

Memorandum



Date: May 19, 2011
From: Norman MacLeod, Executive Director
To: CASA Board Members & Alternates
Subject: Annual General Meeting June 8, 2011

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Please find attached the draft agenda and briefing materials for the Annual General Meeting of the CASA Board of Directors. The AGM is scheduled to follow day one of the Board Strategic Planning Retreat and will run from **4:00** p.m. to **4:15** p.m. on Wednesday, June 8, 2011. The meeting will be held at:

Lake Louise/Banff Room
Grande Rockies Resort
901 Mountain Street
Canmore, Alberta

We look forward to seeing you all in Canmore!

Norm
780-644-5160

June 8, 2011

Annual General Meeting

ABOUT CASA

Vision:

The air will have no adverse odour, taste or visual impact and have no measurable short or long term adverse effects on people, animals or the environment.

Mission:

To recommend strategies to assess and improve air quality in Alberta, using a consensus process.

Identity:

The Clean Air Strategic Alliance is a multi-stakeholder partnership composed of representatives from industry, government, and non-government organizations.

Goals:

- 1. Protect the environment by preventing short- and long-term adverse effects on people, animals and the ecosystem.***
- 2. Optimize economic efficiency.***
- 3. Promote pollution prevention and continuous improvement.***

Clean Air Strategic Alliance – AGM & Administration
Lake Louise & Banff Room
Grande Rockies Resort
901 Mountain Street
Canmore, Alberta
June 8, 2011

Draft Agenda

	1.0 ANNUAL GENERAL MEETING & ADMINISTRATION	1
4:00 – 4:15 (15 min)	1.1 Welcome, Approve Agenda <i>Objective: Convene meeting and approve agenda.</i>	
	1.2 Minutes of Last Annual General Meeting <i>Objective: Approve minutes from the last Annual General Meeting on June 9, 2010.</i>	
	1.3 CASA Membership <i>Objective: Reaffirm the membership of CASA's board of directors.</i>	
	1.4 Audited 2010 Financial Statements and Annual Report (2010) <i>Objective: Present CASA's 2010 audited financial statement as well as the 2010 Annual Report to members.</i>	
	1.5 Minutes from March 10, 2011 <i>Objective: Approve minutes from March 10, 2011 board meeting.</i>	
	1.6 CASA Executive Committee Membership <i>Objective: Confirm the members of the CASA executive committee</i>	

DECISION SHEET

ITEM: **1.2 Minutes of Last Annual General Meeting June 9, 2010**

ISSUE: Minutes from the previous annual general meeting on June 9, 2010 are subject to approval by the members at the subsequent annual general meeting.

BACKGROUND: Draft minutes and Executive Summary are sent to the CASA executive committee for review prior to distribution to the members. Once members receive the minutes, they are asked to review them for accuracy and report any errors or omissions to the board at the subsequent meeting at which time final approval is given to the minutes.

ATTACHMENT: a) Draft Minutes from June 9, 2010

DECISION: Approve the minutes from the June 9, 2010 annual general meeting.

DRAFT Minutes

CASA Annual General Meeting

June 9, 2010

Alberta Environment, Edmonton, Alberta

In attendance

CASA Board Members and Alternates:

Ann Baran, NGO Wilderness
Cindy Christopher, Petroleum Products
Bill Clapperton, Oil and Gas – Large Producers
Réjeanne Cool, Chemical Manufacturers
Peter Darbyshire, Mining
Tony Hudson, NGO Health
Holly Johnson-Rattlesnake, Samson Cree First Nation
Myles Kitagawa, NGO Pollution
Alex MacKenzie, Provincial Government
Chris Severson-Baker, NGO Pollution
Nashina Shariff, NGO Wilderness
Rich Smith, Agriculture
John Squarek, Oil and Gas – Small Producers
Ted Stoner, Petroleum Products
Don Szarko, NGO, Consumer/Transportation
Don Wharton, Utilities
Ruth Yanor, NGO Pollution
Kerra Chomlak, Clean Air Strategic Alliance

CASA Secretariat:

Jennifer Allan
Karen Bielech
Gustavo Hernandez
Alison Hughes
Robyn Jacobsen
Jean Moses
Kim Sanderson

Jillian Skulski

Guests:

Randy Angle
Jillian Flett, Alberta Environment
Bill Macdonald, Alberta Environment
Martina Krieger, Alberta Environment

Regrets

Tom Burton, Local Government
Darlene Carifelle, Aboriginal Government
Randal Cripps, Federal Government
Jim Ellis, Provincial Government
Brian Gilliland, Forestry
Eileen Gresl, NGO Health
Jim Hackett, Utilities
Margaret King, Provincial Government
David Lawlor, Alternate Energy
Dwayne Marshman, Agriculture
Keith Murray, Forestry
Linda Osinchuk, Local Government
Ian Peace, NGO Pollution
Al Schulz, Chemical Manufacturers
Linda Sloan, Local Government
Jennifer Steber, Provincial Government
Dan Thillman, Mining
Peter Watson, Provincial Government
Brian Wiens, Federal Government
Bev Yee, Provincial Government

Myles Kitagawa convened the AGM at 9:38 am. On behalf of the Board, Myles extended CASA's appreciation and thanks to:

- John Squarek for his participation and active involvement on the CASA executive committee.
- Jennifer Allan, CASA project manager for her service to CASA; Jennifer is leaving to do a PhD at the University of British Columbia.
- Kerra Chomlak, CASA's executive director, who is leaving CASA to take a position with the City of Leduc as Sustainability Coordinator.

Ruth Yanor presented Action Hero capes to Myles and John for their efforts to advance sustainability and a healthy environment.

Myles introduced Randy Angle who will serve as CASA's interim executive director, starting June 29.

Those present introduced themselves.

1.1 Approve AGM Agenda

The board approved the AGM agenda with the addition of the GST report under item 1.4b as circulated.

1.2 Minutes of Last AGM, June 24, 2009

The minutes of the June 24, 2009 annual general meeting were approved by consensus.

1.3 CASA Membership

Both the board structure and membership are reviewed annually, giving members an opportunity to re-evaluate the composition and structure, and determine if the membership is satisfactory and in accordance with CASA bylaws. The CASA bylaws allow for 22 member groups comprising members from industry, government, or non-government organizations. At present, the board has 22 member groups: nine for the industry sector, eight from the government sector, and five from the non-government sector.

The board has discussed the need for a more thorough membership review and this will be done after other work has been completed on performance measures, the e-scan, and the new airsheds committee. The executive is not proposing any changes to membership at this time.

The board approved the structure and composition of the board.

1.4 a) Audited Financial Statements and Annual Report (2009)

The audited financial statements for 2009 were formally approved at the March 24, 2010 CASA board meeting and are included in the annual report. The statements were formally tabled at this meeting to fulfill a requirement of the *Societies Act of Alberta*. The financial statements will be posted on the CASA website as part of the Annual Report. The board also reviewed draft text for the annual report at the March 24 meeting, and the executive committee approved the report for printing.

The board accepted the financial statements by consensus.

1.4 b) Treatment of GST at CASA

Kerra provided a summary of the work done to assess the treatment of GST at CASA. During the 2009 audit, the auditor raised two questions about this matter: whether CASA is entitled to claim back 100% of the GST, and whether CASA should be collecting GST from non-government funders. CASA engaged a GST expert to advise on this matter. Previous GST rulings from Canada Revenue Agency were reviewed. It was recommended that CASA continue to claim 100% of GST back. If this is done, then CASA needs to charge all industry funders GST for 2009 and from this point forward. Five recommendations were proposed by the GST expert in consultation with the CASA executive:

1. CASA should continue to reclaim 100% of its GST for expenses other than those relating to exempt activity as per the 1998 ruling.
2. It is recommended that CASA charge GST to industry funders where required to do so for the 2009 year, and report this in the next regular GST submission to Canada Revenue Agency.
3. CASA should charge all industry funders GST going forward, effective immediately, and until such time as CASA ceases to be registered for GST purposes. CASA should also provide documents to industry funders that indicate that the funds are fees received in return for services provided.
4. Future communications about GST must be clear on the CASA board's position on GST. Some key messages are below.
 - a. Because CASA delivers on specific projects that are agreed to by the funders, we can reclaim 100% of our GST paid in relation to expenses incurred on those supplies.
 - b. The board has agreed by consensus to charge GST to industry funders on their contributions to CASA projects going forward, as required by the GST legislation.
 - c. We have received rulings from the federal government to support our practice.
5. When funds are received, a formal confirmation letter should be sent to each funder, acknowledging receipt of the amount of funds for a specific project, with a statement about the benefit of the project to the funder. GST should be noted on any invoice, receipt or other document sent to funders where the tax was charged.

The board agreed by consensus to adopt the five recommendations related to GST.

1.5 Select Auditor for 2010

Hawkings Epp Dumont LLP was CASA's auditing firm for 2009 and they are familiar with the nature of the organization. The executive committee recommended that Hawkings Epp Dumont remain as CASA's auditing firm for 2010.

The board approved the appointment of Hawkings Epp Dumont LLP as auditors for CASA in 2010.

The AGM was adjourned at 10:12 am and was followed by the regular meeting of the board.

DECISION SHEET

ITEM: 1.3 **CASA Membership**

ISSUE: The Annual General Meeting provides an opportunity for the CASA board to examine its membership and reaffirm that the balance and composition remain satisfactory.

BACKGROUND: CASA's bylaws outline the terms for membership in the organization. In brief, the CASA board approves members and determines under which stakeholder group the member will be classified (industry, government, or non-government). In turn, each member is asked to appoint a director to act as representative at all meetings and has the option to also appoint an alternate director.

