CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2016</u>	<u>2015</u>
Computer equipment	\$ 33,290	\$ 32,430	\$ 860	\$ 1,228
Furniture and equipment	<u>8,819</u>	<u>8,141</u>	<u>678</u>	<u>968</u>
	<u>\$ 42,109</u>	<u>\$ 40,571</u>	<u>\$ 1,538</u>	<u>\$ 2,196</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

5. INTANGIBLE ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2016</u>	<u>2015</u>
Website	\$ <u>21,892</u>	\$ <u>17,389</u>	\$ <u>4,503</u>	\$ <u>6,433</u>

6. DEFERRED CONTRIBUTIONS

(a) Core Fund

During the year, the Association received grants totaling \$850,000 (2015 - \$NIL) from the Province of Alberta to cover the 2016 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>2016</u>	<u>2015</u>
Balance, Beginning of Year	\$ <u>277,521</u>	\$ 1,091,031
Grants received and receivable during the year	<u>850,000</u>	-
Revenue recognized to cover expenses during the year	<u>(645,272)</u>	<u>(813,510)</u>
Balance, End of Year	\$ <u>482,249</u>	\$ <u>277,521</u>

(b) External Projects Fund

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>2016</u>	<u>2015</u>
Balance, Beginning of Year	\$ <u>256,112</u>	\$ 369,397
Grants received and receivable during the year	<u>25,000</u>	25,000
Revenue recognized to cover expenses during the year	<u>(12,104)</u>	<u>(138,285)</u>
Balance, End of Year	\$ <u>269,008</u>	\$ <u>256,112</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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:

(a) Core Fund

	<u>2016</u>	<u>2015</u>
Balance, Beginning of Year	\$ 8,628	\$ 12,567
Revenue recognized to cover amortization during the year	<u>(2,589)</u>	<u>(3,939)</u>
Balance, End of Year	<u>\$ 6,039</u>	<u>\$ 8,628</u>

(b) External Projects Fund

	<u>2016</u>	<u>2015</u>
Balance, Beginning of Year	\$ -	\$ 30,145
Revenue recognized to cover expenses during the year	<u>-</u>	<u>(30,145)</u>
Balance, End of Year	<u>\$ -</u>	<u>\$ -</u>

8. INTERNALLY RESTRICTED

The Core fund balance of \$228,831 (2015 - \$228,831) has been 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 fund balance of \$13,524 has been internally restricted to assist with expenses for the 2016 coordination workshop.

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, 2016.

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 1

SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEAR ENDED DECEMBER 31, 2016

	<u>2016</u> (Budget) (Unaudited)	<u>2016</u> (Actual)	<u>2015</u> (Actual)
Supplies and Services			
Stakeholder honoraria	\$ 71,591	\$ 46,615	\$ 40,937
Computer equipment	32,985	27,096	30,899
Travel	49,648	23,340	38,188
Meetings	24,228	9,564	15,899
Telecommunications	8,676	6,050	7,685
Insurance	4,605	3,806	3,806
Subscriptions	4,500	3,159	4,868
Office supplies	4,300	2,714	2,619
Printing	8,201	2,201	6,656
Amortization of intangible assets	-	1,930	2,757
Records storage	1,500	1,405	4,733
Bank charges	1,650	1,346	1,421
Amortization of tangible capital assets	4,000	659	941
Advertising	5,000	97	665
Loss on disposal of tangible and intangible capital assets	-	-	29,186
Courier	400	-	227
	<u>221,284</u>	<u>129,982</u>	<u>191,487</u>
Professional Fees			
Consulting	42,518	77,825	172,301
Audit and legal	14,130	9,200	11,018
	<u>56,648</u>	<u>87,025</u>	<u>183,319</u>
Human Resources			
Salaries and wages	453,587	373,454	530,548
Benefits	101,457	77,355	79,178
Staff development	6,000	1,801	7,574
Recruiting	3,000	1,693	2,175
Employee recognition	2,000	1,307	1,179
Memberships	175	50	-
Contracted services	6,000	-	1,911
	<u>572,219</u>	<u>455,660</u>	<u>622,565</u>
Total Expenses	<u>\$ 850,151</u>	<u>\$ 672,667</u>	<u>\$ 997,371</u>

February 14, 2017

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

Attention: Board of Directors

Dear Board Members:

RE: 2016 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. Hawkings Epp Dumont 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

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, 2016.

