



Board Meeting

December 13, 2018

Edmonton Federal Building

9820 107 Street

Windsor Room – 10<sup>th</sup> floor

# Memorandum

**Date:** November 30, 2018

**From:** Andre Asselin, Executive Director

**To:** CASA Directors and Alternates

**Subject:** Board of Directors Meeting December 13, 2018, and Recognition Dinner December 12, 2018

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Attached are the draft agenda and briefing materials for the next meeting of the CASA Board of Directors, from **9:00 a.m. to 3:30 p.m.** on Thursday, December 13, 2018. Please make this information available to any members of your sector who need to review the material. Prior to the meeting, meeting rooms on the eleventh floor will be available for caucusing from **8:00 a.m. to 9:30 a.m.** Please note that your sector group may or may not be meeting for the entire time that is set aside. Your respective member of the executive committee or their delegate will be in touch to arrange the caucusing. Caucus rooms for your sector group are noted on the agenda.

The meeting will be held at:

**Edmonton Federal Building – Windsor Room, 10<sup>th</sup> floor  
9820 107 Street  
Edmonton, Alberta T5K 1E7**

You will be required to provide photo identification at the security desk when you arrive. Continental breakfast will be available outside the Windsor Room, at 7:30 a.m.

## **Recognition Dinner**

On December 12, we will be hosting a reception and dinner at the Edmonton Federal Building for CASA's Directors and Alternates to recognize the contributions of board members and provide an opportunity to interact in an informal setting. Attendees will have an opportunity to network following a recognition program. The reception will begin at 5:30 p.m. on the 10<sup>th</sup> floor in the Wales room.

Meeting invitations for both events are being co-managed by Cara McInnis and Christa Edwards. If you haven't done so already, kindly reply to both meeting invitations or send an email to Christa ([cedwards@awc-casa.ca](mailto:cedwards@awc-casa.ca)) and Cara ([cmcinnis@awc-casa.ca](mailto:cmcinnis@awc-casa.ca)) by **December 3** to help us plan for both events. If you have any questions, please contact Christa.

Sincerely,



Andre Asselin  
Executive Director

## Logistical Information Federal Building 9820 107 Street Edmonton

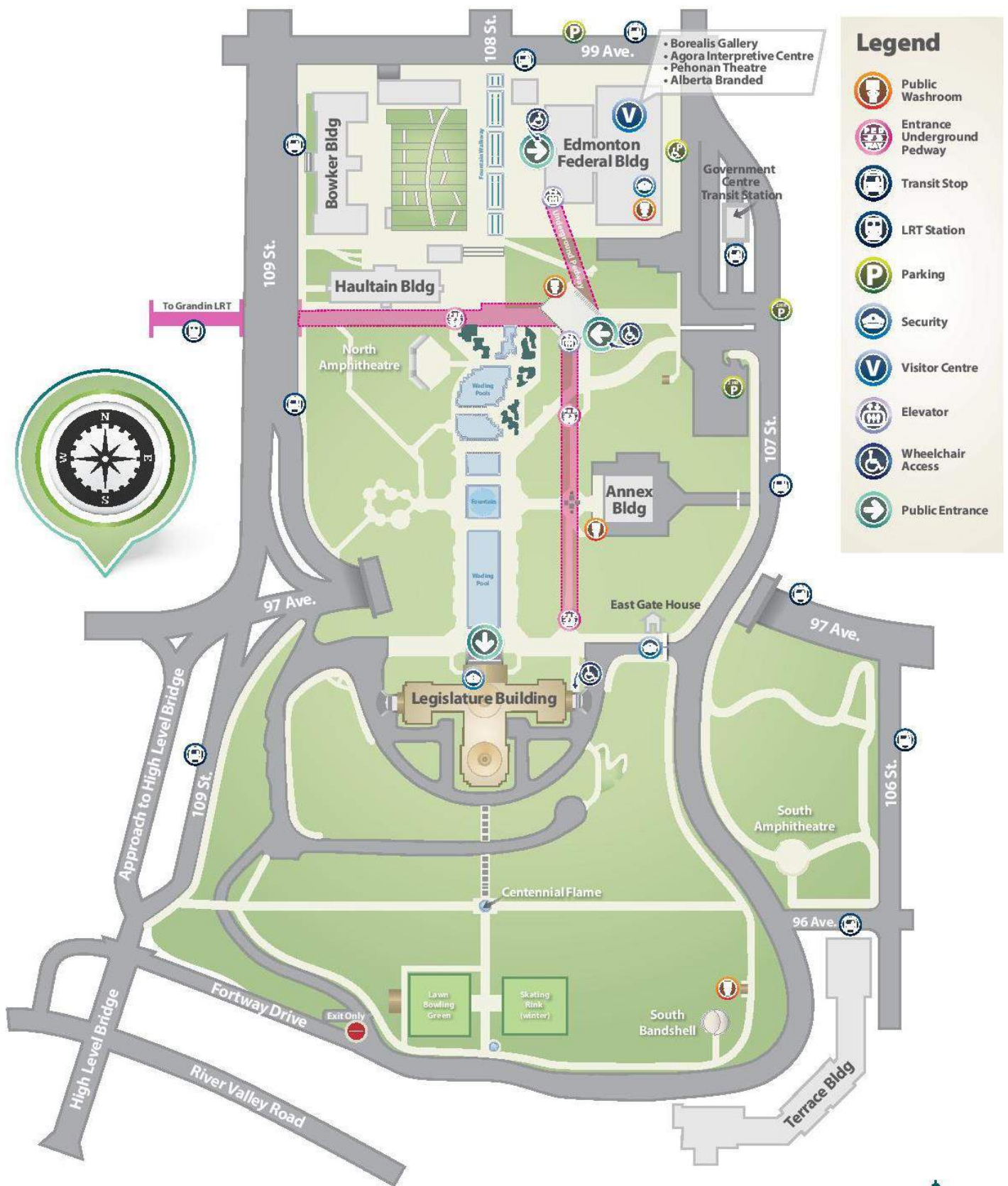
The Federal Building is located on 107 Street in the Legislative Assembly of Alberta Grounds. The main entrance faces west, through the glass doors facing Capital Plaza. A wider-angle map is also provided below.



### 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)



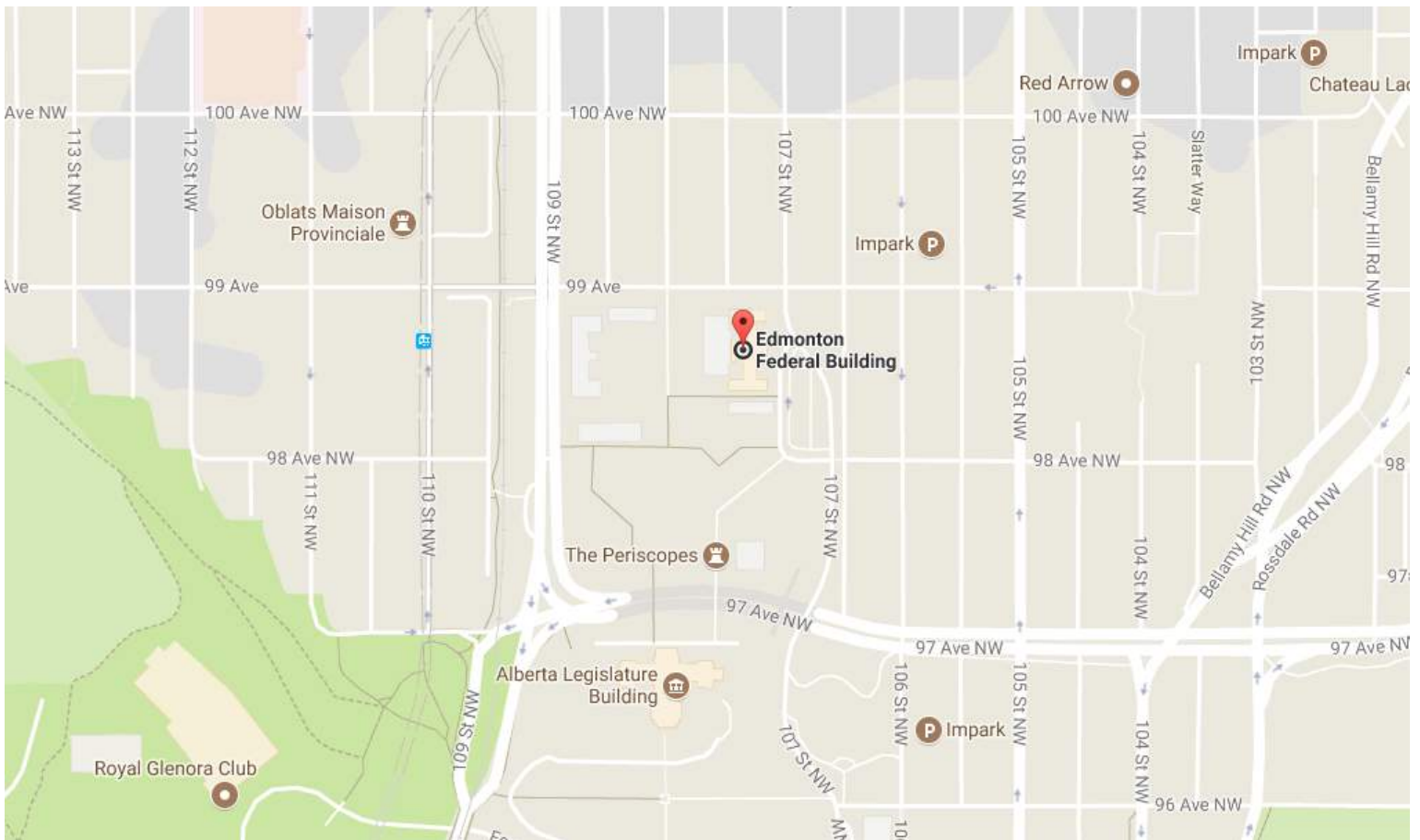
## Accommodations

The Federal Building is 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>
- Holiday Inn Express Downtown  
10010 104 Street  
780-423-2450  
<http://www.hiexdowntown.com/>  
*Red Arrow operates from this hotel*
- Comfort Inn & Suites  
10425 100 Avenue  
1-888-384-6835  
<http://www.comfortinnedmonton.com/>
- 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  
December 13, 2018  
Edmonton**

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**BOARD OF DIRECTORS MEETING**

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  - 1.3 Executive Membership and Terms – Decision Sheet**
  - 1.4 Approve 2019 Core Operating Budget – Decision sheet / Draft budget**
  - 1.5 Approve 2019 Operational Plan – Decision sheet / Draft operational plan**
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- 4.0 Information Reports and Opportunity for Questions – Information sheet / GoA update / ROVER III / Executive Director Report**
  
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  - Project Team Membership Lists – AAQO / Rover III / EFR*
  
  - CASA Membership List*

## 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 ( <i>also</i> 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 <i>OR</i> 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 Associaton
PGC	Procedural Guidelines Committee
PM	Project Manager



PM & O <sub>3</sub> <i>OR</i> PMO	Particulate Matter & Ozone
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
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 Board Meeting Agenda**  
**December 13, 2018**  
**Federal Building - Edmonton –Windsor Room (10<sup>th</sup> Floor)**  
**9820 107 St NW, Edmonton**

7:30		Continental breakfast available outside Windsor Room
8:00 – 9:30		<b>Opportunity for Caucus Meetings</b> <ul style="list-style-type: none"><li>• Industry Caucus – 11001 (11<sup>th</sup> floor)</li><li>• ENGO Caucus – 11022 (11<sup>th</sup> floor)</li><li>• Government Caucus – 11023 (11<sup>th</sup> floor)</li></ul> <i>VPs will arrange their caucuses to determine how much caucus time is needed.</i>
9:30 – 9:45	<b>1.0</b>	<b>ADMINISTRATION 15 min</b> <ul style="list-style-type: none"><li><b>1.1 Convene Business Meeting and Approve Agenda</b></li><li><b>1.2 Review Actions and Minutes from September 28, 2018 Board Meeting</b></li><li><b>1.3 Executive Membership and Terms</b> <i>Confirm the VP from the NGO Sector and approve setting fixed term lengths</i></li><li><b>1.4 Approve 2019 Core Operating Budget</b></li><li><b>1.5 Approve 2019 Operational Plan</b></li><li><b>1.6 Approve 2019 Meeting dates</b></li></ul>
9:45 – 10:30	<b>2.0</b>	<b>Electricity Management Framework Review Project Team 45 min</b> <i>Receive an update and approve a report with recommendations</i>
10:30 – 10:45		<b>BREAK 15 min</b>
10:45 – 11:30	<b>3.0</b>	<b>Ambient Air Quality Objectives Project Team 45 min</b> <i>Receive an update and approve providing advice to AEP on an H2S/TRS objective</i>
11:30 – 11:45	<b>4.0</b>	<b>Information reports and opportunity for questions 15 min</b> <i>GoA Update</i> <i>ROVER III Project Team</i> <i>Executive Director's Report</i>  <b>New/Other Business 15 min</b>
12:00 – 12:30		<b>LUNCH 30 min</b>
12:30 – 3:00	<b>5.0</b>	<b>Strategic Planning Next Steps 2.5 hours</b> <i>Discuss an approach to validate the board's direction following the strategic planning session. Determine an approach to advance identified strategic intents. Consider how a request from NGO caucus relating to stakeholder support fits in the larger discussion.</i>
3:15		<b>Complete Evaluation Forms</b>  <b>ADJOURN</b>

### Review of Actions from September 2018 Meeting

Action	Who	Status
Action 1: Rick Blackwood will enquire how EMSD measures and monitors recommendations that are ultimately assigned to it as part of its role in supporting CASA and share that information with Andre prior to the strategic planning workshop.	Rick Blackwood	See attached pages
Action 2: Rick Blackwood will consult with AEP's Air Policy group regarding the timelines for the EFR review and the extent to which they think public consultation is required to obtain and support the desired outcome from CASA. This information will be provided to the team directly as soon as possible and the board will be updated at the next CASA meeting.	Rick Blackwood	See attached pages
Action 3: Staff will add the team's rationale for the recommended ozone AAQO to the document that will formally transmit the advice to the GoA and distribute it to the board, along with a list of H2S/TRS subgroup members.	CASA Staff	Complete. The team's rationale was added to the recommended ozone document prior to the advice being formally transmitted to GoA and distributed to the board and subgroup afterwards.
Action 4: Staff will collate the information on roles and responsibilities for the board, executive committee, the executive director, and any others that may be relevant to the discussion.	CASA Staff	Complete. The information was compiled and distributed to the board on October 12, along with the minutes of the September meeting.

#### **1.4 Monitoring Low-Rated Recommendations**

**Action 1:** Rick Blackwood will enquire how EMSD measures and monitors recommendations that are ultimately assigned to it as part of its role in supporting CASA and share that information with Andre prior to the strategic planning workshop.

**Response:**

The list of Low Rated Recommendations was provided to the Director of Airshed Sciences, Bob Myrick, from the Environmental Monitoring and Science Division. Following review, the response to Action Item 1 is as follows:

All Low Rated Recommendations relevant to EMSD (Acidifying Emissions, and Ambient Monitoring Strategic Planning) are suggested to be discontinued for tracking by CASA prior to the board meeting, because they have or will be addressed by AEP. Some of these recommendations will be addressed through the implementation of the 5-Year Air Quality and Deposition Monitoring Plan prepared by EMSD. A draft of this plan has been provided to CASA and other stakeholders for review until January 15, 2019. This plan is intended to guide the work of EMSD for air quality and deposition monitoring, evaluation and reporting for the next five years. Stakeholder input and awareness of this plan is fundamental to its successful implementation.

If there are any concerns from the CASA Board about the tracking of specific low rated recommendations, EMSD would be happy to initiate further discussions to resolve these issues.

### **Item 3.0 Electricity Framework Review Project Team**

**Action 2:** Rick Blackwood will consult with AEP's Air Policy group regarding the timelines for the EFR review and the extent to which they think public consultation is required to obtain and support the desired outcome from CASA. This information will be provided to the team directly as soon as possible and the board will be updated at the next CASA meeting.

#### **Response:**

AEP Air Policy's desired outcomes for the CASA EFR project are outlined in the letter provided by the AEP DM to the CASA Exec Director (attached). There is continued support for the intent of the project as outlined in the project charter (attached).

In the project charter, the following task appears in both the Short-Term (Phase 1) and the Long-Term (Phase 2) sections: "develop and implement a strategy and action plan for communicating and engaging with stakeholders and the public with a goal of informing and increasing the public's awareness and understanding of... (previous and current EFR process and outcomes)..."

Air Policy is comfortable changing the scope of the charter to remove the task from Phase 1 while retaining it in Phase 2. Alternatively, Air Policy would also be comfortable modifying the charter to reflect that a strategy and action plan be progressively developed as part of Phase 1 and Phase 2, but implemented following completion of the project.

The phrase "consultation" can mean different things to different audiences. It is Air Policy's perspective is that informing and increasing public awareness and understanding of this work is important, and it is ideal to progressively develop a plan for communicating while the products of the 2018 EFR are being developed. It's important the communication aspects do not inadvertently get overlooked by being left "until the end" when project team members will be less available to develop and confirm communication materials. Air Policy does not believe gathering further public input about these products in the form of "engagement" is necessary, as the structure of CASA and its participants are intended to bring broad views to the table.

In relation to Pembina's choice to withdraw from the project team due to lack of funding, Air Policy does not believe the move will significantly threaten the completion of Phase 1 or Phase 2. It does, however, lessen the impact of the products if fewer ENGOs are bringing their views to the table. ENGO representatives bring helpful technical and strategic perspectives to the working team, and it is unfortunate this perspective will be lost and that the investment of time to date cannot be built upon to complete Phases 1 and 2.