CASA's board is limited to a maximum of twenty-two (22) members. Each stakeholder group requires representation of at least 20% but will not exceed 49% of the total number of members. There are no set terms for the duration of membership in CASA, and any member may withdraw by informing the Secretariat in writing of its intent to do so.

In line with the CASA bylaws, the current CASA board consists of twenty-two (22) sectors, including nine (9) from industry, five (5) from non-government organizations, and eight (8) from government (including provincial, federal, local, and aboriginal governments).

ATTACHMENT: a) List of CASA stakeholder groups and representatives.

DECISION: a) Approve CASA's membership as per the attached table.

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives
as May 18, 2011**

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
Industry	Petroleum Products	Canadian Petroleum Products Institute	Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited	Ted Stoner , Vice President Western Division Canadian Petroleum Products Institute
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Vacant	Bill Clapperton , Vice President Regulatory Stakeholder & Environmental Affairs Canadian Natural Resources Limited
Government	Federal Government	Environment Canada	Vacant	Rachel Mintz , Environment Canada
Industry	Mining	Alberta Chamber of Resources	Peter Darbyshire , Vice-President Graymont Limited	Dan Thillman , Plant Manager Lehigh Cement
Government	Provincial Government – Environment	Alberta Environment	Jim Ellis , Deputy Minister Alberta Environment	Bev Yee , Assistant Deputy Minister Environmental Stewardship Division Alberta Environment
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager Environmental Affairs Canada Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Industry	Alternate Energy		Vacant	David Lawlor , Manager Environmental Affairs ENMAX
NGO	NGO Health	The Lung Association - Alberta & NWT	Tony Hudson , President & CEO The Lung Association - Alberta & NWT	Eileen Gresl Young , Manager COPD & Asthma Network of Alberta
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	Vacant
Government	Provincial Government – Health	Alberta Health and Wellness	Margaret King , Assistant Deputy Minister Public Health Division Alberta Health and Wellness	Alex Mackenzie , Executive Director Surveillance and Environmental Health Alberta Health and Wellness
NGO	NGO Pollution	Toxics Watch Society of Alberta	Myles Kitagawa , Senior Associate Director Toxics Watch Society of Alberta	Vacant
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba , Vice President Reeve, Northern Sunrise County Alberta Association of Municipal Districts & Counties	Vacant

Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives
as May 18, 2011

Industry	Chemical Manufacturers	Canadian Chemical Producers Association	Yolanta Leszczynski , SD/ Env Regulatory Coordinator Scotford Manufacturing	Al Schulz , Regional Director Chemistry Industry Association of Canada
Aboriginal Government	Métis	Métis Settlements General Council	Louis Pawlowich , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Pollution	Pembina Institute	Chris Severson-Baker , Director Energy Watch Program Pembina Institute	Ruth Yanor Mewassin Community Council
NGO	NGO Wilderness	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Ann Baran Southern Alberta Group for the Environment
Government	Local Government – Urban	Alberta Urban Municipalities Association	Linda Sloan , Vice President & Director Cities over 500,000 Alberta Urban Municipalities Association	Cindy Jefferies , Director Cities up to 500,000 Alberta Urban Municipalities Association
Industry	Oil & Gas – Small Producers	Small Explorers and Producers Association of Canada	John Squarek Small Explorers and Producers Association of Canada	Vacant
Industry	Agriculture	Alberta Beef Producers	Rich Smith , General Manager Alberta Beef Producers	Dwayne Marshman Wild Rose Agricultural Producers
NGO	Consumer Transportation	Alberta Motor Association	Don Szarko , Director Alberta Motor Association	Vacant
Government	Provincial Government – Energy	Alberta Energy	Peter Watson , Deputy Minister Alberta Energy	Jennifer Steber , Assistant Deputy Minister Alberta Energy
Industry	Utilities	TransAlta Corporation	Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Manager Health, Safety & Environmental ATCO Power Canada Ltd.

INFORMATION SHEET

ITEM: 1.4 **Audited Financial Statements and Annual Report (2010)**

BACKGROUND: The audited financial statements are tabled each year at CASA's annual general meeting in accordance with the Societies Act of Alberta. In compliance with the act, the statement:

- details income and disbursements,
- details assets and liabilities, and
- is signed by the society's auditor.

At its meeting on March 10th of this year, the board approved the audited financial statements for the purpose of including them in the 2010 Annual Report. The tabling of the statements at this time is in compliance with the legal requirement of the Societies Act of Alberta.

In the past, the full audited financial statements were contained in the printed annual report. A summarized version of the statements appears in the 2010 Annual Report to improve readability and efficient use of resources. The full statements are attached to this sheet and will be available from CASA and posted on the CASA website after the June retreat.

The draft text for the 2010 Annual Report was reviewed by the board at their meeting on March 10, 2011. The executive committee approved the report by email in early May. The final version of the annual report is attached to this sheet and will be posted on the CASA website.

ATTACHMENTS: a) Audited Financial Statements (2010)
 b) 2010 Annual Report

**THE CLEAN AIR STRATEGIC
ALLIANCE ASSOCIATION**

EDMONTON, ALBERTA

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2010

Hawkings Epp Dumont LLP

Chartered Accountants

Hawkings Epp Dumont LLP

Chartered Accountants

Mayfield Square I
10476 Mayfield Road
Edmonton, Alberta
T5P 4P4

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AUDITORS' REPORT

To the Members of
The Clean Air Strategic Alliance Association
Edmonton, Alberta

We have audited the accompanying financial statements of the The Clean Air Strategic Alliance Association, which comprise the statement of financial position as at December 31, 2010, and the statements of operations and changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the The Clean Air Strategic Alliance Association as at December 31, 2010, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Edmonton, Alberta
February 8, 2011

HAWKINGS EPP DUMONT LLP
Chartered Accountants

Stony Plain Office
Suite 101, 5300 - 50 Street
PO Box 3188 Strn Main
Stony Plain, Alberta T7Z 1T8

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THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2010

	<u>ASSETS</u>		Total	
	<u>Core</u>	<u>External Projects</u>	<u>2010</u>	<u>2009</u>
Current Assets				
Cash and cash equivalents (Note 3)	\$ 1,212,247	\$ 161,047	\$ 1,373,294	\$ 1,632,285
Receivables (Note 4)	12,281	16,667	28,948	46,797
Interfund receivable (payable)	(11,519)	11,519	-	-
Prepaid expenses	<u>4,611</u>	<u>-</u>	<u>4,611</u>	<u>7,380</u>
	1,217,620	189,233	1,406,853	1,686,462
Property and Equipment (Note 5)	<u>17,623</u>	<u>19,061</u>	<u>36,684</u>	<u>11,404</u>
	<u>\$ 1,235,243</u>	<u>\$ 208,294</u>	<u>\$ 1,443,537</u>	<u>\$ 1,697,866</u>

LIABILITIES AND FUND BALANCES

Current Liabilities				
Accounts payable and accrued liabilities	\$ 21,080	\$ 17,450	\$ 38,530	\$ 42,668
Deferred contributions (Note 6)	<u>833,995</u>	<u>171,783</u>	<u>1,005,778</u>	<u>1,275,030</u>
	855,075	189,233	1,044,308	1,317,698
Long-term Liabilities				
Deferred contributions related to property and equipment (Note 7)	<u>-</u>	<u>19,061</u>	<u>19,061</u>	<u>-</u>
	<u>855,075</u>	<u>208,294</u>	<u>1,063,369</u>	<u>1,317,698</u>
Fund Balances				
Internally restricted (Note 2 (a))	290,000	-	290,000	290,000
Unrestricted				
Invested in property and equipment	17,637	-	17,637	11,404
Available for operations	<u>72,531</u>	<u>-</u>	<u>72,531</u>	<u>78,764</u>
	<u>380,168</u>	<u>-</u>	<u>380,168</u>	<u>380,168</u>
	<u>\$ 1,235,243</u>	<u>\$ 208,294</u>	<u>\$ 1,443,537</u>	<u>\$ 1,697,866</u>

ON BEHALF OF THE BOARD:

_____ Director

_____ Director

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2010

	<u>Core</u>	<u>External Projects</u>	<u>2010</u>	Total <u>2009</u>
Revenue				
Grants (Note 6)	\$ 921,345	\$ 520,514	\$ 1,441,859	\$ 1,267,077
Interest	<u>7,094</u>	<u>304</u>	<u>7,398</u>	<u>6,370</u>
	<u>928,439</u>	<u>520,818</u>	<u>1,449,257</u>	<u>1,273,447</u>
Expenses (Schedule 1)				
Projects	309,500	-	309,500	342,199
General and administrative	391,948	-	391,948	287,399
Board support	103,559	-	103,559	111,756
Communications	118,118	-	118,118	94,299
Other	285	-	285	937
External Projects	<u>-</u>	<u>520,818</u>	<u>520,818</u>	<u>431,233</u>
	<u>923,410</u>	<u>520,818</u>	<u>1,444,228</u>	<u>1,267,823</u>
Excess of Revenue over Expenses before Other Items	5,029	-	5,029	5,624
Other Items				
Loss on disposal of property & equipment	<u>(5,029)</u>	<u>-</u>	<u>(5,029)</u>	<u>-</u>
Excess of Revenue over Expenses	-	-	-	5,624
Fund Balances, Beginning of Year	<u>380,168</u>	<u>-</u>	<u>380,168</u>	<u>374,544</u>
Fund Balances, End of Year	<u>\$ 380,168</u>	<u>\$ -</u>	<u>\$ 380,168</u>	<u>\$ 380,168</u>

