

December 1, 2011

Board of Directors 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.***

1 *Administration*

2 *Project Management*

3 *Strategic Planning &
Implementation*

4 *Communications*

5 *New/Other Business*

**Clean Air Strategic Alliance
Centre West
10th Floor Boardroom
10035 – 108 Street
Edmonton, Alberta
December 1, 2011**

Draft Agenda

1.0 ADMINISTRATION		1
9:00 – 9:15 (15 min)	<p>1.1 Convene Business Meeting and Approve Agenda <i>Objective: Convene business meeting and approve agenda.</i></p> <p>1.2a New CASA President <i>Objective: Approve Ernie Hui as CASA's new president for a two year term.</i></p> <p>1.2b New Representatives <i>Objective: Introduce and welcome new CASA board representatives.</i></p> <p>1.3 Minutes from September 8, 2011 and October 24, 2011 <i>Objective: Approve minutes from the September 8, 2011 board meeting and the October 24, 2011 special board meeting.</i></p>	
2.0 PROJECT MANAGEMENT		2
9:15 – 9:45 (30 min)	<p>2.1 Electricity Working Group <i>Objective: Receive an update on EFR working group discussions about CASA's input into the AQMS.</i></p>	
9:45 – 10:05 (20 min)	<p>2.2 Human and Animal Health Team <i>Objective: Receive an update from Alberta Health and Wellness on the Syndromic Surveillance System.</i></p>	
10:05 – 10:35 (30 min)	<p>2.3 Performance Measures Committee <i>Objective: To request strategic direction from the Board regarding participation on the committee and considerations in developing new/revised performance measures.</i></p>	
10:35 – 10:50 (15 min)	BREAK	
10:50 – 11:10 20 min)	<p>2.4 Managing Collaborative Processes Guidebook <i>Objective: Receive the most recent draft of the Managing Collaborative Processes Guidebook and provide advice on provisions for implementation.</i></p>	
11:10 – 11:25 (15 min)	<p>2.5 Status Reports <i>Objective: To receive information on project activity.</i></p> <ul style="list-style-type: none"> • Aboriginal Engagement Initiative • CASA & AAC Joint Standing Committee • CFO Working Group • Operations Steering Committee • PM and Ozone Implementation Team • Vehicle Emissions Team 	

Project Team & Committee Membership Lists Appended

	3.0	STRATEGIC PLANNING AND IMPLEMENTATION	3
11:30 – 12:00 (30 min)	3.1	Strategic Plan Presentation and Sign Off <i>Objective: Review and approve CASA's 2012 Strategic Plan.</i>	
12:00 – 1:00 (1 hr)		LUNCH	
1:00 – 2:40 (100 min)	3.2	Strategic Plan Implementation <i>Objective: Hear a presentation from Alberta Environment on Government's strategic direction, including an implementation update on the Clean Air Strategy.</i> <i>Objective: Identification of CASA's role, specific projects and the next steps.</i>	
2:40 – 2:55 (15 min)		BREAK	
	4.0	COMMUNICATIONS	4
2:55 – 3:10 (15 min)	4.1	2012 Communications Plan <i>Objective: The committee will present a 2012 communications plan for approval.</i>	
3:10 – 3:25 (15 min)	4.2	2012 Coordination Workshop <i>Objective: The committee will provide information on the planned 2012 Coordination Workshop.</i>	
	1.0	ADMINISTRATION (Continued)	1
3:25 – 4:10 (45 min)	1.4	Executive Director's Report/Financial Statements <i>Objective: Receive a report on secretariat activities and income and expense statements.</i>	
	1.5	Core Budget for 2012 <i>Objective: Approve the proposed budget for 2012.</i>	
	1.6	Stakeholder Support Policy <i>Objective: Receive the stakeholder support policy as approved by the Executive Committee.</i>	
	1.7	Implementation Matrix Review <i>Objective: Review the current implementation matrix (i.e. actually a summary of project team history and status) as distributed and discuss ideas for improving its value.</i> <i>Objective: Approve the development of a searchable database to track the implementation of CASA recommendations and associated board decisions.</i>	
	1.8	Proposed Schedule for 2012 Board Meetings <i>Objective: Determine meeting dates for 2012.</i>	

	5.0	NEW/OTHER BUSINESS	5
4:10 – 4:15 (5 min)	5.1	New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	5.2	Updated Board Mailing and Membership Lists <i>Objective: Provide up-to-date information on CASA board members.</i>	
	5.3	Evaluation Form <i>Objective: Provide time for board members to fill out evaluation forms.</i>	

DECISION SHEET

ITEM: 1.2.a A New CASA President

ISSUE: Peter Watson and Jim Ellis have accepted new positions within the Alberta government and will no longer serve on the CASA Board or the CASA Executive.

BACKGROUND: On Wednesday, November 5, 2011, **Ernie Hui** was appointed Deputy Minister of Alberta Environment and Water. Mr. Hui has been appointed to replace Jim Ellis on the CASA board as the director representing Provincial Government – Environment. The CASA Executive Committee has since met to discuss these most recent developments and is now pleased to recommend that the Board approve Mr. Hui as the new President of CASA, effective December 1, 2011 for a two-year term.

DECISION: Approve Ernie Hui as CASA's president to December 2013.

ATTACHMENTS: A. Biography of Ernie Hui

Biography

Director

**Ernie Hui
Deputy Minister
Alberta Environment & Water**

Since 1989, Ernie has served in a number of different and progressive roles within Alberta Environment and Water. He has been extensively involved in water allocation issues having spent time involved in water allocation licensing, and in managing the development of the Water Act, which is the primary water allocation legislation in Alberta.

Ernie has served in a number of leadership roles, including Director of Drinking Water Branch, and Director of Northern Region. He served as the Northern Region Director at a time when significant growth in industrial activity occurred, particularly in the oil sands region. Ernie has also led significant change initiatives in the Department, and in particular, led the initial Transition Team that helped shift Alberta Environment and Water from a “single-activity” regulatory approach to our current outcomes focused cumulative effects management approach. Ernie’s education background is in engineering, having received a Bachelor of Science in Chemical Engineering from the University of Alberta.

INFORMATION SHEET

ITEM: 1.2b New Representatives

ISSUE: Two new directors have been chosen by their respective member organizations as representatives on the CASA board.

STATUS: **Gary Leach** of Small Explorers and Producers Association of Canada (SEPAC) has been appointed to replace John Squarek as the director representing Oil & Gas – Small Producers (Industry).

John Squarek has been appointed by the Canadian Association of Petroleum Producers (CAPP) as the director representing Oil & Gas – Large Producers (Industry)

A biography for Gary Leach will be provided at a future meeting as it was not available at the time of printing. A biography for Yolanta Leszczynski is also attached as it was not previously provided.

ATTACHMENTS: A. Biography of Yolanta Leszczynski

Biography

Director

**Yolanta Leszczynski
SD/ Env Regulatory Coordinator
Scotford Manufacturing**

After graduating from the U of A with a degree in Mineral Engineering, Yolanta joined Alberta Environment, working for a few years in air quality control. Today, Yolanta is the Sustainable Development and Regulatory Coordinator for Shell Canada products at Scotford Manufacturing.

Since joining Shell, her role has progressed from environmental management to regulatory management, training and the social performance aspect.

Yolanta has been a member of the Fort Air Partnership board, serving as treasurer for nearly ten years.

With both a regulatory and industry perspective, plus experience working with publics, Yolanta sees the need for considering all parties' views.

She is currently working toward completion of her AAMS Consensus Certificate to build her skills in collaborative problem-solving, exemplifying her commitment to finding air solutions that all affected parties can buy into.

DECISION SHEET

- ITEM:*** 1.3 **Minutes from September 8, 2011 and October 24, 2011**
- ISSUE:*** Minutes from the September 8, 2011 board meeting and October 24, 2011 special board meeting are subject to approval.
- STATUS:*** Members have received the minutes from the September 8, 2011 board meeting and October 24, 2011 special board meeting and are invited to report any errors or omissions to the board at its December 1, 2011 meeting. Board members will be asked to give final approval to the minutes of September 8, 2011 and October 24, 2011.
- ATTACHMENTS:*** A. Draft meeting minutes from September 8, 2011 board meeting
 B. Draft meeting minutes from October 24, 2011 board meeting
- DECISIONS:*** Approve the minutes from the September 8, 2011 board meeting and October 24, 2011 special board meeting.