JUL 5 2018

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Andre Asselin, Executive Director  
Clean Air Strategic Alliance  
9915 - 108 Street, 1400  
Edmonton AB T5K 2G8  
[a.asselin@awchome.ca](mailto:a.asselin@awchome.ca)

Dear Andre Asselin:

As Alberta moves forward with its commitment to phase out coal emissions, increase the capacity of renewable energy in the province by 2030, and move to a capacity market, many electricity generators have expressed the intent to build new natural gas-fired generation units, which will support this transition. Additionally, Alberta needs to continue to manage emissions in the provincial air zones to ensure Canadian Ambient Air Quality Standards (CAAQS) are achieved, and to allow for future growth and development.

As such, provincial nitrogen oxides (NO<sub>x</sub>) emission standards for new continuously operating and intermittently operating natural gas-fired turbine plants are needed in order to enable generators to make business decisions on investment.

The Clean Air Strategic Alliance (CASA) has a long and successful history facilitating the development of an emissions management system for the electricity sector in Alberta. This process started in 2003 with the development of the *Emissions Management Framework for the Electricity Sector*, which continues to be implemented by government. Over the past 24 years, CASA has built its reputation on its ability to bring together diverse stakeholders to develop strategic air quality advice for the Province of Alberta. CASA is a neutral forum where stakeholders can come together, express their interests and develop innovative solutions to complex problems. I note with interest that CASA took on the task of developing a coal-to-gas NO<sub>x</sub> emission standard last fall and was successful in recommending a consensus-based agreement on this standard.

I understand that CASA participants are interested in certainty around provincial NO<sub>x</sub> emission standards for new natural gas-fired turbines that operate continuously and intermittently in an expedient manner. Government is also interested in certainty around this standard.

Government is supportive of the work on this standard that is outlined in the "Emissions Management Framework for the Alberta Electricity Sector: 2018 Five-Year Review" Project Charter that was recently approved by the CASA Board and the approach to discuss the standard as part of Phase 1 of the project.

I understand that discussions related to turbine emission standards have resulted in non-consensus recommendations during the preceding two five-year reviews. I would strongly urge the group to approach this discussion with an open, creative and collaborative attitude, and to strive for a consensus recommendation that balances environmental, economic and social outcomes.

This work is a high priority for both Environment and Parks and the Department of Energy. We are committed to working with CASA and all stakeholders to undertake this work and to an outcome that aligns with Alberta's vision for a healthy and clean province, where Albertans are leaders in environmental conservation and protection, and enjoy sustainable economic prosperity and a great quality of life.

I look forward to your response.

Sincerely,



*for/*

Eric Denhoff  
Deputy Minister  
Alberta Environment and Parks and Alberta Climate Change Office

cc: Coleen Volk, Energy  
Rick Blackwood, Environment and Parks  
Ronda Goulden, Environment and Parks  
Mike Fernandez, Climate Change Office  
David James, Energy

**Emissions Management Framework for the Alberta Electricity  
Sector: 2018 Five-Year Review**

**Project Charter**

*Approved by the CASA Board*

*July 3, 2018*



# Project Charter

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## Background

In January 2002, Alberta Environment asked the Clean Air Strategic Alliance (CASA) to develop a new way to manage air emissions from electricity generation in Alberta. Using a multi-stakeholder collaborate approach, CASA developed innovative solutions in the form of 71 recommendations comprising a management framework and presented it to the Government of Alberta in November 2003. The report, *An Emissions Management Framework for the Alberta Electricity Sector* (the Framework), was accepted by the Government of Alberta and implemented through regulations, standards, and facility approvals. The first emission standards were effective January 1, 2006.

To ensure continuous improvement and keep the Framework timely and relevant, a formal review of the Framework is to be undertaken every five years according to recommendation 29. This review should include a multi-stakeholder group consisting of industry, government, non-government organizations, and communities with an interest in electricity generation in Alberta. The intent of the Five-Year Review is to assess new emission control technologies, update emission standards for new generation units, determine if emission standards for new substances need to be developed, review implementation progress, and determine if the Framework is achieving its emission management objectives.

A full review of the structure of the Framework itself would be triggered by the environmental and health factors noted in recommendation 34 (emission forecast is 15% higher than projected in the previous Five-Year Review) and the economic factors noted in recommendation 35 (economic assumptions are significantly different to adversely affect the viability of the electricity sector). A full structural review would consider changes to the Framework to reflect current circumstances.

### First Five-Year Review

The first Five-Year Review started in 2008 and the Electricity Framework Review Team submitted their report and recommendations to the CASA Board in June 2009. The report contained ten consensus recommendations and one non-consensus item. The consensus items included revisions to the particulate matter (PM), nitrogen oxides (NO<sub>x</sub>), and sulphur dioxide (SO<sub>2</sub>) emission standards for new coal-fired units based on improvements in emission control technologies, effective January 1, 2011. The non-consensus item pertained to NO<sub>x</sub> emission standards for new gas-fired generation for both peaking and non-peaking units. A final report, including the interests and rationale with respect to the non-consensus recommendation, was forwarded to the Government of Alberta in May 2010 for decision.

A subgroup-continued to meet to develop a particulate matter system for existing units, as per recommendation 22 of the Framework. In June 2010, the Federal Minister of Environment announced a proposed regulation for CO<sub>2</sub> emissions from coal-fired power plants. The specific details of the proposed federal coal regulation were not available until it was published in the Canada Gazette, making it difficult for the sub-group to reach agreement on a PM management

system for existing coal units. As such, the Board put the sub-group into abeyance until the details of the proposed regulation were available.

## Second Five-Year Review

The second Five-Year Review started in 2013. The project team reviewed greenhouse gas (GHG) regulations to identify potential implications and emissions management issues of the Framework created by the implementation of federal GHG regulations in addition to environmental and economic triggers (recommendation 34 and 35).

The group was unable to reach consensus on the need to review or adjust the Framework, given divergent views of the members as to what was required to allow changes to the Framework. An interim report identifying the key issues and differing perspectives was submitted to the CASA Board. The CASA Board asked the Government of Alberta to weigh in on the matter and to describe the path forward as appropriate. In August 2014, CASA was notified that the department of Environment and Parks was working on a cross-ministry plan with the departments of Energy and Health that would review the interim report and determine the next steps for the Framework. In June 2015, Environment and Parks notified CASA that in the absence of a decision on the interim report and Framework, the Government of Alberta would continue to make regulatory decisions in accordance with the existing 2003 Framework.

In March 2015 the project team provided 13 recommendations to the CASA Board, one of which was non-consensus (recommendation 3, emissions standards for gas-fired generation).

## Project Goal

To ensure the *Emissions Management Framework for Alberta's Electricity Sector* reflects current circumstances, the project team will conduct the third Five-Year Review, as outlined in recommendation 29 of the Framework.

## Project Scope

The requirements of the five-year review are reflected in the following recommendations:

### **Recommendation 29 (2003)**

This recommendation outlines the following elements of the Framework that must be reviewed by the project team:

1. A technology review to identify the Best Available Technology Economically Achievable (BATEA) emission standards,
2. The air emission substances subject to limits or formal management,
3. Co-benefits for priority substances and List 2 substances,
4. A review of economic and environmental triggers as set out in the framework in recommendations 34 and 35,
5. Additional information that illustrates potential health effects associated with emissions from the electricity sector; and

6. A report from the electricity sector on continuous improvement.

**Recommendation 22 (2003)**

This recommendation states that if mercury control does not provide the anticipated co-reduction of primary particulate matter, the five-year review should develop a primary particulate matter management system for existing units.

**Recommendation 9 (2010)**

This was a non-consensus recommendation for source standards for new gas-fired non-peaking thermal generation units. The 2015 Five-Year Review was asked to revisit this issue.

**Recommendation 3 (2015)**

This was a non-consensus recommendation for emissions standards for gas-fired generation. The current Five-Year Review will revisit this issue.

**Recommendation 4 (2015)**

This recommendation states that the 2018 Five-Year Review should include review of the need to include biomass sources of electricity generation in the Framework.

**Recommendation 8 (2015)**

This recommendation states that the 2018 Five-Year Review should ensure that each substance listed in Category 2 (i.e. management actions need to be considered) of the Air Emissions Substance Review are evaluated, considering:

- The state of the science on the substance,
- Substance reduction potential including management and cost,
- Co-benefits to be managed, and
- Requirements for monitoring.

**Recommendation 9 (2015)**

This recommendation states that the group undertaking the health and ecological assessment in the 2018 five-year review should explicitly include substances listed in Category 3 (i.e. ongoing surveillance is recommended) in the search terms for the health and ecological literature reviews.

**Recommendation 10 (2015)**

This recommendation states the Health and Environmental Assessment Task (HEAT) Group should be convened as soon as possible in the 2018 Five-Year Review and should be provided with the terms of reference from the 2013 HEAT Group, to adjust as the new Group deems necessary.

**Recommendation 11 (2015)**

This recommendation states the implementation of the Emissions Trading System should be assessed as part of the 2018 Five-Year Review of the Framework.

### **Recommendation 13 (2015)**

This recommendation states the 2018 Five-Year Review should consider the role of public consultation and develop a plan at the beginning of its process.

## Key Task Areas

This project will be completed in two phases, with initial high-priority tasks to be completed on a shorter timeline (“short-term” or Phase 1) and delivered to the CASA Board no later than December 2018. The remaining tasks (“long-term” or Phase 2) will be completed by mid-2019.

It is likely the environmental and economic triggers (recommendation 34 and 35 of the Framework) have not been triggered.

### Short-Term Tasks (Phase 1)

1. A technology review to identify the Best Available Technology Economically Achievable (BATEA) to update NO<sub>x</sub> air emission standards for new gas-fired generation units, including:
  - Continuous (non-peaking) and intermittent (peaking) natural gas-fired turbine units,
  - Industrial co-generation plants using gas-fired turbines,
  - Gas-fired reciprocating engines used for both industrial cogeneration and electricity generation when multiple units are banked,
  - Gas turbines fired by biogas, and
  - Design life considerations for gas-fired units.
2. Updates to consultant reports from the first and second five-year reviews to determine Best Available Technology Economically Achievable (BATEA)-based emission standards for gas-fired generation, if deemed appropriate.
3. Review lessons learned from industry using Selective Catalytic Reductions (SCR) in their operations.
4. As per recommendation 11 of the 2013 Five-Year review, complete an assessment of the implementation of the Emissions Trading System, with a focus on NO<sub>x</sub> emission credits. This assessment will include what the system is achieving and will continue to achieve, the intended objectives of providing incentives and rewards for better than required or expected performance, encouraging early shutdown of older units, and encouraging implementation of new emissions controls at existing units.
5. As per recommendation 13 of the 2013 Five-Year Review, develop and implement a strategy and action plan for communicating and engaging with stakeholders and the

public with a goal of informing and increasing the public's awareness and understanding of:

- The 2003 Framework and how it works to improve performance and reduce emissions,
- The 2013 Five-Year Review process and outcomes,
- The implications of the implementation of recommendations resulting from the 2013 Five-Year Review, and
- The 2018 Five-Year Review process.

### Long-Term Tasks (Phase 2)

1. As per recommendation 4 in the 2013 five-year review, review the need to develop emission standards for biomass-fired electricity generation sources.
2. Review the draft federal stationary diesel engines regulations for electricity generation, for engines used both in continuous and standby service and consider implications for and alignment with the Framework.
3. As per recommendation 22 of the Framework, review primary PM management and develop a primary PM Management System for existing coal-fired units if deemed appropriate.
4. As per recommendation 8 of the 2013 Five-Year Review, review air emission substances emitted by electricity generation that are subject to formal control, including existing Category 2 substances and emergent substances and their impacts. This task should consider:
  - The state of the science on the substance,
  - The substance reduction potential including management and cost,
  - Co-benefits to be managed, and
  - Requirements for monitoring.
5. As per recommendation 10 of the 2013 Five-Year Review, convene a HEAT Group to oversee a review to identify any new and relevant studies or research findings regarding potential environmental or health effects from air emissions substances from electricity generation, including an independent peer review on results.

As per recommendation 9 of the 2013 Five-Year Review, this task should explicitly include air emissions substances listed in Category 3 (i.e. on-going surveillance is recommended) in the search terms for the health and ecological assessment literature review.

6. Modernize the Framework document itself by consolidating the recommendations from the first and second Five-Year Reviews into the main Framework document, including adding information on implementation status of recommendations where applicable,

and reviewing the recommendations for relevancy in light of the changes to the electricity sector since the document was created.

7. As per recommendation 13 of the 2013 Five-Year Review, develop and implement a strategy and action plan for communicating and engaging with stakeholders and the public with a goal of informing and increasing the public's awareness and understanding of:
  - The 2003 Framework and how it works to improve performance and reduce emissions,
  - The 2013 Five-Year Review process and outcomes,
  - The implications of the implementation of recommendations resulting from the 2013 Five-year review, and
  - The 2018 five-year review process.
8. Review a report from the electricity sector on continuous improvement.
9. Make recommendations for future Five-Year Reviews.

## Project Deliverables

The following deliverables will be developed by the project team and provided to the CASA Board:

- Interim report on short-term tasks to be provided no later than December 2018
- Final report including both the short and long-term tasks to be provided by mid-2019
- Communications plan

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 June 2018. The entire project will take approximately 12 months, with a completion date of no later than December 2018 for the short-term tasks and mid-2019 for the long-term tasks.

## Projected Resources and Costs

As the work of the project team progresses, detailed work plans and associated budgets will need to be created. Table 1 includes costs associated with previous Five-Year Reviews as a reference for the project team but are not intended to be a budget estimate for this project.

**Table 1: Potential costs associated with the Five-Year Review of the Electricity Management Framework (from the 2013 Five-Year Review)**

Key Task	2013 Budget
Environmental effects literature review	\$20,000
Health effects literature review	\$20,000
PM management system consideration*	\$20,000
BATEA Review*	\$60,000
Public Consultation*	\$60,000

\*These items are not anticipated to be required in the current Five-Year Review but are included for the information of the project team.

## 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 2 lists the risks as well as possible mitigation strategies that the project team should consider as they undertake their work.

**Table 2: Electricity Management Framework Review Risk Analysis including Possible Mitigation Strategies**

Risks	Possible Mitigation Strategies
<b>Process</b>	
Timely funding not available for long-term (phase 2) tasks	<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., 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> </ul>



	<ul style="list-style-type: none"> <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.	<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>	
Consultant is not available during the project timeline	<ul style="list-style-type: none"> <li>• Engage the consultant as far in advance as possible to ensure availability</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>
<b>Stakeholder Engagement</b>	
During stakeholder engagement, "interested parties" don't agree with the list of management actions	<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	<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 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 project team 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
  - Members of the public who may be engaged

## DECISION SHEET

<b>Item 1.3:</b>	<b>Approve Previous Meeting Minutes</b>
<b>Issue:</b>	The minutes from the board's September 28 meeting need to be approved.
<b>Background:</b>	The draft minutes are distributed following the meeting and the board is invited to provide input. The minutes are approved at the following meeting.
<b>Status:</b>	Some edits were provided following the meeting. No issues with the edits have been reported.
<b>Attachment:</b>	Draft minutes from the September 28, 2018 board meeting with track changes.
<b>Decision:</b>	Approve the minutes from the September 28, 2018 board meeting.

## ***CASA Board of Directors Meeting September 28, 2018, Calgary, Alberta***

### **In attendance:**

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

Ann Baran, NGO Rural  
Benjamin Israel, NGO Industrial  
Bill Calder, NGO Urban  
Brian Ahearne, Petroleum Products  
Claude Chamberland, Oil and Gas Large Producers  
Dan Moore, Forestry  
David Spink, NGO Urban  
Jim Hackett, Utilities

Kathy Rooyakkers, Local Government – Rural  
Rich Smith, Agriculture  
Rick Blackwood, Provincial Government - Environment  
Rob Beleutz, Mining  
Ruth Yanor, NGO Industrial  
Wayne Ungstad, NGO Rural  
Andre Asselin, CASA Executive Director

#### **CASA Secretariat:**

Rosie Alzaman, Katie Duffett, Cara McInnis, Douglas Mills, Kim Sanderson, Candice Sawchuk

#### **Guests:**

Jenna Curtis, Alberta Environment and Parks (AEP)  
Karla Reesor, Alberta Airsheds Council

#### **Presenters:**

Rick Blackwood, *GoA's CASA Cross-Ministry Coordinating Committee (Item 2)*  
David Spink and Jim Hackett, *Electricity Framework Review Project Team Update (Item 3)*  
Randy Angle, *Ambient Air Quality Objective Project Team (Item 4)*  
Ann Baran and Rob Hoffman, *ROVER III Project Update (Item 5)*  
Rick Blackwood and Bill Calder, *Executive Committee Presentation (Item 6)*  
Andre Asselin, *Executing Communications and Performance Measures Work (Item 7); Update on Indigenous Engagement (Item 8)*

#### **Regrets:**

Ahmed Idriss, Utilities  
Alison Miller, Petroleum Products  
David Lawlor, Alternate Energy  
Holly Johnson-Rattlesnake, Samson Cree Nation  
Humphrey Banack, Agriculture  
Keith Murray, Forestry  
Leigh Allard, NGO Health

Mary Onukem, Aboriginal Government - Métis  
Martin Van Olst, Federal Government  
Scott Wilson, NGO, Consumer  
James Baldwin, Chemical Manufacturers

**Clean Air Strategic Alliance  
Board of Directors Meeting  
September 28, 2018**

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**Executive Summary**

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The CASA board acknowledged the contributions of Peter Noble in light of his recent departure from the board. Peter also served as industry vice president. His replacement for the Petroleum Products sector will be Alison Miller. Jim Hackett will be the new industry vice president. Dan Moore was welcomed as the new alternate director for the forestry sector.