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2010

	<u>2010</u>	<u>2009</u>
Operating Activities		
Cash from operations		
Excess of revenue over expenses	\$ -	\$ 5,624
Amortization	3,106	5,946
Loss on disposal of property and equipment	<u>5,029</u>	<u>-</u>
	8,135	11,570
Change in non-cash working capital balances related to operations:		
Decrease in accounts receivable	17,849	96,859
Decrease in prepaid expenses	2,769	1,042
Increase (decrease) in accounts payable and accrued liabilities	(4,138)	(101,342)
Increase (decrease) in deferred contributions	(269,252)	235,923
Increase in deferred contributions related to property and equipment	<u>19,061</u>	<u>-</u>
	<u>(225,576)</u>	<u>244,052</u>
Investing Activities		
Purchase of property and equipment	(33,640)	(4,239)
Proceeds on disposal of property and equipment	<u>225</u>	<u>-</u>
	<u>(33,415)</u>	<u>(4,239)</u>
Change in Cash and Cash Equivalents During the Year	(258,991)	239,813
Cash and Cash Equivalents, Beginning of Year	<u>1,632,285</u>	<u>1,392,472</u>
Cash and Cash Equivalents, End of Year	<u>\$ 1,373,294</u>	<u>\$ 1,632,285</u>
Additional Cash Flow Information:		
Interest received	<u>\$ 7,372</u>	<u>\$ 10,799</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

1. NATURE OF OPERATIONS

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

2. ACCOUNTING POLICIES

The financial statements have been prepared on a fund accounting basis using the deferral method of accounting for contributions in accordance with Canadian generally accepted accounting principles ("GAAP") and include the following significant policies:

(a) Fund Accounting

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

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

(b) Property and Equipment

Property and equipment are recorded at cost. Amortization, which is based on the cost less the residual value over the useful life of the asset, is computed using the following methods and rates:

Computer equipment	Declining-balance	30%
Furniture and equipment	Declining-balance	30%

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate their carrying amount may not be recoverable. An impairment loss is recognized when its carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

(c) Non-monetary Support

Association members contribute non-monetary support including staff resources, meeting space and publication support. The value of this non-monetary support is not reflected in these financial statements.

(d) Revenue Recognition

Grants are recognized as income at an amount equal to expenses incurred for core projects. Interest is earned from short-term investments computed on the accrual basis.

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2010

(e) **Use of Estimates**

The preparation of financial statements in accordance with GAAP requires management to make estimates and assumptions that affect the recorded amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from these estimates. Significant areas requiring the use of management's estimates include the collectible amounts of accounts receivable, the useful lives of property and equipment and the corresponding rates of amortization and the amount of accrued liabilities.

(f) **Financial Instruments**

The Association's financial instruments consist of cash, short-term investments, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, the fair values of these financial instruments approximate their carrying value. It is management's opinion that the Association is not exposed to significant currency or credit risks arising from these financial instruments.

The Association is exposed to interest rate risk on interest earned from short-term investments because the interest rate fluctuates with the prime rate.

The Association is exposed to credit risk through accounts receivable. This risk is minimized as the core funding is received from governments and project funding is received prior to expenditures being incurred.

3. CASH AND CASH EQUIVALENTS

	<u>2010</u>	<u>2009</u>
Savings accounts	\$ 1,185,385	\$ 1,278,381
Operating accounts	124,070	224,810
Term deposits	<u>63,839</u>	<u>129,094</u>
	<u>\$ 1,373,294</u>	<u>\$ 1,632,285</u>

Term deposits bear interest at rates ranging from 1.13% - 1.51% (2009 - 0.15% - 0.24%) and mature between March 8, 2011 and December 8, 2011.

4. RECEIVABLES

	<u>2010</u>	<u>2009</u>
Grants	\$ 19,317	\$ 40,000
Goods and Services Tax	9,581	6,772
Accrued interest	<u>50</u>	<u>25</u>
	<u>\$ 28,948</u>	<u>\$ 46,797</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2010

5. PROPERTY AND EQUIPMENT

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2010</u>	<u>2009</u>
Computer equipment	\$ 67,810	\$ 31,156	\$ 36,654	\$ 11,360
Furniture and equipment	<u>4,100</u>	<u>4,070</u>	<u>30</u>	<u>44</u>
	<u>\$ 71,910</u>	<u>\$ 35,226</u>	<u>\$ 36,684</u>	<u>\$ 11,404</u>

Computer equipment includes costs of \$19,061 that are not being amortized because these assets are still under development.

6. DEFERRED CONTRIBUTIONS

(a) Core Fund

During the year, the Association received grants totaling \$850,000 (2009 - \$1,250,000) from the Province of Alberta. The purpose of the grants is to provide core funding in support of the Association's objectives as detailed in Note 1. The Regulations to the *Department of the Environment Act*, the *Department of Energy Act*, the *Department of Health Act*, and the *Department of Agriculture and Food Act* under which the grants have been provided, specify that grants must either be used for the purposes specified in the grant, be used for different purposes if such different purposes are agreed to by the applicant and the respective Minister, or be returned to the Province of Alberta. Accordingly, in the event the Association does not utilize the funds in pursuit of its objectives, any unexpended grant monies remaining may have to be repaid to the Province of Alberta.

	<u>2010</u>	<u>2009</u>
Balance, Beginning of Year	\$ 906,140	\$ 547,730
Grants Received and Receivable During the Year	850,000	1,250,000
Transfer to External Projects	(800)	(55,000)
Revenue Recognized to Cover Expenses During the Year	<u>(921,345)</u>	<u>(836,590)</u>
Balance, End of Year	<u>\$ 833,995</u>	<u>\$ 906,140</u>

(b) External Projects Fund

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

	<u>2010</u>	<u>2009</u>
Balance, Beginning of Year	\$ 368,890	\$ 491,377
Grants Received and Receivable During the Year	322,607	253,000
Interest Earned During the Year	-	746
Transfer from Core Fund	800	55,000
Revenue Recognized During the Year	<u>(520,514)</u>	<u>(431,233)</u>
Balance, End of Year	<u>\$ 171,783</u>	<u>\$ 368,890</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2010

7. DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT

Deferred contributions related to property and equipment represent restricted contributions with which some of the Association's property and equipment was purchased. The changes in the deferred contributions related to property and equipment are as follows:

	<u>2010</u>	<u>2009</u>
Balance, Beginning of Year	\$ -	\$ -
Add: Grants Received and Receivable During the Year	<u>19,061</u>	<u>-</u>
Balance, End of Year	\$ <u>19,061</u>	\$ <u>-</u>

8. ECONOMIC DEPENDENCE

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

9. CAPITAL MANAGEMENT

The Association's objectives when managing capital are to maintain a sufficient Core Fund balance to achieve the purpose of the funds and to ensure compliance with internal and external restrictions placed on those funds.

In the management of capital, the Association includes fund balances in the definition of capital. As at December 31, 2010, the Association has \$380,168 (2009 - \$380,168) in capital.

Capital management objectives, policies and procedures are unchanged since the preceding year.

10. BUDGET FIGURES

Budget figures are provided for informational purposes only and are unaudited

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEAR ENDED DECEMBER 31, 2010

	<u>2010</u> (Budget)	<u>2010</u> (Actual)	<u>2009</u> (Actual)
	(Note10)		
Supplies and Services			
Travel	\$ 84,400	\$ 48,195	\$ 58,331
Stakeholder honoraria	68,585	37,334	50,518
Repairs and maintenance	28,800	30,207	15,042
Meetings	29,014	18,173	59,258
Printing	24,075	17,074	16,882
Telecommunications	9,000	10,370	9,997
Advertising	7,510	8,918	13,964
Office supplies	7,069	7,319	7,443
Subscriptions	7,000	7,069	6,653
Computer equipment	7,360	5,576	10,604
Insurance	4,092	3,697	3,451
Furniture and equipment	5,200	3,227	6,547
Amortization of property and equipment	5,196	3,106	5,946
Stakeholder development	9,900	2,562	2,164
Bank charges	2,000	1,901	1,814
Courier	2,000	1,477	1,861
Records storage	<u>2,000</u>	<u>-</u>	<u>-</u>
	<u>303,201</u>	<u>206,205</u>	<u>270,475</u>
Professional Fees			
Consulting	699,796	583,653	399,563
Audit	<u>10,600</u>	<u>8,000</u>	<u>8,477</u>
	<u>710,396</u>	<u>591,653</u>	<u>408,040</u>
Human Resources			
Salaries and wages	521,133	496,666	495,724
Benefits	47,919	76,577	70,895
Contracted services	36,120	38,637	13,136
Staff development	9,600	8,599	6,107
Recruiting	28,000	23,452	1,547
Employee recognition	<u>1,700</u>	<u>2,439</u>	<u>1,899</u>
	<u>644,472</u>	<u>646,370</u>	<u>589,308</u>
Total Expenses	<u>\$ 1,658,069</u>	<u>\$ 1,444,228</u>	<u>\$ 1,267,823</u>

DECISION SHEET

ITEM: 1.5 **Minutes from March 10, 2011**

ISSUE: Minutes from the March 10th board meeting are subject to approval.

STATUS: Members have received the minutes from the March 10, 2011 board meeting and are invited to report any errors or omissions to the board at its June 8, 2011 AGM meeting. Board members will be asked to give final approval to the minutes of March 10, 2011 and the final version will be posted to the website as per usual practice.