DRAFT Minutes

CASA Board of Directors

September 8, 2011

McDougall Centre, Calgary, Alberta

In attendance

CASA Board Members and Alternates:

Leigh Allard, NGO Health
Ann Baran, NGO Wilderness
Tom Burton, Local Government-Rural
Cindy Christopher, Petroleum Products
Bill Clapperton, Oil and Gas, Large Producers
Dawn Friesen, Provincial Government
Jim Hackett, Utilities
Cindy Jefferies, Local Government-Urban
Holly Johnson-Rattlesnake, Samson Cree First
Nation
Myles Kitagawa, NGO Pollution
David Lawlor, Alternate Energy
Yolanta Leszczynski, Chemical Manufacturers
Mike Norton, Federal Government
Chris Severson-Baker, NGO Pollution
Rich Smith, Agriculture
David Spink, NGO Wilderness
John Squarek, Oil and Gas, Small Producers
Jennifer Steber, Provincial Government
Ted Stoner, Petroleum Products
Dan Thillman, Mining
Don Wharton, Utilities
Ruth Yanor, NGO Pollution
Bev Yee, Provincial Government
Norman MacLeod, Clean Air Strategic Alliance

CASA Secretariat:

Celeste Dempster
Linda Jabs
Robyn Jacobsen
Sandra Klashinsky
Jean Moses
Asia Szkudlarek

Guests:

Curtis Horning, AENV
Bob Myrick, AENV
Sharon Willianen, AENV
Robyn Kuhn, AENV

Regrets:

Peter Darbyshire, Mining
Jim Ellis, Provincial Government
Brian Gilliland, Forestry
Eileen Gresl Young, NGO Health
Margaret King, Provincial Government
Carolyn Kolebaba, Local Government-Rural
Dwayne Marshman, Agriculture
Rachel Mintz, Federal Government
Keith Murray, Forestry
Louis Pawlowich, Aboriginal Government-Métis
Al Schulz, Chemical Manufacturers
Linda Sloan, Local Government - Urban
Don Szarko, NGO Consumer/Transportation
Peter Watson, Provincial Government

Presenters:

Norman MacLeod, CASA (*Item 1.5, Executive Director's Report*)
(*Item 2.1, Draft Proceedings Document*)
(*Item 3.2, Status Reports*)

Robyn Jacobsen, CASA (*Item 2.2, CASA's Strategic Plan*)

Sandra Klashinsky, CASA (*Item 3.1, Managing Collaborative Processes Guidebook*)

Bob Myrick, Alberta Environment (*Item 3.3, 2009 Ambient Air Monitoring Strategy*)

Robyn Kuhn, Alberta Environment (*Item 3.4, GHG Offsets Protocol*)

**Clean Air Strategic Alliance
Board of Directors Meeting
September 8, 2011**

Executive Summary

The CASA Board approved the agenda for the meeting. The Chair then welcomed two new directors and one new alternate director to the CASA Board. The Board heard the Executive Director's report and reviewed the mid-year budget update.

The Executive Director presented an overview of the results from the strategic planning retreat in June 2011 and discussed the implications for CASA. The Board then heard a presentation from the Secretariat giving an overview of the draft 2011 Strategic Plan. The next version of the Strategic Plan will be available before October 1st for further review. Working with a small group of Board members, the Secretariat will prepare a final version for approval in December. The draft documents for both these initiatives were included in the Board Book.

The Secretariat provided an update on the Managing Collaborative Processes Guidebook and the Board offered feedback. The Secretariat will continue to engage Board members and other stakeholders in this endeavour over the next few months. The Executive Director proposed a 'suggested approach' that would allow the Secretariat to begin testing some of the principles from the guidebook with current and reconvening project teams. The Board directed the Secretariat to proceed with guidebook completion and the 'suggested approach'.

Status reports regarding existing project teams were included in the Board Book. The Secretariat will ensure that the project team listings are up-to-date and that this is reflected on the website. At each June and December Board meeting a list of project teams and their current members will be provided to the Board as an attachment.

The Board heard an update on the 2009 Ambient Monitoring Strategy from Alberta Environment. This included a consultant's report on funding options. The Board was given a presentation about the GHG Offset Protocol by Alberta Environment in response to concerns that the program may create barriers to regulatory change and impact the CASA framework.

Alberta Environment will be giving a full update on the new Clean Air Strategy at the December 2011 Board meeting. The Board also discussed CASA's role in Alberta's evolving policy environment. The Executive Committee will be having a conference before the end of September 2011 to discuss the range of government initiatives (eg. CEMS, LUF, AQMS), the potential for CASA to make an effective contribution and the best mechanism to engage the Board.

The next CASA Board meeting will be December 1st, 2011 in Edmonton.

**Clean Air Strategic Alliance
Board of Directors Meeting
September 8, 2010**

Draft Minutes

Myles Kitagawa convened the board meeting at 9:09 a.m. and welcomed everyone. Those present introduced themselves.

1 Administration

1.1 Approve Agenda

Myles Kitagawa reviewed the agenda. The agenda was approved by consensus.

1.2 New Representatives

CASA has several new members to welcome to the Board. Mike Norton is the Regional Director of Strategic Direction and Partnerships for Environment Canada and will be replacing Randall Cripps. Mike has an interest in regional government stakeholder relations and funding programs such as EcoAction. Leigh Allard is the new President/CEO of the Alberta Lung Association and is replacing Tony Hudson as the director representing NGO - Health. Dawn Friesen is the acting executive director for the Health Protection Branch/Community and Population Health Division of Alberta Health and Wellness. Dawn is replacing Alex McKenzie as the alternate director representing Provincial Government – Health.

1.3 Executive Director's Report/Financial Statements

Norm MacLeod provided Board members with an overview of the Secretariat's key initiatives. Following the retreat, the Secretariat began drafting the Strategic Plan based on the proceedings. The Strategic Plan will be finalized by the end of 2011. In addition, there are several projects that will be reconvening this fall and project work will be intensifying.

The Secretariat has made a number of changes to better position itself to respond to new challenges. Robyn will have oversight for many new and existing projects and for related staff. Celeste Dempster is the newest project manager and will be managing the Performance Measures Committee, the CASA and AAC Joint Standing Committee and the reconvening Confined Feeding Operations Project Team. Asia Szkudlarek will have responsibility for making sure that the training and front end problem analysis work is done. Jean will continue in the Communications role, and will focus on the development of a new communications plan. Sandra Klashinsky is seconded to CASA and is leading the development of the Managing Collaborative Processes document. Linda Jabs will be working under contract on a number of existing projects and some other initiatives that arose in the new Strategic Plan. Finally, the availability of a broader range of seasoned contractors will allow the Secretariat to undertake new work and meet stakeholder expectations.

There was also an appetite for CASA to have more of a public presence and we are making arrangements to increase CASA's profile through several speaking engagements.

Attachment C, under Item 1.3 illustrates all of the projects that are either ongoing or scheduled to reconvene. It also illustrates several new initiatives that are not project-specific.

Attachment D is the current Operational Plan which is on track and there is nothing dramatically different from what was anticipated. We are on the threshold of the new Strategic Plan and, from a practical perspective, the transition will begin in the fall of 2011.

Attachment G1, as requested, provides an overview of money in and money out and provides a snapshot of where CASA is financially. The 2011 budget was revised in July 2011. This revision saw an additional \$15,000 in planned expenditures because the Secretariat must budget for all the meetings that could potentially take place. Still, by year end, we will likely come in under budget. Some monies not expended by the project teams were shifted to the strategic planning workshop

In Attachment I, under the Professional Fees heading, it was clarified that 'Other' and 'NGO Sector' are not sub-headings of 'Legal'. The accounting software indented them unintentionally.

2 Strategic Planning

Norm reviewed the outcomes of the retreat. He advised that, as per our last Business Plan Review, there were several objectives on which no action had been taken. In the future, however, there will be nothing in the CASA Business Plan that is not being acted upon. The Mission Review document provided a great foundation for the retreat discussions about what CASA should/should not be doing. Attendance at the retreat was excellent as were the quality of discussions. The Secretariat indicated that it will work to build a consensus on the Strategic Plan by December and asked if any member was "significantly offside" at this point. No issues were raised.

2.1 Draft Proceedings Document

Norm gave an overview of the Strategic Planning retreat proceedings document highlighting several recurring themes:

- CASA should focus on being strategic and select projects and issues accordingly.
- CASA must become more efficient and effective.

The majority of the discussions from Day 1 of the retreat will be incorporated in the Strategic Plan. As discussed at the retreat, there is general agreement on the front-end building blocks for the Strategic Plan, i.e. vision, mission, principles, etc. Day 2 outputs will be reflected in the "Managing Collaborative Processes" document and other changes to CASA's re-engineered business processes.

CASA's goals have not changed significantly from previous iterations, but what has changed is the understanding of what the goals mean. It should be noted that, at the retreat, a priority was placed on Goals 1 and 2 in the Mission Review.

Goal 1

- This goal is about providing strategic advice on emerging air quality issues and the impacts of major policy initiatives on air quality. One of the main activities associated with this goal will be to undertake a comprehensive problem analysis of emerging air quality issues, including an analysis of the most productive approach to dialogue, resulting in good, actionable advice. A second objective focuses on providing policy

analysis and the need to clarify and influence policy frameworks at the national, provincial and regional levels.

Goal 2

- This goal focuses on contributing to the continued development and implementation of effective and efficient air quality management in Alberta. This goes beyond simply providing support at a regional level. It involves CASA seeking candidates for “strategic intervention” where good multistakeholder management can be modeled. Other objectives under this goal focus on CASA’s potential to contribute more with respect to collaborative dialogue in Alberta beyond consensus-based discussions.
- Three other important messages surfaced in discussions on Goal 2:
 - CASA should not be involved in program delivery, but rather in providing strategic advice on the nature of programs;
 - The Clean Air Strategy was viewed as an enabling device and CASA’s strategic plan would be consistent with delivery of some elements of the CAS;
 - CASA should consider the best ways/means for more effective aboriginal engagement in air quality issues.

Goal 3

- This goal contributes to the development of a reliable, comprehensive, objective base of knowledge and information on emissions, ambient air quality, health and environmental impacts, and potential management and mitigation mechanisms. Discussions focused on looking at the whole knowledge system, as it relates to air quality, rather than just a repository of data. The intention is to inventory the existing knowledge system and emerging air quality issues, then to fill gaps.

Goal 4

- This goal is about communicating information that builds awareness, understanding and commitment to air quality management in Alberta. Retreat discussion focused on: the value of CASA acting as a collaboration hub, and the extent to which CASA should become more active in outreach activities.

Norm also reviewed the outcomes of Day 2 of the retreat, which examined the implications for CASA, the role of members and the Board of Directors, the role of the Executive Committee, and the role of the secretariat. Details can be found in the proceedings document.