As part of the performance measures review, a number of low-rated recommendations were identified and brought forward. The board decided to make no changes to monitoring the low-rated recommendations at this time; rather, they will be considered in - and after as needed - the upcoming strategic planning discussions. The board also agreed to defer a decision about how CASA undertakes performance measurement activity until after the strategic planning session. However, it was agreed that the Communications Committee will be disbanded and responsibility for the annual report will be transferred to the Executive Committee.

Three project teams reported on their work, with the board making the following decisions:

- The board approved the amended charter for the Electricity Framework Review Project Team, which showed a revised budget. This project is not yet funded and funds will be solicited.
- The recommended 1-hour daily maximum ozone Ambient Air Quality Objective of 150  $\mu\text{g}/\text{m}^3$  (76 ppb) was approved and will be transmitted to the GoA to inform its AAQO setting process. This is a reduction from 160  $\mu\text{g}/\text{m}^3$  (82 ppb).
- The board approved the revised project charter for the ROVER III project, including the change in project schedule and reallocation of funds. Data collection is expected to begin in spring 2019 and project funds are still being sought.

This meeting included three presentations for which no decision was required, but board members had an opportunity to engage in discussion:

- The board heard an overview of the GoA's CASA Cross-Ministry Coordinating Committee and how it considers advice and recommendations from CASA.
- In light of previous issues raised by board members and subsequently discussed by the Executive Committee, the executive gave a presentation to clarify these matters and get further board input.
- An update on Indigenous engagement was provided, noting that staff recently participated in a Water Ceremony with the Samson Cree First Nation.

**Clean Air Strategic Alliance  
Board of Directors Meeting  
September 28, 2018, Calgary, Alberta**

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**Meeting Notes**

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Bill Calder convened the business meeting at 9:02 a.m.

## **1 Administration**

### **1.1 Convene Meeting and Approve Agenda**

The chair welcomed everyone, noting that the meeting was occurring on the traditional lands of Treaty 7 First Nations and Métis. He reviewed safety procedures and logistics for the venue. Bill acknowledged Peter Noble's departure from CASA due to new employment responsibilities and noted his contributions over the years. Alison Miller will replace Peter, representing the Petroleum Products sector and Jim Hackett will become the new industry vice president. Dan Moore is the new alternate for the forestry sector. Rosie Alzaman and Candice Sawchuk have recently joined the CASA staff. Those present introduced themselves.

Bill briefly reviewed the agenda for the meeting, noting that information reports appear at the end of the agenda in order to focus discussion on more substantive items. The agenda was adopted as presented.

### **1.2 Actions and Minutes from April 12, 2018 Board Meeting**

The minutes of the April 12, 2018 meeting were adopted by consensus. The action item from that meeting is completed, as noted in the briefing package.

### **1.3 Annual Report Development and Approval Process**

This process is outlined in the briefing note for information. Hard copies of the 2017 annual report were provided to board members.

### **1.4 Monitoring Low-rated Recommendations**

Andre Asselin introduced this item, noting that part of the Performance Measures (PM) review looks at low-rated recommendations. Some of the low-rated recommendations go back a number of years and the board needs to decide whether to continue monitoring them.

#### Discussion

- In previous years, the PM Committee noted in its review who was contacted, the information they provided, and what the eventual rating was. There is insufficient detail in the current tables; e.g., for the 2002 recommendation on acidifying emissions, to say AEP has taken the advice is too loose; more accountability is needed to ensure the board is kept up to date.
  - A review was done in 2007, five years after the recommendation was made, and AEP did a presentation on how they incorporated the advice and information into their framework.

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- It was suggested CASA review its performance measures following the Strategic Planning session and in light of the results of that session to determine which performance measures it will adopt going forward.
- GoA needs to consider many factors when developing policy based on advice from CASA. Despite there being consensus, there may be other considerations that affect how and if recommendations are implemented. The presentation later in this meeting will provide more details on the overall process for responding to CASA recommendations.
- The Acid Deposition Management Framework was prepared by CASA and CASA did an initial assessment. The framework was supposed to be assessed every five years. The GoA subsequently did two five-year assessments and another one is underway. This five-year assessment is the key point in the recommendation with respect to managing acidifying emissions and we should track it to ensure it gets done.
- The activities described in some of these low-rated recommendations may be tasks that the EMSD would measure and monitor as part of its role. AEP can look at this further prior to the CASA strategic planning session, where PMs will be part of the discussion, and advise the board.
- Some of the low-rated recommendations may be addressed through other processes; e.g., the EFR work.

***Decision: The board decided to make no changes to monitoring the low-rated recommendations at this time; rather, they will be considered in the upcoming strategic planning discussions.***

**Action 1: Rick Blackwood will enquire how EMSD measures and monitors recommendations that are ultimately assigned to it as part of its role in supporting CASA and share that information with Andre prior to the strategic planning workshop.**

## 2 Information Presentation on the GoA's CASA Cross-Ministry Coordinating Committee and how Advice and Recommendations are Considered

Rick Blackwood gave an overview of the GoA's CASA Cross-Ministry Coordinating Committee (CMCC) and how it considers advice and recommendations from CASA. His presentation will be circulated to the board after the meeting. The CMCC is an internal GoA committee where collaboration and coordination are essential. It comprises senior managers and above with solid technical knowledge from ten departments and agencies. CMCC provides a formal venue for various ministries to talk about Alberta's Air Quality Management System and find efficiencies for working together. It is chaired by AEP's ADM, Strategy Division. This approach enables other ministries to find out about CASA's ongoing and priority work, to provide coordinated input as appropriate, and to remain engaged and informed. The current government is in the fourth year of its mandate; priorities include regulatory certainty with strong environmental performance, and a focus on health and education. Policy development is an iterative process and to improve the likelihood that CASA recommendations will be implemented, they need to be SMART (specific, measurable, action-oriented, realistic and time-bound). The CASA process already specifies the intent to develop SMART recommendations. Although CASA

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recommendations have high value, there may still be challenges for various reasons when it comes to implementation.

### Discussion

*Q: Are all CASA recommendations evaluated at the ministerial level?*

Rick Blackwood (RB): Probably not. When recommendations go forward, they would be connected to a particular policy instrument. Recommendations are screened and staff determine how to respond; e.g., a recommendation that is “non-SMART” would likely not go further up as it would be too broad. All recommendations go first to CMCC for discussion and if they are forwarded to a minister, they would be tied to a policy question. If a recommendation pertains to AEP policy but has an impact on Energy, for example, those two departments would interact and, if they agree, take the recommendation forward jointly. If there are differing opinions, they would collaborate and take forward separate views to their ministers.

*Q: Key stakeholders such as Health and Energy are no longer at the CASA board table, which makes the CMCC especially important. I believe it has done a good job to date. However, items that go back to GoA are often complicated and nuanced and I’m not sure that sense is always conveyed. Depending on the issue, there might be times when it would be good for the CMCC to hear from a non-government stakeholder who could also respond to questions when CASA work is being presented. Might this be a possibility? If so, the CMCC should build this mechanism in.*

RB: I don’t see why not; we’d just need to make the scheduling work.

*Q: If there is disagreement on the CMCC, what happens?*

RB: We work incrementally to resolve problems; e.g., if the disagreement is between AEP and Energy, we would meet with the Deputy Ministers, explain the issue, and get their guidance.

*Q: Could you explain how policy questions are prioritized and brought up?*

RB: We can anticipate some of them because they are driven by bigger issues. Sometimes there are various drivers while others can emerge quickly and require a quick response. Others could be related to a political question. The campaign platform has been a big driver for the current government. For things like air, we often do get advance notice and we know that many of these issues have been around for a long time. We have to be conscious of what is changing around us to respond effectively. The GoA is getting better at reviewing and revisiting environmental policies as needed.

*Q: There have been occasions when a team has developed SMART recommendations, but then the GoA pushed back and said it did not want a specific implementation date or a lot of details. GoA may need to provide more guidance ahead of time in some cases.*

RB: There are often subtleties to the process and at times we may simply not have resources to implement a recommendation by a specific date.



### 3 Electricity Management Framework Review Project Team

David Spink and Jim Hackett presented an update from the EFR project team, which is undertaking the third five-year review of the 2003 Electricity Management Framework. Recommendation 29 in that document outlines what is required in each review. The work is being done in two phases and is prioritized as requested by the GoA. Phase 1 will be completed by December; the work is on target and teams is working towards consensus. Phase 2 activity will begin early in 2019. The original project budget was based on previous reviews, but the scope for the current work has changed. Conducting public consultation for this project was deemed unnecessary during phase 1 and unachievable in the limited timeframe. The team will develop a plan to communicate the outcomes when both phases of the review are completed. Two rounds of intensive public consultation were part of developing the initial framework in 2001-2002 but most of the feedback did not help inform the eventual framework. The team has amended its original budget and now requires an additional \$35,000. The project is not yet funded, and the team is looking for sectors to contribute.

#### Discussion

- Particulate matter (PM) has been an issue since 2003 and this team should address it. Also, a communications plan does not necessarily allow for engagement with affected communities. Is the team collaborating with organizations that are doing outreach in affected communities?
  - There has been a lot of change since the last review and the team recognizes that managing PM is a very important topic for discussion. But we also need to understand these changes, including the implications of moving from coal to gas and how that shift alone will affect PM emissions. We need to consider if the intent of the framework with respect to PM management will be achieved and, if not, how to address it. With communications, we know we need to piggyback on work that others, such as airsheds, are doing.
- It's not clear to me where funding for key tasks such as updating the NOx air emissions standards will come from.
  - That task needs to be done by December. Given the timelines and the expertise around the table, the team has decided to do the work itself rather than hire a contractor.
- Who set this timeline, as it seems ridiculously tight? It's also a big mistake to simply communicate rather than consult.
  - The GoA requested that this work be expedited. The team is assessing the numbers and having a technical discussion about what needs to be changed. The team has discussed the issue and does not believe at this point that consultation would be helpful as there is no product to consult about.
- Given the pending phase-out of coal, I do not think funds should be spent on a PM management system study at this time. If that approach changes, we can revisit the matter. Since the required funds are not needed until 2019, that should give industry partners more flexibility in potentially contributing. Finally, we should collaborate with other groups to do the communications and outreach rather than having CASA heavily involved in providing information to the public.

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- Despite the coal phase-out by 2030, there are other things related to PM that we don't know. The funds should be allocated to enable us to do the review and have the discussion and a lot of the work can be done in-house. We are talking about PM<sub>2.5</sub> which is also a factor in natural gas combustion. The team needs to have a robust discussion and these funds are here as a placeholder for now.
- AEP can go back to the Air Policy group to look at the timelines. CASA needs to understand what Air Policy wants to see for an outcome. If they require CASA to do public consultation for the outcome to be defensible, it can't be too rushed.
- The GoA request was for CASA to provide advice on the objectives that are included in the project charter. That advice may inform GoA's decision to set emission standards. It is likely that GoA would still have to consult with the public if it adopts the advice regardless of what CASA does.
- I would need to see the term "consultation" reflected in the revised budget to support the decision.

***Decision: The board agreed to approve the EFR Project Team's amended charter with two changes: the revised budget as presented and changing "Communication" to "Communication/Consultation."***

**Action 2: Rick Blackwood will consult with AEP's Air Policy group regarding the timelines for the EFR review and the extent to which they think public consultation is required to obtain and support the desired outcome from CASA. This information will be provided to the team directly as soon as possible and the board will be updated at the next CASA meeting.**

Benjamin Israel announced to the board that Pembina Institute is withdrawing from the EFR Project Team due to lack of funding to support the work the Institute needs to do as part of its participation. Bill Calder noted that the executive committee has discussed the matter of NGO funding and expects further discussion to occur.

#### 4 Ambient Air Quality Objectives Project Team

Randy Angle reviewed the project timelines and mandate, and the work done to date by the active subgroups. The team is reviewing and advising on AAQOs for six substances, and is on schedule for all reviews. Following its review of jurisdictional requirements, health effects, and historical monitoring data, the team recommends that the current 1-hour daily maximum ozone AAQO of 160 µg/m<sup>3</sup> (82 ppb) be revised to 150 µg/m<sup>3</sup> (76 ppb).

#### Discussion

- The rationale for this recommendation is not shown in the briefing material. I would like to see the rationale clearly linked to the recommendation when it goes to the GoA.
  - AEP compiled ample background on each substance; the document is available but is very technical. Other supporting material, in addition to being technical, is quite lengthy.
  - This is very technical work and involved a great deal of statistical analysis. At the last board meeting, the team presented the proposal for ozone and requested that

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board members provide any feedback to staff or their sector representative. The CAAQS for ozone are being updated and there will be a new number for 2025. We think this number will be compatible with the new CAAQS. The CAAQS will continue to be pushed downward so Alberta is ahead of the game. Based on our analysis, there are no big implications for a lower number.

- Is there potential non-compliance with the proposed new AAQO in any specific locations or sectors?
  - Ozone is a secondary pollutant so is not emitted directly. If this level is exceeded, there could also be CAAQS exceedances. We looked at all monitoring stations and don't think the new AAQO would change allocations for management plans in the airsheds. I don't recall precisely if this is more related to urban areas, high altitudes, etc. but could get that information if desired.
- Alberta seems to have a higher background ozone level. Do we know why that is?
  - Alberta is not the only province. The source is the upper atmosphere, so at higher elevations, we see higher ozone levels, which is why there are limits on what we can do to reduce it.
- It would be good if the rationale and a list of H<sub>2</sub>S/TRS subgroup members could be distributed to the board.

***Decision: The board agreed to approve the revised ozone objective for transmittal to the GoA to inform its AAQO setting process.***

**Action 3: Staff will add the team's rationale for the recommended ozone AAQO to the document that will formally transmit the advice to the GoA and distribute it to the board, along with a list of H<sub>2</sub>S/TRS subgroup members.**

## 5 ROVER III Project Team

Ann Baran and Rob Hoffman reviewed the history of CASA ROVER projects, noting that this third iteration of the work was informed by the Non-point Source team's recommendations. Data collection is planned in five municipalities: Calgary, Edmonton, Red Deer, Grande Prairie, and Fort McMurray. However, changes to the timeline are needed, largely because the equipment required to collect NO<sub>x</sub> emissions data for heavy-duty vehicles will not be available until spring 2019. A budget adjustment is also necessary to reallocate funds to cover a Service Alberta fee related to developing input and output files for registration information. The overall budget total remains unchanged. Full funding has not yet been secured, and the team is looking for sectors to contribute.

### Discussion

- When is full funding for the project needed?
  - It must be in place by Q1 of 2019.
- Are there any confidentiality issues related to licence plate information?
  - No. The information we receive will pertain only to vehicle make, model, year, etc. and will include no personal information.

***Decision: The board approved the revised project charter, including the change in project schedule and reallocation of funds.***

Rick Blackwood took the chair.

## 6 Presentation from the Executive Committee

Rick Blackwood and Bill Calder made the presentation, noting that the executive committee (EC) had felt it necessary to engage the board in discussion about issues that had been raised previously. The EC, including Peter Noble, discussed these items and is now seeking board feedback. The three key points are 1) changes to GoA participation in CASA, 2) perceived impact on CASA of amalgamation with AWC, and 3) role of the executive committee. Clarification for each topic was presented, followed by an opportunity for board input.

### 1. *Changes to GoA participation in CASA*

AEP has become a super ministry with some 2000 staff, which has expanded the DM's role. As previously noted, DMs across the GoA are now expected to provide more support for ministers. Demands on time have made it increasingly challenging to participate in organizations like CASA and AWC, but this does not reflect a lower priority for such activity. The AEP grant is expected to be renewed this year and it may be possible for Energy to contribute again. A multi-year funding commitment is also being sought. Bev Yee was recently named the new DM for AEP and, although she is familiar with CASA and AWC, the extent to which she will be able to participate is not yet clear.

### 2. *Perceived impact on CASA of amalgamation with AWC*

Decision making remains within CASA's authority. The government undertook a thorough review of agencies, boards, and commissions to identify opportunities to improve efficiencies. Although CASA and AWC are not in that category, it was decided to look for efficiencies here as well. Administrative amalgamation enabled a number of efficiencies to be found. Both entities are entirely separate with respect to how they operate and money is kept in different banks. The only crossover pertains to shared expenses, which the board is informed about. Practices have been modernized and the auditors have approved the way expenses are split. Because there is only one secretariat, some flexibility is needed in terms of things like setting board meeting dates to ensure that board support is effective and the goals of both organizations are met.

### 3. *Role of executive committee (EC)*

Some concerns were noted about the things the EC is taking on and the associated transparency. The EC role has evolved over time but there is no formal terms of reference or clear description of roles and responsibilities although these have appeared in various CASA documents. Various tasks were presented from these documents along with current practices. In the last two years, the EC has been responsible for overseeing production of the annual report, with input from the board. If additional roles are taken on with respect to communications and performance measurement, some discussion will be needed to ensure transparency.

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Discussion

Board members noted that it is reassuring to hear that CASA has value to the GoA. It would be good to see Alberta Agriculture and Forestry more engaged, although they do participate via CMCC and on various project teams.

- I would like EC meeting minutes to be shared with the board.
  - Minutes are not approved until the following EC meeting and draft minutes are not typically shared. We could look at potential ways to expedite the approval process.
- It would be good to distribute any existing documents related to roles and responsibilities for staff and board members. The EC should definitely have terms of reference.
  - Four staff members have been spending about 2/3 of their time on CASA work, which will need to be adjusted soon to ensure sufficient time for AWC and for work in joint areas. This will be an item for discussion at the upcoming joint executive meeting.
- There have been some changes in the way things are done since the amalgamation, which may have created some angst. There is definitely value in formalizing our governance approach so we all understand what our roles and responsibilities are. We may also want to look at other governance models.
- Governance and roles and responsibilities will one of the first items of discussion for the strategic planning session. This could be an opportunity to update and integrate the full package of governance materials and determine if CASA is built to deliver what it is supposed to deliver.
- To improve transparency, would the EC consider soliciting input from board members on the executive director's performance?
- We are really talking about fine-tuning a mechanism that already works pretty well. The EC has done excellent work in my view and the board is in good hands.
- It would be good to get updates between meetings.
  - Andre encouraged board members to call him at any time if they have questions on anything in particular.