Alberta Environment has submitted some proposed revisions to the minutes for review by the Board. Please see Attachment B.

ATTACHMENTS: a) Draft meeting minutes from March 10, 2011 board meeting.
b) ERRATA from Alberta Environment on meeting minutes

DECISIONS: a) Approve the minutes from the March 24, 2010 board meeting.
b) Approve the ERRATA from Alberta Environment

Draft Minutes v 3

CASA Board of Directors

March 10, 2010

McDougall Centre, Rosebud Room, Calgary, Alberta

In attendance:

CASA Board Members and Alternates:

Ann Baran, NGO Wilderness
Cindy Christopher, Petroleum Products
Bill Clapperton, Oil and Gas, Large Producers
Randal Cripps, Federal Government
Brian Gilliland, Forestry
Jim Hackett, Utilities
Tony Hudson, NGO Health
Cindy Jefferies, Local Government-Urban
Holly Johnson-Rattlesnake, Aboriginal Gov
Myles Kitagawa, NGO Pollution
Margaret King, Provincial Government
Carolyn Kolebaba, Local Government-Rural
David Lawlor, Alternate Energy
Yolanta Leszcynski, Chemical Manufacturers?
Louis Pawlowich, Aboriginal Government, Métis
Al Schulz, Chemical Manufacturers
Chris Severson-Baker, NGO Pollution
Linda Sloan, Local Government
David Spink, NGO Wilderness
John Squarek, Oil and Gas, Small Producers
Don Szarko, NGO Consumer/Transportation
Bev Yee, Provincial Government
Ruth Yanor, NGO Pollution
Norman MacLeod, Clean Air Strategic Alliance

CASA Secretariat:

Robyn Jacobsen
Linda Jabs
Norman MacLeod
Petra Rowell

Regrets:

Réjeanne Cool, Chemical Manufacturers
Peter Darbyshire, Mining
Jim Ellis, Provincial Government
Eileen Gresl Young, NGO Health
Rachel Mintz, Federal Government
Dwayne Marshman, Agriculture
Alex MacKenzie, Provincial Government
Keith Murray, Forestry
Rich Smith, Agriculture
Jennifer Steber, Provincial Government
Ted Stoner, Petroleum Products
Dan Thillman, Mining
Peter Watson, Provincial Government
Don Wharton, Utilities
Brian Wiens, Environment Canada

Guests:

Dave Chaplin
Stephanie Clarke
Gerry Ertel
Sandi Jones
Martina Krieger
Ruben Nelson
Sharon Willianen

Presenters:

Ruth Yanor, *Item 2.2. Performance Measures Committee*
Ann Baran/Sandi Jones, *Item 2.3 CFO Implementation Team*
Jim Hackett, *Item 2.4 Electricity Framework Review*
Bev Yee/Cindy Christopher/Myles Kitagawa, *Item 3.2 Performance Evaluations*
Myles Kitagawa/Gerry Ertel/ Stephanie Clark, *Item 3.3 Strategic Foresight*

**Clean Air Strategic Alliance
Board of Directors Meeting
March 10, 2011**

Executive Summary

The CASA Board approved the minutes of the December 2 meeting. The Chair then welcomed three new directors to the CASA Board. The Board heard the Executive Director's report and approved the 2010 audited financial statements.

The Board agreed to disband the Flaring and Venting Team. Once there is progress on some key Government of Alberta (GOA) policy areas, interested sectors may develop a statement of opportunity regarding flaring and venting for the Board's consideration. The Board also heard a report on performance measures and agreed on a path forward regarding which performance measures and indicators it will include in the 2010 Annual Report. The Board heard that many of the recommendations of the 2008 CFO Project Team are being implemented. This team will be reconvened in the fall, which will provide the time needed for the implementing agencies to complete their work. Finally, the Electricity Framework Review Team will go into abeyance until the new federal electricity framework is released and reviewed by a working group. Updates from eight airshed groups were included in the Board Book.

The Executive Director provided an update on the development of several strategic planning elements that will contribute to the Board's June retreat. The Board then heard presentations from each caucus, highlighting CASA's strengths and weaknesses. The Strategic Foresight Committee provided an overview of the process the project team used to develop a number of key insights that may inform the future operating environment in which CASA will operate. An E-scan, prepared by the Centre for Applied Business Research on Energy and the Environment (CABREE) was introduced for information and briefly discussed. . The Board's strategic planning retreat will be held in Canmore, June 8-9, 2011.

Under Related Initiatives, the Board heard a report from Alberta Environment with respect to the way in which CASA recommendations were reflected in the development of a new Clean Air Strategy.

And finally, the Board received information on the completion of actions contained in the 2010 Communications Plan, and future plans of the Communications Committee, including a final report on the Coordination Workshop. The Board recommended that the Executive Committee review and approve the CASA 2010 Annual Report.

The next CASA Board meeting will be June 8-9, 2011 in Canmore.

**Clean Air Strategic Alliance
Board of Directors Meeting
March 10, 2011**

Draft Minutes

Cindy Christopher convened the meeting at 9:00 a.m. and noted that the agenda was directed, in part, at preparing board members for the upcoming strategic retreat in June. She added that the complexity of the topic would require the chairs and the board to keep discussions focused.

The Chair asked board members, alternates and observers to introduce themselves.

1 Administration

1.1 Convene Business Meeting and Approve Agenda

The Chair reviewed the draft agenda.

The agenda was approved by consensus as presented.

1.2 Minutes from December 2, 2010 Board Meeting

The Chair asked for any errors or omissions in the minutes of the December 2 Board meeting. There were none. Myles noted that Executive had also reviewed and approved the minutes.

The minutes of the December 2, 2010 meeting were adopted by consensus as circulated.

1.3 New Representatives

The Chair welcomed three new directors chosen by their respective organizations to participate on the CASA Board. The Chair introduced the following new members:

- Rachel Mintz, Environment Canada
- Carolyn Kolebaba, Alberta Association of Municipal Districts and Counties; and
- Cindy Jefferies, Alberta Urban Municipalities Association.

Biographies for two of the new members (Rachel and Carolyn) were included in the Board Book (Item 1.3, Attachment a). Rachel was unable to attend the meeting but would be replacing Brian Wiens as the alternate for the Federal Government sector. Carolyn is returning to CASA, replacing Tom Burton as the representative for Local Government-Rural. Cindy is replacing Linda Osinchuk, representing Local Government – Urban.

1.4 Executive Director's Report/Financial Statements

The Chair invited Norman MacLeod to provide an overview of the Executive Director's report. The Executive Director (ED) indicated that action items from the March 24 and December 2 Board meetings (Item 1.4 – attachment a) have been completed as follows:

- March 24, Item 2.1 (Indoor Air Quality):
The Secretariat has amended the language in the letter of transmittal and the Indoor Air Quality report has been sent to Alberta Health and Wellness.
- December 2, Item 1.5 (Strategic Planning Update)
The Secretariat has entered into a contract with the U of A to prepare an E-scan, one of several strategic planning inputs that will inform Board discussions at the June retreat.
- December 2, Item 1.6 (Core Budget for 2010)
As requested by the Board, the Secretariat asked for and received a letter from Alberta Energy (Peter Watson) committing \$850,000 for the 2011 fiscal year.
- December 2, Item 2.1 (Guidance Document for Project Teams)
After the March 24 Board meeting presentation, Robyn Jacobsen circulated a copy of the wall chart that will guide the content of a CASA Project Team Guidance Document.

The ED asked if there were any questions about the above actions. There were none. He then provided an overview of CASA Secretariat activities over the past three months, a period during which staff have devoted considerable time to the preparation of strategic planning materials (these to be described in detail later in the agenda). The Secretariat is also continuing with its review of internal systems and procedures so that the limited resources available are committed to providing the services and deliverables valued by the Board. In addition human resource policies and procedures are being revised to ensure that staff receives the training and support they need to successfully complete project work in an increasingly challenging environment.

Norm is continuing to meet with each of the board members and has found these sessions to be very useful as a means to understand CASA's past successes and challenges. More importantly, these sessions are providing valuable context for the materials being prepared for the June retreat. Norm and Linda Jabs are also continuing to meet with each of the airsheds in order to gain a more detailed understanding of their relationship with CASA, the nature of their work and the ways in which CASA could provide support (consistent with the current business plan). A summary of all of these exchanges will be provided prior to the board retreat.

Norm noted that the compressed timeframe between the December and March board meetings limited the time available to resolve important project issues and to complete the audit and elements of the annual report. While all of the key tasks remain on track and on time, the board book was distributed in two mailings to accommodate these works in progress. Norm suggested that the board may want to give this scheduling issue some thought in future years.

Finally, Norm provided a Core Revenue Forecast (Item 1.4 attachment e). CASA's balance at the end of 2010 was \$833,995. Revenue in 2011 will include \$850,000 provided by Alberta Energy and expenses are anticipated to be \$1,025,000, leaving a 2011 year end balance of \$658,905. This includes core operating funds that are intended to support Secretariat activities

to the end of June 2012. The Chair indicated that the Board appreciated the simplicity and layout of this document, including the timelines.

The Chair thanked Norm for his report.

1.5 2010 Audited Financial Statement

The Chair drew attention to Item 1.5, the 2010 Audited Financial Statements and invited Norm to review the documents.

Norm indicated that the auditors provided “a clean report”. Two minor issues were identified:

- The CASA secretariat upgraded its computing system last year. After discussions with the auditor it was determined that CASA’s accounting procedures would be simplified if the new IT agreement were handled as an operating lease rather than a capital lease. This will result in an “immaterial misstatement” of about \$5,000; and
- The auditors asked that CASA consider moving its Spring meeting to the end of March in future years to allow more time to conduct the audit and prepare final documents.