The following points emerged during the Board’s discussion:

- Prioritization of projects will continue to be administered by the Board through a Statement of Opportunity process. The screening and scoping process will be more robust, providing advice on the best options for making progress on an issue.
- The Board will continue to provide strategic advice to the project teams. The Secretariat needs some latitude to initiate these new approaches with project teams and to fine tune their application as required.
- Metrics for tracking the success of the strategic plan will be developed as the strategic plan is finalized over the fall. The Performance Measures Committee will also be discussing new and/or revised performance measures in the fall.

2.2 CASA's New Strategic Plan

Robyn presented the draft Strategic Plan. The Strategic Plan was developed using the proceedings from the retreat as well as the Mission Review. Robyn advised that, for today's meeting, the Secretariat is seeking affirmation of the direction being taken.

Robyn drew the Board's attention to some Plan revisions based on the retreat feedback:

- The Strategic Planning Hierarchy (Figure 1, Page 4) has been modified.
- The mission has been reworded based on the language that was proposed and accepted by retreat participants.
- Under Operating Principles, the Integration principle and the Fairness principle have been slightly modified.

Robyn discussed the objectives and strategies under each goal and provided a handout that showed how the objectives discussed at the retreat were revised to reflect the input of participants. Robyn also noted that, as expected, the material under CASA Administration will evolve as the strategic plan is developed and finalized.

The following points arose in the Board's discussion:

- Some objectives could fit easily under more than one goal. The goals and objectives have been organized according to the retreat discussions, but there may still be merit in some refinements.
- Any comments with respect to the Plan should be forwarded to Robyn. The Board will be well informed over the next few months as further iterations of the plan are developed. By the time a final draft is available in December, all Board members should be quite familiar with the content of the plan. A new draft will be available before the end of September.
- It was suggested that the objectives should be reworded using outcome- and action-oriented language.
- The Secretariat is being reorganized to facilitate the delivery of this Plan. It would be useful to consider how our current work and 'business as usual' fits within the new Strategic Plan. It was noted that we don't have to wait for the Strategic Plan to be finalized to make positive changes. Additionally, an updated Operational Plan, based on the new strategic plan will be presented in December
- One of the key areas of interest for industry is how CASA's work fits in with the AQMS, CEMS, LUF, etc. CASA should be discussing how to contribute to these initiatives.
- Pages 1 to 8 focus on planning background, which could be documented more appropriately elsewhere. Section 5 describes the context in which CASA operates and this could be tightened up to reflect a more integrated working environment.
- It's not clear who the audience/recipients of CASA's advice and information are. Perhaps this is generally understood, but it is not articulated in the plan.
- In the area of communications, CASA could provide a context for the interpretation of air quality information in Alberta's regions.
- The "What it means" section under each goal is useful, but it seems to suggest that our only client is the Government of Alberta. Our client base is broader than that.
- The unique thing about CASA is that we provide consensus recommendations to the government. We should continue to emphasize the consensus process as CASA's strength.

ACTION: The next version of the Strategic Plan will be available before October 1 and members should be prepared to discuss it with their respective constituents. If support is required for caucus discussions, the Secretariat will be available to assist.

Bev Yee assumed the chair for this portion of the meeting.

3 Project Management

3.1 Managing Collaborative Processes Guidebook

Norm introduced the Managing Collaborative Processes Guidebook and acknowledged that CASA's central currency and focus will continue to be the development of consensus-based policy advice. This new manual for our project managers and other consensus practitioners will integrate fundamental project management and decision-making processes with the consensus experience.

Sandra presented an overview of the guidebook Managing Collaborative Processes. The guidebook presents opportunities for more rigour to be introduced into the project management cycle and decision-making process, including a more robust screening and scoping process, improved dialogue between the Executive, the Board, the project teams and the Secretariat, and early stakeholder engagement.

The guidebook is setting the stage for what CASA has been practicing over the years to transition it into a more effective collaborative decision-making process that strengthens opportunities for meaningful involvement, strengthens the role of CASA as facilitator, and introduces a more structured approach to project management.

The process for development and refining of this document includes research, engaging stakeholders, and targeted sessions with a team of experts. Board members and other stakeholders that are currently involved in CASA will also be engaged over the next couple of months.

Implementation is a key component of this project and will incorporate training for team members, project managers and facilitators. The secretariat also has some thoughts on opportunities to put some of these ideas into practice in the coming months as new project teams reconvene.

The following points were raised by Board members:

- The process described in the guidebook may seem very similar to what we already do. However, there will be a shift to more disciplined project management and decision-making process, including a more thorough screening and scoping phase.
- Training should be provided, to ensure that all stakeholders will be thoroughly versed in the consensus process.
- The role of the "Leadership Team" that was referenced in the presentation will mirror current project teams. The guidebook will include guidance on team size and additional options for engaging stakeholders.
- The guiding principles of consensus, such as inclusiveness and self-selection, should continue to be paramount in CASA's processes.

- The Project Charter would be similar to a Terms of Reference, but takes it a step further by providing more in-depth data, identification of deliverables, scope, and approach. The Project Charter will be useful in providing consistent communication and understanding to create a level playing field.
- Stakeholder analysis will consider who is impacted, their goals, and their reasons for involvement, to develop a better understanding of stakeholder interests and needs.
- This new approach is adding another layer to CAMS by adding a step-wise approach that ensures all aspects have been addressed. It will bring more discipline to a project to ensure time and resources are used wisely.

Several Board members indicated that the take-away from this agenda item is that this adds to the consensus process and adds real value to complex issues. All the players get a higher level of clarity on what is trying to be achieved and it provides a better understanding of the outcome as you work through the project. It brings rigour, discipline and a more systematic approach to the work that is being undertaken.

3.2 Status Reports

Drawing the Board's attention to the Status Reports, Norm noted that there are some project teams convening and reconvening in the fall that will enable the Secretariat to test some of the principles in the guidebook.

Suggested Approach

1. More problem analysis
2. Changing roles and functions – how can the Secretariat, Board and Executive work more effectively?
3. Bring more discipline to building consensus and managing projects
4. Train – in what and at what levels?
5. Seek efficiencies – this idea is embodied in the preceding points.

Norm noted that we don't necessarily have to wait for the completion of the guidebook and the Strategic Plan to start testing new approaches. Norm talked about some of the potential candidates for this suggested approach:

- The Vehicle Emissions team could be a test case for the more robust screen and scope/problem analysis phase. The team was disbanded by the Board, but a new group is considering what issues can be tackled, beyond "end of the tailpipe" discussions.
- Although the CASA and AAC Joint Standing Committee is already up and running, the committee could take a step back and do a thorough problem analysis of the 'roles and responsibilities' task in their Terms of Reference.

Norm presented these two teams as different instances that can provide the opportunity to have an improved dialogue, using the guidebook. This 'suggested approach' can actually be brought to all the existing teams and committees.

The following comments were made by Board members:

- The training component is an important piece. There is also a need for the more experienced around the table to mentor those who are newer to consensus. As long as we don't lose those things that made CASA what it is, this is a good approach.
- The problem analysis aspect will provide useful additional information.

- This approach will help with building a common understanding of problem definition and the desired outcome.
- There was interest in seeing how these principles would be applied to the Performance Measures Committee.

ACTION: The Board directed the Secretariat to proceed with guidebook completion and testing the guidebook using the suggested approach.

The following points were made during the Board's discussion of the Electricity Framework Review Team status report:

- The EFR status report should have reflected that the Gazette announcement on the new federal Greenhouse Gas Regulation was released in August.
- The Federal AQMS process has also published the draft Base Level Industrial Emission Requirements. For both of these initiatives, CASA needs to be strategic in what action we take, as they will have an impact on the Electricity Framework.
- Robyn advised the Board that the co-chairs have been contacted to determine the next steps with respect to the Gazette announcement. As was suggested by the CASA Board, a task team should be convened to determine how the new regulations will impact the Electricity Framework going forward.
- It was noted that, in the future, when we know an important initiative is upcoming (such as the publication of a relevant initiative in the Gazette), we should do more pre-planning to be ready.

The following points were raised about the status reports in general:

- Some of the status reports do not have project team members listed and some of the information listed for team members is not up-to-date.
- When positions open up on project teams, the standard process will be followed, whereby the respective Board member would be asked to find a replacement. As usual, the Board will be asked to make recommendations about appropriate members for new project teams.
- The CFO Implementation Review team is not on the CASA Projects and Initiatives team because the team was disbanded after their final report to the Board in March 2011.

ACTION: The Secretariat will ensure that the project team listings are up-to-date and are reflected on project team pages on the website.

ACTION: At each June and December Board meeting, a list of project teams and their current members should be provided to the Board as an attachment.

After lunch, the meeting reconvened at 1:05 and Cindy Christopher assumed the chair.

3.3 Update on the 2009 Ambient Monitoring Strategy

Bev Yee introduced the 2009 Ambient Monitoring Strategy update and set the context relative to ongoing monitoring initiatives. She emphasized the importance of a province-wide integrated system, coordination at the provincial and federal levels, and the value of consistent scientific rigour. AENV is currently reviewing the recommendations from the Alberta Monitoring Plan as well as the federal recommendations for the oil sands in order to clarify and define roles and responsibilities.

While funding is important, Bev added that AENV is considering the entire monitoring system. By early October, AENV hopes to clarify what the system will look like and how it can be integrated with the federal program.

Bob Myrick gave the presentation on “Long-Term Funding Options for Ambient Air Quality Monitoring” which is the AENV response to the CASA 2009 Ambient Air Monitoring Strategic Plan. Stakeholders are seeking some certainty with respect to long-term funding for the Alberta monitoring system. The presentation related to the results provided by the consultant, AMEC, who was hired to review air monitoring practices and funding in other jurisdictions. It should be noted that the project results are intended for air monitoring only.