This discussion will continue and if board members have further thoughts or ideas, they should forward to Andre so they can be added to the strategic planning discussion as needed.

**Action 4: Staff will collate the information on roles and responsibilities for the board, executive committee, the executive director, and any others that may be relevant to the discussion.**

## 7 Communications Committee and Performance Measures Committee

Andre Asselin presented material related to the execution of communications and performance measures (PM) work, which arose from a discussion at the April 12, 2018 board meeting and the process for completing the 2017 annual report. He directed the board to the briefing package, which describes three options for ensuring the communications and PM work gets done, the pros and cons of each, and the resources required. The executive committee is recommending that it

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 take over communications responsibilities with a focus on the annual report. The board would continue to provide input to the annual report but its main role in communications would be outreach and getting CASA products out to their sectors. For PM work, the executive suggests the committee be disbanded, recognizing that more work is needed to rethink the key elements and simplify CASA's approach. The strategic planning outcome will influence this process. Once it is finished, there will be an opportunity for a communications strategy that aligns with the new strategic plan.

### Discussion

- Some unfinished work remains for the Communications Committee; e.g., creating templates for project teams to use in preparing their communications materials. The PMs should be revisited after the strategic planning is finished. In the past, the PM Committee brought its work directly to the board and did not go through the executive. I think any decision about this work should wait until after the strategic planning session.
  - The executive committee regularly reviewed the products developed by the PM Committee, typically presented by staff, and approved adding them to board meeting agendas for consideration and approval.
  - To get the annual report out in a timely manner, work needs to begin right after the strategic planning session, so a decision about communications should be made now.
  - We do need to do a better job of structuring PMs. A lot of the current measures are not things CASA can control or affect and don't reflect the performance of the organization. It is also hard to tell from the PMs if we are actually headed down the right path.
- Creating communications templates is a secretariat function. Each project team, with staff support, will develop its own communications plan and materials for its product(s). The communications plan comes to the board along with the final report so the board will see it and can comment. Board members are always encouraged to distribute CASA's products widely into their sectors.

### ***Decision: The board agreed to:***

- a) disband the Communications Committee and transfer responsibility for the annual report to the executive committee, and***
- b) defer a decision about executing PM work until after the strategic planning session.***

## **8 Update on Indigenous Engagement**

Andre Asselin provided an update on Indigenous engagement, noting that staff have been working with many groups and organizations to initiate and build dialogue with Indigenous communities. He referred to the four key pillars described in the briefing package as a starting point where staff have identified opportunities to begin work in engaging Indigenous participation with CASA. Staff have taken corporate Indigenous training and Candice has ten years of experience working with and for Indigenous communities and governments. Staff have been working closely with Holly Johnson Rattlesnake and Kaylyn Buffalo of the Samson Cree Nation since July 2017 and have made positive progress. On September 24, staff were invited to participate in a traditional and sacred Water Ceremony at Maskwacis. Being invited to

Item 1.2 September 2018 draft Board meeting minutes

participate in Ceremony is a very important and critical first step to respectful relationship building, as it recognizes Indigenous protocol in engaging in new dialogues. When the opportunity to participate in the Water Ceremony was initially offered, it was determined that having staff attend was the right place to start, as they will be the initial relationship builders. In future, there may be opportunities for board involvement in other events, ceremonies, and conversations. Staff have been invited to a meeting of an Indigenous-led water table on October 12, which is a positive outcome of the Water Ceremony.

An important clarification that CASA has made with the participants of the Water Ceremony, and that we will continue to reiterate is that CASA is not the Crown or industry, our process is not a substitute for the legal “duty to consult,” and we are not the ones who can fix individual problems.

Board training relating to Indigenous engagement and relationship building will begin at the next board meeting and will become a consistent agenda item.

#### Discussion

- Different CASA board members are likely to have differing experience with Indigenous groups and that experience depends where in Alberta you are and which groups you interact with.
- Based on my experience with a number of First Nations and Métis, it is hard to get them around tables like ours. We need to understand how Aboriginal people view air quality and the concerns they have, we need to tell them what CASA does and hear what they have to say, and we need to continue to work to get them to this table to hear their perspective, particularly with respect to traditional knowledge.
  - We aren’t yet at the point where we know how to get that perspective. We have to build the relationship first and will be looking to work with Indigenous communities on how they see themselves participating in all the various levels of our work.

## 9 GoA Update

In the interest of time, Rick Blackwood offered to provide his notes on the GoA update to the board after the meeting and take any subsequent feedback.

## 10 Information Reports

The following reports were provided in the briefing package as information and there were no questions or comments on any of the items:

- 10.1 Executive Director’s Report
- 10.2 Appointment of Industry VP
- 10.3 Appointment of new director
- 10.4 Appointment of new alternate director
- 10.5 Member withdrawal
- 10.6 Strategic Planning Steering Committee Status Report

## 11 New/Other Business

### 11.1 New/Other Business

There was no new or other business.

### 11.2 Evaluation Forms

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

The next CASA meeting will be the strategic planning session on October 31-November 1, 2018 in Edmonton.

The meeting adjourned at 2:43 p.m.

\*\*\*\*\*

Action Item	Responsible	Due
Action 1: Enquire how EMSD measures and monitors recommendations that are ultimately assigned to them as part of their role in supporting CASA, and share that information with Andre prior to the strategic planning workshop.	Rick Blackwood	October 26
Action 2: Consult with AEP's Air Policy group regarding the timelines for the EFR review and the extent to which they think public consultation is required to obtain and support the desired outcome from CASA. Rick will then provide this information to the team directly as soon as possible and the board will be updated at the next CASA meeting.	Rick Blackwood	October 26
Action 3: Add the team's rationale for the recommended ozone AAQO to the document that will formally transmit the advice to the GoA and distribute it to the board, along with a list of H <sub>2</sub> S/TRS subgroup members.	CASA staff	October 12
Action 4: Collate the information on roles and responsibilities for the board, executive committee, the executive director, and any others that may be relevant to the discussion.	CASA staff	October 12



## DECISION SHEET

### Item 1.3 Executive Committee Terms, and Membership

- Issues:**
1. The executive committee is recommending that the terms of the representatives that serve on the executive committee be aligned with the final meeting of the calendar year.
  2. The current VP NGO term is set to end in three months. Should the board agree to this new practice, it makes sense to appoint or renew the NGO VP at this meeting.

**Background:** The CASA executive committee (EC) includes representatives from each of the sector groups (Industry, NGO, Government) and a secretary-treasurer. When CASA became an independent organization, it was agreed that EC members would serve two-year terms and that terms should be staggered to provide effective overlap.

The current convention is for the term to be tied to the individual when they first join the EC. However, individuals on the EC may be required to step down prior to serving their full term. As such, there can be reduced overlap between EC members, and it can be cumbersome to track.

The EC is recommending that all VP terms be aligned with the final meeting of each calendar year. The terms would remain staggered, in that Industry and NGO sector groups would appoint their VPs on even-numbered years, and the Government sector group would appoint their VP on odd-numbered years. The terms will still be two years long. Should a VP need to step down during their term, a new representative from the respective sector group will serve the remainder of the term before being replaced or reappointed (if that is the choice of the sector group) for a new two-year term.

Industry appointed a new vice-president with a term ending in fall 2020. Current NGO VP Bill Calder's term is set to expire in March 2019. The EC is recommending that the current NGO VP term end at this meeting instead, with a term ending in fall 2020 as well. The NGOs could then select a new representative as their VP or continue with Bill Calder. Section 3.9 of the procedural guidelines note "Each sector group selects its representative to the executive committee", and, that "executive committee members... can be renewed with a consensus decision by the board."

**Status:** If the board agrees with Decision 1 below, the NGO caucus will name its representative to the EC for a new two-year term ending at the last meeting of the year in 2020. If they select Bill Calder to serve another term, he will need to be approved by the board. If they select a different individual, no approval from the board is needed.

**Attachment:** None

**Decision:**

1. Approve aligning executive committee representatives' terms to the last board meeting of the calendar year.
2. (if 1 above is approved) The NGO caucus will announce its selection for VP at the meeting. If the selection is not Bill Calder, no decision is needed. If the NGO sector group selects Bill Calder, the board needs to approve the appointment by consensus.

## DECISION SHEET

**Item 1.4**                    **Approve Proposed 2019 CASA Core Operating (Internal) Budget**

**Issue:**                    Review and approve the proposed 2019 CASA Core Operating (Internal) Budget.

**Background:**            CASA operates within a fiscal year ending on December 31.  
  
For many years core operating funds have been provided by an annual grant from the Government of Alberta, most recently by Environment and Parks. At the recent CASA strategic planning session, the board and key stakeholders acknowledged that CASA needs to explore and develop a sustainable funding model with diversified funding sources to ensure its work can continue in challenging economic times. That work will begin in 2019.

GoA and its departments operate on fiscal years that end March 31, therefore this proposed 2019 CASA Core Operating (Internal) Budget will inform the next grant application.

**Status:**                    The executive committee has prepared the attached budget and is recommending the board approve it.

**Attachment:**            Draft CASA 2019 Budget

**Decision:**                Approve the proposed 2019 CASA Core Operating (Internal) Budget.

<b>CASA</b>	<b>2018 Budget</b>	<b>2018 Projected</b>	<b>2019 Budget</b>
<b>Human Resources:</b>			
Gross Salaries*	340,000	298,700	340,000
Employee Benefits*	50,000	48,000	50,000
CPP*	10,200	9,400	10,200
EI*	4,800	4,500	4,700
WCB*	1,000	100	1,000
Training & Conferences*	8,000	5,000	5,000
Staff Travel Expenses*	10,000	6,000	10,000
Recruitment	-	200	1,000
<b>Sub Total</b>	<b>424,000</b>	<b>371,900</b>	<b>421,900</b>
<b>Office Administration:</b>			
Printing & Design	5,000	13,000	10,000
Total Office Operations*	25,000	22,000	25,000
Insurance *	4,000	3,529	4,000
IT Support*	16,000	21,000	25,000
Service Fees (Bank)*	1,000	100	1,000
Repairs*	1,000	-	1,000
<b>Sub Total</b>	<b>52,000</b>	<b>59,629</b>	<b>66,000</b>
<b>Professional Fees:</b>			
Legal	1,000	4,000	1,000
Auditor	9,200	9,635	9,200
<b>Sub Total</b>	<b>10,200</b>	<b>13,635</b>	<b>10,200</b>
<b>Consultants (Core Business ):</b>			
Project Management	5,000	36,000	5,000
Communications and Outreach	15,000	10,000	10,000
Accounting and Admin.*	37,500	59,250	65,000
Governance Support	10,000	13,500	10,000
<b>Sub Total</b>	<b>67,500</b>	<b>118,750</b>	<b>90,000</b>
<b>Project Costs:</b>			
Honoraria (Teams)	53,000	25,000	50,000
Travel/Accomm. Expenses	20,000	10,000	20,000
Sector Co-ordination	21,000	21,000	21,000
Hosting	5,500	10,000	10,000
Recognition (Teams/Members)	3,000	3,000	1,000
<b>Sub Total</b>	<b>102,500</b>	<b>69,000</b>	<b>102,000</b>
<b>Board Costs:</b>			
Honoraria (Directors)	10,000	10,000	10,000
Travel/Accomm. Expenses	14,000	8,000	10,000
Hosting	20,000	10,000	15,000
Indigenous Relations*	50,000	10,000	25,000
<b>Sub Total</b>	<b>94,000</b>	<b>38,000</b>	<b>60,000</b>
<b>TOTAL</b>	<b>750,200</b>	<b>670,914</b>	<b>750,100</b>

## DECISION SHEET

**Item 1.5: 2019 Operational Plan**

**Issue:** The board needs to review and approve the draft 2019 Operational Plan.

**Background:** CASA’s 2019 Operational Plan is guided by the 2012–2016 Strategic Plan, requests for high-priority work from stakeholders, recommendations directed to CASA from its own reports, cyclical administrative functions, and the statement of opportunity process.

CASA currently has three active project teams:

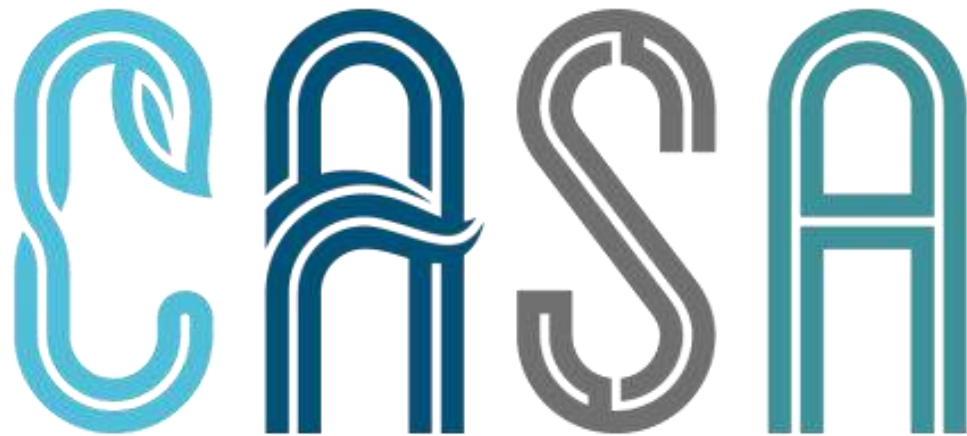
1. Ambient Air Quality Objectives Project Team, which is expected to wrap up near the end of 2019,
2. ROVER III Project Team, which is expected to wrap up near the end of 2020, and the
3. Five-Year Electricity Framework Review Project Team; its Phase 2 work is expected to wrap up near the end of 2019.

Several pieces of non-project work will require significant staff support in 2019, including finalizing strategic planning, preparing the 2018 annual report, planning for the 2019 annual report, developing new performance measures, preparing for and undertaking the three-year CASA performance evaluation, tracking the implementation status of our recommendations, developing a multi-year communications strategy, continuing our efforts to engage Indigenous peoples and communities, and hosting at least one workshop. There is also capacity to start up one new project in 2019, assuming the current projects are wrapping up on schedule.

**Status:** The executive committee has prepared the draft 2019 Operational Plan to reflect current activities as they relate to the board and executive, project teams and working groups.

**Attachment:** Draft 2019 Operational Plan

**Decision:** Approve the draft 2019 Operational Plan



## Draft Operational Plan 2019

Adopted by CASA \_\_\_\_\_.

## Introduction

CASA's 2019 Operational Plan guides its work for the year and projects potential end dates beyond 2019 where appropriate. This plan presents the work that the board, executive committee and project teams, working groups and committees will undertake in 2019. The work is guided by CASA's current projects, recommendations directed to CASA from its own reports and through the statement of opportunity process. The operational plan is updated regularly in response to changes in CASA priorities and activities during the planning cycle.

## Project Team and Working Group Level Work

Activity	Deliverables	Resources	Start	Due
The Ambient Air Quality Objectives (AAQO) Project Team is to recommend ambient air quality objectives for PM2.5, O3, SO2, NO2, H2S and TRS based on careful review and consideration of: scientific information, adverse health and ecosystem effects specific to the substance; and technological and economic factors.	<p>The AAQO Project Team, will develop:</p> <ol style="list-style-type: none"> <li>1. Reports with substance specific AAQO recommendations according to the project schedule.</li> <li>2. A final report that will summarize the substance specific reports and provide additional process context including a summary introduction and conclusion.</li> </ol> <p>The substance specific reports and the final summary report will also provide a rationale for proposed ambient air quality objectives that considers the current science as well as technological and economic factors. A recommendation on a new, revised or reconfirmed PM2.5, O3, SO2, NO2, H2S and TRS ambient air quality objective.</p>	AAQO Project Team	Fall 2017	Fall 2019
<p>ROVER III Project Team:</p> <p>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</p>	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	ROVER III Project Team	Winter 2018	Fall 2020

Activity	Deliverables	Resources	Start	Due
recommendations on managing emissions from the on-road transportation sector.				
<p>Five-year Electricity Framework Review Project Team:</p> <p>To ensure the Emissions Management Framework for Alberta’s Electricity Sector reflects current circumstances, the project team will conduct the third Five-Year Review, as outlined in recommendation 29 of the Framework.</p>	<p>Phase 2 deliverables are numerous, and listed on page 7 here: <a href="http://www.casahome.org/attachments/FINAL%20EFR%20Project%20Charter%20(Sept%202018).pdf">http://www.casahome.org/attachments/FINAL%20EFR%20Project%20Charter%20(Sept%202018).pdf</a></p> <p>A report with recommendations and/or perspectives on these items will be brought to the board for approval.</p>	EFR Project Team	Winter 2019	Fall 2019
New Working Group: Develop a project charter for a project team. The actions will be defined when the new projects is selected.	Approved project charter for a new project team.	Working Group	Spring 2019	Summer 2019
New Project(s): The outcome will be based on those defined in the terms of reference for the selected project.	Possibly a report and recommendations that address the defined outcome for the selected project(s).	Project Team	Summer 2019	2020



## Board and Executive level work

Actions	Deliverables	Resources	Start	Due
Annual Report: Prepare the 2018 CASA Annual Report	An annual report that informs Albertans about what the CASA achieved in 2018.	Executive Committee Board	November 2018	June 2019
Operational Plan: Create an operational plan to guide CASA's work in 2020.	An operational plan to guide the work of the CASA in 2020.	Executive Committee Board	November 2019	December 2019
Identify and act on opportunities to raise stakeholders' awareness of air issues	Workshops or webinars hosted by CASA	Executive Committee Board	January 2019	Ongoing
Annual Report: Prepare the 2019 CASA Annual Report	An annual report that informs Albertans about what the CASA achieved in 2019.	Executive Committee Board	November 2019	June 2020
Multi-year Strategic Plan: A four-year plan that will guide the direction of the board based on the input provided during the strategic planning session and subsequent discussions at board meetings	Multi-year Strategic Plan	Executive Committee Board	April 2018	Fall 2019
Performance Measurement: Revise the performance measures to reflect the updated 2019-2022 Strategic Plan and consider how to renew the current approach to measuring CASA's performance overall.	Approved and updated Performance measures to be incorporated into the strategic plan	Performance Measures Committee (if appropriate) Executive Committee Board	Winter 2019	Fall 2019
Communications Strategy: Develop a multi-year communications strategy that aligns with its new strategic plan	A strategy that outlines how CASA's Board and Project Teams communicate it's work to stakeholders and the public	Executive Committee Board	Winter 2019	Spring 2020
CASA Organizational Performance Evaluation: Article 16 of the Clean Air Strategic Alliance (CASA) by-laws contains the following requirement; <i>The performance of the Society will be evaluated upon the expiration of three years from, the date of its incorporation, or the date of its last performance evaluation, by the Members of the Society.</i>	The board will need to decide what the deliverables are	Board	Fall 2019	2020

## DECISION SHEET

### Item 1.6 Approve meeting dates for 2019

**Issue:** Select dates and locations for 2019 board meetings

**Background:** CASA held three board meetings in 2018. Looking to 2019, CASA will have at least three active projects, will finalize its new strategic plan, update its performance measures and multi-year communications strategy to align with the new strategic plan.