The Chair asked Board Members if they had any questions on the financial statements or the auditor’s report. The following points were noted:

- Item 1.5 attachment b: there are several spacing/formatting issues throughout the auditor’s report;
- Item 1.5 attachment a: On page 4, it was clarified that the indicated loss was incurred when CASA disposed of its old computing equipment; and
- A comment was made that the interest earned was somewhat lower this year. This was a result of interest rates being lower in 2010 than 2009.

Hearing no more questions, the Chair noted that the Board was being asked to approve the 2010 Audited Financial Statements for the purpose of including them in the 2010 Annual Report.

The 2010 Audited Financial Statements were approved by consensus.

The Chair thanked the Secretariat for their work and noted that this concluded the Administration section of the agenda.

2 Project Management

2.1 Flaring and Venting Project Team

After the Flaring and Venting Team’s presentation to the Board at the March meeting, direction was sought from the Executive with respect to the ongoing status of the project team (i.e. whether the team should be placed in abeyance or disbanded). In Peter Watson’s absence, the Chair invited Bev Yee to lead the board through the Executive’s recommendation and indicated that, following Bev’s presentation and the Board decision, there would be a final opportunity to provide any comments or observations for future consideration.

Bev noted that the Government of Alberta believes there is still work to be done on this topic; Alberta continues to see levels of flaring and venting that need to be addressed. However, there are some policy decisions that need to be resolved by government before this work can go forward. For example, the Climate Change team in Alberta Environment is working on a Greenhouse Gas (GHG) Offset Protocol that may affect the management of flaring and venting. All interested parties in the GOA have discussed it and have agreed to disband the team. However, once policy issues are resolved, if there is an opportunity to do more flaring and venting work, this can be brought forward to the Board through a statement of opportunity. She noted that all sectors have now agreed to disband the team.

The following points arose from the Board’s discussion of this item:

- The ERCB may continue to seek further reductions in flaring and venting through existing regulations, including Directive 60. However, their preference would be to reduce flaring and venting through a consensus-based, multi-stakeholder process.
- The GOA isn’t certain how long it will take to finalize their policy decisions. Still, the Board expressed an interest in hearing an update on the GOA’s progress at their September meeting, particularly on the GHG Offset Protocol.

Action: AENV to provide an update on the development of Climate Change policy at the fall meeting of the Board.

- The Flaring and Venting Team’s final report was approved at the December meeting. The team did not feel the need for a communications plan and press release. The final report will be posted to the CASA website.

Hearing no further comments, the Chair asked for the board’s approval of the Executive’s recommendation to disband the Flaring and Venting Project Team.

The decision to disband the Flaring and Venting Project Team was approved by consensus.

The Chair asked if there were any further comments or observations that may inform future discussions on Flaring and Venting issues. The following comments were made by Board members:

- The public remain concerned about flaring. More consideration should be given to the use of better technology.
- Alternatively, some residents feel that allowing some flaring limits underground leaks.
- In some areas, venting is a bigger issue than flaring.
- It would be unfortunate if momentum is lost; there will continue to be growth in the province and there is a need to find the best path forward on this issue. Climate change work may provide the path forward but there would still be value in considering a broader range of options.
- A member of the project team noted that they found themselves in a difficult position. Discussion of GHGs was outside of the team’s mandate, but the development of the GHG Offset Protocol had an impact on their work.
- There were valuable lessons learned from this project team. It is important to note as we move into strategic planning that we will be expected to address and find solutions for more integrated, cross-cutting issues. In future, it would be unwise to

impose too narrow a focus on project team discussions. CASA has a role in GHG and climate change discussions.

- The team did not specifically discuss cumulative effects. Their focus was on the level of flaring and venting that would have the lowest impact /a level of effect within acceptable limits. If flaring and venting comes back to the CASA table, the Terms of Reference should include a cumulative impact component.
- Existing economic tests do not take into account the existing cost of emissions.

The Chair thanked those Board Members who participated on the Flaring and Venting Project Team going back to 2000, and those that had joined the team since. The Chair recognized that the Project Team and the Secretariat faced challenges in finalizing this project, and the Board appreciated their efforts in bringing this to a conclusion.

2.2 Performance Measures Committee

The Chair indicated that under Item 2.2, the Board was asked to approve the final report and recommendations of the Performance Measures Committee. The Chair invited Ruth Yanor to provide the committee's presentation to the Board.

Ruth drew the Board's attention to the decision sheet and presentation provided in the supplementary package. In June 2010, the Board approved amendments to two existing indicators and approved one new indicator. The previous package to Board members included a performance indicator related to Confined Feeding Operations (CFO) odour complaints - this was inadvertently included. This measure *will not* be included in the upcoming annual report and was corrected in the final report. The committee was previously advised by the Board to clarify what they would require for this metric and to send that information to the Confined Feeding Operations team that will be reconvening later this year.

Ruth provided an overview of the performance measures related to CASA's vision (1a-c, 2) and the measures related to organizational progress (3, 4 and 5) before reviewing each of these measures in detail. She advised that, while some of the metrics in 1(a) still provide useful trend information, a number of the indicators are not under CASA's direct influence.

The following points arose from the Board's discussion:

- With many stations monitoring for H₂S it may be prudent to report on Total Reduced Sulphur (TRS) as well.

Action: The Performance Measures Committee will report back to the Board with respect to the advisability of adding Total Reduced Sulphur to the performance measures.

- The chart showing increased H₂S in Fort McMurray is due to fugitive emissions on site. (it was subsequently noted that the committee is charged with presenting facts, and is therefore reluctant to attribute causes or reasons)
- The data will continue to remain available to the public. The monitoring data is collected from stations throughout the province..
- Discussion of performance measures should focus on *acceptable levels* as opposed to what is *normal*.

- There is an opportunity to report monitoring information and provide a better context for air quality on both a provincial and regional scale.
- The figure related to mercury reflects different calculation methodologies.

Action: AENV to provide advice with respect to the best means to display/chart mercury levels, given the change in methodology. Two separate charts could be provided or information could be colour-coded to illustrate when the methodology changed.

- Board members were advised that a number of factors are considered when siting monitoring stations, such as modelling, air patterns and regulatory requirements, among others. Currently, there is a move toward siting stations near receptor areas and airsheds are looking at best placement for regional monitoring.

Ruth noted that for indicator 3, 100% of the 2006 CASA recommendations were implemented. Board members asked that the recommendation be included in the Annual Report. For indicator 4, the client satisfaction survey (50 returned of 225 sent out) indicated a number of areas where satisfaction could be improved significantly. For indicator 5, the increase in the number of visits to the CASA website could have been the result of visiting the new website which was launched in November. Ruth asked that the Board consider the following decisions:

1. Accept the recommendation that the average annual concentration calculations for: NO₂, SO₂, PM_{2.5}, H₂S ozone, benzene and wet acid deposition as well as the annual peak concentrations of NO₂, SO₂, PM_{2.5}, H₂S, ozone, and benzene be reflected in the Annual Report as a trend chart for information purposes only and that the data remain accessible.
2. Accept the revised report from the Performance Measures Committee with the removal of the performance indicator related to Confined Feeding Operations in 1(b); and
3. Approve the 2010 performance indicator results as presented in this revised report.

The Chair thanked Ruth for her presentation and Board members had the following discussion:

- Performance Measure 1(a) will be reported as trend information in the 2010 Annual Report. A concern was expressed with the percentages used in 1a. The number of monitors is changing over the period of record. For example, there may have been 10 stations in 1994, increasing to 20 stations in different locations in later years. The comparison should be with the same 10 stations over time.
- One member commended the committee, noting that it is difficult to put together something meaningful on a provincial scale. The focus should be on emissions (going up or down) as this is what affects air quality.
- Another member suggested that a map is needed showing where measuring is being done, perhaps by airshed.
- It was noted that we are discussing two things: what we choose as performance indicators; and what we put out as information. Over time, we see that air quality has improved so CASA is a success. We need to determine the best indicators to accurately portray CASA's influence on air quality management. There is an opportunity for CASA to provide meaningful data to the public.

The Chair noted that the Board had a thorough discussion with respect to performance measures and that the challenge was two-fold: 1) There was a need to determine which

measures would be included in the 2010 Annual Report, and 2) there was a need to do further work on the performance measures to be used going forward in subsequent years.

The Chair tested the following decisions for consensus:

1. That the Board accept the report of the committee for internal use (it will be available on the website with a disclaimer that it is a work in progress);
2. That the Board support the publication in the 2010 Annual Report of measures 2,3,4 and5, together with the appropriate charts from measure 1 that are directly tied to the work of project teams. Individual measures should be consistent with and reference AENV reports as required and there should be a disclaimer that these measures do not represent a comprehensive evaluation;
3. That the Board receive a presentation from AENV regarding most current thinking on current and proposed approaches to monitoring; and
4. That the Performance Measures Committee a) for the 2010 Annual Report, determine which charts under performance measure #1 are to be included, and b) for subsequent years, convene a discussion of interested parties to revise the performance measures as necessary.

Hearing no further comments, the Chair asked if there were any blocks to consensus. There were none.

The four decisions above were approved by consensus.

On behalf of the Board, the Chair thanked the Performance Measures Committee for their hard work.

2.3 CFO Implementation Review Team

The Chair asked Ann Baran and Sandi Jones to provide the presentation of the CFO Implementation Review Team.