Bob advised Board members that the full report can be shared with the CASA Board, upon request.

Highlights from the study included:

- Alberta’s approach to ambient air quality monitoring is unique. The jurisdictional review found that monitoring was usually either performed by a government agency or delegated to an independent organization. These agencies and organizations were responsible for all aspects of air management and not just monitoring.
- Several possible revenue mechanisms were determined, but it was deemed that no one mechanism would fit the Alberta context, and that the funding mechanism for Alberta would be a combination of these mechanisms.
- The report concluded that an initial funding system could be based on emissions data that is reported to AENV as a condition of approvals. Whatever the mechanism, it should be initiated and could be expanded in the future. Implementation of the monitoring system would require changes to the information and administrative systems, such as regulatory and legislative changes and information sharing agreements. The costs of implementing the system would need to be factored into total monitoring system costs.

Other monitoring initiatives that are taking place concurrently are the:

- Provincial Monitoring Panel Report
- Integrated Monitoring Plan for the Oil Sands – Air Quality Component
- Integrated Monitoring, Evaluation and Reporting Framework (IMERF)
- Air Quality Health Index
- Air Monitoring Directive

The Board’s discussion included the following points:

- The consultant focused on SOX and NOX because Alberta has the greatest amount of data available for these two pollutants, providing the best basis for the funding options.
- AENV sees the consultant’s report as one input within the context of all the monitoring initiatives that are currently taking place and has not endorsed the report. The anticipated timeframe for developing a monitoring system is October 2011.
- The consultant’s report does not seem to be comprehensive enough and should include additional input from the airsheds and from other sources. Bob noted that the airsheds participated in the project at one stage.
- The report didn’t appear to address the small and diffuse emitters such as vehicles, furnaces, fleet services etc. Since the open sources are included with the smaller industrial sources that are not required to monitor at present, it would be difficult to get funds from those sources.

- Emissions like GHGs and ozone are dependent on chemistry, and are difficult to trace back to one source. NOX and SOX are not a bad basis for getting funding.
- There was a hope that the development of a system would be timely, as we wouldn't want to see monitoring delayed. It was noted that the intent is not to wait until everything is resolved. AENV is already doing some of the work.
- The main principle of the system is to look at all sources, including agriculture, rather than to focus on point sources; the challenge is the diffuse sources and their inclusion in the funding system.
- Highway tolls and rebates for those who have fuel efficient furnaces or hot water tanks should be included as a solution.
- It was thought that the GoA was going to fund over the short-term and then develop a long-term funding mechanism. Industry was prepared to pay its share until the longer-term solution was in place. Interim funding is not off of the table and Minister Renner is committed to taking something forward.
- This discussion is about the provincial ambient air monitoring network, but there are other monitoring activities occurring. The network was intended to include all monitoring in the province but it does not include the increased monitoring that is going on in the Wood Buffalo area. Provincial air monitoring is important, but there are much bigger things that are going on that will include air monitoring and a comprehensive solution that has yet to be defined.
- The Board was reminded that they have agreed to a plan; it just has to be put into practice.
- This ambient air monitoring will be used as the database for the Cumulative Effects Monitoring System and it will be enhanced beyond what is recommended in the CASA plan. One monitoring station can fulfill several different objectives.
- This funding model isn't necessarily strategic. The public needs to be reminded of their contribution to emissions, rather than focusing on industry's role exclusively.

3.4 GHG Offsets Protocol

Robyn Kuhn of Alberta Environment introduced herself and gave an overview of her role with respect to the GHG Offsets Protocol.

Alberta's Climate Change Strategy was released in 2008 and the target was set below the 2006 levels. Alberta has placed a significant emphasis on carbon capture and storage through the Climate Change Emissions Management Fund. In addition to conservation and energy efficiency, there is also an emphasis on greening energy demand. The Specified Gas Emitters Regulation provides companies with options to achieve targets.

Government sets the rules for the offset program and industry submits proposals for offset projects. The government does a back end review to ensure that the credits being applied for are actual GHG reductions. All reductions must be justifiable, measurable and quantifiable. Offset credits must go beyond business as usual and will not apply to for measures that are a regulatory requirement. They must be verifiable by a third party and take place in Alberta. AENV has moved away from historic credits because of the lack of tracking and records. A different level of review is required as they are moving from a limited level of assurance to a required level of assurance. A Protocol Development process has been established:

1. EOI to develop a protocol
2. Technical review
3. Stakeholder review

4. Government review
5. 30-day public post

Other protocol considerations include:

Additionality – is this business as usual for the sector?

Permanence – are reductions permanent?

Leakage – do reductions apply for the full life-cycle of the activity?

Measurable – what is the state of the science and is it applicable to Alberta?

The proposed Solution Gas protocol that was submitted to the Climate Change Emissions Management Fund Program has been under government review for the last 18 months. AENV has met with the ERCB to understand directive D60 (regulatory requirement) and current industry practices. A revised protocol has been sent to the protocol developers for review. As a result of the discussions with the ERCB, definitions for flaring and venting and the reporting methodologies are under review.

The Board's discussion included the following points:

- Regulatory obligations must be addressed first. Protocols are reviewed every 5 years to ensure that offset credits are in addition to the regulations/business as usual. Offset credits have an 8 year life and it has not yet been determined what happens to existing credits if the regulations change.
- Concerns were raised that protocols may create barriers to regulatory changes.
- Climate Change Central maintains a stakeholder list and it is up to people who have an interest in that particular protocol to enroll.
- The Offsets Program is aimed at achieving a net reduction across the province and does not target specific areas of high activity.

4 New/Other Business

4.1 New/Other Business

The Chair asked Board members if there was any new or unfinished business.

New Item: Enquiry Regarding Status of Clean Air Strategy

A question was raised about the status of the Clean Air Strategy. There is no substantive progress to date, but this time is being used to inform other government departments. AENV will provide CASA with a full update at the December Board meeting.

New Item: New Policy Frameworks

A query was raised regarding action that needs to be taken with respect to Goal 2 of the Strategic Plan relative to the AQMS, CEMS, etc. It was noted in June that CASA has been absent from some of these planning processes such as the Capital Region Air Quality discussions. Norm suggested that some of the integration challenges could be addressed by the CASA AAC Joint Standing Committee. CASA could make a significant contribution from a stakeholder perspective. It was proposed that the Executive Committee discuss and propose some sort of workshop/discussion for interested CASA members.

ACTION: The Executive Committee will have a conference call before the end of September to discuss the range of government initiatives (e.g. CEMS, LUF, AQMS), the

potential for CASA to make an effective contribution, and the best mechanism to engage the Board.

4.2 Updated Mailing and Membership Lists

The Chair reminded everyone to check their contact information as per the briefing book.

4.3 Evaluation Forms

Norm advised that the nature of the evaluation form has been changed to get more meaningful information from Board members. The form is likely to change slightly for each Board meeting. The Chair thanked everyone for attending and providing input.

The next CASA Board meeting will be December 1 in Edmonton.

The meeting adjourned at 2:37 pm.

DRAFT Minutes

CASA Board of Directors

October 24, 2011

CASA Offices, Edmonton, Alberta

In attendance

CASA Board Members and Alternates:

Leigh Allard, NGO Health
Ann Baran, NGO Wilderness
Peter Darbyshire, Mining
Dawn Friesen, Provincial Government
Jim Hackett, Utilities
Holly Johnson-Rattlesnake, Aboriginal
Government-First Nations
Myles Kitagawa, NGO Pollution
David Lawlor, Alternate Energy
Yolanta Leszczynski, Chemical Manufacturers
Keith Murray, Forestry
Al Schulz, Chemical Manufacturers
Chris Severson-Baker, NGO Pollution
Ted Stoner, Petroleum Products
Ruth Yanor, NGO Pollution
Bev Yee, Provincial Government
Norm MacLeod, Clean Air Strategic Alliance

CASA Secretariat:

Celeste Dempster
Robyn Jacobsen
Jean Moses
Asia Szkudlarek
Linda Jabs

Guests:

Bill Calder, Alberta Environment and Water
Randy Dobko, Alberta Environment and
Water
Tom Marr-Laing, Pembina Institute
Sharon Willianen, Alberta Environment and
Water
Kathryn Wood, Alberta Energy

Regrets:

Tom Burton, Local Government-Rural
Cindy Christopher, Petroleum Products
Bill Clapperton, Oil and Gas, Large Producers
Jim Ellis, Provincial Government
Brian Gilliland, Forestry
Eileen Gresl Young, NGO Health
Cindy Jefferies, Local Government-Urban
Margaret King, Provincial Government
Carolyn Kolebaba, Local Government-Rural
Dwayne Marshman, Agriculture
Rachel Mintz, Federal Government
Keith Murray, Forestry
Mike Norton, Federal Government
Louis Pawlowich, Aboriginal Government-
Métis
Linda Sloan, Local Government – Urban
Rich Smith, Agriculture
David Spink, NGO Wilderness
John Squarek, Oil and Gas, Small Producers
Jennifer Steber, Provincial Government
Don Szarko, NGO Consumer/Transportation
Dan Thillman, Mining
Peter Watson, Provincial Government
Don Wharton, Utilities

Presenters:

Bev Yee, Alberta Environment and Water

**Clean Air Strategic Alliance
Board of Directors Meeting
October 24, 2011**

Draft Minutes

Myles Kitagawa convened the meeting at 9:07 a.m. and thanked everyone for attending the special board meeting.