**Status:** The executive committee (EC) proposes that the board set three meetings in 2019, continuing to alternate between Edmonton and Calgary, with EC meetings about a month before each meeting as usual. More meetings can be called if required. The EC also provides its meeting dates as information.

**Decision:** Approve the following board meeting schedule for 2019:

CASA 2019 Meetings	Date and location
Executive	March 28 (Edmonton)
Board	April 25 (Edmonton) *AGM would precede the board meeting
Executive	August 1 (Edmonton)
Board Meeting	September 12 (Calgary)
Executive	November 15 (Edmonton)
Recognition dinner	December 5 (Edmonton)
Board	December 6 (Edmonton)

## INFORMATION SHEET

**Item 2.0:** EFR Project Team Update

**Issue:** Receive an Interim report on short-term tasks towards a NO<sub>x</sub> Emission Standard for Natural Gas-Fired Turbines

**Background:** The Board approved the EFR project charter in June 2018. The project team was initiated in July 2018.

Through this third Five-Year Review, the project team's goal is to ensure the *Emissions Management Framework for Alberta's Electricity Sector* reflects current circumstances. The project is being completed in two phases:

- Short-term tasks (phase 1) due in December 2018.
- Long-term tasks (phase 2) due in Q3 2019.

The EFR Project Team met seven times from July to November 2018. They reviewed several straw dog proposals from the ENGO and Industry Caucus but were not able to reach consensus on the task of recommending a NO<sub>x</sub> air emission standard for new gas-fired electricity generation units. The project team is working on an interim report that summarizes the work undertaken in phase 1 and includes appended perspectives documents from stakeholders. The interim report will be provided to the board as part of a supplementary package prior to the board meeting.

The Project Team was not able to address all the phase 1 tasks in the time allocated in the project charter. The interim report will provide an update on the status of the phase 1 tasks and the next steps for each.

The project team is still seeking \$75,000 of funding for Phase 2 of the project. The Executive Committee has approved a \$40,000 as a backstop to allow the project to continue.

**Status:** The EFR Project Team will provide the 2018 CASA Electricity Framework Review Interim Report: *Perspectives on a NO<sub>x</sub> Emission Standard for Natural Gas-Fired Turbines* as part of a supplementary package to the board along with a decision request.

**Attachments:** n/a

## INFORMATION SHEET

**Item 3.0:** Ambient Air Quality Objectives (AAQO) Project Team Update

**Issue:** The team will be bringing advice for a hydrogen sulphide (H<sub>2</sub>S) AAQO and a Total Reduced Sulphur (TRS) Guideline.

**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, 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 providing advice on the H<sub>2</sub>S AAQO and a TRS Guideline for approval by the board to go to AEP to inform their decision in setting the objective or guideline. This advice will be presented as a perspectives document including information on the process used by the project team and subgroup, the areas of agreement, the reasons for non-consensus, and appended perspectives from stakeholders. The documents will be provided as part of a supplementary package.

**Status:** The AAQO Project Team will provide the *Hydrogen Sulphide (H<sub>2</sub>S) and Total Reduced Sulphur (TRS) Advice to the Government of Alberta* and appended stakeholder perspectives in a supplementary package to the board along with a decision request.

**Attachments:** n/a

## INFORMATION REPORTS

### **Item 4.0**            **Information Reports**

**Issue:**            Board members have expressed an interest in spending their meeting time discussing substantive matters and less time on administrative items or updates on background information. The following reports are provided as information, so members remain advised of pieces that do not require decisions.

**Status:**           Information reports on the following topics have been provided for members' review and discussion as needed:

- Government of Alberta update
- ROVER III Project Team Status Update
- Executive Director's Report

There will be an opportunity for questions at the end of the board meeting.

## Government of Alberta Update

### 1. **Air Monitoring Directive** (Air, Biodiversity and Policy Integration Branch)

- Air Monitoring Directive Chapter 9 Reporting comes into effect January 1, 2019. Environment and Parks is preparing for implementation. Guidance documents, sample reports and reporting forms have been posted for stakeholder use at: <http://aep.alberta.ca/air/legislation-and-policy/air-monitoring-directive/default.aspx> (Note: the website will migrate to alberta.ca by the end of November, so this URL will change. Redirects will be established to ensure continued access to the information.)
- Stakeholder information webcasts, and questions and answer sessions have been scheduled from November to January to assist stakeholders with the transition to electronic data and report submission and new reporting requirements (see item 3).
- Industrial operations will be required to prepare annual emissions inventory reports starting September 2019. Stakeholder feedback has been incorporated into the emissions inventory reporting form and guidance document and the final versions are now available on the AMD website.
- Environment and Parks continues to work on fine-tuning portions of the Air Monitoring Directive as stakeholders implement the new monitoring and reporting requirements and provide feedback.

### 2. **Work with Federal Government on Canadian Ambient Air Quality Objectives (CAAQS)** (Air, Biodiversity and Policy Integration Branch)

- Alberta Environment and Parks is actively participating in the federal process and will be attending meetings of the Air Management Committee, the AQMS Stakeholder Advisory Group and the CAAQs Development and Review Working Group in Toronto December 3 – 7, 2018.
- The review of the 2020 CAAQS for ozone is to be completed by 2019, and the ozone CAAQS for 2025 is under development. This work is targeted for completion in the fall of 2019.
- The 2020 CAAQS for fine particulate matter will be reviewed in 2019 along with the introduction of a new 2025 standard.
- The Air Management Committee of the CCME continues working on guidance documents for air zone management and CAAQS substances achievement determination.

### 3. **AEP Air Data Management Program** (Air, Biodiversity and Policy Integration Branch)

- Environment and Parks has started updating its internal air data management program (i.e. the IT systems that are used to manage air data). This will be a multi-year project.

- Phase 1 is expected to be complete January 1, 2019. It will cover the submission of industrial ambient data and regulatory reporting (starting with January 2019 data with most submissions due by the end of February).
- Airshed ambient data and report submission will be business as usual in January 2019 with transition to the new system occurring in a later phase (when the reporting function and migration of older data is complete).
- Emissions inventory data submission will be part of future phases of the air data management program.
- One expected outcome of this program update is that decision making will be better enabled on approval applications through improved access to emissions data for areas where industry is operating.
- The vision of freely available, standardized and more current data supports effective industry modeling, queries and studies.
- Transparency of comprehensive emissions data in the new system can benefit good operators and positively impact public confidence.

#### **4. CCME (Canadian Council of Ministers of the Environment) Mobile Sources Working Group** (Air, Biodiversity and Policy Integration Branch)

- The Mobile Sources Working Group is part of the national AQMS and aims to reduce both air pollutants and greenhouse gases from transportation sources.
- The group is currently planning future activities and is meeting via teleconference in November 2018.

#### **5. Cumulative Effects Emerging Issues Management Protocol Pilots** (Integrated Resource Management System Secretariat)

- The IRMS group is facilitating three pilot projects involving cross-ministry working groups to implement the management of cumulative effects indicators by developing recommendations to help adjust the trajectory away from a current or potential threshold exceedance.
- Two of the pilot projects involve air:
  1. Potential exceedances from more stringent incoming federal CAAQS for the Lower Athabasca Region
  2. Air quality management of fine particulate matter in the Red Deer Region within the context of emerging information about three major sources: transportation emissions, industrial emissions and fugitive emissions (small continuous releases from the many oil and gas sites in the area).
- Participants on one or both of the Working Groups include AEP (EMSD, Policy and Planning, Operations), Alberta Agriculture and Forestry, Alberta Energy, Alberta Energy Regulator, Alberta Health, Alberta Transportation and Municipal Affairs.

#### **6. Air Quality Monitoring Update(s)** (Environmental Monitoring and Science Division)

- The Environmental Monitoring and Science Division (EMSD) of Alberta Environment and Parks is responsible for monitoring and reporting on key environmental indicators and providing open and transparent access to air quality

and deposition data. To effectively report on air quality and deposition in the province, a robust and spatially representative monitoring system is necessary.

- EMSD has evaluated the existing air and deposition monitoring program from a provincial perspective and has developed the five-year plan called “A five-year provincial air quality and deposition monitoring, evaluation and reporting plan (2019-2023)”. This plan will guide the work of EMSD for monitoring, evaluating and reporting on air and deposition in the province for the next five years.
- The draft plan has been provided to stakeholders for review and feedback is being collected until January 15, 2019.
- The plan has also been presented to several airsheds, the Alberta Airsheds Council, and to stakeholders through CASA-organized webinars over the summer and fall of 2018. Stakeholder input and awareness of this plan is fundamental to its successful implementation.

## **7. Engaging with Alberta’s Airsheds (Community Engagement Branch)**

- Over the past several months the Executive Director and staff of Community Engagement Branch (CEB), have been meeting with individual Airsheds to discuss their ongoing roles, learn more about challenges they may be facing, and to explore their working relationship with Alberta Environment and Parks.
- Most recently, CEB met with the Parkland Airshed Management Zone on October 24 and West Central Airshed Society on November 16.
- To date, CEB has met with all of the airshed organizations except the Peace Airshed Zone Association.

## **8. Agricultural Air Quality Strategy (Alberta Agriculture & Forestry)**

### **Research Strategy (Environmental Stewardship Branch)**

- Impact of Amended Feedlot Pen Surface on Cattle Health and Welfare, Environmental and Economic Sustainability
  - Field work has been completed
  - Data analysis (environmental and economic) is currently underway
  - Preliminary results will be presented at the Manure Management Update Conference on January 14, 2019
  - Final report is due to funding agency in April 2019
- Assessment of the Potential of Biochar Added to Beef Cattle Diets to Reduce Greenhouse Gas Emissions in Agriculture
  - Impact of biochar on ammonia production and emissions is also being assessed, among several other parameters.
  - To date:
    - *In vitro* fermentation and rumen simulation technique (RUSITEC) experiments have been completed
    - A nuclear magnetic resonance (NMR) characterization of the biochar structure has been completed
    - Effects of biochar in manure on GHG emissions, and on nitrogen and phosphorous mineralization in soils has been completed



- A metabolic chamber study is nearing completion
- o Feedlot Study:
  - A feeding trial on a research farm will commence shortly
  - o Collaboration with international research scientists is also underway
- Ammonia and Particulate Matter Emissions Inventory for Confined Feeding Operations (CFOs) in Alberta (APMEICA)
  - o The third edition of APMEICA (2018) estimated that in 2016, CFOs in the province emitted approximately 15 times less PM<sub>10</sub> and 32 times less PM<sub>2.5</sub> than industrial point sources, and 656 times less PM<sub>10</sub> and 489 times less PM<sub>2.5</sub> than mobile sources.

#### **Extension Strategy** (Environmental Stewardship Branch)

- Alberta Shelterbelt and Eco-Buffer Initiative
  - o A multi-stakeholder group met in October to discuss the merits, gaps and context that will help guide the creation of an initiative, and ultimately promote the further establishment of shelterbelts and eco-buffers by farmers and small acreage owners across Alberta
  - o Progress on the initiative is anticipated in the months ahead

#### **Policy Strategy** (Environmental Stewardship Branch)

- AEP Land Use Framework (LUF)
  - o AF representatives participated in IRMS Review of 2017 LARP Air/Water Framework Reporting meeting in October.
- AEP 5 years Air Quality and Deposition Monitoring Plan
  - o AF was among stakeholders that received a draft copy of the plan for review and feedback
- AEP EMF Decision Protocol - Cumulative Effects Emerging Issues Management Protocol (CE-EIMP)
  - o Engaged with IRMS Secretariat in September
  - o Member of Red Deer Air Quality Working Group

### **9. Alberta Energy Regulator Updates**

- Jim Ellis, President and Chief Executive Officer, announced his retirement effective January 31, 2019. Mr. Ellis joined the AER in 2013 as its first CEO. The Board of the AER has launched a broad based search for the new CEO. Continuity of leadership will be maintained during the transition period.
- Sheila O'Brien was recently appointed as Board Chair by an Order in Council. Ms. O'Brien is a business advisor and corporate director with 35 years of experience in the oil, gas, pipeline, and petrochemical sectors in Canada, the United States, and Europe, having worked for NOVA Corporation, Petro-Canada, Pan-Arctic Oil, and Amoco. Most recently, she spent 13 years as a member of the executive leadership team at NOVA Chemicals, where, in her capacity as senior vice president, she was responsible for human resources, investor relations, public relations, government affairs, and administrative services.
- The AER continues to deliver on its strategy with a focus on:
  - i. Innovation to reduce impacts of energy development;

- ii. Accountability to operators for liabilities generated;
- iii. Effective and inclusive engagement of affected indigenous peoples, stakeholders and Albertans;
- iv. Integration of assessments for energy projects including basing decisions on economic, environmental and social factors; and
- v. Modernization of the energy regulatory system.

**No additional updates since the September 28, 2018 Board meeting:**

1. Acid Deposition Management Framework (ADMF) (Air, Biodiversity and Policy Integration Branch)
2. Air Quality Model Guideline (Air, Biodiversity and Policy Integration Branch)
3. Continuous Emissions Monitoring System Code Revision (Air, Biodiversity and Policy Integration Branch)
4. Ozone Depleting Substances and Halocarbons Policy Analysis: *What are potential unintended consequences for the phase out of halocarbons?* (Air, Biodiversity and Policy Integration Branch)
5. Policy analysis on provincial emission policy tools to address CAAQS (Air, Biodiversity and Policy Integration Branch)
6. Work with Federal Government on Base-level Industrial Emission Requirements (BLIERs) (Air, Biodiversity and Policy Integration Branch)
7. Ministry of Energy
8. Ministry of Health
9. Ministry of Indigenous Relations
10. Ministry of Labour
11. Ministry of Municipal Affairs
12. Ministry of Transportation
13. Natural Resources Conservation Board

## INFORMATION REPORT

### ROVER III Project Team Update

**Issue:** Receive a status update on the progress of the ROVER III Project Team.

**Background:** The Board approved the ROVER III project charter in April 2018. The project was initiated in May 2018. The Board approved a change to the project timeline during the September 2018 board meeting. The project team continues to work towards an early summer 2019 field season as per the updated project charter.

After the September board meeting a funding request was sent to CASA members. The project funding status is as follows:

- CASA has committed \$100,000 from existing project funds
- Canadian Fuels Association has committed \$15,000
- Alberta Transportation has committed \$15,000

The total project budget is \$175,000 which leaves a shortfall of \$45,000. The funding will be needed in 2019 prior to the field season, and any additional funding from CASA members would be welcome and will ensure the project goes ahead as planned.

CASA staff are investigating opportunities for collaboration with Environment and Climate Change Canada (ECCC) and the International Council for Clean Transportation (ICCT). ECCC has provided a grant to the ICCT for a remote sensing project with a similar scope as the ROVER III project. It may be possible for ICCT and CASA to share resources to increase the amount of data collected during the 2019 field season. CASA staff will work with the ICCT and provide an update during the April 2019 board meeting.

**Status:** The project team continues to work towards an early summer 2019 field season in accordance with the project charter and funding continues to be sought.

**Attachments:** n/a

## **Executive Director Report October 1, 2018 – November 29, 2018**

The staff and contractors have been very busy supporting CASA's operations since the last board meeting. Considerable time and effort have gone into the three project teams, and detailed updates will be presented at the board meeting. I am working with National Growth Partners to develop next steps towards completing the new multi-year strategic plan. An update on the implementation of the detailed operational plan is attached.

### **Finances**

CASA has not yet received its core grant funds for the 2018–19 GoA fiscal year. CASA's fiscal year is January to December. As of the end of October, CASA had spent \$494,322 and we are projecting to spend \$670,914 in 2018 (see attachment), below our approved budget of \$750,000. The \$250,000 contingency buffer has been spent and we are now spending project funds, with the intent of replacing those funds when the grant comes in. Rick and I have been working together to inform Finance that our financial situation is approaching critical and have developed a proposal to try make it easier for Finance to allocate core funds to CASA. The grant request is being processed, however AEP's grant program is heavily oversubscribed, and Finance is scrutinizing all requests.

### **Executive committee meeting update**

The executive committee met November 22 to discuss substantive topics in preparation for this meeting including:

- Drafting the agenda for this meeting based on the feedback that was provided by board members
- Drafting the 2019 Operational Plan
- Drafting the 2019 Core Operations Budget
- Set meeting location and dates for 2019
- Moving strategic planning forward
- Developing the 2018 Annual Report
- Discussed the need for a new funding model for the organization as a whole, as well as the support that is provided to NGOs
- Executive committee membership and terms
- Executive director's performance review

Regarding the Electricity Framework Review Project Team, the EC approved a request from staff on behalf of the team to provide backstop funding needed to ensure Phase 2 of the team's work can continue unhindered. The team will nonetheless be seeking funding support to undertake the literature reviews that are noted in the team's project charter.