The presenters provided a chronology of the CFO team's work, including approval of their report by the Board in March 2008. That report provided several recommendations which are now being implemented. The team is currently in abeyance and will be reconvened in the Fall of 2011.

The presenters noted that most of the recommendations are near completion, but recommendation #2 has not yet been started. The Implementation Review Committee recommended that AENV start work on the literature review required under this recommendation. On a final note, the presenters indicated that the lessons learned from this exercise were: 1) that teams need to be aware of expectations around recommendations, and 2) that teams need to do a better job of scoping the costs and other needs of implementation.

The Chair thanked the presenters and asked Board members if they had any questions or comments. The following points arose during the Board's discussion:

- In order to determine if a 24 hour ambient objective for ammonia is appropriate, the team feels that the work associated with recommendation #3 needs to be completed. New terms of reference should be developed by the team and presented to the Board for approval.

Hearing no further comment, the Chair described the decisions before the Board.

1. Request that Alberta Environment complete the literature review and scoping exercise under recommendation 2 prior to the CFO Team reconvening in 2011.
2. Reconvene the CFO Team in November 2011.

The Chair asked if there were any blocks to consensus. There were none.

The above two decisions were agreed to by consensus.

2.4 Electricity Framework Review

The Chair indicated that Item 2.4 deals with the potential for misalignment between the Emissions Management Framework for the Alberta Electricity Sector and the proposed federal coal regulation. She invited Jim Hackett from Atco Power to make a presentation on behalf of the Electricity Framework Review Team.

Jim indicated that in 2002, AENV asked CASA to develop an electricity framework. CASA produced a report that included 71 recommendations to reduce NOX, SOX GHG, and PM. In 2008, the original framework was reviewed and the review team developed 10 recommendations to the Board. In 2010, work was initiated to develop a particulate matter (PM) management system, as per recommendation 22.

An important aspect of the CASA framework was the end of design life concept. The original team came up with an end of design life of 40 years. An existing unit reaching the end of design life is required to achieve the Best Available Technology Economically Achievable (BATEA) standard of the day, through physical reductions and/or emissions credits to continue operation. At 50 years of life, physical reductions must be made to continue operation.

In June 2010, Minister Prentice announced that he will regulate GHG emissions from coal-fired power plants; this new federal framework will be published in the spring of 2011 and applied in 2015. In this framework, existing units would be required to meet a “clean as gas” standard at 45 years. Existing coal-fired units reaching 45 years would likely have to shut down. This difference in end of design life provincially and federally creates uncertainty for industry investments, as well as regulation. The PM Management System task team is asking to be put into abeyance, until a CASA group can be struck to consider the alignment between the federal and provincial frameworks.

- The Chair thanked Jim and asked if Board members had any questions. The following points arose during the Board’s discussion: The term “working group” has a very specific meaning at CASA. It was clarified that this small group would be meeting to discuss any issues arising from the alignment between the provincial and federal frameworks. This group could make suggestions about a path forward for dealing with any misalignment.
- The national Air Quality Management System (AQMS) work could also result in other areas of potential misalignment. However, the federal government is working quite closely with the provinces and there has been considerable opportunity for input.. Still, the federal government seems to be acting more unilaterally in regards to the GHG regulation.

- It may be difficult to reach agreement between the provincial and federal framework. Therefore, the small group's mandate should be to convene an exploratory discussion, rather than develop recommendations; implications and options for future work could be presented to the Board.
- We should also keep in mind that the federal government will seek comments through the Canada gazette process. The small group should start meeting soon, so they can be ready to provide input into the gazette process.
- The PM Task Group needs to be placed in abeyance, as there is much uncertainty for them to reach agreement.

The Chair indicated there were two decisions before the Board:

1. That the Electricity Framework Review Team be placed in abeyance pending Gazette notice; and
2. The CASA Board strike a task group to: a) hold a small number of preliminary meetings to review the announced federal system and existing provincial system and b) advise the Board on the implications for the Alberta Electricity Framework and potential work that could be undertaken by a CASA project team.

Hearing no further comments, the Chair asked if there were any blocks to the above two decisions. There were none.

The two decisions above were approved by consensus.

2.5 Status Reports

Status reports were received from eight airshed zones. Board members were asked if they had any questions about these updates. One member asked how the airshed boundaries are determined and was advised that they are primarily administrative boundaries. It was also noted that the Wood Buffalo Environmental Association recently received recognition for its work from the international panel looking at monitoring in the oilsands.

Bev Yee assumed the Chair

3 Strategic Planning

The Chair invited the Executive Director (ED) to describe the work the Secretariat is doing to provide information to prepare Board Members for the June strategic retreat.

3.1 Strategic Planning Update Part I

The ED noted that CASA's operating environment is changing. It's important that CASA consider: the changing needs of stakeholders; the complexity of emerging issues; and opportunities for CASA to meet Board needs more efficiently. There are many ideas being offered and considerable synergy across the various planning inputs under development. Many Board members have made a significant contribution to this effort.

The Board heard reports on several strategic planning initiatives; each adding a different dimension for the Board’s consideration. These included summaries of the CASA performance evaluations done by caucuses, the work of the Strategic Foresight Committee and the E-scan developed by the U of A. Norm noted that the resulting discussion document would be available at least a month prior to the retreat and will provide a thoughtful primer that Board members can read and reflect on before the discussion in Canmore.

3.2 Performance Evaluation

The Chair described the performance evaluation process and the manner in which each caucus was asked to respond to a common set of questions about their experience with CASA. The Secretariat summarized the results, stopping short of trying to aggregate individual caucus findings. Bev provided an overview of the government caucus results as follows:

- The government caucus includes various levels of government and other interests (federal, provincial, municipal and aboriginal); a very diverse group with different mandates.
- This caucus agreed that the consensus process and multi-stakeholder approach is very valuable but there was considerable discussion regarding how it could be improved.
- Government is in a unique position because it is the recipient of many of the recommendations; in a new more integrated world, perhaps recommendations should be directed to other parties (in addition to government) more frequently.
- Because we value the CASA way, we need to ensure we improve and maintain it.
- We should clarify which issues come to the CASA table: the Martha Kostuch workshop helped us with this somewhat.
- We also need a culture where stakeholders are comfortable clarifying their interests.
- We need improvements in understanding roles, managing expectations, and facilitating communication between the Board and Project Teams
- CASA’s real product is enhanced knowledge.
- CASA’s greatest success is its outreach and fostering engagement (Bev hears about the CASA way outside of the province).
- The caucus discussed the potential for CASA to be the “air-keeper” but there was no conclusion to this.
- CASA needs to deal with cross-cutting issues that are spread across several different authorities (e.g. odour).
- We need to revisit our original vision and mission to see if they are still on track.

Bev asked if there were any questions for clarification. There were none.

Cindy Christopher provided a summary of the industry caucus discussions as follows:

- There is considerable overlap between the industry discussions and the observations made by the government caucus.
- The industry caucus focused on three areas:
 - There is a desire to see CASA thrive (not just exist) and to return to days of old; currently, it seems that CASA is not quite firing on all cylinders; it’s important that there are more players than just oil and gas at the table; key

areas of further work include CAMS, Airshed plans, LUF, CEMS, Clean Air Strategy, air standards, etc.

- There are several opportunities for improvement: caucuses can do more to tie the Board and teams together; we can improve consensus training; and provide more senior participation.
- There is a sense of dissatisfaction with the status quo: industry’s hope is that we can identify a goal, and then we will figure out the path forward.

Myles Kitagawa provided a summary of the non-government caucus meeting:

- Elements valued by the caucus: Dialogue (access to decision-makers; improving understanding of perspectives and interests); Fairness (a voice at the table; self-selection, joint information gathering (the process of jointly agreeing what information is needed and jointly collecting it); Outcomes (quality of recommendations, monitoring and follow-up/good governance); Promise of CASA (that GOA departments will adopt recommendations as policy or will champion them to cabinet).
- Room for improvement: less focus on process and more on getting products out the door; culture (re-establish the promise, basic training for new participants, stronger mentorship, better intra-sector and sub-sector communication – each sector is not a monolith); relevance monitoring (have decision-makers on teams and the Board; secretariat role broader than logistics); profile (better resolution and awareness of CASA role so that recommendations are fairly considered)
- Relevant changes: strategic foresight; making presentations to other departments to increase awareness and understanding.
- Successes: proven, long-standing forum; national export of expertise
- Other actions: look at “some” role versus “key” role in air activities; role in implementation
- Value: CASA is better than any other process used by the provincial government; it’s hard to replicate assets (culture of comfort, long held relationships where we can say what we mean and are treated fairly).

The Chair commented that it was valuable to hear the outcomes of the other caucuses. She asked the Board if they had any questions. One Board member commented that aboriginal participation is low. CASA needs to find a way to get more comprehensive aboriginal participation from all the bands.

On behalf of the Board, the Chair thanked all three caucus groups for getting together to describe their experiences with CASA in the past and to consider new opportunities. These results will inform the strategic planning process at the June 8th and 9th retreat and thereafter answer the final question, which is: “Is there still value in CASA and its approach?”

3.3 Update on Business Plan Strategy 1.1 Strategic Foresight Committee

The Chair introduced the final report of the Strategic Foresight Committee to be delivered by Stephanie Clarke, Myles Kitagawa, and Gerry Ertel.