1 Administration

1.1 Greeting and Introductions

Those present introduced themselves, including Chris Severson-Baker who joined the meeting by telephone.

1.2 Background, Reminder of Meeting Purpose

Myles provided the background and context for today's meeting. The main purpose is to act on the concerns raised at the September 8, 2011 CASA board meeting with respect to CASA and its interactions with the range of ongoing government initiatives and develop a mechanism to deal with these concerns.

The CASA Executive met on September 30, 2011 and determined that it would be most effective to build a shared understanding of the national Air Quality Management System (AQMS) in order to identify the strategic opportunities and specific actions CASA could take to address the concerns.

1.3 Approve Agenda

Myles Kitagawa reviewed the agenda, which was approved by consensus.

Norm advised that the agenda was designed so that Board members could take as little or as much time as was required with each agenda item. Observers were also encouraged to be active participants in the meeting.

2 Information Exchange

2.1 Roundtable Discussion of AQMS

David Lawlor provided an update on the key elements of the AQMS, which had its origins in 2007 when the federal government instituted certain emission reductions with seemingly arbitrary caps. In response industry, government and NGOs developed and presented the Comprehensive Air Management System (CAMS) as a counterproposal to the federal regulations. The CAMS was accepted by the Canadian Council of Ministers of the Environment (CCME) approximately a year ago and has since become the AQMS.

There are 3 main components to the AQMS, which are:

1. Setting the Canadian Ambient Air Quality Standards (CAAQS) for the country;
2. Developing air zones (airsheds are reserved for the jurisdictions within each air zone); and
3. Developing Base Level Industrial Emission Requirements (BLIERS).

The electricity sector was split into two groups under the BLIERS – the Turbines group deals with natural gas generation and the Boilers group, which includes coal. Although turbines are not an issue in Alberta, the BLIERS for boilers will affect existing coal-fired units in Alberta. In addition to the proposed BLIERS, Alberta's electricity sector will also be affected by the GHG regulations that appeared in the Canada Gazette Part 1 on August 27, 2011 and comments close on October 27, 2011. (It is unlikely that Part 2 of the Canada Gazette will be published until after the first or second quarter of 2012.)

The proposed federal regulation establishes a hard 45 year design life for GHG emissions which, based on current commercially proven GHG control technology, would essentially mean shutting down coal units at 45 years. This differs from the CASA framework, which establishes a design life of 40 years and allows another potential 10 years of operation before new emission limits for SO₂ and NO_x must be physically met at the facility.

2.2 Alberta Environment and Water Involvement in AQMS

Bev Yee provided an overview of Alberta Environment and Water (AEW) involvement with the federal process.

Federal, provincial and territorial governments and stakeholders developed the Comprehensive Air Management System (CAMS) using a collaborative process. The CAMS proposal was presented to the Canadian Council of Ministers of the Environment (CCME) and the Ministers agreed to move forward with a new air quality management system based on the CAMS approach – the AQMS.

CCME's Environmental Planning and Protection Committee (EPPC), comprised of Assistant Deputy Ministers from the provinces and territories, has been charged with finalizing the AQMS for final approval by the Ministers. The AQMS has 3 champions, Alberta, Ontario and the federal government, who are coordinating and overseeing the process on behalf of EPPC.

The CCME determined that the key elements of the AQMS – the air zones (place-based air management), BLIERS and CAAQS – would be developed by the end of the 2011 calendar year. For place-based management, the AQMS will provide guidance on how to delineate and manage air zones within provincial and territorial boundaries. Regional airsheds will coordinate efforts at the regional level and report on regional air quality. BLIERS are intended to ensure that all significant industrial sources in Canada meet a base-level of performance. CAAQS will replace the existing Canada-wide Standards. Standards for particulate matter and ozone will be developed first.

Working groups have been formed to discuss all 3 elements, including representation from all 3 sectors. If consensus is not achieved by all three sectors, the EPPC will engage the various levels of government to achieve consensus in early 2012. In 2012, the regulatory aspects of the framework will be developed, with the federal government acting as a regulatory backstop. In 2013, implementation of the entire system would begin and there would be a phased approach to allow for flexibility in implementation.

The AQMS champions did a 'taking stock' exercise with the BLIERS groups to determine those areas where there is consensus and the issues around the non-consensus items. The EPPC has identified other regulations that have been considered in the BLIERS discussions and the federal government is looking at how to include the environmental and health perspective. A cost/benefit analysis is being conducted on both the BLIERS and the CAAQS.

With respect to the provincial perspective on the GHG regulation, AEW is preparing to send a second letter to the federal government providing their perspective on the GHG regulation. It is hoped that future interaction will be more collaborative and AEW feels that their experience working with CASA has significantly influenced the federal process and the development of the AQMS.

Discussion:

The following points were made during the discussion:

GHG Regulation

- The proposed GHG Regulation in the Canada Gazette is fairly prescriptive and it is not clear if there will be any amendments when it is published in Canada Gazette Part 2.
- The main issue for CASA is the different end of design life concepts between the proposed Regulation and the Electricity Framework. One of the main concerns with end of life is whether or not companies would make the required investment to continue operating at the end of the CASA 40 year design life, when the federal regulations would in effect force coal-fired plants to shut down after 45 years.

AQMS

- The BLIERs have yet to be finalized and it is uncertain how much will change as a result of government discussions after the December deadline for the multi-stakeholder discussions. A major concern is with respect to mid-life and end-of-life requirements and how much flexibility industry will have to meet the requirements.
- Another concern is that the BLIERs would apply to existing units. The intent of the Electricity Framework review is to support continuous improvement that incrementally narrows the gap between new and existing facilities, which is something AEW strongly supports. THE AQMS is very prescriptive with respect to the concept of continuous improvement, requiring improvements on a unit-by-unit basis, whereas the CASA Framework enables improvements over the life of the units, on a sector basis, which provides more flexibility. The characterization of continuous improvement in the CASA Framework, with a focus on the end result, might be a positive way to influence the AQMS discussions. Finding a bridge between these two perspectives that CASA would be prepared to support is key.
- The AQMS discussions may be impacting companies already. Under the CASA Framework companies have been earning emission credits, but it is not clear how these credits will apply in future.
- The Government of Alberta representatives reiterated that they are committed to developing a national system and think that CASA should be supportive. We should be striving for complimentary, single implementation of all frameworks. It was noted that when CASA stakeholders agreed to the CASA Framework, it was as a consolidated package of recommendations.
- The Electricity Framework Review co-chairs recently met to discuss what CASA could contribute to the development of the AQMS and the GHG Regulation, as well as alignment with the CASA Electricity Framework.
- It was suggested that CASA could provide input on where the “rub points” are between the AQMS, the GHG Regulations, and the CASA Framework. Suggestions on how to address these rub points could be valuable to the AQMS process, as they would incorporate feedback on the issues from all 3 sectors. This type of input could also be

- used as the implementation plans are being developed. The document could be presented as an independent review and would take about 3 meetings to gather the information and prepare a document.
- Concerns were expressed regarding the extent to which the AQMS process will be able to accommodate the results from the CASA working group. There are only one or two more BLIERS meetings, so it may be difficult to have an influence at this stage of the BLIERS process. However, it could be submitted as a minority report to the BLIERS group process. To influence the process, CASA would have to provide something before the end of December. The working group should focus on describing how the CASA Electricity Framework defines continuous improvement, how this differs from the AQMS, and provide solutions to bridge the misalignment. Less of a priority, but still important, would be the task of describing “rub points” between the Electricity Framework, the AQMS, and the GHG Regulation.
 - The board felt that this work on the BLIERS for the electricity sector was important, as it could set the precedent for the BLIERS work in other sectors.
 - The report will be discussed at the December 1 Board meeting and treated in a similar manner to other reports coming before the board. Board members acknowledged that there would be more value to the document if consensus were achieved, however the effort to achieve consensus should not delay getting the report finalized. The report could find its way into the national process through a number of means – through the government and Alberta bringing it to the champions table as well as the CASA members on the BLIERS working group.

3 Next Steps

- The EFR co-chairs should identify members of the working group from each sector.
- Since the minutes of the meeting will set the scope of work, they should be distributed as soon as possible.
- The CASA Secretariat will assist in the production of the report, with a draft copy anticipated by November 25, 2011.
- The board agreed that it will discuss the report at the December 1, 2011 Board meeting.
- The board also agreed that they should consider how CASA could be involved in other aspects of the AQMS at the December 1 meeting.
- A discussion on the Land Use Framework (LUF) and the Cumulative Effects Management System (CEMS) would also be held in December.

Myles thanked Board members for their time and participation as well as their willingness to embrace the new approach to responding to issues.

The meeting adjourned at 11:20 a.m.

INFORMATION SHEET

ITEM: 1.4 **Executive Director's Report/Financial Statements**

ISSUE: 1. **Executive Director's Reports**

ATTACHMENTS: A. Board Action Items
 B. Executive Director's Information Update

ISSUE: 2. **Financial Reports**

ATTACHMENTS: C1. Status of Revenue and Grants – September 30, 2011
 C2. Excerpt from May 5, 2011 Executive Committee Minutes
 D. Consolidated Core Expenses – September 30, 2011

Board Action Items For Discussion – December 1, 2011

Action items	Meeting	Status
<p>Item 3.2 – Status Reports The Board directed the Secretariat to proceed with guidebook completion and testing the guidebook using the suggested approach.</p>	September 8, 2011	Guidebook completion is anticipated before year end following stakeholder workshop and expert review. Project Team testing of the Guide has begun and will continue through early 2012.