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.

AUDITOR INDEPENDENCE

We have been engaged to audit the financial statements of the Association for the year ending December 31, 2016.

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, 2016 – February 14, 2017.

We appreciate the opportunity to be of service to the Association. Thank you to Keith Denman and Karen Bielech, for all of their assistance during the audit.

Yours truly,

HAWKINGS EPP DUMONT LLP



Philip J. Dirks, CPA, CA
Partner

PJD/law

INFORMATION SHEET

ITEM: 1.4 New Representatives

ISSUE: One new director has been chosen by their respective member organization as a representative on the CASA board.

STATUS: Andrew Read
Wayne Ungstad

ATTACHMENTS:

DECISION SHEET

ITEM: **1.5 CASA's Executive Committee Membership**

ISSUE: The CASA Board has an Executive Committee that is comprised of a representative from each stakeholder group; government, industry and non government. Vice presidents a two-year term. Chris Severson-Baker left the CASA Board in December of 2016, and a new NGO Vice President must be elected.

ATTACHMENTS: None

DECISION: Appoint a member of the NGO Caucus to the Executive Committee.



Draft Executive Director's Report for March 2017

Overall comments

The time since our December Board meeting has moved quickly, and a lot has been going on at CASA. The work currently underway can be handled with the current staffing, although there may be a few delays. We continue to await word on our 2017 grant but remain confident that it will be forthcoming. As anticipated we finished 2016 under budget, due to the reduced level of activity. The Auditor's report will be distributed at the March Board meeting. No concerns were identified.

- The Non-Point Source Team has been working hard and moving towards a fall 2017 completion of its work.
- I am pleased to say that the Ambient Air Quality group is holding its kick off meeting on March 13th. A short update will be made at the Board meeting. This is important work that will impact regulatory processes, monitoring and airshed level planning.
- The "Municipal toolkit" that had been discussed does not seem to have the level of support from the Municipal Associations that had been understood and may not proceed as discussed.
- The forum for discussions with the end users of air quality data is paused pending internal discussion within the Monitoring and Science Division of Environment and Parks.
- I have met with Karla Reesor from the Airsheds Council and we have roughed out the contents for the potential MOU between CASA and the Airsheds Council.
- The Performance Measures for 2016 and the Annual Report will be a little slower this year due to staff availability. A delay of two months or so may be anticipated.
- The systems mapping exercise that had been discussed at the previous Board meeting will take place at the March meeting and will take the bulk of our time together. I am very grateful to Alberta Environment and Parks and to Wayne Crosby for assisting with this work. It should be enjoyable and helpful for our work.
- Plans are being made for an Interest Based Negotiating and Facilitation Training session in Calgary on April 19 and 20. Details and registration will be available soon.

Plans for both the physical move to shared space with the Alberta Water Council and integrating some of the administrative functions of the organizations are ongoing. We hope to have more details on this by the Board meeting.

Staffing

Our newest staff member, Katie Duffett, has worked out very well and she is handling the NPS team and its subgroups. Sarah Hanlon's return from her maternity leave has been delayed a little and we have kept Matthew Dance on board to cover off until Sarah is back and in place. Our budget allows for the addition of an additional Project Manager in June if the workload requires it, but we should be in good shape with the current staff level.



Finances

As you will note from the included financial statements, we finished 2016 below budgeted expenses. This reflects a few things, primarily the number of project teams and a lower staffing levels. As the AAQO team begins its work and other work kicks in we see the expenses being closer to budgeted numbers in 2017. The budget impact of working more closely with the Alberta Water Council is not yet known, but may result in some funds being freed up for additional work, which may come out of the CASA 2.0 work and also the beginnings of the next round of review for the Electricity Framework (background work late in 2017, early in 2018).