Myles noted that this was CASA’s first forward-looking project of this sort. He acknowledged the help of Foresight Canada. The project method involved a focal question: *what might air quality look like in 2040 and how does that affect CASA over next 5-10 years?* The committee used phone interviews to learn about CASA’s past performance. They also generated a short

list of nine significant trends and drivers and examined them in the context of how they would affect CASA's future operating environment. The committee created plausible narratives of possible futures and used these narratives to examine CASA and its effectiveness under different scenarios and to provide possible directions forward.

Gerry provided an overview of nine determinants that might define our future:

1. air quality data for decision-making
2. willingness to exercise leadership on air quality issues
3. scope/size of carbon pricing and impacts
4. nature of impacts of climate change on Alberta
5. holistic economy – natural capital considered
6. seat of power – role of non-government players in environmental decision-making
7. ability of GOA to influence Alberta's future – other global influences
8. impact of air quality on individual well being – gasping for air – mountain fresh
9. degree of innovation in production and use of Alberta's hydrocarbon resource

Stephanie provided some key insights from this exercise:

- We can't accurately predict the future, so CASA must adapt and mature in concert with our changing circumstances so that we can be relevant into the future.
- The status quo is not sufficient; we need to build on current strengths; have rich dialogue; and strengthen collaborative processes. There is a need for ongoing discussion; CASA is well positioned for this continued role.
- We have been focused on the operational side of 'clean air *solutions* alliance'; we need to also consider what it means to be the "clean air *strategic* alliance".
- We need to broaden our focus, expand our reach, build the organizational capacity to understand and interact with the external operating environment and look at other decision-making processes beyond consensus.

Stephanie thanked Foresight Canada (Ruben and David were present) and others on the team.

The Chair thanked the presenters and asked the Board if they had any questions. Several Board Members said that they were impressed with the team's work, though there was much to digest.

The following points arose in the Board's discussion:

- There was a request to clarify what was meant by a "solutions" alliance. This idea is about broadening CASA's focus, one that is currently very focused on making technical policy recommendations versus broadly looking at air quality and how it relates to other things going on in the province.
- It was noted that other organizations already have a role to think strategically (such as government) Perhaps CASA should continue to build on things that lead to improved air quality. There was a concern that focusing too much on the strategic side of things might lead away from this.
- It was felt that CASA has always had a role to inform policy needs in the province; so maybe it is a bit of both worlds – inform policy and provide solutions. Part of CASA's past focus has been on end of pipe source point solutions. As we get to more non-point issues (e.g. vehicle emissions), we may need to look more broadly at policy.

The Chair suggested that CASA might undertake a range of activities; some solutions-oriented, others more strategic, and that this is a question that should be brought forward to the retreat.

The Chair thanked the team for their work.

3.4 Update on Business Plan Strategy 1.1 E-Scan

The Chair invited Robyn Jacobsen to describe the E-scan work done by CABREE, University of Alberta. Robyn provided the background: this was an action in the business plan. The Secretariat hired CABREE to conduct the E-scan. Robyn briefly reviewed CABREE's methodology and what they found under social, technological, environmental, economic and political perspectives.

Robyn noted that CABREE's report is just one source of information and observed that it will stimulate further dialogue. Robyn encouraged everyone to read the report, which goes further into the implications of the trends it presents. If needed, Robyn can arrange for CABREE to provide a more detailed presentation at a future date.

The Chair thanked Robyn and asked the Board if they had any questions or comments. The following points were raised:

- There was a concern that there is no inclusion of health matters in the report.
- Although the report often indicates more pressure on resources due to economic growth, technology could help to improve efficiency. However, increased population growth may balance the improvement made in efficiency.
- There was a concern that the report did not reference the development of the renewed Clean Air Strategy or the Land Use Framework.

The Chair noted that the report reflects the views of those who were surveyed. E-scans typically cast a broad net to gather information. She recommended that Board members flag issues or gaps, and make the secretariat aware of them. The report is just one input, and there is no need to approve its content. The purpose is to promote thought and discussion as we go forward to the June retreat. A lesson learned is, in the future, we could give more direction about what sources we expect to be explored in future E-scans.

The Chair indicated that the Board had a brief introduction to three strategic planning inputs. She extended the Board's appreciation for receiving these in March, so that Board Members have time to digest the material.

3.5 Strategic Planning Update Part II

The Chair invited the ED to provide a summary of the work that remains to be done to support the June retreat. The ED indicated that while three key pieces were provided today, there are several more elements being developed. The challenge for the secretariat will be to package them in an easily digestible form before June. The Secretariat has also been thinking about the sequencing of strategic steps and encouraged Board members to take a look at the Roadmap (on the easels in the back of the room) which would give members an idea of the planning process.

Before lunch, the ED had asked members to look at the assumptions found in Tab 3 (attachment a) of the Board Book. He asked Board members to consider if these assumptions

were correct, and if any assumptions were missing. The Secretariat is also looking at past performance and is getting feedback from individual Board members and stakeholders. It's worth noting that many of the different strategic planning products that were recently completed, or still in progress, have come to similar conclusions. It will fall to the Secretariat to "bottom line" those conclusions and illustrate the extent of the overlap. Of course various readers will attach more or less weight to each of the reports under consideration.

Over the next month, the Secretariat will develop a discussion document that will bring together all of the foregoing information in a single volume for the Board. Facilitators will be brought in to assist with the June retreat which will be about a day and half. As this is not a great deal of time, discussions will focus on strategic considerations, rather than a review of specific strategies or actions. The retreat should provide clear direction to the Secretariat, so that a comprehensive strategic plan can be presented to the Board in September.

Finally, the ED reviewed the table of contents of the discussion document and noted that the design of the retreat will begin in a few weeks, once the facilitators were on board.

3.6 Board Retreat Update

Consistent with direction from the Executive that the retreat should be held in a location with a minimum of day-to-day distractions, the Secretariat found an off-site location (Canmore – Grand Rockies Resort) for a reasonable cost. Board members should reference CASA's block booking when making reservations (\$149/night)

Action: The ED indicated that he would welcome Board input on retreat planning. Board members with an interest in detailed planning, should contact Norm

Norm asked for any feedback on the assumptions, which will be the starting point for the workshop. A Board member noted that assumption #5 should be re-worded so that it doesn't imply that the three sectors do everything through CASA.

The Chair wrapped up this portion by encouraging everyone to read the discussion document, once it is distributed, prior to the retreat.

Myles Kitagawa assumed the Chair.

4 Related Initiatives

4.1 Clean Air Strategy Update

The Board received a presentation from Bev Yee, Alberta Environment with respect to activities and consultations on the new Clean Air Strategy. Bev thanked the Board for fitting her into the agenda and prefaced her presentation with the observation that there were differences in the level of stakeholder familiarity with CASA and CASA processes during AENV's focus group discussions on the Clean Air Strategy. Bev made the following comments:

- AENV is proud of the previous work that led to the formation of CASA.
- However, there have been many changes since 1991:

- We now have the National Air Quality Management System (previously CAMS) – we should be proud of CASA’s role in shaping these national discussions.
- Alberta is experiencing increased growth and recognizes that there is a finite carrying capacity in the province.
- There is recognition of the need for collective action – no one agency can do it alone.
- Cumulative effects management has developed out of a need for a regional, place-based approach.
- CASA recommendations provided to the GOA informed the development of the new Clean Air Strategy, including the four strategic directions: governance, regional-planning including aligning with LUF; pollution prevention and control; and knowledge and information. There are more recommendations and actions under these four headings.
- As per the Minister’s direction to develop a policy, and to demonstrate their intention to undertake implementation actions, AENV has led a cross-ministry GOA team in the development of a strategic document and an action plan.
- The strategy recognizes 3 broad based outcomes (social, environmental and economic)
- The key message is that, although we have a robust air management system today, we need to enhance it going forward. This isn’t about tossing anything out, but about building on our successes.

Bev further pointed out the strategy will include bundles of actions:

1. Management of non-point sources and airshed planning – federal and provincial boundaries need to be aligned; develop management frameworks and develop policies for non-point and non-regulated emissions.
2. Shared responsibility and partnerships: education and best management practices, economic instruments, integration, clarifying roles (where do CASA and airshed zones fit provincially and nationally).
3. Integrated monitoring, evaluation and reporting: rationalize monitoring programs, enhanced data management, developing indicators, continuous improvement, and data reporting.
4. Knowledge enhancement: relates to CASA recommendations 7-14, about increasing public knowledge, research, etc.

Many participants in the focus groups asked to see the linkage between CASA recommendations and the GOA strategy. (Martina passed out a table showing this linkage.)

- 48 of 71 recommendations were directly incorporated.
- 8 actions were already underway.
- 15 actions are potentially outside the scope of the strategy; we need to find another home for these (e.g. one is sent to CASA; one targets municipalities)work on the action plan is not complete. Approximately 79% of actions are accounted for; but AENV still needs to figure out where the remaining 21% will go.

Focus Groups were held in February in Edmonton, Calgary, and Lethbridge. A number of sectors were invited, and individuals were asked to come as experts, not as sector representatives. Stephanie provided an overview of what AENV heard at these working sessions:

- Lots of validation - the strategy is very progressive.
- Lots of encouragement and appreciation for integrating things happening at federal, provincial, regional sub-regional level.
- Appreciation for moving into non-point source; but don't minimize point source work
- Monitoring and reporting is the right thing to do; need to understand resourcing needs.
- Appreciated the integration of government departments (can't operate in silos) but in highlighting this, don't minimize all stakeholder interactions.
- Some cautions that not enough detail was provided; need clearer definitions of vague terms (e.g. sustainability); need government leadership and ongoing dialogue; focus on implementation and be nimble enough to adapt as we go forward.
- Don't isolate the three outcomes: health, environment, socio-economic are all connected; also need more wording around these.
- Need more details on how to resource the strategy.