Directors are encouraged to contact their representative on the executive committee with any questions about its discussions. The executives can be contacted as follows:

- NGO: Bill Calder ([bacalder@icloud.com](mailto:bacalder@icloud.com))
- Industry: Jim Hackett ([Jim.Hackett@atcopower.com](mailto:Jim.Hackett@atcopower.com))
- Government: Rick Blackwood ([rick.blackwood@gov.ab.ca](mailto:rick.blackwood@gov.ab.ca)) – please also copy [jenna.curtis@gov.ab.ca](mailto:jenna.curtis@gov.ab.ca)

#### Other CASA staff activities:

- Staff and contractors continue their efforts to ensure project team activity makes progress.
- Staff also met with numerous GoA staff and other stakeholders.
- Christa Edwards was brought on as the new Board and Office Administrator.
- Marie-Claire gave birth to a beautiful baby girl – Agathe, in mid-November. Everyone is in good health. Congratulations to Marie-Claire, Jean-Francois, and big brother Henri!
- Staff attended the Alberta Capital Airshed's Clean Air Forum, and Andre participated on one of the panels.
- Andre and Rick Blackwood met with new Deputy Minister Bev Yee to discuss her potential participation at CASA.

#### Other Information attached:

- 2018 expenses, budget vs. actual
- CASA Legal Requirements

Respectfully submitted,

**Andre Asselin**  
Executive director

## CASA Operational Plan 2018

Project/Initiative	Timing	Objectives	Date due	Status
Board of Directors	Q2	Annual General Meeting	April AGM	Complete. AGM held April 12
		Approve 2017 draft financial statements	April AGM	Complete. Approved as presented
		Approve AAQO PM <sub>2.5</sub> Objective Report	April Board meeting	Complete. Approved as presented
		Approve ROVER III Project Charter	April Board meeting	Complete. Approved April 12
		Review and approve the 2018 operational plan	April Board meeting	Complete. Approved April 12
		Consider EFR Statement of Opportunity	April Board meeting	An informal meeting of CASA directors was held shortly after the board meeting to discuss a path forward for EFR. A project charter was approved in June. The team will present their advice on Phase 1 tasks at the meeting
	Q3	Approve Electricity Management Framework Review Project Charter	September Board meeting	Complete. The Charter was approved electronically in the spring
		Consider a path for the next CASA Performance Evaluation Report	September Board meeting	The strategic planning steering committee recommended that the performance evaluation occur following strategic planning and the board agreed. This item is deferred until after the new strategic plan is approved
		Hold a strategic planning workshop	September Board meeting	The workshop was held Oct. 31/Nov. 1 in Edmonton
		Operational Plan update	September Board meeting	Provided in the September pre-meeting package
Q4	Approve 2019 draft budget	December Board meeting	Draft included in this briefing package. On schedule for December	

<b>Executive Committee</b>	Q1	Review 2017 draft financial statements	March meeting	Complete. The financial statements were presented to the board in April and approved
		Hear update on the progress of the Strategic Planning Steering Committee	March meeting	Complete. Board received update in April and the Committee continues to meet
		Review and approve 2018 operational plan	March meeting	Complete. Operational Plan was approved by executive and presented to board in April
	Q3	Report/Update on Annual Report	September meeting	The 2017 annual report was finalized and distributed. With the board’s approval, the executive committee will oversee development of the 2018 Annual Report with support from staff. The board will have an opportunity to provide input.
		Report/Update on Strategic Planning	September meeting	Strategic Planning session occurred Oct. 31 and Nov. 1 in Edmonton. Staff working with consultants to finalize summary.
		Report/Update on Performance Evaluation	September meeting	The strategic planning steering committee recommended that the performance evaluation occur following strategic planning and the board agreed. This item is deferred until after the new strategic plan is approved
	Q4	Approve 2019 Draft Budget	November meeting	Included in this briefing package.
<b>Strategic and Operational Planning</b>	Q1	Strategic Planning Steering Committee (SPSC) to recommend an approach to strategic planning for 2018/2019 and report to the Board	April Board meeting	Complete. The SPSC recommended an approach that was approved by the board

	Q2	Consider CASA’s next regular performance evaluation (pending)	September Board meeting	Deferred. The strategic planning steering committee recommended that the performance evaluation occur following strategic planning and the board agreed. This item is deferred until after the new strategic plan is approved
		Information gathering for strategic planning	September Board meeting	Complete. Staff worked with the SPSC and consultants to develop the summary report that would inform the workshop. The report was populated by board and stakeholder responses to a survey and environmental scan information pulled together by staff. The summary report was distributed to the board prior to the session.
	Q3	Hold strategic planning workshop	September	Held Oct. 31/Nov. 1 in Edmonton
	Q4	Approve draft multi-year strategic plan	December Board meeting	Consultants summary report has been distributed to the board. Expect the board to validate/approve the summary to form the commonly understood basis for the strategic plan. Sheila Witwicky will review the summary with the board and facilitate a discussion on how to implement the agreed-upon strategic priorities.
<b>Communications</b>	Q2	Coordinate Clean Air Day activities	Begin March/April – Clean Air Day June 6	CASA focused on raising awareness of Clean Air Day activities via social media
		Annual Report	Draft Content for September Board meeting, distribution October/November	The 2017 annual report was finalized and distributed. With the board’s approval, the executive committee will oversee development of the 2018



				Annual Report with support from staff. The board will have an opportunity to provide input.
	Ongoing	<p>As available, provide educational and workshops on CASA’s work and other air topics for board members and beyond</p> <p>As requested, provide educational sessions on Interest Based Negotiation, CASA products (e.g., Odour Guide, Non-Point Source report)</p> <p>Provide materials for stakeholders to assist in their communications activities in which CASA plays a role.</p>		<p>Partnered with EMSD to host webinars to reach into CASA’s stakeholder network.</p> <p>Staff make presentations to external groups and airsheds on CASA and its products. The consensus process is always central.</p> <p>Staff renewing the new director orientation package</p>
<b>Outreach</b>	Q1- Q4	Continue relationships with the Alberta Water Council, Land Use Secretariat, IRMS Office, Alberta Airsheds Council, etc. Assess opportunities to determine roles, responsibilities and new collaborative options.		Shared executive director (ED) with AWC ensures an ongoing relationship with that group. ED has regular discussions with GoA staff involved in multiple departments.
<b>Performance Measures Committee</b>	Q2 – Q3	Evaluate 2017 Performance Results, prepare report for September meeting, Annual Report	For September Board Meeting	A 2017 Performance Measures Report was developed as part of preparing the 2017 Annual Report. PMC committee members as well as board members provided input prior to approval. The board was asked to approve the performance measures, performance indicators, and low rated recommendations at the September meeting. The input was incorporated into the 2017 annual report.

<b>Non-Point Source Project</b>	Q2	Provide final report to government, Board, and stakeholders along with other communications materials (e.g., backgrounder, message map)	End of March	Complete
<b>ROVER III Project</b>	Q1	Finalize project charter	April Board meeting	Complete. Charter approved in April
	Q2	Initiate project team	May	Complete. Team initiated and has met. Will report in September
	Q4	Update Board on data collection objective	December board meeting	At team’s request, the board approved delaying the data collection until the spring.
<b>AAQO Project</b>	Q2	PM <sub>2.5</sub> objective	April Board meeting	Complete. Project team provided advice for a PM objective in September April. Board approved and advice has been transmitted.
	Q3	Ozone objective	September Board meeting	Complete. Project team provided advice for an ozone objective in September. Board approved and advice has been transmitted.
	Q4	H <sub>2</sub> S/TRS objective	December Board meeting	Project team will provide non-consensus advice for board approval in December.
<b>Electricity Management Framework Review Project</b>	Q2-Q3	Finalize project charter (pending)	September Board meeting	Charter was approved in the spring electronically.
	Q4	Initiate project team (pending)	October/November	Project team was initiated in June and has made rapid progress on Phase 1 tasks. Advice on Phase 1 will be presented in December.
<b>Unknown Shorter-Term work</b>		Conference or workshop style event on air research needs, a health-related topic, or a focused piece of work done in a shorter time frame.	TBA	Staff supported EMSD in hosting three webinars to inform the development of AEP’s five-year Air Quality and Deposition Monitoring Plan.  Initial plans to hold a joint board training or learning opportunity to raise

				<p>our understanding of Indigenous engagement has been deferred.</p> <p>Staff have been contacted to support another potential piece of work that would require short timelines, but nothing has been firmed up to date.</p>
<b>Indigenous Relations</b>	Q1	Build relations with Indigenous leaders	End of March	<p>Ongoing. Staff have been communicating with Holly and Kaylyn for over a year to build a relationship with representatives of Samson Cree Nation, and participated in a traditional and sacred Water Ceremony with four elders from that Nation. There has been contact with other Nations as well to raise awareness of CASA, but much work remains to be done.</p> <p>Andre and a board members bore witness to a historic ceremony at Maskwacis that formally returned control of educating the people back to the four Nations.</p>
	Q2	Engage discussion on collaborative approach to discussions between Indigenous Peoples and CASA and AWC	End of June	Same as above.
	Q3 – Q4	Host conference/workshop/meeting with Indigenous Community	End of December	Same as above.

CASA 2018 Budget vs. Actual as of Oct 31 2018

Item 4.0 ED report

<b>CASA</b>	<b>2018 Budget</b>	<b>2018 Jan - Oct Actual</b>	<b>2018 Projected</b>
<b>Human Resources:</b>			
Gross Salaries*	340,000	236,195	298,700
Employee Benefits*	50,000	33,979	48,000
CPP*	10,200	8,602	9,400
EI*	4,800	4,099	4,500
WCB*	1,000	66	100
Training & Conferences*	8,000	1,466	5,000
Staff Travel Expenses*	10,000	5,358	6,000
Recruitment	-	159	200
<b>Sub Total</b>	<b>424,000</b>	<b>289,923</b>	<b>371,900</b>
<b>Office Administration:</b>			
Printing & Design	5,000	11,115	13,000
Total Office Operations*	25,000	17,221	22,000
Insurance *	4,000	2,941	3,529
IT Support*	16,000	18,058	21,000
Service Fees (Bank)*	1,000	55	100
Repairs*	1,000	-	-
<b>Sub Total</b>	<b>52,000</b>	<b>49,389</b>	<b>59,629</b>
<b>Professional Fees:</b>			
Legal	1,000	3,536	4,000
Auditor	9,200	9,635	9,635
<b>Sub Total</b>	<b>10,200</b>	<b>13,171</b>	<b>13,635</b>
<b>Consultants (Core Business ):</b>			
Project Management	5,000	28,793	36,000
Communications and Outreach	15,000	8,450	10,000
Accounting and Admin.*	37,500	49,648	59,250
Strategic Planning/Other	10,000	-	13,500
<b>Sub Total</b>	<b>67,500</b>	<b>86,891</b>	<b>118,750</b>
<b>Project Costs:</b>			
Honoraria (Teams)	53,000	19,021	25,000
Travel/Accomm. Expenses	20,000	6,563	10,000
Sector Co-ordination	21,000	3,190	21,000
Hosting	5,500	8,012	10,000
Recognition (Teams/Members)	3,000	-	3,000
<b>Sub Total</b>	<b>102,500</b>	<b>36,786</b>	<b>69,000</b>
<b>Board Costs:</b>			
Honoraria (Directors)	10,000	4,688	10,000
Travel/Accomm. Expenses	14,000	3,075	8,000
Hosting	20,000	2,684	10,000
Indigenous Relations*	50,000	7,715	10,000
<b>Sub Total</b>	<b>94,000</b>	<b>18,162</b>	<b>38,000</b>
<b>TOTAL</b>	<b>750,200</b>	<b>494,322</b>	<b>670,914</b>

\* Cost shared with AWC

**Clean Air Strategic Alliance**  
**Legal Requirements Completed from Jan 1 to Oct 31, 2018**

<b>Description</b>	<b>Requirements</b>	<b>Completion Date</b>
Canada Revenue Agency	Filing of 2017 Non-Profit Organization (NPO) Information Return and Corporate Income Tax Return	February 2018
Annual General Meeting	Annual Meeting of Members of the Alliance.  Presentation of CASA's 2017 Audited Financial Statements	April 12, 2018  April 12, 2018
Canada Revenue Agency – GST Return	Return Filed Quarterly	Jan-Mar/18 filed Aug 31/18 Apr-Jun/18 filed Aug 31/18 Jul-Sept/18 to be filed Nov/18
Canada Revenue Agency – Payroll Remittance	Payment is made before the 15 <sup>th</sup> of the month following	Feb 2/18 for January Mar 6/18 for February Apr 6/18 for March May 1/18 for April May 31/18 for May Jul 3/18 for June Jul 31/18 for July Aug 31/18 for August Oct 1/18 for September Oct 31/18 for October
Board of Directors Liability Insurance	Payment for Liability Insurance for 2018	Paid in Dec 22/17 covering from Dec 20/17 to Dec 20/18
Society Annual Return	Annual Filing for 2018	Filed on May 1/18

## DECISION SHEET

### **Item 5.0 Strategic Planning Next Steps**

**Issue:** The board should discuss the next steps in addressing identified strategic priorities and developing the strategic plan.

**Background:** Members of the CASA Board of Directors, joined by staff and key sector stakeholders gathered for a strategic planning session on October 31 and November 1, 2018. The session was facilitated by Sheila Witwicky and Don Cummings of National Growth Partners.

The objectives of the session were to:

- Develop a collective appreciation of the strategic environment, key opportunities and emerging risks facing CASA and the implications for CASA's strategic priorities and direction.
- Develop or refine a common definition of success for CASA by exploring questions about relevance, value and impact.
- Crystalize a series of priorities and a course of action that will serve as the basis of the CASA strategic plan.
- Briefly assess and continue to align the CASA governing model and approach to maximize the role and value of the Board of Directors.

On November 21, board members received the attached summary of the session that was developed by National Growth Partners. The summary notes that board members and key stakeholders agreed on three strategic areas that CASA could work on over the course of the four-year plan: modernizing CASA's governance, considering a sustainable business and economic model, and continued excellence in air quality management advice and tools. The first two of these strategic priorities are a notable shift in direction for CASA. The summary document represents a starting point for further strategic planning discussions.

**Status:** At its November 22 meeting, the executive committee discussed how to best address the strategic priorities identified in the summary, as well as other items related to governance and CASA's economic situation that have emerged recently. For next steps regarding the summary report from National Growth Partners, EC directed staff to bring Sheila Witwicky back to validate the findings of the summary of the strategic planning session with the board, and to facilitate a discussion on an approach to advance

strategic intent and the pace, priority, and magnitude of anticipated changes.

Other topics EC considered are how to address recent discussions on developing a formal Terms of Reference for EC, and how to approach discussing a new economic model for CASA, including an identified need from NGOs to review the stakeholder support policy. While relevant to the discussion, these items may be part of the larger conversation around the topic of CASA's governance, which was broadly supported at the strategic planning session as an immediate priority. Some members of the executive committee felt it would be important for the board to have more information on these topics. The recent request from the NGO sector group for the board to consider reviewing the stakeholder support policy, as well as some information on other multi-stakeholder groups' stakeholder support policies are provided as information.

**Attachments:**

1. *Clean Air Strategic Alliance 2018 Strategic Planning Session Summary of Discussion and Conclusions*
2. *The Need to Review the Level and Types of CASA Support to NGO Stakeholders Participating in Projects*
3. *Summary of Stakeholder Support Policies in Alberta for some Multi-Stakeholder Organizations*

**Decision:**

1. Agree that the attached summary accurately represents the findings of the strategic planning session and approve it as the guiding document to develop the strategic plan.

If there is agreement, the board should have a facilitated discussion on an approach to advance strategic intent and the pace, priority, and magnitude of anticipated changes.

# Clean Air Strategic Alliance

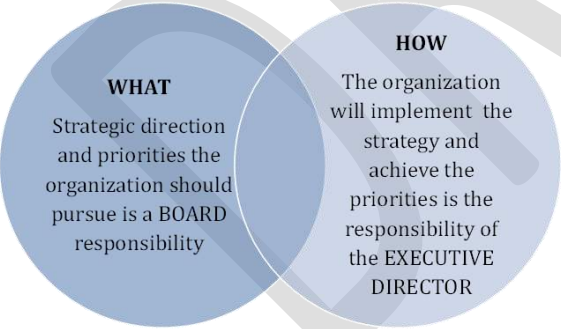
## 2018 Strategic Planning Session

### Summary of Discussion and Conclusions

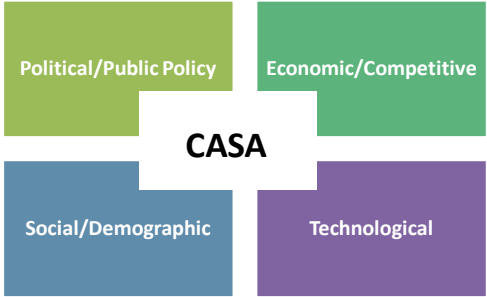
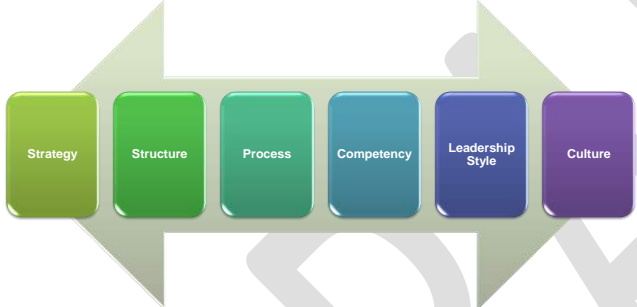
Members of the Board of Directors of CASA, joined by staff and key sector stakeholders gathered for a strategic planning session from October 31 to November 1, 2018. The objectives of the session were to:

- Develop a collective appreciation of the strategic environment, key opportunities and emerging risks facing CASA and the implications for CASA’s strategic priorities and direction.
- Develop or refine a common definition of success for CASA by exploring questions about relevance, value and impact.
- Crystalize a series of priorities and a course of action that will serve as the basis of the CASA strategic plan.
- Briefly assess and continue to align the CASA governing model and approach to maximize the role and value of the Board of Directors.