Move to South Petroleum Plaza

As of this writing we have met a number of times with the GoA Infrastructure staff and with the Alberta Water Council to look at the renovations that will be made to the space in South Petroleum Plaza to accommodate CASA's staff and meetings. The new space will be cozier than our current accommodations but should work well. Our current understanding is that the move will take place in May.

In preparation for the move CASA is moving many of its paper files to long term storage. They will still be accessible, but may require a few days to retrieve when needed. There has been limited but occasional demand for older documents. Recent team documents (post 2000) are available electronically. We will not be moving a lot of our furniture, some of which will be surplus through the GoA system, and there isn't enough wall space for all of CASA's pieces of art, photographs and prints. These are CASA property and we want to treat them appropriately, but there won't be enough room for them and there seems to be little point in storing them indefinitely. If there are any items that Board members think are particularly important to retain please let me know. We welcome any bright ideas on appropriate homes for this furniture and artwork.

Committees of the Board

Communications Committee

The communications committee has met and reviewed the 2016 Communications Plan. No changes were made to the plan which will be continued into 2017. Project Teams will be encouraged to provide "tweetable" items as appropriate. The new website is up and running and seems to be working well. If you have any questions or comments on the new site please let Cara McInnis know. Finally, please let us know of any Clean Air Day activities that your organization will be participating in.

Performance Measures Committee

The Performance Measures Committee will be meeting in March to begin compiling the results from 2016 based on the new framework that was agreed to at our June 2016 Board meeting.

Project Updates



Non-Point Source Air Emissions

The Non-Point Source Team is beginning to draft recommendations for the management of non-point source emissions, and is also looking at ensuring that they have engaged with the right stakeholders about these. The timelines remain tight but the team is hoping to bring their report in on time. A more detailed update will be provided at the Board meeting.

Ambient Air Quality Objectives

The team will be holding its kick off meeting on March 13th. A brief report will be made to the Board.

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
Balance End of 2009	\$991,658	
Revenue 2010 -Alberta Energy	\$850,000	Funding to to March 31, 2011
Total Internal Expenses 2010	-\$928,661	Year end actual
Balance End of 2010	\$912,997	
Revenue 2011-Alberta Energy	\$850,000	Funding to March 31, 2012
Total Internal Expenses 2011	-\$983,319	Year end actual
Balance End of 2011	\$779,678	
Revenue 2012-Alberta Energy	\$850,000	Funding to March 31, 2013
Total Internal expenses 2012	-\$1,010,114	Year end actual
Balance End of 2012	\$619,564	
Revenue 2013/2014- Alberta Energy	\$1,700,000	Funding to December 2014
Total Internal expenses 2013	-\$1,056,842	Year end actual
Balance End of 2013	\$1,262,722	
Total Internal expenses 2014	-\$1,035,096	Year end actual
Balance End of 2014	\$227,626	
Revenue 2014/2015- Alberta Energy	\$850,000	Funding to December 2015
Total Internal expenses 2015	-\$829,683	Year end actual
	\$247,943	
Revenue 2016-Alberta Energy	\$850,000	Funding to December 2016
Actual internal expenses 2016	-\$672,667	
	\$425,276	
Forecasted internal expenses 2017	-\$850,479	
	-\$425,203	

as of February 6, 2017

Clean Air Strategic Alliance
Legal Requirements Completed to December 31, 2016
January 1 to December 31, 2016

Description	Requirements	Completion Date
Revenue Canada	Annual Filing of Return & Audited Financial Statements	February 2017 (for 2016)
Annual General Meeting	Annual Meeting of Members of the Alliance. Presentation of CASA's Audited Financial Statements	June 15, 2016 June 15, 2016
Revenue Canada – GST Return	Return Filed Quarterly	April 28, 2016(Jan-March/16) July 28 , 2016(April-June/16) October 27, 2016(July-Sept/16) January , 2017(Oct. to Dec/16)
Revenue Canada – Payroll Deductions	Payment is made on about the 15 th of the month following	Feb 15/16- Ceridian- for Jan. Mar. 15/16- Ceridian-for Feb. Apr. 15/16- Ceridian- for Mar. May 16/16-Ceridian – for Apr. June 15/16-Ceridian – for May July 15/16-Ceridian –for June Aug 15/16-Ceridian-for July Sept 15/16-Ceridian-for Aug Oct 17/16-Ceridian –for Sept Nov 15/16-Ceridian-for Oct Dec 15/16-Ceridian for Nov Jan 16/17-Ceridian for Dec
Board of Directors Liability Insurance	Annual Payment for Liability Insurance	Jan 16, 2017(for 2017)
Alberta Tax Return	Annual Filing	February 2017(for 2016)