Bev concluded by indicating the Minister has asked them to be ready to take the strategy forward through the government approval process this Fall. Bev will bring a more detailed strategy forward to the Board – with the current Board meeting schedule we may need to have a special meeting.

The Chair thanked Bev and indicated he really appreciated how the presentation drew parallels to CASA's work. The following points arose from the Board's discussion of this item:

- The action plan is broken down into short, medium and long term actions.
- AENV is working closely with Alberta Health and will bring more information about linkages to health outcomes in the fall. The health aspect is two-sided AENV receives complaints, but can also provide information to health providers.
- Through planning and monitoring the strategy can address hotspot areas, but it will not name them individually.

5 Communications

The Board heard one presentation from the Communications Committee, addressing four items: the 2010 Draft Annual Report; the 2010 Communications Report, the 2011 Strategic Communications Plan, and the Coordination Workshop. The Chair invited Communications Committee member Tony Hudson to make the presentation to cover Items 5.1 through 5.3.

5.1 2010 Annual Report

Tony gave an overview of the 2010 Annual Report contents. Members noted a few typos in the draft and were asked to email corrections to the Secretariat. The ED also encouraged

members to review the President's and Executive Director's messages and to provide any feedback on these to him.

5.2 2010 Communications Committee Report and the 2011 Strategic Communications Plan

Tony gave an overview of the work of the Communications Committee over the past year. Highlights included the coordination workshop, stakeholder satisfaction survey, participation in several events, working with the Alberta Water Council on the CDM toolkit. It was noted that the Committee could do more if it had more resources.

In 2011, the committee looks forward to getting direction on its proposed goals and activities from the June retreat.

5.3 Coordination Workshop

Tony presented the final report on the 2010 CASA Coordination Workshop. This workshop, listed under Goal 4 of the business plan, was well attended and given a positive review by participants. The Committee recommended that the event be held again.

The Chair thanked Tony and asked if there were any questions on this section of the agenda. There were none.

The Chair asked to revise the decision before the Board, with respect to approving the Annual Report as follows:

1. On behalf of the Board, Executive Committee to approve the final copy of the 2010 Annual Report, incorporating any changes to the performance measures, discussed under item # 2.2

The Board agreed to the above process for approving the final 2010 Annual Report by consensus.

Asking for and receiving no comment on the 2011 Strategic Communications Plan, the following decision was put before the Board:

1. Approve and endorse the CASA 2011 Strategic Communications Plan on the condition that communications activities requiring incremental funding proceed only if full funding is acquired.

The decision was approved by consensus.

And finally, the Chair asked if there were any questions with respect to the report on the 2010 Coordination Workshop. Hearing none, the following decision was put before the Board:

1. Accept the report of the Communications Committee.
2. Approve the recommendation of the Communications Committee contained in the report to host future Coordination Workshops.

The two decisions were approved by consensus.

The Chair thanked Tony and the Communications Committee for its work.

6 New/Other Business

6.1 New/Other Business

The Chair asked Board members if there was any new or unfinished business. There was none.

6.2 Updated Mailing and Membership Lists

6.3 Evaluation Forms

The Chair thanked everyone for attending and providing input. He encouraged everyone to review their contact information in the briefing binder and to submit their evaluation forms, which are reviewed regularly by the executive. He then thanked everyone for attending, including the presenters; the work of the Secretariat and in particular, the ED's work on strategic planning.

The Chair ended the meeting by reminding everyone that the next meeting of the Board is June 8-9, 2011 in Canmore where the Board will *“open the next chapter of the CASA story. Everything this organization has accomplished is a product of everything you have done and your commitment.”*

The Meeting adjourned at 4:00 p.m.

ERRATA from Alberta Environment on the March 10, 2011 Board Minutes

The following corrections were received from AENV on April 19, 2011 for your consideration.

4.1 Clean Air Strategy Update

The Board received a presentation from Bev Yee, Alberta Environment, [representing the Government of Alberta](#) with respect to activities and consultations on the new Clean Air Strategy. Bev thanked the Board for fitting her into the agenda and prefaced her presentation with the observation that there were differences in the level of stakeholder familiarity with CASA and CASA processes during ~~AENV's~~ [the Government of Alberta's](#) focus group discussions on the Clean Air Strategy. Bev made the following comments:

- AENV is proud of the previous work that led to the formation of CASA.
- However, there have been many changes since 1991:
- We now have the National Air Quality Management System (previously CAMS) – we should be proud of CASA's role in shaping these national discussions.
- Alberta is experiencing increased growth and recognizes that there is a finite carrying capacity in the province.
- There is recognition of the need for collective action – no one agency can do it alone.
- ~~There is recognition of the need to manage cumulative impacts and, as part of a more mature management system, to pursue place-based planning such as regional planning~~ [Cumulative effects management has developed out of a need for a regional, place-based approach.](#)
- CASA recommendations provided to the GOA informed the development of the new Clean Air Strategy, including the four [CASA](#) strategic directions: governance, regional-planning including aligning with LUF; pollution prevention and control; and knowledge and information. There are more recommendations and actions under these four headings.
- As per the Minister's direction to develop a policy, and to demonstrate their intention to undertake implementation actions, AENV has led a cross-ministry GOA team in the development of a strategic document and an action plan.
- The strategy recognizes 3 broad based outcomes (social, environmental and economic)
- The key message is that, although we have a robust air management system today, we need to enhance it going forward. This isn't about tossing anything out, but about building on our successes.

Bev further pointed out the strategy will include bundles of actions [under the following four strategic directions](#):

1. Management of non-point sources and airshed planning—: federal and provincial boundaries need to be aligned; develop management frameworks and develop policies for non-point and non-regulated emissions.
2. Shared responsibility and partnerships: education and best management practices, economic instruments, integration, clarifying

roles (where do CASA and airshed zones fit provincially and nationally).

3. Integrated monitoring, evaluation and reporting: rationalize monitoring programs, enhanced data management, developing indicators, continuous improvement, and data reporting.
4. Knowledge enhancement: relates to CASA recommendations 7-14, about increasing public knowledge, research, etc.

Many participants in the focus groups asked to see the linkage between CASA recommendations and the GOA strategy. (Martina passed out a table showing this linkage.)

- Intent of CASA's 14 (consensus) recommended goals has been incorporated in the renewed Clean Air Strategy and Action Plan
- The intent of approximately 79% of CASA's (non-consensus) potential actions are accounted for in the renewed strategy or are already underway; The remaining 21% that are outside the scope of the Strategy or deal with other agencies still need to be addressed
- ~~48 of 71 recommendations were directly incorporated.~~
- ~~8 actions were already underway.~~
- ~~15 actions are potentially outside the scope of the strategy; we need to find another home for these (e.g. one is sent to CASA; one targets municipalities) work on the action plan is not complete. Approximately 79% of actions are accounted for in the renewed strategy or are already underway; but AENV still needs to figure out where ~~The remaining 21% will go.~~~~

that are outside the scope of the Strategy or deal with other agencies still need to be addressed.

Focus Groups were held in February in Edmonton, Calgary, and Lethbridge. A number of sectors were invited, and individuals were asked to come as experts, not as sector representatives. Stephanie provided an overview of what AENV heard at these working sessions:

- Lots of validation - the strategy is very progressive.
- Lots of encouragement and appreciation for integrating things happening at federal, provincial, regional sub-regional level.
- Appreciation for moving into non-point source; but don't minimize point source work
- Monitoring and reporting is the right thing to do; need to understand resourcing needs.
- Appreciated the integration of government departments (can't operate in silos) but in highlighting this, don't minimize all stakeholder interactions.
- Some cautions that not enough detail was provided; need clearer definitions of vague terms (e.g. sustainability); need government leadership and ongoing dialogue; focus on implementation and be nimble enough to adapt as we go forward.
- Don't isolate the three outcomes: health, environment, socio-economic are all connected; also need more wording around these.
- Need more details on how to resource the strategy.

Bev concluded by indicating the Minister has asked them to be ready to take the strategy forward through the government approval process this Fall. ~~Bev will bring a more detailed strategy forward to the Board — with the current Board meeting schedule we may need to have~~

~~a special meeting.~~ Additional details of the renewed Clean Air Strategy will be provided at a Special Board meeting.

The Chair thanked Bev and indicated he really appreciated how the presentation drew parallels to CASA's work. The following points arose from the Board's discussion of this item:

- The action plan is broken down into short, medium and long term actions.
- AENV is working closely with Alberta Health and will bring more information about linkages to health outcomes in the fall. The health aspect is two-sided AENV receives complaints, but can also provide information to health providers.
- Through planning and monitoring the strategy can address hotspot areas, but it will not name them individually.

Comment [mk1]:

Please clarify the first sentence. Should there be an action item for follow-up?

DECISION SHEET

ITEM: 1.6 **CASA's Executive Committee Membership**

ISSUE: The CASA Board has an Executive Committee that is comprised of a representative from each stakeholder group; government, industry and non government. Each executive member serves a two-year term. Members can be reappointed for an additional terms.

BACKGROUND: The government caucus is recommending that **Peter Watson**, Deputy Minister of Alberta Energy remain as CASA President. Peter has been serving as president since 2005. His term expires this year.

The Vice-President terms of **Myles Kitagawa** and **Cindy Christopher** expires in June 2012.

Norman MacLeod's position of Secretary-Treasurer expires September 2012.

ATTACHMENTS: None.

DECISION: Appoint Peter Watson as president of CASA to June 2013.