Completed Action Items

Action items	Meeting	Status
<p>Item 2.2 – CASA’s New Strategic Plan The next version of the Strategic Plan will be available before October 1 and members should be prepared to discuss it with their respective constituents. If support is required for caucus discussions, the Secretariat will be available to assist.</p>	September 8, 2011	Completed. A revised version of the plan was circulated to a CASA Working Group for comment. Their suggestions have resulted in a final version that will be submitted for Board approval at the Dec 1 mtg.
<p>Item 3.2 – Status Reports The Secretariat will ensure that the project team listings are up-to-date and are reflected on project team pages on the website.</p>	September 8, 2011	Completed. Current Project Team listings will appear on the CASA website and will be updated as below.
<p>Item 3.2 – Status Reports At each June and December Board meeting, a list of project teams and their current members should be provided to the Board as an attachment.</p>	September 8, 2011	Completed. A task reminder has been set up in the CASA Bring Forward list and teams lists will be included in June & December packages.
<p>Item 4.1 – New/Other Business The Executive Committee will have a conference call before the end of September to discuss the range of government initiatives (e.g. CEMS, LUF, AQMS), the potential for CASA to make an effective contribution, and the best mechanism to engage the Board.</p>	September 8, 2011	Completed. The Executive Committee met and has forwarded its recommendations to the Board. Follow-up discussions to occur at the Oct. 24 and Dec 1 Board mtgs.

Executive Director's Report

Overview of Key Initiatives

Strategic Planning

We have recently completed a second draft of CASA's Strategic Plan and we are on track to complete the planning cycle by year end. A number of observations provided at the Sept 8 Board meeting have been incorporated, leading to a much more compact and concise document. More specifically, lengthy references drawn from earlier work have been omitted in favour of a more streamlined text that quickly focuses on our mission, operating environment, goals and objectives and delivery architecture. An updated operational plan, risk management matrix and related implementation information will be appended as required

The Secretariat and a small Working Group will be further refining this new draft over the next few weeks with a view to providing the full board with a third draft in Nov. That version will provide the basis for review and approval at the December meeting.

Meanwhile, the Board has been clear that they expect CASA stakeholders and the Secretariat to begin moving in the direction described in both the plan itself and the retreat proceedings document.

Project Support

The Secretariat has started to consider how best to move from CASA's existing "agenda" and associated delivery mechanisms to the preferred alternative, as we understand it.

As before, it will fall to CASA stakeholders to bring air quality issues forward for consideration. At that point, stakeholders will expect that the Secretariat and Working Groups will begin to apply the new suggested approach to problem analysis, developing more thoughtful work-ups for the Board's consideration and sanction. It is already clear that both existing and proposed projects would benefit from many of the new approaches suggested by the Board, and the Secretariat is aware of several opportunities to test these measures (e.g. existing - CASA AAC Joint Standing Committee, Vehicle Emissions; new – Odour Management?). The challenge will be in selecting the best candidates to which CASA's finite resources could be applied.

In anticipation that CASA will be expected to respond quickly to identified issues, the Secretariat has re-aligned staff responsibilities with a view to fielding at least one new substantial air quality issue. In addition, of the teams reconvening this Fall, the Secretariat expects to receive at least one request for a more thorough problem analysis of an existing air quality issue. To the extent possible the Secretariat has positioned limited internal funds to support these requests, recognizing that it may be difficult to secure external money to scope issues.

Re-engineering Our Business Processes

Similarly, the Secretariat is using the development and roll-out of the new *Managing Collaborative Processes (MCP) Guide* to spearhead a number of changes to CASA's administrative culture and the way teams do business. The retreat confirmed that CASA member's care as much about how CASA does business as the substance of our discussions.

The development of the guide will act as a foil, against which CASA members will be able to test their ideas on collaboration, and clarify how (specifically) CASA will change its approach. Already, the guide has generated vigorous debate among CASA staff and between private sector specialists who have been asked to provide comment on the document. This will no doubt continue as consultations expand to include CASA stakeholders.

Testing of the MCP Guide this Fall with project teams will provide another layer of feedback once real issues are on the table and interests are at stake. While we had not anticipated that the guide would act as the principle vehicle for change when the project was initiated in 2010, it's clear now that we would have needed to create something similar, had it not existed.

Guide implementation in 2012 will include a workshop launch, a training program for our stakeholders and continuous fine-tuning of our approach to project management. Through all of this, the Board's endorsement of this learn-as-we-go approach (expressed at the Sept 8 meeting) will allow us to make the required transition as an organization. Following Sandra Klashinsky's departure in Dec. of this year Asia Szkudlarek will have responsibility for MCP implementation.

Specific Projects and Initiatives

A revised Operational Plan for 2011 is complete and is included in this package. Secretariat staff were challenged to: list their top three priorities for the last quarter of 2011; list the deliverables associated with each priority, and; consider how they were going to "make a difference" by Christmas of this year.

HR at the Secretariat

Having provided a new foundation for HR management at CASA in 2011, the Secretariat has moved on to more forward-looking, team-building activities. The Secretariat has begun a process to emulate Canada's "best places to work" to the extent that we can improve the way we work without increasing costs to CASA. This will be supplemented by a new initiative to understand individual working styles and their application to CASA's work cycle.

And finally, uptake by our new EAP provider suggests that the service was a valuable and cost-effective addition to our HR system.

**CASA Core Revenue Forecast
30-Sep-11**

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
Grants Carried Forward from 2008	\$547,730	Includes Pre-payment for 2009 Operations from Alberta Environment
<u>Grants Received in 2009</u>		
Alberta Energy - 2nd Quarter Pre-Payment	\$250,000	Intended to be carried forward to future years
Alberta Energy - Annual Contribution	\$1,000,000	Intended for operations to March 31, 2010
Total Grants Received in 2009	\$1,250,000	
<u>Total Expenses in 2009</u>		
Transfers to Projects	-\$55,000	To Martha Workshop and Priority Setting Workshop, as agreed by Alberta Environment
Total 2009 Expenses	-\$836,590	Year-end actual
<u>Balance End of 2009</u>	\$906,140	
<u>2010 Revenue</u>		
Alberta Energy - Annual Contribution	\$850,000	Intended for operations to March 31, 2011
Transfer to external projects	-\$800	
Total Expenses 2010	\$923,410	Year end actual
<u>Balance End of 2010</u>	\$833,995	Intended for operations to June 30, 2011
Anticipated Revenue 2011-Alberta Energy	\$850,000	
Anticipated Expenses 2011	-\$1,025,090	
Anticipated Balance End of 2011	\$658,905	Intended for operations to March 31, 2012
Anticipated Revenue 2012-as per P. Watson	\$850,000	See Attachment C2 - Excerpt from Executive Committee Minutes from May 5, 2011

Excerpt from the May 5, 2011 CASA Executive Committee Meeting #59

4.b. Review Draft Retreat Agenda

Norm related the proposed retreat agenda to the sections of the completed Discussion Document, noting that the workshop would track the major strategic questions posed in that document. As per Cindy's desire to move expeditiously through the "Strategic Foundations" piece and to focus Board discussions on more substantive work, much of the agenda will focus on what CASA does and how it does it.

The Committee stressed the need for those attending the retreat to come with an open mind, while at the same time, being able to make tentative commitments with respect to proposed objectives for the Alliance. Of course all parties will want to check with their constituencies before signing off on a strategic plan in the Fall.

Action 59.4 Norm to contact Bev Yee regarding AENV's ability to make tentative commitments at the retreat to proposed business lines for CASA.

The AGM portion of the agenda must provide for the election of CASA's President. At the Committee's request, Peter agreed to stand for another term. He further indicated that constrained budgets in government would preclude Alberta Energy returning to a 1,000K grant level for CASA in 2012-2013, but the Secretariat can proceed with planning for an \$850K grant.

Action 59.5 The Secretariat will prepare the AGM agenda, providing a decision sheet that proposes Peter's re-election.

Action 59.6 The Secretariat will base its financial planning for 2012-2013 on a grant of \$850K from Alberta Energy.

**Clean Air Strategic Alliance
Consolidated Core Expenses**

January 1 to September 30
2011

Expense Account	Administration	Board	Communications	Statement of Opportunity	Projects	Total Actual	Total Budget July 2011	Variance
Supplies & Services								
Advertising		344	2,798			3,142	11,160	8,018
Finance Charges	1,297					1,297	2,000	703
Computers & IT	23,444					23,444	38,890	15,446
Courier	154	1,484	56			1,694	2,050	356
Depreciation							5,196	5,196
Development- Stakeholders							5,125	5,125
Furniture & Equipment	5,026					5,026	7,000	1,974
Office Reconfiguration	3,569					3,569	4,000	431
Honoraria - Stakeholders		5,360	1,410		6,525	13,295	37,089	23,794
Insurance	759	2,152				2,911	3,777	866
Meeting Expenses		9,847	431		1,500	11,778	26,597	14,819
Office Supplies	4,341	365				4,706	6,020	1,314
Print & Reproduction Services								
Annual Report			8,452			8,452	8,452	0
General	980	2,662	420		20	4,082	8,940	4,858
Repairs & Maintenance								
Records Storage	1,108					1,108	2,700	1,592
Subscriptions			6,321			6,321	7,000	679
Telecommunications	3,930				632	4,562	13,059	8,497
Travel								
Consultants		1,617			8,612	10,229	15,812	5,583
Stakeholders		7,914	2,045		3,103	13,062	34,573	21,511
Staff	3,921	8,455	4,989		6,799	24,164	26,133	1,969
Total Supplies & Services	48,529	40,200	26,922	0	27,191	142,842	265,573	122,731
Professional Fees								
Accounting Fees								
Audit	8,731					8,731	8,800	69
Consulting Expense								
Alberta Environmental Network					3,324	3,324	7,085	3,761
Consulting Expense - Other	341	18,325			39,800	58,466	100,500	42,034
Total Professional Fees	9,072	18,325	0	0	43,124	70,521	116,385	45,864
Human Resources								
Salaries & Wages	154,273	54,474	60,268		138,549	407,564	552,160	144,596
Employer Contributions	22,960					22,960	23,695	735
Group Benefits	15,809					15,809	18,265	2,456
Group Retirement Savings Plan	29,631					29,631	38,754	9,123
Performance Pay								
Employee Recognition	869					869	2,500	1,631
Staff Development								
Membership Fees	665		306		157	1,128	1,005	(123)
Training	12,232					12,232	15,000	2,768
Temporary Staff & Contract Labour							2,500	2,500
Recruitment	2,344					2,344	6,000	3,656
Total Human Resources	238,783	54,474	60,574	0	138,706	492,537	659,879	167,342
Total Expenses	296,384	112,999	87,496	0	209,021	705,900	1,041,837	335,937

DECISION SHEET

ITEM: 1.5 Core Budget for 2012

ISSUE: It is the responsibility of the CASA Board to approve the annual core budget. The core operating budget includes: board and project support and coordination, administration and operating expenses, statements of opportunity, strategic planning, and communications.