The session opened with a primer on the basics of excellence in strategic management and governance effectiveness which served to underscore the following points:

Concept	Description
<p><b>1. Role differentiation and alignment is key to effective governance</b></p> 	<ul style="list-style-type: none"> <li>• High-performing governing models clearly differentiate and align Board and Management roles in the strategy process.</li> <li>• Most commonly, roles are differentiated on the basis of focus on “what” the organization will pursue and “how” it will accomplish these aims.</li> <li>• A high degree of trust and collaboration in strategic thinking and strategic decision making is a hallmark of effective governance.</li> </ul>



<p><b>2. Contingent Strategy</b></p> 	<ul style="list-style-type: none"> <li>• A constantly changing environment continually impacts the strategic and governance agenda of an organization.</li> <li>• This includes aspects of the strategic environment (political, economic, social, technological, legal/regulatory), the competitive environment as well as internal dynamics such as organizational strengths, challenges, history, etc.</li> <li>• An effective strategic management process begins with a thoughtful and critical examination of the organization and its context. Key conclusions of this process serve to form the key strategic choices of the organization.</li> </ul>
<p><b>3. Alignment is Required for Organizational Effectiveness</b></p> 	<ul style="list-style-type: none"> <li>• To ensure success in strategy implementation (i.e. an effective organization), the strategic choices included in the CASA strategy should be reflected in the design of aligned structures, processes, competencies, leadership style and culture.</li> </ul>
<p><b>4. Governance as a Social Construct</b></p>	<ul style="list-style-type: none"> <li>• Board effectiveness is significantly grounded in an appreciation of, and for, human dynamics and organizational systems.</li> <li>• Effective boards operate with a common perspective on roles, relationships and expectations among the participants in the system.</li> <li>• High performing boards act like a team. They channel potentially competing perspectives, value the diverse views and experiences of the team, and share a common goal.</li> </ul>

## A Changing Strategic Landscape

Discussion about CASA's strategic landscape served to highlight the following:

- **An increasingly uncertain and complex strategic environment requires that CASA be clear on its role, purpose and value** relative to the needs, interests and expectations of its key stakeholders (partners, funders, etc.). Organizations that operate with clarity of purpose and vision are better positioned to make choices (i.e. are better able to form and implement strategy) that focus efforts on the most important of outcomes.
- **Financial risk will be reduced through a new/revised economic model and/or through diversified funding.** In the current economic and political climate, CASA cannot assume that government funding will continue in its historical pattern. To that end, session participants concluded that there is a new level of importance on developing the capabilities of the organization to earn revenue through new and diversified sources. In a similar context, procurement regulations of the Government of Alberta that limit sole-sourcing contracts may challenge the historical economic relationship of CASA to the Government of Alberta. The CASA model and strategy must continue to provide value through comprehensive, relevant strategic advice that exceeds the value of research projects.
- **Enhanced relevance is the path to sustainability.** A discussion about what makes CASA unique and uniquely valuable concluded the following about the sources of CASA's relevance to key stakeholders (including industry, government and NGOs):
  - A research/project agenda that reflect emerging and important air quality issues.
  - A deep appreciation of the public policy process and the means and approaches to achieve influence
  - A deep appreciation of the context of CASA's work and recommendations. That is, in making specific recommendations, CASA must consider and understand the broad set of interests of the recipient (including those related to the economy and society). Doing so – without compromising the vision and mission of CASA – will enhance the likelihood that CASA recommendations will be accepted and implemented.
  - Focus and prioritization. Especially in a resource constrained environment, CASA must focus on the issues that have the greatest impact on achieving the CASA vision and mission.
  - Use of contemporary approaches to engagement.
- **A continued need for a proactive and nimble approach.** The pace of change in CASA's strategic environment requires that the CASA Board engage in continuous and ongoing environmental scanning, regular sense-making and frequent course changes that mirror stakeholder interests and needs.
- **Governance excellence will be a driver of improved organizational effectiveness (relevance, influence and impact).** Focusing the Board's role on providing foresight, insight and oversight (in the strategy process) is regarded as a major opportunity and requirement for the CASA Board.

## Defining A Future Vision for CASA

As a description of CASA's future, a vision guides an organization's decisions, helps set priorities and supports the alignment of efforts of all players in the CASA system.

Discussion about the vision for CASA served to describe an organization defined by the following attributes:

- A highly regarded, highly relevant, organization that has a high degree of influence over public policy choices and industry standards that impact air quality in Alberta.
- Highly impactful on air quality outcomes in Alberta
- High quality, helpful work products that are viewed by CASA stakeholders as:
  - Actionable.
  - Reflective of a complex public policy environment (i.e. considers the multiple and diverse interests of industry, government and NGOs)
  - Reflective of key/topical issues in air quality management (e.g. CAAQS).
  - Positive impact on air quality – a focus on progress.
- An approach that continues to provide a neutral forum to explore and test ideas with a collaborative and consensus-based approach
- A nimble, adaptive and proactive approach.
- Highly aligned to the Clean Air Strategy.
- Inclusive of the interests of Alberta's Indigenous communities.
- Long-term sustainability.

## Strategic Priorities

This Board's direction reflects its commitment to the long-term success of CASA. Conclusions about the strategic priorities of CASA reflect the Board's choices about where CASA must focus as an organization, intent on advancing its core purpose and vision for the future. The strategic priorities, which form the basis for the strategic plan include the following:

### 1. Governance Modernization

This strategic priority is about the intentional review and design of the CASA governance model (including governing strategy, structure, roles, processes (including succession planning), competencies, leadership style and culture). This intent is to maximize the value and contributions of the Board and organization in achieving the CASA vision and mission.

Specific objectives identified to advance this priority include the following:

- Review and potential refinement of Board structure (including membership, committee structure, committee mandates, committee "rules")
- Review and potential refinement of Board role (individual and collective)
- Review and potential refinement of Board competency model

- Review and potential refinement of key processes and norms
- Development of governance plan and priorities (including board succession)
- Formal documentation and adoption of the above

## **2. A Sustainable Business and Economic Model of CASA**

This strategic priority is intended to review and adapt the CASA business and economic model in light of emerging challenges, constraints and opportunities. New sources of value and revenue will be considered as a way to diminish CASA's reliance provincial government funding.

Specific objectives identified to advance this priority include the following:

- Identification of new revenue sources (e.g., membership fees, projects, fund development, etc.)
- Development of business/service delivery model to "sell and deliver" profitable projects (and which deliver on CASA's unique value proposition)
- Examine cost control opportunities
- Examine opportunities for greater stakeholder support, in-kind donations and other capacity building opportunities

## **3. Excellence in Air Quality Management Advice and Tools**

Continuing to provide top-quality, highly relevant policy advice remains a key priority for CASA. What will be required is a focus on addressing emerging issues (such as CAAQS, non-point source emissions, and potential co-benefits of climate change policy) in a timely fashion.

Specific objectives identified to advance this priority include the following:

- Specifically with regard to CAAQS, adopting a comprehensive examination of sources and considering economic sustainability (new entrants) is deemed as a key aspect of CASA's work in this area.

In addition to these three priorities, the Board briefly discussed, though did not conclude on a priority related to stakeholder engagement and education. As a multi-sectoral organization with connections to all facets of the "air quality system" in Alberta, CASA is uniquely positioned to be a nexus of information and common messaging. The discussion identified the opportunity to position CASA as a catalyst and "force multiplier" for the many and varied education efforts across the air quality system in Alberta. Additional Board discussion will be required to determine if this opportunity forms a core strategic priority for CASA going forward.

## Next Steps

The session ended with a commitment to continue developing a Strategic Plan to guide CASA's future. While much of this work will be carried out by CASA's Executive Director, the Board will play an important role in continuing to challenge and enrich the Executive Director's thinking about the goals, objectives measures and milestones associated with the Plan.

As an immediate next step, the Board committed to formalizing/refining key messages about CASA – its role, purpose and unique value to its many stakeholders – for use in conversations with government.

As the Board considers this summary at the December 13<sup>th</sup> Board meeting, consider the following questions:

- What changes or additions are needed to refine or enrich the summary so that it reflects the Board's strategic intent and direction?
- What additional discussions (if any) are required to ensure the Board and management are clear on the outcome expectations of the plan?
- What outcome measures will the Board and Management use to assess progress and success?
- What work plan will the Board and management commit to, in order to advance the strategic priorities identified during the planning session?
- What specific next steps will be required to formalize and adopt a strategic plan? What is the timeline?

## **THE NEED TO REVIEW THE LEVEL AND TYPES OF CASA SUPPORT TO NGO STAKEHOLDERS PARTICIPATING IN PROJECTS**

Proposal: That the CASA Board, as part of its Strategic Plan development discussion of CASA's business model and governance:

- Explore the need to strengthen financial support to NGO stakeholders participating in CASA projects, and
- Identify the best option or options to address this need.

### The Importance of Effective NGO Stakeholder Participation in CASA Projects:

As a multi-stakeholder organization there is a need for CASA to ensure, to the extent possible, that it both supports and facilitates the engagement of all participating partners i.e. government, industry and NGOs. The fiscal and human resources capacity of NGOs is generally much less than that of government and industry. Yet it is the engagement of NGOs that gives the CASA process and its policy recommendations credibility with the general public. It has long been accepted within CASA that special support to NGO representatives on the Board and on project teams is desirable – and essential – in order to strengthen that partner's ability to participate. At our October 31 - November 1 board strategic planning session we identified strengthening CASA's ability to undertake more intense, shorter and medium term projects and supporting effective intergenerational succession in CASA participation as two important goals. In this context, it is particularly timely to review the level and types of support currently provided to ensure robust, fact-based NGO participation in CASA.

### The Need:

Any organization with paid staff that allocates a portion of a staff member's time to a CASA Board role or to a CASA project foregoes that person doing other work during that time. In some cases time devoted to CASA would otherwise be spent generating much needed revenue for that organization. For NGO organizations, like Pembina and the Alberta Lung Association - often non-profit and almost always operating under tenuous finances - that sacrifice is particularly hard to make. The problem is exacerbated with project work, which – with the current emphasis on sweat equity due to external funding limitations – typically involves very long hours of work between meetings. And, of course, the meetings, themselves also take the representatives' time.

With the EFR project, as one example, meetings in phase 1 are being held every 2-3 weeks. The NGO Co-Chair, David Spink, estimates he devoted an average of 16 hours per week to the project in the early stage when NGO reps developed a "straw dog" proposal to move the project forward. Now, the estimate for his time is 8 hours per week on average. The other NGO reps, Wayne Ungstad and Saeed Kaddoura (when he was on the team), put in very substantial time as well.

Individual NGO representatives who are not part of an NGO organization with paid staff are making a similar contribution, since long hours spent on project work and/or research cannot be spent on contract work or other activities that may or may not generate personal revenue. NGO representatives are not able to compensate for the lost revenue the way that industry or government can.

NGO representatives on a project team bring value to the table in a number of different ways. They provide a range of NGO perspectives and views that need to be recognized and considered in developing CASA products. Through interactions with their respective stakeholder organizations they also both inform and communicate CASA work. Their meaningful engagement in projects legitimizes the multi-stakeholder collaborative nature of CASA. In addition, some NGO representatives, who also have significant technical expertise, may apply that expertise in substantial work and analysis as a project team member. Where technical work is extensive, the adequacy of the current support policy to support it is very much in question.

A recent attempt to address this issue highlights the limitation of one of the current options available. When a request from Pembina for support for work of this type in the EFR project was considered, a possible option was identified: i.e. a fee for service contract let through a competitive process to enable the NGO representatives to better assess proposals, etc. and otherwise contribute. This option requires agreement to this element by the project team as a part of its budget-setting process. However, in most cases such a contract would be awarded to a consultant party not on the project team. Other options appear to be needed as well to provide appropriate support to an NGO representative on the project team with technical expertise who makes a very substantial contribution and provides many hours of work based on that expertise.

It should be noted that in this EFR case, the intent was that the work contracted by Pembina would have benefited the entire project team, not just NGOs. Also in addition to getting much needed work conducted there would have been capacity building within Pembina on EFR issues which is important since CASA EFR project teams are formed every 5 years and a special team related to this topic i.e. the coal to gas team, has been formed. From an NGO perspective it is important that there be informed NGO representatives that can serve on, and effectively contribute to, such project teams.

Equally, the current way of providing support for hours of work done between meetings by NGO representatives bringing different types of value (and not necessarily deep technical expertise) and providing the views of key stakeholder groups, requires review. The existing support of \$106 for preparation time for meetings, regardless of the number of hours of work done in advance of any given meeting, is inadequate to achieve the purpose of full, equal and well-informed NGO participation.

Those active in CASA and similar collaborative mechanisms from the NGO sector are not numerous. They are often at an advanced stage in their paid or volunteer work and cannot be expected to continue indefinitely. As a result, there is a critical need to bring new, younger NGO participants to the CASA table. This would benefit all parties in CASA and would help to ensure the development of valuable products into the future. Participation by a broader range of NGO representatives with valuable technical or other expertise related to the area being addressed by a project is needed.

One option to help address this issue is a revision to CASA's stakeholder support policy to strengthen financial support to NGO stakeholders, particularly when long hours of work and meetings – or substantial technical expertise - are required. This would make it easier to get NGO stakeholders to commit to participating in projects and to undertake in-between meeting work to all parties' benefit. It is something that we ask be seriously considered along with other options as part of the larger discussion of the business model and governance we want for CASA.



## Summary of Stakeholder Support Policies in Alberta for some Multi-Stakeholder Organizations

It has been raised that there is a need to discuss whether CASA's stakeholder support needs to be revisited. Staff reviewed the CASA stakeholder support policy, which includes honoraria, per diem and travel expenses (typically with receipts), as well as other stakeholder support models that are used by groups that share some similar attributes to CASA or other groups in Alberta. A summary is provided below.

<b>Organization</b>	<b>Description of stakeholder support</b>
<b>CASA (board rates)</b>	Board members who are eligible for stakeholder support are entitled to an honorarium of \$156 for a half day meeting, \$313 per single day meeting, \$391 for an evening meeting, followed by a day meeting, and \$469 for a two-day meeting for attending CASA Board meetings and Executive meetings. These amounts include preparation and travel time.
<b>CASA (project team rates)</b>	CASA stakeholders who are members of working groups or project teams and are eligible for stakeholder support can claim: <ul style="list-style-type: none"> <li>• an honorarium of \$250 for each full day meeting and \$125 for each half day meeting;</li> <li>• an honorarium of \$313 for each full day meeting and \$156 for each half day meeting for co-chairs and board members;</li> <li>• \$106 for preparation/follow-up for each meeting;</li> <li>• \$106 for travel if it takes more than a total of 3 hours to travel to and from a meeting.</li> </ul>
<b>Airsheds</b> <i>Notable: participants representing Airsheds on CASA projects and guests at board meetings do not claim stakeholder support.</i>	
<b>CRAZ</b> (CRAZ borrowed CASA's stakeholder support rates from a few years ago.)	<b>Members of the Board/Committees</b> Members who are eligible for stakeholder support are entitled to an honorarium of: <ul style="list-style-type: none"> <li>- \$150 for a half day meeting</li> <li>- \$300 per single day meeting</li> <li>- \$375 for an evening meeting followed by a full day meeting</li> <li>- \$500 for a two-day meeting for attending CRAZ board meetings and Executive meetings.</li> </ul> Stakeholder support is available to members who are: <ul style="list-style-type: none"> <li>- designated to represent their sector</li> <li>- requested by CRAZ to participate</li> <li>- not otherwise paid for their day.</li> </ul>

<b>Organization</b>	<b>Description of stakeholder support</b>
<b>Fort Air Partnership</b>	Does not provide honoraria but reimburses travel expenses for attending meetings or events on behalf of FAP (but not for their own board meetings). They also offer to reimburse board members for courses or conferences that relate to their role as a FAP Board member.
<b>PRAMP</b>	Does not provide any honoraria or stipend. Will cover travel expenses for directors to attend meetings on behalf of PRAMP. E.g. AEP meeting
<b>West Central Airshed</b>	Does not provide honoraria for ENGO or public members but does cover travel costs for anyone whose host organization is unable to cover.
<b>Alberta Capital Airshed</b>	Does not provide honoraria for ENGO or public members but does cover travel costs for anyone whose host organization is unable to cover.
<b>Palliser Airshed Society</b>	Does not provide honoraria or any form of compensation to board members for their participation. However, custom has been to provide a gift card (\$50) to board members at Christmas time as a token of appreciation.
<b>Parkland Airshed Management Zone</b>	Does not provide honoraria, however does reimburse public board members for direct costs related to attending PAMZ meetings or events on behalf of PAMZ, such as mileage and parking. Most do not claim their out-of-pocket expenses. Industry and government board and/or committee members are ineligible. PAMZ offers to reimburse board members for courses or conferences that relate to their role as a PAMZ Board member. This comes from a special \$1,000 annual fund and attendance must be pre-approved by PAMZ executive.
<b>Lakeland Industry and Community Association</b>	Does pay a stipend to elected members (community, ENGO, indigenous) for both board members and committee members. Was not able to confirm the stipend prior to sending.
<b>WBEA – traditional knowledge Guide</b>  *note: WBEA's 2017-18 annual budget exceeded \$11m and over \$248,000 went to this item alone	Over 4 hours: Elders \$450, and non-elders \$300 Under 4 hours: Elders \$225, non-elders \$150 Traditional tobacco to elders Meals are provided and attempts are made to support local catering Mileage: \$0.54/km Accommodation covered if travel distance >300km total
<b>WBEA- honorarium guideline</b>  *note: WBEA's 2017-18 annual budget exceeded \$11m and in-kind contributions and expenditures were \$134,550	WBEA members compensated at \$100 per hour. Preparation time of up to one hour can be added. Travel expenses covered
<b>Alberta Water Council</b>	
<b>AWC Board</b> (adopted CASA's rates in early 2000s)	Directors and alternates who are eligible for stakeholder support can claim: <ul style="list-style-type: none"> <li>- \$150 for each half-day meeting, (&lt;3.9 hours)</li> <li>- \$300 for each full-day meeting (4+ hours), or</li> </ul>

