Final Minutes



Ambient Monitoring Strategic Planning Working Group Meeting #9

Date: April 1st, 2005 **Time:** 9:30 – 3:30

Place: Lafarge Canada Inc.

#1200, 10655 Southport Road S.W.

Calgary, Alberta

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

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In attendance:

Name Organization

Matthew Dance CASA

David Graham Alberta Environment Bill Hume Environment Canada

Ahmed Idriss CASA

Bob Myrick Alberta Environment Ken Omotani TransAlta Utilities

Roxanne Pettipas Conoco Phillips Canada / Canadian Association of

Petroleum Producers

George Pfaff Petro-Canada Edmonton Refinery / Canadian Petroleum

Products Institute

Michael Queenan Residents for Accountability in Power Industry Development

Chris Severson-Baker Pembina Institute

James Vaughan Alberta Energy and Utilities Board

B.J. Vickery Lafarge Canada Inc / Alberta Chamber of Resources

Kevin Warren PAMZ, PASZA, PAS, WCAS.

Regrets:

Name Organization

Justin Balko Alberta Health and Wellness

David McCoy Husky Oil / Canadian Association of Petroleum Producers

Myra Moore Fort Air Partnership

Keith Murray Alberta Forest Products Association

Mike Pawlicki Lafarge Canada Inc.

Ian Peace Residents for Accountability in Power Industry Development

Brad Watson Lafarge North America

Action Items:

Task	Who	When
3.7: Outline the AAQ monitoring requirements	Bob Myrick	On going
specified in industrial approvals.		
7.2: Compile a jurisdiction highlights document.	Mathew Dance	Next meeting
7.3: Circulate to the team the AAQ Monitoring	Mathew Dance	Next meeting
Table from Bob's email.		
7.6: Investigate the geographic distribution of one or	Bob Myrick	Next meeting
two (i.e. NOx and SO2) emissions in Alberta.		
7.7: Investigate Australia's rationale for their	Bob Myrick	Next meeting
population density formula to determine AQ monitor		
placement.		
7.8: Enquire about livestock density and distribution	David Graham	Next meeting
in Alberta.		
8.1: Develop a table that identifies deficiencies in the	Bob Myrick	Next meeting
1995 plan as seen from AENV's perspective.		
8.2: Ensure that a writer attends the next AMSP	Mathew Dance	Next meeting
meeting.		
9.1: Discuss the approval requirements for real time	Bob Myrick	Next meeting
monitoring for Sheerness and Battle River power		
plants in the next Alberta Environment approval		
managers meeting.		
9.2: Load the data to the web site and provide the	Mathew Dance	ASAP
working group with access information.		
9.3: Investigate the possibility that AENV can	Bob Myrick and David	ASAP
provide the resources to develop the GIS map in	Graham	
house.		
9.4: Forward to Mathew Dance name of suggested	All	ASAP
consultants that can develop a GIS map.		
9.5: Draft the management plans for AENV, Zones	Bob Myrick, Kevin Warren,	Next meeting
and Environment Canada respectively, that will be	and Bill Hume	
included in the strategic plan		
9.6: Contact representatives from Alberta urban	David Graham and Mathew	Next meeting
municipalities and districts (AUMD) to consult about	Dance	
using the emergency response units.		
9.7: Adopt the committee comments on the	Bob Myrick	Next meeting
presentation to develop an outline to strategic plan		
that includes.		
9.8: Poll for dates to for the communication sub	Mathew Dance	ASAP
group to meet.		
9.9: Poll for dates to for the working group to meet.	Mathew Dance	ASAP

The meeting was called to order by Roxanne Pettipas at 9:40.

1. Administration

a. Introductions

Round table introductions were conducted. The meeting purpose was to review Straw Dog Proposal and discuss best practices for Alberta.

b. Approve agenda and meeting purpose.

The agenda and meeting purpose were approved by consensus after adding the following items:

- 4d. Statement of Opportunity on CASA Science Symposium on the Fate of Nitrogen Emissions with focus on Acidifying and Entrophying Effects.
- 4e. Confined Feeding Operation (CFO) Working Group

Subsequently at the meeting, Alberta Environment presentation "Revision of the Strategic Plan for Air Quality Monitoring in Alberta" was distributed.

c. Approve the minutes from the last meeting.

The minutes were approved as circulated.

d. Review action items.