Status Report

PROJECT/ITEM: 2.1 Non-Point Source (NPS) Project Team

BACKGROUND: Through 2013 and 2014, the Board directed the secretariat to work with various interested stakeholders to scope out potential areas where CASA could provide high-value in addressing non-point source air emissions in Alberta. The NPS Project Charter was designed to strike a balance between addressing regional issues and addressing NPS on a provincial scale with cross-cutting actions and related efficiencies. It reflected what could realistically be accomplished by a CASA project team in approximately 22 months and limited the scope to NPS of PM_{2.5}, and PM_{2.5} and O₃ precursors (SO_x, NO_x, VOCs, and NH₃). The focus was on the Canadian Ambient Air Quality Standards (CAAQS) Framework management levels and the regions and sub-regions where those standards were being approached or not achieved.

The Board approved the NPS Project Charter in September 2014. For funding reasons, the project was not commenced until Fall 2015.

The project goal and objectives are to:

Project Goal: To help address non-point source air emissions contributing to non-achievement of ambient fine particulate matter and ozone standards in Alberta.

Objective 1: Compile and review information and agree on a common understanding of non-point source air emissions in Alberta.

Objective 2: Identify non-point source air emissions reduction opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.

Objective 3: Identify and recommend management actions, which could include policy change, to address the highest value non-point source air emissions reduction opportunities in Alberta (from Objective 2).

Objective 4: Develop and implement a strategy and action plan for communicating with and engaging stakeholders and the public on the work of the project.

This work should result in a list of recommended management actions and advice for implementation to address NPS of interest in targeted areas or province-wide.

STATUS: The Non-Point Source (NPS) Project Team completed Objective 1 with a large contribution from the Technical Task Group final report titled "A Knowledge Synthesis of Non-Point Source Air Emissions and their Potential Contribution to Air Quality in Alberta". The NPS Project Team is now completing Objective #2 and progressing with Objective #3. While still on schedule for completion in September 2017, the timeline for the remaining objectives is aggressive. As a result of this timeline, the

success of this project requires continued strong sector support of its participants, resources, and engaged project team members.

The NPS Project Team underwent a priority setting exercise to refine the list of non-point emissions sources provided by the Technical Task Group to ensure a manageable scope for the project. The NPS Project Team is discussing potential development of recommended management actions for the following, final list of non-point sources:

1. Mobile sources (personal vehicles, on-road heavy duty vehicles, off-road equipment)
2. Residential wood burning
3. Prescribed burning
4. Agriculture
5. Gasoline distribution (retail stations and terminals)
6. Construction and road dust

The NPS Project Team has started drafting potential recommendations and the team will seek feedback from targeted stakeholders through conversations on these ideas in the next few months.

The Communications Subgroup developed a communications plan with the aim of increasing understanding among CASA stakeholders of this issue and the work of this CASA project team. There have been meetings with the AEP and AAC to identify opportunities for synergies and leveraging existing communication avenues. The subgroup has finalized a backgrounder document for the NPS project aimed at CASA stakeholders and their constituents.

ATTACHMENTS: NPS Communications Subgroup – Backgrounder document



CASA Non-Point Source Project: Project & Communications Plan Backgrounder

Introduction

In 2012, federal and provincial governments agreed to new Canadian Ambient Air Quality Standards (CAAQS) for fine particulate matter (PM_{2.5}) and ozone (O₃) to better protect human health and the environment. They are the driver for air quality management across the country under the national Air Quality Management System and are becoming increasingly stringent. The 2011-2013 Air Zones Report for Alberta indicates 5 of the 6 air zones in Alberta are either approaching or not achieving the CAAQS for PM_{2.5} and the North Saskatchewan air zone is approaching the CAAQS for O₃.