Organization	Description of stakeholder support
	<ul style="list-style-type: none"> <li>- \$450 for two-day meeting (or any portion of two days)</li> </ul> These amounts include preparation and travel time.
<b>AWC teams</b> (adopted CASA's rates in early 2000s)	AWC working group, project team and committee participants who are eligible for stakeholder support can claim: <ul style="list-style-type: none"> <li>- \$100 for each half day meeting,</li> <li>- \$200 for each full day meeting (4+ hours),</li> <li>- \$85 for preparation/follow-up for each meeting, and</li> <li>- \$85 for travel if it takes more than a total of three hours to travel to and from a meeting.</li> </ul>
<b>Watershed Planning and Advisory Councils</b>	
<b>Mighty Peace Watershed Alliance</b>	Does not pay a per diem and only covers travel expenses if the employer/organization does not cover them. Only two board members claim travel and it amounts to \$85 to a meeting at \$0.535/km. For events outside the watershed they cover hotel, meals, mileage at \$0.535/km.
<b>Oldman Watershed Alliance</b>	Does not pay stakeholders or board members anything to participate. For people who must travel from far away and have no employer organization who can pay for mileage, they cover travel at the AEP rates of \$0.50 per km. Executive Director notes that some of their members donate the travel expenses back to the organization.
<b>South East Alberta Watershed Association</b>	Does not provide honorarium/stipend to board members. Does provide honorarium to invited speakers at SEAWA events. Travel expenses - as per GoA rates/policy; some board members don't claim expenses; some claim portion of their expenses with the organization they are affiliated with. Stakeholder support - in-kind; by being on the SEAWA board or committees, and volunteer and participation with SEAWA activities Receive stakeholder support typically received is cash - through application for a small project grant (less than \$5,000) to industry (e.g., Plains Midstream Canada, Methanex); cash contribution occasionally (e.g., St. Mary River Irrigation District, Alberta Irrigation Projects Association); NO cash contributions from municipalities
<b>North Saskatchewan River Watershed Alliance</b>	NSWA has Board Policy related to Honoraria and Travel Expenses but it has rarely been used. None of the long-term Board members the ED talked to had ever approved these types of expenses during their tenure. As Administration, travel expenses have been provided to other non-profit groups when asked to provide support or speak at NSWA events. This has also been limited in nature.  From the policy:  "Stipend  A stipend is a <b>fixed, regular allowance of which the compensation does not represent payment for work performed</b> (i.e. cannot be measured in terms of a task). It represents a payment that enables a

Organization	Description of stakeholder support
	<p>person to be exempt partly or wholly from waged employment in order to undertake work that is normally unpaid (e.g. volunteer)<sup>1</sup></p> <p>Directors/Alternates who are eligible for stakeholder support can claim:</p> <ul style="list-style-type: none"> <li>- \$125 for each half day meeting,</li> <li>- \$200 for each full day meeting (4+ hours)</li> <li>- \$250 for an evening meeting followed by a day meeting, and \$450 for two-day meeting</li> <li>- \$50 for preparation/follow-up for each meeting and \$85 for travel if it takes more than a total of three hours to travel to and from a meeting “</li> </ul>
<p><b>Battle River Watershed Alliance – from GoA Committee Remuneration Order – Appendix 3</b>  <a href="https://tinyurl.com/ycmgfysd">https://tinyurl.com/ycmgfysd</a></p>	<p><b>BRWA follows the GoA’s Public Service Commission Compensation Schedule 2, as below.</b></p> <p style="text-align: center;"><b>“Appendix 3</b></p> <p style="text-align: center;"><b>Effective April 1, 2009</b></p> <p style="text-align: center;"><b>Committee Remuneration Order</b></p> <ol style="list-style-type: none"> <li>1. In this order "committee" means a committee, board, commission, council or other body established <ul style="list-style-type: none"> <li>(a) by an Act of the Legislature, or</li> <li>(b) by the Lieutenant Governor in Council, or</li> <li>(c) by a Minister of the Crown or any other person pursuant to an Act of the Legislature.</li> </ul> </li> <li>2. This order applies to the chairman and members of a committee only in those cases where the Lieutenant Governor in Council, a Minister of the Crown or other person, in the exercise of a power to prescribe the remuneration or fees payable to the chairman or members of a committee, prescribes that the remuneration or fees payable to the chairman or members of that committee shall be in accordance with any Part of the Schedules to this order.</li> <li>3. Employees of the government who chair or sit on a committee as part of their employment duties are not entitled to remuneration under this Order.</li> </ol> <p style="text-align: center;">Schedule 2  Effective April 1, 2009  Part A</p>

<sup>1</sup> <http://en.wikipedia.org/wiki/Stipend>

Organization	Description of stakeholder support
	<ol style="list-style-type: none"> <li>1. A member of a committee, other than the chairman, shall be paid               <ol style="list-style-type: none"> <li>(a) \$98 for up to and including four hours in any day, or</li> <li>(b) \$169 for over four hours and up to and including eight hours in any day, or</li> <li>(c) \$257 for over eight hours in any day, spent on the business of the committee.</li> </ol> </li> <li>2. The chairman or person acting as the chairman of a committee shall be paid               <ol style="list-style-type: none"> <li>(a) \$131 for up to and including four hours in any day, or</li> <li>(b) \$224 for over four hours and up to and including eight hours in any day, or</li> <li>(c) \$356 for over eight hours in any day, spent on the business of the committee.</li> </ol> </li> <li>3. The chairman and members of a committee are entitled to be paid travelling and living expenses in accordance with the Subsistence and Travel Allowance Regulation made by Ministerial Order 1/98, as amended, or any order made in substitution therefor, as though they were employees of the government.</li> <li>4. Where the Minister responsible for the committee is satisfied that the chairman or a member of the committee suffers a loss of remuneration as a result of his service on the committee, the Minister, subject to the prior approval of the Minister charged with the administration of the Public Service Act, may increase the fees payable under this Part up to a maximum of double the appropriate rate determined under Section 1 or 2.</li> </ol> <p style="text-align: center;">Part B</p> <ol style="list-style-type: none"> <li>1. A member of a committee, other than the chairman, shall be paid               <ol style="list-style-type: none"> <li>(a) \$82 for up to and including four hours in any day, or</li> <li>(b) \$137 for over four hours and up to and including eight hours in any day, or</li> <li>(c) \$191 for over eight hours in any day, spent on the business of the committee.</li> </ol> </li> <li>2. The chairman or person acting as the chairman of a committee shall be paid               <ol style="list-style-type: none"> <li>(a) \$110 for up to and including four hours in any day, or</li> <li>(b) \$164 for over four hours and up to and including eight hours</li> </ol> </li> </ol>

Organization	Description of stakeholder support
	<p>in any day, or</p> <p>(c) \$273 for over eight hours in any day, spent on the business of the committee.</p> <p>3. The chairman and members of a committee are entitled to be paid travelling and living expenses in accordance with the Subsistence and Travel Allowance Regulation made by Ministerial Order 1/98, as amended, or any order made in substitution therefor, as though they were employees of the government.</p> <p>4. Where the Minister responsible for the committee is satisfied that the chairman or a member of the committee suffers a loss of remuneration as a result of his service on the committee, the Minister, subject to the prior approval of the Minister charged with the administration of the Public Service Act, may increase the fees payable under this Part up to a maximum of double the appropriate rate determined under Section 1 or 2</p>
<b>Alberta Energy Regulator Multi-Stakeholder Engagement Advisory Committee</b>	
<p><b>MSEAC</b> (this group has representation from the CASA ED, Airsheds, WPACs, municipalities, academia, Land Stewardship Centre of Canada, Fort McKay First Nation, Métis Nation of Alberta, and others)</p>	<ul style="list-style-type: none"> <li>• In person meeting: \$125/half day, \$250 full day</li> <li>• Mileage: \$0.505 or;</li> <li>• Travel Expenses i.e. airfare or;</li> <li>• Travel time : \$30/hour</li> <li>• Meal Allowance : \$41/day max expense</li> <li>• Parking with receipt</li> <li>• Overnight accommodation: \$250 max – one night only and includes ground transportation.</li> </ul>
<b>Agri-Environmental Partnership of Alberta (a multi-stakeholder group of Provincial and Federal Government departments and Industry producers)</b>	
<p><b>AEPA</b></p>	<p>AEPA does not compensate partner organizations. Compensation for representatives' expenses and time (those who sit on the Advisory Committee or working groups) are provided by the organization they represent.</p> <p>The only person who is compensated is the industry co-chair, but not through AEPA (or Agriculture and Forestry). The position is independent of an organization, so the industry groups make a cash contribution into an account every couple years to pay for the person's expenses and time. AF provides operational support (staff, office space, office supplies, meeting costs, etc).</p> <p>A number of years ago when they had an operational grant and compensated the industry co-chair; the rates were ....</p> <ul style="list-style-type: none"> <li>- Honorarium includes travel time to and from meeting/function location.</li> <li>- ½ day honorarium - \$125</li> </ul>

Organization	Description of stakeholder support
	<ul style="list-style-type: none"> <li>- Full day honorarium - \$250</li> <li>- Meeting preparation and conference call compensation - \$250 every second month</li> <li>- Travel expenses will follow the Government of Alberta travel expenses policy for accommodation, airfare, meal and meal allowances, mileage, and per diem.</li> </ul>
<p>Conclusions:</p> <ol style="list-style-type: none"> <li>1. There is a wide variety of approaches to providing honoraria and stakeholder support across Alberta.</li> <li>2. Groups like AWC and CRAZ adopted CASA's approach to stakeholder support in early 2000s.</li> <li>3. Other similar multi-stakeholder groups in Alberta (Airsheds and WPACs) have taken a different approach that relies on the Member organizations to provide capacity to participate. In discussions with some EDs, the framing of participation is that every member sees value in being at the table and influencing the organization's direction. There is an expectation that participation is generally in-kind and is viewed as being volunteered.</li> <li>4. Many "corporate" NGOs don't claim travel expenses for their staff to participate at the WPAC and Airshed tables. It is considered an in-kind contribution.</li> <li>5. CASA's honoraria rates are the highest among the multi-stakeholder groups in Alberta, with the exception of CRAZ's two-day board or executive meetings (\$469 vs. \$500).</li> <li>6. CASA's current honoraria for preparation time is generally similar to the groups that also provide prep time, however many comparable groups do not offer prep time honoraria.</li> </ol>	

## AAQO Project Team & Active Subgroup Membership Lists (October 2018)

<b>Ambient Air Quality Objectives Project Team</b>			
<b>First Name</b>	<b>Last Name</b>	<b>Organization Name</b>	<b>Title</b>
Alison	Miller	Imperial Oil Ltd. (CAPP/CIAC)	Member/Co-Chair
Anne	Vigneau	ATCO	Member
Atta	Atia	Alberta Agriculture and Forestry	Member
Bob	Myrick	Alberta Environment and Parks	Corresponding Member
Chad	Beegan	Alberta Health Services	Corresponding Member
Darcy	Walberg	North West Redwater Partnership	Member
David	Spink	Prairie Acid Rain Coalition	Member
Debra	Hopkins	Alberta Environment and Parks	Corresponding Member
Garrett	Hoeksema	Repsol	Member
Kaitlyn	Wall	Alberta Environment and Parks	Member
Kevin	Warren	Alberta Airsheds Council	Member
Laura	Blair	Alberta Environment and Parks	Member/Co-Chair
Laurie	Cheperdak	Alberta Environment and Parks	Member
Liz	Stengl	NOVA Chemicals (CIAC)	Member
Long	Fu	Alberta Environment and Parks	Corresponding Member
Lynn	Que	Alberta Health Services	Member
Nina	Wang	Alberta Health	Member
Opel	Vuzi	Health Canada	Member
Randy	Angle	Prairie Acid Rain Coalition	Member/Co-Chair
Rich	Smith	Alberta Beef Producers	Corresponding Member
Rob	Hoffman	Canadian Fuels Association	Member
Salina	Fairbank	Alberta Environment and Parks	Member
Sanjay	Prasad	Alberta Airsheds Council	Member

<b>H2S / TRS Subgroup</b>			
<b>First Name</b>	<b>Last Name</b>	<b>Organization Name</b>	<b>Title</b>
Anne	Simpson	Syncrude	Member
Alison	Miller	Imperial Oil Ltd. (CAPP/CIAC)	Member
Atta	Atia	Alberta Agriculture and Forestry	Member
David	Spink	Prairie Acid Rain Coalition	Member/Co-Chair
Debra	Hopkins	Alberta Environment and Parks	Corresponding Member
Gerald	Feshuk	Alberta Energy Regulator	Member
Ike	Edeogu	Alberta Agriculture and Forestry	Alternate
Kaitlyn	Wall	Alberta Environment and Parks	Member
Laura	Blair	Alberta Environment and Parks	Member/Co-Chair



Laurie	Cheperdak	Alberta Environment and Parks	Member
Long	Fu	Alberta Environment and Parks	Corresponding Member
Lynn	Que	Alberta Health Services	Member
Nina	Wang	Alberta Health	Member
Rich	Smith	Alberta Beef Producers	Member
Salina	Fairbank	Alberta Environment and Parks	Member
Sanjay	Prasad	Alberta Airsheds Council	Member

<b>NO2/SO2 Subgroup</b>			
<b>First Name</b>	<b>Last Name</b>	<b>Organization Name</b>	<b>Title</b>
Alison	Miller	Imperial Oil Ltd. (CIAC/CAPP)	Member
Anne	Vigneau	ATCO	Member
Darcy	Walberg	North West Refinery	Member
David	Spink	Prairie Acid Rain Coalition	Member
Gerald	Feshuk	Alberta Energy Regulator	Member
Laura	Blair	Alberta Environment and Parks	Member/Co-Chair
Lynn	Que	Alberta Health Services	Member
Nina	Wang	Alberta Health	Member
Opel	Vuzi	Health Canada	Member
Randy	Angle	Prairie Acid Rain Coalition	Member
Salina	Fairbank	Alberta Environment and Parks	Member
Sanjay	Prasad	Alberta Airsheds Council	Member
Shane	Lamden	NOVA Chemicals (CIAC)	Member/Co-Chair

## Project Managers

Please contact the project manager with any questions:

Katie Duffett

Email: [kduffett@awc-casa.ca](mailto:kduffett@awc-casa.ca)

Phone: (780) 644 - 5312

## ROVER III Project Team Membership (October 2018)

First Name	Last Name	Organization Name	Title
Andrew	Barnes	Alberta Motor Transport Association	Member
Andrew	Read	City of Edmonton	Member
Ann	Baran	Southern Alberta Group for the Environment	Member/Co-Chair
Dianne	Mclsaac	Alberta Airsheds Council	Member
Kamran	Faisal	City of Calgary	Member
Kari	Tyler	Alberta Transportation	Member
Kevin	Warren	Alberta Airsheds Council	Alternate
Randy	Angle	Prairie Acid Rain Coalition	Member
Rhonda Lee	Curran	Alberta Environment and Parks	Member/Co-Chair
Rob	Hoffman	Canadian Fuels Association	Member/Co-Chair
Ruth	Yanor	Mewassin Community Council	Member
Sanjay	Prasad	Alberta Airsheds Council	Alternate

### Project Managers

Please contact the project manager with any questions:

Katie Duffett

Email: [kduffett@awc-casa.ca](mailto:kduffett@awc-casa.ca)

Phone: (780) 644 - 5312

## Electricity Framework Review Project Team Membership (October 2018)

First Name	Last Name	Organization Name	Title
Afrooz	Farjoo	Alberta Energy	Member
Ahmed	Idriss	Capital Power	Alternate
Ana Maria	Radu	TransCanada	Member
Colin	Robb	Capital Power	Member
Dan	Moore	Alberta Newsprint Company	Member
David	Spink	Prairie Acid Rain Coalition	Member/Co-Chair
Gabriel	John	Alberta Energy	Member
Garth	Gettle	TransAlta	Alternate
Greg	Moffatt	Chemistry Industry Association of Canada	Corresponding Member
James	Brown	Dow Chemicals (CIAC)	Corresponding Member
Jim	Hackett	ATCO	Member/Co-Chair
Laurie	Cheperdak	Alberta Health	Member
Mark	McGillivray	Enmax	Member
Martin	Van Olst	Environment and Climate Change Canada	Corresponding Member
Mike	Mellross	City of Edmonton	Corresponding Member
Natasha	Rowden	MEG Energy (CAPP)	Member
Randy	Dobko	Alberta Environment and Parks	Member/Co-Chair
Rekha	Nambiar	Suncor (CAPP)	Member
Riley	Georgsen	TransAlta	Alternate
Salima	Loh	Inter Pipeline (CAPP)	Member
Shane	Lamden	NOVA Chemicals (CIAC)	Corresponding Member
Siobain	Quinton	TransAlta	Member
Shaun	McNamara	Maxim	Member
Sushmitha	Gollapudi	Alberta Environment and Parks	Member
Wayne	Ungstad	Notinto Sipy Conservation Authority	Member

### Project Managers

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