Task	Status
3.7: Outline the AAQ monitoring requirements specified in industrial approvals.	On going. AENV will
	continue to update the
	working group about
	this action item on
	every meeting.
5.1: Ensure that there are links between the Ambient Air Quality Monitoring	Complete. Links have
Strategic Planning Team and Ecological Effects Workshop Committee and that the	been established
potential of holding a joint workshop is explored.	within the secretariat.
5.8: Discuss the timing of a workshop.	On agenda
6.1: Post Word versions of the 1995 and 1997 reports on the CASA web site.	Complete
7.1: Follow up with Ian regarding the jurisdictional review for Texas.	Complete
7.2: Compile a jurisdiction highlights document.	Carry forward
7.3: Circulate to the team the AAQ Monitoring Table from Bob's email.	Carry forward
7.4: Review the Bovar reports (task 4, pp4-1) to try and determine the rationale for	Complete
the placement of ambient AQ monitoring stations.	
7.5: Research census numbers for Alberta communities.	Complete
o George and Matthew were asked to define all communities in Alberta, by	
populations, with populations over 10 000 people.	
7.6: Investigate the geographic distribution of one or two (i.e. NOx and SO2)	On going
emissions in Alberta.	
7.7: Investigate Australia's rationale for their population density formula to	On going
determine AQ monitor placement.	
7.8: Enquire about livestock density and distribution in Alberta.	On going.
	Environment Canada
	has census data about
	animal population
	density that was used
	to develop ammonia
	emissions.
8.1: Develop a table that identifies deficiencies in the 1995 plan as seen from	Carry forward
AENV's perspective.	
8.2: Ensure that a writer attends the next AMSP meeting.	Carry forward

Issues Raised During Action Item Discussion:

Action Item 3.7

The working group discussed the monitoring requirements specified in industrial approvals. It was indicated that the real time reporting is needed for Sheerness and Battle River power plants.

ACTION 9.1: Bob Myrick will discuss the approval requirements for real time monitoring for Sheerness and Battle River power plants in the next Alberta Environment approval managers meeting.

Action Item 7.5

CASA received the census file of Alberta communities. For easier distribution, CASA will post all data related the working group in a hidden web site this is accessible to the working group.

ACTION 9.2: Mathew Dance will load the data to the web site and provide the working group with access information.

The working group discussed the need to develop a GIS map that will accommodate the emission sources, monitoring stations, land use, population, population density and population forecast if possible. The map can be used provide some guidance for future location of monitoring stations based on population, and emission sources. Alberta Environment indicated that they might have data but not the human resources to compile the map. The working group has a budget of \$27,135 which can be used hire a consultant to compile the data and develop the GIS map.

ACTION 9.3: Bob Myrick and David Graham will investigate the possibility that AENV can provide the resources to develop the GIS map in house.

ACTION 9.4: Working group will forward to Mathew Dance name of suggested consultants that can develop a GIS map.

Action Item 7.7

Australia's population density formula was presented to the group. This formula is used to determine AQ monitor placement. The formula is N=1.5P+0.5 Where N: number of station at urban setting of population more than 25,000 P: Population in Millions

The basis of the formula is not known. AENV will further investigate the rational used to develop the formula. The working group understands that any equation may provide some guidance; there will be many other factors including, proximity to industrial facilities, the nature of some air pollutants, to consider when determining the number of AQ monitoring stations in urban and rural settings.

It was indicated that Michigan State provides a population density based approach to determine the number and location of AQ monitoring stations. Michigan is a non attainment area for $PM_{2.5}$ and ozone. The population density formula was not available.

2. AQ Monitoring Straw Dog Proposal

Bob Myrick delivered a presentation *To inspire discussion and ideas on revising the strategic* plan. Highlights from the presentation are listed below, along with discussion and clarifications.

Background

- The CASA Strategic Plan for Air Quality Monitoring was endorsed by CASA in 1995.
- The associated Implementation Plan was endorsed by CASA in 1997.
- The CASA team proposed a new stand-alone strategic plan that would address all scales of monitoring.
- However, the implementation plan would focus only on the provincial "backbone" monitoring network.
- AENV position was that we should have one document that will outline a strategic plan for the monitiroing of Alberta's ambient air, as well as

Discussion of Scope of the Strategic Plan

- Team is tasked with revising Alberta's "backbone" monitoring network.
- The CASA team would like to address all levels of monitoring in the strategic plan. For instance, what is role of airshed monitoring, compliance monitoring and other monitoring networks? How do these monitoring types interact?