Non-point source emissions are the smaller but numerous air emissions from many different, aggregated and diffused sources. While individual emissions from non-point sources may be relatively small, these sources can have notable cumulative effect.

While there are limitations to our current understanding of non-point sources and their impact, the information available indicates that the challenges facing air quality in Alberta's urban areas, for example, stem from both point and non-point sources. There is an opportunity among CASA Stakeholders, including all levels of government, to increase understanding of non-point sources and CASA's work to help address them.

The Clean Air Strategic Alliance (CASA) Project on Non-Point Sources, composed of government, non-government, airshed, and industry members, began in November 2015 to help address non-point source air emissions contributing to these ambient air quality levels in Alberta.

Project Goals & Timeline

To help address non-point source air emissions contributing to non-achievement of ambient fine particulate matter and ozone standards in Alberta.

OBJECTIVE 1

Compile and review information and agree on a common understanding of non-point source air emissions in Alberta.

OBJECTIVE 2

Identify non-point source air emissions reduction opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.

OBJECTIVE 3

Identify and recommend management actions, which could include recommending policy change, to address the highest value non-point source air emissions reduction opportunities in Alberta (from Objective 2).

OBJECTIVE 4

Develop and implement a strategy and action plan for communicating with and engaging stakeholders and the public on the work of the project.

This project is scheduled to be complete in September 2017.



Non-Point Sources for CASA Recommendation Development

The Non-Point Source Project Team has identified the following potential areas for development of management action recommendations:

1. Mobile sources (personal vehicles, on-road heavy duty vehicles, off-road equipment)
2. Residential wood burning
3. Prescribed burning
4. Agriculture
5. Gasoline distribution (retail stations and terminals)
6. Construction and road dust

Communications Plan

The goal of Phase One is to create an understanding among CASA Stakeholders of: (i) why it is important to manage non-point source air emissions; (ii) the role of CASA and the CASA process in drafting and recommending management actions; and (iii) communicate the potential contribution of non-point source air emissions on the state of air quality in Alberta. Phase One is in its initial stages.

The objective of Phase Two is to develop a plan for communication of the final non-point source recommendations following the completion of the project. It is currently in progress and will be implemented in September 2017.

Additional CASA Resources

Consensus process:

<http://www.casahome.org/consensus-process/>

Non-point source project:

<http://www.casahome.org/current-initiatives/non-point-source-project-team-37/>

2015 annual report and strategic plan:

<http://www.casahome.org/about-casa/annual-reports-strategic-plans/>

Message maps:

<http://www.casahome.org/uploads/source/Communications/Message%20Map%20CASA.pdf>

[Non-point source message map under development]



PLACEHOLDER

ITEM: **6.1 New/Other Business**

ISSUE: At the time of printing there was no other new business.

**CASA Board of Directors
Mailing List**

Member Representative	Alternate	Sector
Brian Ahearn , Vice President – Western Division Canadian Fuels Association 2100, 350 – 7th Avenue SW Calgary Alberta T2P 3N9 Bus: (403) 266-7565 brianahearn@canadianfuels.ca	Peter Noble Imperial Oil Environmental & Regulatory Affairs Supervisor, Air Quality & Greenhouse Gases Policy & Advocacy – Commercial and Corporate Development, Imperial Oil 505 Quarry Park Blvd SE, Calgary, Alberta peter.c.noble@esso.ca P 587.476.4239 C 587.228.7010	Petroleum Products
Leigh Allard President & CEO The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2241 Fax: (780) 488-7195 lallard@ab.lung.ca	Vacant	NGO Health
Ann Baran Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com	Wayne Ungstad Notinto Siply Conservation Authority wungstad@telus.net	NGO Rural
Cheryl Baraniecki , Associate Regional Director General, West & North Environment & Climate Change Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8687 Fax: (780) 495-3086 Cheryl.Baraniecki@canada.ca	Martin Van Olst , Senior Analyst Regional Analysis and Relationships Environment & Climate Change Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8958 Fax: (780) 495-3086 Martin.vanOlst@canada.ca	Federal Government
Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc. 200, 10991 Shellbridge Way Richmond, BC V6X 3C6 Bus: (604) 249-1911 rbeleutz@graymont.com	Dan Thillman , Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com	Mining
Steve Tkalcic Assistant Deputy Minister Oil Sands Division Energy 8th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Phone: 780 422-9121 Fax: 780 427-7737 E-mail: steve.tkalcic@gov.ab.ca	Wade Clark Executive Director Resource Land Access Alberta Energy 12th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Phone: (780) 427-7426 Fax: (780) 422-3044 E-mail: wade.clark@gov.ab.ca	Provincial Government - Energy
Claude Chamberland , Canadian Association of Petroleum Producers c/o Chamberland Consulting Ltd. 122 Marquis PT S.E. Calgary, AB T3M 1M7 Cell: (403) 824-6478 claudech@telus.net	Koray Önder , The Canadian Association of Petroleum Producers (CAPP) – Consultant Cell: (403) 618-4486 Koray.Onder@oender.onmicrosoft.com	Oil & Gas – large producers
Brian Gilliland , Manager, International Environmental Affairs, Canada	Keith Murray , Director, Forestry & Environment	Forestry