BACKGROUND: **2012 Core Budget:** Since its inception, CASA's budget has been directed at providing a high level of service to stakeholders and the project teams that have been so important to CASA's work. While the number of project teams has declined in the past two years, this requirement will remain a core CASA function. At the same time, CASA has spent considerable energy in 2011 examining its role and focus in the context of a changing policy/regulatory/planning landscape in Alberta. The 2012 budget has earmarked funds to support new projects and initiatives identified as priorities by the Board.

Attached is a draft 2012 core budget; the total is \$1,093,277. This budget represents a net increase of 4.94% from the revised 2011 budget submitted in July of 2011.

This draft 2012 budget is based on the following assumptions:

- The number of ongoing and new projects that will require significant Secretariat support will increase over the previous year. 2011 saw an unusually low number of project team meetings, a circumstance that fueled CASA's strategic planning work in 2011 and the identification of new priorities and initiatives for the coming year.
- The Secretariat will be asked to support 1 or more new projects in 2012, requiring significant problem analysis as directed by the Board.
- The Secretariat will be fully staffed in 2012 with 8 employees, one secondment and increased contracted services. Staffing levels and makeup will provide support for existing project teams, while developing new capabilities as identified and directed by the Board. The staff training budget has been increased to provide the kind of training Secretariat staff need to operate effectively in a more challenging environment.
- Management and non-management staff wages and salaries will continue to track increases awarded to provincial government employees and will reflect the salary grid increases negotiated with the AUPE. Performance bonuses of up to 3% for the Executive

Director and Project Managers were suspended as of January 2010. CASA's need to improve employee retention will be considered in any future assessment of CASA wages and benefits.

- CASA benefits from the in-kind contributions of the Alberta Government, such as the office space donated by Alberta Environment and Water. This is expected to continue.

In the first quarter of 2012, an update of the budget may be provided to reflect the addition of any new/amended projects or initiatives. The following may be considered at that time:

- The need for the Secretariat to respond to new direction from the Board, including any clarification with respect to: the Clean Air Strategy; the roll-out of CEMS; CASA support for regional planning and airshed groups, and/or; CASA support to stakeholders working on federal air quality initiatives..
- The requirement for the Secretariat to develop discussion documents and problem analyses that would inform the Board's consideration of new CASA initiatives/activities.

2012 REVENUE: Alberta Energy has committed to provide core funding for CASA in the amount of \$850K for 2012. Supplementary support from other Government of Alberta departments and organizations for project funding will be requested as necessary.

ATTACHMENTS:

- A. Definitions: Core Operating Budget Categories
- B. Proposed Budget January 1 - December 31, 2012
- C. 2012 Operational Plan
- D. 2011 Operational Plan

DECISIONS: Approve the attached 2012 core operating budget as recommended by the Executive Committee



Core Operating Budget Category Definitions

By Expenditure Type:

Supplies & Services: Refers to all operating expenses to support the board and projects including stakeholder support.

Human Resources: Refers to the core staff support for administration, board, project initiatives, communications, and statements of opportunity.

Professional Fees: Refers to all consulting expenses to support core business and project operations.

By Function:

Administration: Operational costs including office supplies, phone, fax, copier and other equipment leases/purchases, legal expenses, computer system support, accounting, audit, insurance, meeting costs, general administrative support and information technology expenses.

Board Support: Consultation with stakeholders, writing, reviewing and distribution of briefing materials, printing, travel, per diems, and other associated board meeting costs.

Communication: Reports and production, marketing, communications/network, presentations at conferences and workshops, brochure and report design, website maintenance, news conferences.

Project Support: Process design, coordinating and integrating task groups, information distribution, communicating and supporting board decisions and meeting costs.

Statement of Opportunity: Screening and Scoping (CAMS process), reviewing statement, meeting with proponents, report preparation, stakeholder communication.

	TOTAL INTERNAL	ADMINISTRATION	COMMUNICATIONS	BOARD	PROJECTS	STATEMENT OF OPPORTUNITY
Supplies & Services						
Advertising	5,000		5,000			
Finance Charges	2,000	2,000				
Information Technology	36,445	36,445				
Courier	2,165	265	100	1,800		
Depreciation	5,196	5,196				
Development/Training	-					
Stakeholder	5,125				5,125	
Furniture & Display	5,000	5,000				
Office Reconfiguration	1,000	1,000				
Insurance	3,885	1,000		2,885		
Meeting - Meals	20,147		1,033	8,000	11,114	
Office supplies	6,000	5,000		1,000		
Honoraria - Stakeholder	49,111		2,250	10,116	36,745	
Telecommunications	8,100	6,600			1,500	
Photocopying/Printing	-					
Annual Report	8,500		8,500			
General	16,800	1,800	11,000	3,000	1,000	
Records Storage	2,000	2,000				
Repairs & Maintenance	-	-				
Subscriptions	7,000		7,000			
Travel	-					
Consultants	-					
Stakeholder	32,094		2,150	5,440	24,504	
Staff	27,055	8,250	3,000	7,500	7,805	500
Total Supplies & Services	242,623	74,556	40,033	39,741	87,793	500
Professional Fees						
Accounting	-					
Audit	8,800	8,800				
Legal	3,000	3,000				
Other	133,013		38,900	4,500	89,113	500
NGO sector	7,085				7,085	
Total Professional Fees	151,898	11,800	38,900	4,500	96,198	500
Human Resources						
Salaries & Wages	585,882	210,919	93,741	82,023	199,199	-
Employer Contributions	24,032	24,032				
Group Benefit Plan	18,400	18,400				
Group RSP	45,417	45,417				
Temporary Staff	2,500	2,500				
Performance Pay	-					
Employee Recognition	2,500	2,500				
Recruitment	3,000	3,000				
Staff Development						
Membership Fees	1,025	200	300		525	
Training	16,000	16,000	-			
Total Human Resources	698,756	322,968	94,041	82,023	199,724	-
TOTAL EXPENSES	1,093,277	409,324	172,974	126,264	383,715	1,000

CASA Operational Plan 2012

October 11, 2011 (to be amended/updated in January 2012)

Initiative	Milestones		Link to Strategic Plan	Responsibility
Board of Directors	Q1	March <ul style="list-style-type: none"> • Approve Financial Statements • Provide direction re: key air quality issues and projects • Provide direction re: changing Board role and involvement, as per Strat. Plan. • Consider and affirm optimal Board representation 	To be completed once Strategic Plan is approved.	Norm / Alison
	Q2	June - AGM - As above (ongoing)		
	Q3	Sept. - Receive budget update		
	Q4	Dec. - Approve 2013 Operational Plan and budget		
	On-Going	Preparation and follow-up for four board meetings		
Executive Committee	Q1	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan 	To be completed once Strategic Plan is approved.	Norm / Alison
	Q2	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan 		

Initiative	Milestones		Link to Strategic Plan	Responsibility
	Q3	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan 		
	Q4	October – Approve budget and review Operational Plan		
	On-Going	Meetings prior to each board meeting and as required to address specific challenges.. Changed role of Exec. Comm. based on Board direction.		
Strategic Planning	Q1	Begin roll-out of priority objectives/strategies under Goals 1 and 2.	To be completed once Strategic Plan is approved.	Robyn
	Q2	Working group meeting – check-in to ensure we’re on track.		
	Q3	Mid-stream review of 2012 Ops Plan. Begin work on risk matrix.		
	Q4	Prepare 2013 Operational Plan		
	On-Going	Liaison with Performance Measures Committee to ensure alignment with Strategic Plan objectives and strategies		
Secretariat	Q1	Transition from 2011 planning focus to renewed Project Team focus, based on MCP Guide and Board direction. Clarification of all existing and new Project Team mandates.		Norm
	Q2	Normalization / documenting of streamlined CASA business processes complete		
	Q3	Formal review of Secretariat Ops Plan delivery and HR provisions		
	Q4	Preparation of 2013 operational docs/budget		
	On-Going	Ongoing review of all Secretariat systems and functions, directed at improving efficiency and alignment with Board direction and the revised Business Plan		

Initiative	Milestones		Link to Strategic Plan	Responsibility
Communications - General	Q1	March – Annual report text provided to board; printed copies distributed in July		Jean
	Q2	June - Clean Air Day event - Environment Week event		
	Q4	November – CASA Communications plan review		
	On-Going	<i>Clean Air Bulletins</i> every two months or as required. Support for CASA staff and member outreach		
Coordination Workshop	Q1	March – Decision sheet presented to Board		Jean/Asia
	Q2	Site and format determined; invitations sent		
	Q3	August -- Registration deadline		
	Q4	Sept/Oct – Hold workshop		
CASA and AAC Joint Standing Committee	Q1	Continue work on first prioritized key task from Terms of Reference around roles and responsibilities		Celeste
	Q2	Begin work on other prioritized key tasks from Terms of Reference		
	Q3	Continue work on key tasks		
	Q4	December – Report to Board on key tasks		
	On-Going	Continue to liaise and build relationships with Airshed Zones and AAC. Seek opportunities for collaboration..		
Operations Steering Committee	Q1	Determination of OSC role in light of the government air quality monitoring plan and desired level and nature of stakeholder engagement. Rationalize OSC role with existing data quality discussions and CASA’s strategic plan.		Linda
	Q2	Implement workplan, as required		
	On-Going	There is nothing planned for the OSC for 2012 until such time as the CEMS, IMERF, Monitoring Panel and AQMS have been resolved.		