Working group Discussion

• The working group agreed that there will be two interrelated plans - one (strategic) that describes the proposed ambient air quality monitoring network for Alberta, and another that describes the implementation of the strategic plan.

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- Some of the backbone stations are currently not funded by an airshed zones.
- There may be stations that are considered a backbone stations and funded by neither the province nor zones.
- The new strategic plan should account for national AQ stations as the original plan did not cover national monitoring stations.

CASA Ambient Monitoring Strategic Planning Team Slide 7-"Da Goal":

"Alberta will possess a flexible, effective and efficient framework that provides the foundation for the development of the best ambient air quality monitoring system in the world."

- Criteria and performance measures should be established to prove that this is the best system in the world.
- Some suggestions included the % of stations reporting in real time or population/area based measures.

- The working group must include the performance measures or indicators in the strategy to evaluate the progress of the plan.
- The % of stations reporting in real time or population/area based measures may be used a performance measure.
- A Performance Measures subgroup will develop the strategic plan performance measures or indicators.

Slide 8-CASA Team Discussion

- A simple EMS approach Plan, Do, Check, Adjust can be adopted as a tool to assess the effectiveness of the monitoring network.
- A regular review component should be built into the implementation plan as part of the 'check and adjust' component. Perhaps a 5-year review.
- Management plans from stakeholder groups should be reviewed to ensure that a new strategic plan will meet their needs (AENV, CASA frameworks, airsheds).
- We need to develop a table to identify deficiencies in the 1995 plan.

Working group Discussion

• The national management plan must be included to the strategic plan similar to the provincial and regional plans.

ACTION 9.5: Bob Myrick, Kevin Warren, and Bill Hume will draft the management plans for AENV, Zones and Environment Canada respectively, that will be included in the strategic plan.

Objectives for a New Integrated Air Quality Monitoring Network

Slide 11-AENV Comments

- The new plan should focus on air quality monitoring that is linked to (to support) ecological, human, livestock health.
- This is an air quality monitoring plan, NOT an ecological effects, human health effects and animal health effects monitoring plan.
- Ecological effects, human health effects and animal health effect monitoring may be linked to the backbone ambient air monitoring plan, though.,

Working group Discussion

- The goal of the CASA ecological effects monitoring team is to increase the board knowledge regarding ecological effects monitoring so that board members can make an informed decision as to how ecological effects monitoring can best be supported.
- The ecological effect monitoring team is not planning an ecological monitoring program.

Slide 12-AENV Comments

- A mechanism should be put into place to mesh local, regional and provincial "backbone" monitoring.
- Background stations are required to support airshed zones.
- Difference between personal effects monitoring; not human health.
- Links should be established between the CASA Data Warehouse and other monitoring programs. At the least, summary documents should be provided to the CASA Data Warehouse.
- Reports are hard to find on CASA, need a method to pull together all data pertaining to ambient air quality monitoring.

Slide 13-CASA Team Discussion

- The strategic plan should focus on ambient monitoring while recognising the requirements for other kinds of monitoring. For instance, ecological effects and human exposure monitoring should be supported by the plan.
- The names of types of monitoring identified by the 1995 plan are misleading and not reflective of the actual types of monitoring that are occurring:
 - Human health
 - o Ecological effects
 - o Transboundary and Visibility
 - o Mobile monitoring

Working group Discussion

• The plan should provide the data that are needed to support ecological and human health monitoring but not carry out the ecological or human health monitoring.

Slide 14-CASA Team Discussion

- The goal should be to mesh local, regional, provincial and NAPS monitoring
- Are background monitoring stations needed?
- How do we define background? What is pristine in this context?
- Background monitoring has several barriers in addition to the basic question "What is background?" such as remoteness and providing power.
- Other types of monitoring reports should be linked to casadata.org. For instance, human exposure, ecological effects data / reports should have links.

Working group Discussion

- Background information can be used to:
 - o Understand the effects of the industrial development.
 - o Separate natural background such as naturally occurring ozone or PM.
- The strategic plan must define a rationale for background stations.
- Are background stations located only in pristine area and/or are background stations 90% of the time represent pristine areas and remaining time non- pristine?