Member Representative	Alternate	Sector
Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 438-2569 Fax: (780) 780-3125 brian.gilliland@weyerhaeuser.com	Alberta Forest Products Association 900, 10707 100 Ave. Edmonton, AB T5J 3M1 Bus: (780) 392-0756, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca	
Carolyn Kolebaba AAMDC, Vice President, Deputy Reeve, Northern Sunrise County Box 178 Nampa, Alberta T0H 2R0 Cell: (780) 617-2381, Fax: ckolebaba@aamdc.com	Vacant	Local Government - Rural
David Lawlor , Director of Development NextEra Energy Canada Bow Valley Square 2 205 5th Avenue SW, Suite 3850 Calgary, Alberta, T2P 2V7 Bus: 403-689-6285 david.lawlor@nexteraenergy.com	Vacant	Alternate Energy
Holly Johnson Rattlesnake Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax: (780) 585- 2256 hjrattlesnake@gmail.com	Vacant	Aboriginal Government – Samson Cree Nation
Terry Rowat , Manager Responsible Care Methanex Corporation P.O. Box 1100 Medicine Hat, AB T1A 7H1 Bus : (403) 527-8141 ext 154 trowat@methanex.com	Greg Moffatt Director, Government and Stakeholder Relations - Western Canada Chemistry Industry Association of Canada Office 613-237-6215 Ext. 230 Cell 403-463-4828 gmoffatt@canadianchemistry.ca	Chemical Manufacturers
VACANT	Dawn Friesen , Executive Director Health Protection Alberta Health 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca	Provincial Government - Health
Mary Onukem , Environmental Coordinator Métis Settlements General Council Suite 101, 10335-172 Street Edmonton, AB T5S 1K9 Bus: (780) 822-4075, 1(888) 213-4400 monukem@msgc.ca	Vacant	Aboriginal Government - Metis
Ruth Yanor Mewassin Community Council Bus : (587) 357-6448 ruth.yanor@gmail.com	Andrew Read Technical and Policy Analyst Pembina Institute 800-10025 106 St Edmonton, AB T5J 1G4	NGO Industrial
David Spink , Environmental Sciences and Policy Consultant Prairie Acid Rain Coalition 62 Lucerne Crescent St. Albert, AB T8N 2R2 Bus: (780) 458-3362, Fax: (780) 419-3361	Bill Calder Prairie Acid Rain Coalition 139 Calico Drive Sherwood Park, AB T8A 5P8 Bus: (780) 464-9996 bacalder@telusplanet.net;	NGO Urban