Proposed Provincial Integrated Air Quality Monitoring Network

Slide 16-AENV Comments

- Stations that are part of the backbone provincial network are intended to be permanent.
- Therefore, airsheds or other organizations should not be able to shut these down.
- Consistent funding is required to ensure these stations are permanent.
- Who should fund these stations?
- The stations names should be changed to reflect more what the stations actually do.
- We need a different terminology for stations types.

- Beeverlodge and Ester stations are defined as transboundary stations in the 1995 plan.
- The role of Ester station has diminished.

- Environment Canada may start a PM_{2.5} monitoring station at Pincher Creek to address visibility in the national parks that border Canada and the USA.
- US EPA only addresses visibility from PM_{2.5} but may consider the health aspects of the PM_{2.5} in the near future.
- Fort Chipwan station is a background station not a transboundary station.
- Environment Canada is working on establishing monitoring network for Saskatchewan to address east ward flux from the oil sands in Alberta.
- Pease airshed data show that that there is an influence from industries in the Fort St. Johns, BC.
- Transboundary stations should be included in the strategic plan but is not the highest priority.

Slide18-CASA Team Discusion

- This committee should carefully consider the implementation part of the plan. Who is going to implement, fund, monitor and evaluate progress made?
- We should also evaluate the value and role of mobile (portable) monitoring stations.
- Background monitoring should be included in the new strategic plan, but we need to recognize the problems with locating a background station.
- Need to set criteria for a background station.

Working group Discussion

- Portable stations are monitoring stations that can be located in a site for specific period of time and then moved to other location.
- Portable stations can be used to cover hot spot issues, and small communities.
- PAMZ is currently using a portable station to monitor the ambient AQ of communities with a population of less than 10,000.
- PAMZ has two portables stations, WCAS has one, Pease airshed is currently building one and AENV is building one that can be lend to airsheds.
- For small communities (5,000-10,000) cost effective monitoring may be used. For example using monitoring methods that are not EPA standards.
- Cost effective methods may used to gather information so a portable station or a graduated monitoring approach may be used, if deemed necessary.

Slide 20-Human Health Component

- Monitor air quality at locations where people live and where there are air pollution emission sources.
- Focus on pollutants that are important to human health (particulates, ozone, nitrogen dioxide, sulphur dioxide, hydrogen sulphide and volatile organic compounds).
- We need address to Alberta's growing population.
- We need to address CWS achievement and the CASA PM/Ozone framework.
- How are we going to do this?

Working group Discussion

• The strategic plan should address pollution growth as well

Slide 23-AENV Comments

- How did we come up with a population threshold of 20K? Should we consider 1% of the population as the threshold?
- For the less comprehensive stations, we may wish to consider a combination of:
 - o The use of portable stations that rotate to each of the locations, 1 year in each community.
 - o The use of cheaper equipment for monitoring such as a minivol or EBAM.
 - o The use of a graduated approach, if less expensiver equipment shows higher concentrations of pollutants, use more continuous methods to monitor.
- Why only ten stations for populations between 5 and 10K. Which communities would we choose?

Working group Discussion

• The strategic plan mentioned a population threshold of 20,000 to have a urban monitoring stations. The working group could not find a scientific rationale behind the chosen threshold.

Slide 25-CASA Team Comments

- The location of AQ monitors within urban environments can be complimented with additional monitors located upwind and downwind locations with a more rural population base.
- Less expensive equipment can be used to support the 'standard' monitoring stations.
- A graduated approach to monitoring (less expensive to more expensive equipment) makes sense as long as the credibility of the data is not questioned.

Working group Discussion

- The purpose of the additional station in rural area up and downwind of urban centers is to monitor the effects of urban centers and address long range transport (PM and O3). Up and downwind monitoring can be seasonal
- More rural population base may not meet the population criteria, e.g. the current 20.000 threshold...
- Graduated approach to monitoring includes increasing monitoring frequencies and intensities. For example if the monitoring is seasonal it can be increased to continuous.

Proposed Provincial Integrated Air Quality Monitoring Network

Slide 26- Ecological Effects Monitoring Component

- The strategic plan recommended a total of 13 ecological effects monitoring stations with a minimum of two in each of Alberta's six eco-regions.
- Monitor for sulphur dioxide, ozone, oxides of nitrogen, volatile organic compounds and acidic deposition.
- Vegetation and soils will also be monitored at ecological sites.

Working group Discussion

• The strategic plan must include in addition to the station location some other criteria or monitoring requirements that define an ecological monitoring station. These

criteria may include averaging times and special pollutants to address such acid deposition.

Slide 27- AENV Comments

- Acidic deposition (wet and dry) should be collocated with soils monitoring network.
- As part of an ecological effects monitoring plan, the current precipitation quality program should be re-evaluated.
- Perhaps one acid deposition station in each of the six ecoregions reduce from nine to six stations.
- Need passive monitoring at each station to dry deposition can be estimated.
- Vegetation and soils monitoring should not be part of this plan.

Working group Discussion

- There are 3 stations monitoring acid deposition in Alberta (Calgary North East, Red Deer and Fort McMurray).
- Passive monitors can be used to monitor dry acid deposition but the results are very crude. More accurate methods are very expensive.

Slide 28-Transboundary Transport and Flux, and Visibility

- Collect air quality that can be used to address long-range transport and visibility issues.
- Focus on incoming and outgoing pollution transported across the Alberta/B.C., Alberta/Saskatchewan and Canada/U.S. borders.
- Parameters measured at these stations include particulates, ozone, nitrogen dioxide, sulphur dioxide, volatile organic compounds and visibility.

Working group Discussion

• The North West Territories should be included in transboundary monitoring because of the industrial development that is taking place in NWT.

Slide 29- AENV Comments

- We should not include visibility in the station name. PM_{2.5} can be used as a surrogate.
- Could be called transboundary or border monitoring stations.
- Should individual VOCs be monitoring at these stations? Would reactive hydrocarbons suffice?
- How do transboundary and background stations relate to each other.
- Can a border monitoring station also serve as a background station?

- PM_{2.5} can be used as surrogate of visibility.
- Transboundary and background station may be co-located but they do not have the same function.
- VOC and specially speciated VOC's are important for human health.
- Although national trends are showing reduction in Benzene levels, Benzene
 monitoring should be part of the backbone monitoring especially in the oil sands
 regions.

Slide 31- AENV Comments

- Do not include mobile monitoring as part of the network, but as part of response capability.
- Emergency response units, should they be included as part of the response capability as well?

Working group Discussion

- Mobile Air Monitoring Laboratory (MAML) can be used as portable station if needed.
- The quality of the privately owned mobile monitoring stations data may be questioned.
- Emergency response units are running 24 hours 7 days a week to avoid recalibration if shut down. These units can be used as monitoring stations. However, the detection limits for these units may need to be adjusted to read ambient levels not emergency levels.
- The strategic plan does not cover monitoring emergency situations or data for emergency responses.

ACTION 9.6: David Graham and Mathew Dance will contact representatives from Alberta urban municipalities and districts (AUMD) to consult about using the emergency response unit.

Proposed Data Management System

Slide 33-Proposed Data Management System

- The 1995 plan did not include a communications component getting information to stakeholders was not considered.
- Is air quality information of use to the public?
- Ambient AQ can be linked to human, ecological and animal health information.
- Should ambient AQ be linked to emissions information?
- Should evolve from a data management system to an information system.

Working group Discussion

- Pushing the information to stakeholders mean a better use of the data and make the data available in other format that are useful such as Air Quality Index or as educational tool as FAP's project with Elk Island School Board.
- Emission information can be NPRI or other data sources.

Slide 34- AENV Comments

- At minimum, the CASA Data Warehouse should contain data from the backbone network. Should we include other air quality data?
- Take mobile data and bio-receptor data out of the plan.
- Summary info will also be available at the AENV SOE web page.
- We need something for general public. Should be more user friendly.
- PDF file/excel file? Monthly standard reports?
- Public notification or air quality events?

Working group Discussion

- Mobile data can be included in the data warehouse as long as the meta data are available.
- Ecological study data as plant growth or human health data such as any epidemiology studies should not be included in the strategic plan or in the data warehouse. These data may be suited in other data warehouses.