Member Representative	Alternate	Sector
dspink@shaw.ca	bacalder@icloud.com	
Rich Smith , Executive Director Alberta Beef Producers 165, 6815 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org	Humphrey Banack Alberta Federation of Agriculture RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com	Agriculture
Scott Wilson , Senior Policy Analyst Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5523 Fax: (780) 430-4861 scott.wilson@ama.ab.ca	Vacant	Consumer/Transportation
Andre Corbould , Deputy Minister Alberta Environment & Parks 11 th Floor, South Petroleum Plaza 9915 – 108 Street Edmonton, Alberta, T5k 2G8 Bus: (780) 427 1799, Fax (780) 427-0923 Andre.corbould@gov.ab.ca	Rick Blackwood , Assistant Deputy Minister Alberta Environment & Parks 11th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-1139, Fax: (780) 427-8884 rick.blackwood@gov.ab.ca	Provincial Government - Environment
Jim Hackett , Director Health, Safety Security & Environment ATCO Power 800, 919 - 11 Avenue S.W. Calgary, AB T2R 1P3 Bus: (403) 245-7408, Fax: (403) 209-6920 jim.hackett@atcopower.com	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation 11th Floor Epcor Tower 1200, 10423 - 101 street Edmonton, Alberta T5H 0E9 Bus: (780) 392-5172, Fax: (780) 382-5140 Aldriss@capitalpower.com	Utilities
Vacant	Vacant	Local Government – Urban
Keith Denman , Executive Director Clean Air Strategic Alliance 10 th Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 644-5160, Fax: (780) 422-1039 kdenman@casahome.org		
Vacant	Vacant	Oil & Gas – small producers

*****Board Members with Different Courier Addresses:

Leigh Allard

Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	Brian Ahearn , Vice President – Western Division Canadian Fuels Association	Peter Noble – Senior Regulatory Affairs Manager Imperial Oil
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Vacant
NGO	NGO Rural	Southern Alberta Group for the Environment	Ann Baran Southern Alberta Group for the Environment	Wayne Ungstad Notinto Sipiy Conservation Authority
Industry	Mining	Alberta Chamber of Resources	Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc.	Dan Thillman , Plant Manager Lehigh Cement
Government	Federal	Environment Canada	Cheryl Baraniecki , Associate Regional Director General, West & North Environment Canada	Martin Van Olst , Senior Analyst Environment Canada
Government	Provincial Government – Energy	Alberta Energy	Steve Tkalcic Assistant Deputy Minister Oil Sands Division Alberta Energy	Wade Clark , Executive Director Resource Land Access Alberta Energy
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Claude Chamberland , Canadian Association of Petroleum Producers	Koray Onder , Canadian Association of Petroleum Producers
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager International Environmental Affairs Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba , VP (Deputy Reeve, Northern Sunrise County) AAMDC	Vacant
Industry	CRAZ		David Lawlor , Director of Development NextEra Energy Canada	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	Vacant
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	Terry Rowat , Manager Methanex Corporation	Greg Moffatt , Director Government Stakeholder Relations – Western Canada Chemistry Industry Association of Canada

Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives

Government	Provincial Government – Health	Alberta Health	Vacant	Dawn Friesen , Executive Director Health Protection Alberta Health
Aboriginal Government	Métis	Métis Settlements General Council	Mary Onukem , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Industrial	Pembina Institute	Ruth Yanor Mewassin Community Council	Andrew Read Pembina Institute
NGO	NGO Urban	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Bill Calder Prairie Acid Rain Coalition
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Humphrey Banack Alberta Federation of Agriculture
NGO	Consumer Transportation	Alberta Motor Association	Scott Wilson , Senior Policy Analyst Alberta Motor Association	Vacant
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Andre Corbould , Deputy Minister Alberta Environment and Parks	Rick Blackwood , Assistant Deputy Minister Alberta Environment and Parks
Industry	Utilities	TransAlta Corporation	Jim Hackett , Director, Health, Safety, Security & Environment ATCO Power	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation
Government	Local Government – Urban	Alberta Urban Municipalities Association	Vacant	Vacant
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant

INFORMATION SHEET

ITEM: **4 & 5 New Systems Mapping**

ISSUE: **Systems Mapping Workshop**

Objective: Participate in a Systems Mapping Workshop facilitated by Wayne Crosby, Senior Systems Designer from Alberta Environment & Parks.



10035 108 ST NW FLR 10
EDMONTON AB T5J 3E1
CANADA

Meeting: CASA Board Meeting
Date of meeting: March 15, 2017
Meeting place: Centre West
6th Floor Training Room
10035 108 St NW, Edmonton, AB

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): _____