Implementation Strategy

Slide 35- Implementation Strategy

- A three phase implementation strategy was proposed in the 1997 Implementation Plan.
- Phase I cost of \$3 million over two years
 - o Six month planning period (refine costs, allocate existing equipment, data management protocol, funding options)
 - o Bring ten stations into data management system
 - o Upgrade one existing station
 - Two transboundary stations
 - Red Deer station
 - o 3 sites in population centres between 10 and 20K
 - o 3 sites in population centres between 5 and 10K
 - Second mobile unit
 - o Operations management system

Slide 36- Implementation Strategy

- Phases II cost of \$11 million over two years
 - o Finalize learnings from Phase 1
 - o 8 sites in centres >20K (4 AENV upgrades and 4 new)
 - o 2 sites in centres between 10 and 20K
 - o 4 sites in centres between 5 and 10K
 - o 5 ecological effects monitoring sites
- Phase III establish remaining sites (\$8.3 million in 1999)
 - o 8 sites in centres >20K (8 sites: 3 AENV upgrades + 5 new)
 - o 3 sites in centres between 10 and 20K
 - o 3 sites in centres between 5 and 10K
 - o 6 ecological effects monitoring sites

- \$22 millions over 3 years was very ambitious goal.
- Commitment for funding should be created during the plan development phase.

Funding and Operations

Slide 38-Operations

- New facilities operated by a consultant
- Data management system operated by a contractor
- AENV would assume responsibility for system management
- The system manager would manage contracts, funds, evaluate and audit data and contractor performance, report to the CASA Board.

Working group Discussion

• Operation steering committee (OSC) manages the data management system.

ACTION 9.7: Bob Myrick will adopt the committee comments on the presentation to develop an outline to strategic plan that includes.

3. OSC – OSC CASA Data Warehouse

The capacity of the data warehouse consultant to administer the web site was questioned by some of the OSC members. It was suggested that the OSC do a request for proposal (RFP) for administration of the CASA data warehouse. This process will allow the OSC to evaluate the current consultant's, and other potential vendors, ability to deliver the required product. This will also provide an opportunity for the various vendors to suggest new ideas about reporting and user interaction alternatives. The OSC agreed that a request for information (RFI) instead of a RFP would better suit the needs of the OSC. The OSC agreed to recommend to this working group to lead an RFI by fall of 2005 to enhance the performance of the data warehouse.

The working group agreed to form a communication sub group of Bob Myrick, Ken Omotani George Pfaff, Michael Queenan and Kevin Warren to draft the RFI.

ACTION 9.8: Mathew Dance will poll for dates to for the communication sub group to meet.

4. CASA updates

a. Ecological Effects Workshop

Ahmed Idriss provided an update on the ecological effect workshop:

The organizing committee has budgeted \$30,000 for the work. The funds will be used to support eligible CASA stakeholders to attend the 37th Air Pollution Workshop & International Symposium and to enable the committee to hold the one day CASA ecological effects workshop in June 15, 2005. Alberta Environment, the Canadian Association of Petroleum Producers (CAPP), Suncor, NOVA chemicals and CASA have contributed \$26,500 leaving \$3,500 still to be raised. The organizing committee decided to go ahead with both workshops.

b. Zones workshop

Kevin Warren provided an update on the Airshed Workshop Organizing Committee (AWOC):

- First meeting of the AWOC was held on March 10th.
- The Environment Minister will be invited to give a key note address
- The workshop will be held over 2 days during the week of October 24th

• There is likely going to be a trade fair as well.

c. Budget

The Ambient Air Quality Strategic Planning Team currently has a \$27,135 budget.

d. Statement of Opportunity on CASA Science Symposium on the Fate of Nitrogen Emissions with focus on Acidifying and Entrophying Effects.

The Acid Deposition Assessment Group (ADAG) and the NO_x-SO₂ Management Working Group (NSWMG) submitted a statement of opportunity to carry out a CASA science symposium on nitrogen acidifying and entrophying effects.

The working group agreed that a science symposium on nitrogen acidifying and entrophying effects is a very important project and the results of it will be very helpful.

e. Confined Feeding Operation (CFO) Working Group

The terms of reference (TOR) of CFO are complete with minor revisions needed. The TOR will be submitted for board approval in June 16, 2005 meeting.

5. Next meeting

CASA will poll for dates

ACTION 9.9: Mathew Dance will poll for dates to for the working group to meet.

Agenda

The agenda for the next meeting will include:

- 1. Outline of the strategic plan and recommendations
- 2. Performance measure subgroup

6. Adjournment

Roxanne Pettipas adjourned the meeting at 3:30 PM.