Initiative	Milestones		Link to Strategic Plan	Responsibility
Performance Measures Committee	Q1	March – Report to board on Performance Measures 3 and 5. Results to be included in the 2010 Annual Report, distributed in July		Celeste
	Q2	Continue discussions regarding Performance Measures revisions		
	Q3	Continue discussions regarding Performance Measures revisions		
	Q4	December – Report to Board regarding Performance Measures revisions		
	On-Going	Prepare measures #3 and #5 through 2013		
Particulate Matter and Ozone	On-Going	The team will continue to monitor the progress of the national AQMS and determine how and when to prepare a final report on the implementation of the CWS.		Linda
Airshed Support	On-Going	<ul style="list-style-type: none"> • Quarterly updates / exchange of information. • Airshed support continues, including Board development assistance, advice on MCP implementation and information dissemination re: national/provincial air quality landscape and initiatives. 		Robyn
Confined Feeding Operations	Q1	March – Terms of Reference to Board for new CFO Team		Celeste
	Q2	Begin work on key tasks		
	Q3	Continue to work on key tasks		
	Q4	December – Provide Board with a status update on key tasks		

Electricity Framework Review Committee	Q1	Working group provides a report to the Board on the alignment between Alberta’s Electricity Framework, the National AQMS, and the Federal GHG Regulation. The working provides advice on whether or not to reconvene the PM Task Group.		Robyn
	Q2	Continue to meet.		
	Q3	If required, the final report of the PM Task Group is presented to Board. The EFR Project team status is determined.		
Human and Animal Health	Q1	Co-Chairs discuss ARTSSN update to Board in December 2011 and determine need to reconvene the team.		Robyn
Vehicle Emissions	Q1	Based on screening and scoping initiated in 2011, a Statement of Opportunity is presented at the March Board meeting.		Robyn
	Q2	A working group convenes to develop a Terms of Reference for the team, to be approved by the Board..		
	Q3	Meet as necessary to make acceptable progress.		
	Q4	Meet as necessary to make acceptable progress.		
CASA Website	Q1	Based on the assessment of utility and usability completed in 2011, the CASA website is updated.		Jean/Asia
	Q2	Implement CASA online community of practice.		
	Q3	Continue to monitor and build CASA online community.		
	Q4	Continue to monitor and build CASA online community.		
	On-Going	The Secretariat ensures that the website is regularly updated with recent news and activities and useful air quality information.		

Knowledge System	Q1	Based on scoping completed in 2011, an RFP is issued for a consultant to develop a searchable database.		Robyn
	Q2	Secretariat works with consultant to complete the system design.		
	Q3	Data entry populates the system.		
	Q4	Data entry populates the system.		
	On-Going	Other dimensions of the knowledge management system are introduced to the Executive and Board for discussion.		
Implementation of Managing Collaborative Processes (MCP) Guide Book	Q1	Conduct research regarding MCP training program, including scope, timelines, etc. Liaise with Communications Committee in development of Coordination Workshop content and schedule.		Asia
	Q2	Continue with MCP training program development and work on Coordination Workshop planning.		
	Q3	CDM/MCP Training Program launched.		
	Q4	Roll-out of MCP Guide is coordinated with Coordination Workshop: half of the workshop focuses on MCP Guide.		
	On-Going	Collaboration with Jean with regard to MCP communications plan. Research MCP implementation applications on website.		

CASA Operational Plan 2011

Oct 20, 2011

Initiative	Milestone	Link to Business Plan	Responsibility
Board of Directors	Preparation and follow-up for four board meetings March – Approve Financial Statements June – AGM and Strategic Planning Retreat September – Receive budget update December – Approve 2012 Operational Plan and budget	Strategy 2.2 Strategy 1.1	The board alone is responsible for Strategy 2.2 Norm / Alison
Executive Committee	Ongoing - Meetings prior to each board meeting. Q3 - Review and provide guidance to Ex. Dir. with respect to proposed Business Plan amendments and review of Secretariat systems and functions October – Approve budget and review Operational Plan		Norm / Alison
Performance Evaluation	Q1 – Sectors caucus to evaluate CASA utility/relevance, responding to a common question template. March – Sectors report evaluation results to Board for decision.		Board members

Initiative	Milestone	Link to Business Plan	Responsibility
Business Plan	Q3 - Revise the 2010 – 2012 Business Plan in response to outcomes from the Performance Evaluation, the board Strategic Planning retreat, internal planning systems review and any further guidance and/or decisions taken by the GoA.	All strategies	Robyn / Norm
Secretariat	Q3 – Completion of a comprehensive review of all Secretariat systems, functions and staffing, directed at improving efficiency and alignment with Board direction and the revised Business Plan	All strategies	Norm
Communications	March – Annual report text provided to board; printed copies distributed in July	Strategy 4.1	Jean / Jillian
	June – Plan developed around best practices repository	Strategy 4.2	Jean
	June – Outreach/recruitment plan to board	Strategy 4.1	Jean
	June – Clean Air Day event	Strategies 4.1, 4.2	Jean
	November – CASA Communications plan review	Strategy 4.1	Jean
	<i>Clean Air Bulletins</i> every two months	Strategy 4.1	Jean
Coordination Workshop	March – Report and recommendations to CASA Board	Strategies 2.2, 2.4	Jean
CASA and AAC Joint Standing Committee	The committee to be convened late 2010 and will begin work Q1 2011	Strategies 1.2, 2.1	Linda
Operations Steering Committee	Feb 2011 – Visioning workshop re: future of database Ongoing – Oversee implementation of the CASA Data Warehouse	Aligned with Goal #4	Linda

Initiative	Milestone	Link to Business Plan	Responsibility
Performance Measures Committee	March – Report to board on all listed Performance Measures. Results to be included in the 2010 Annual Report, distributed in July Ongoing – Prepare measures #3 and #5 through 2013	Strategies 1.2, 2.2	Linda
Particulate Matter and Ozone	Full review of the framework to begin in 2011, including an analysis of major policies such as CAMS, CEMS, and CAS	Strategies 1.2, 2.2	Linda
Airshed Support	Q2 – Completion of meetings between CASA ED, Project Mgr and all airshed boards to identify ways in which CASA can add value, provide guidance and support.	Aligned with Goal #2	Linda
CFO-IRT	June – Final report to the CASA Board.	Strategy 3.1, 3.2, 4.2, 4.3	Robyn
CFO	Fall – Team reconvenes	Strategy 2.2, 3.1, 3.2, 4.2, 4.3	Robyn
Electricity Framework Review Committee	March – Final report of the PM Task Group to Board. Project team is disbanded.	Strategy 3.1, 3.2	Robyn
Strategic Foresight	March – Final report of consultant’s work to Board	Strategy 1.1, 3.2	Robyn
Human and Animal Health	April – meeting for hearing the update on SSN. June – the team presents at the CASA Board meeting the ongoing developed works.	Strategies 1.2, 4.1	Robyn
Vehicle Emissions	Group activities linked to Clean Air Strategy release by the GoA. Q3/Q4 – the group meets after reviewing the draft of the Clean Air Strategy to analyze the alignment of the current SoO draft with the strategy. December – the group presents the SoO to the CASA Board.	Strategies 1.2, 3.1, 3.2, 4.1, 4.3	Robyn

INFORMATION SHEET

ITEM **1.6 New Stakeholder Support Policy**

ISSUE: In May of 2011 the AEN submitted a proposal to the CASA Executive Committee, requesting that CASA review its provisions for stakeholder support in consideration of the demands on NGO time and the level of stakeholder support provided by other multi-stakeholder processes in Alberta and Canada. At the May meeting of the CASA Executive Committee, the Executive Director was asked to assess the implications of this proposal considering

- CASA's current budget and its capacity to provide support to stakeholders;
- the Alberta Water Council's capacity to provide stakeholder support;
- current Treasury Board guidelines for stakeholder support; and
- other considerations that may influence a change to the current rates.

BACKGROUND: On completion of that assessment, the ED was asked 1) to report back to the Executive Committee at their next meeting and 2) to suggest an approach that may satisfy the range of interests. Following meetings with both the AEN and the AWC, and having reviewed a range of related stakeholder support policies, the Executive Committee was provided with some key considerations:

- Both CASA and the AWC continue to operate in a climate of restraint, working within budget reductions that reflect reduced grants from the Government of Alberta. The current level of funding for CASA is anticipated to remain unchanged through fiscal 2012-2013 and any increase to stakeholder rates must be affordable within that funding level.
- CASA's current stakeholder support policy is generally in the "middle of the field]" when compared to that offered by other agencies and organizations. CASA's rates are somewhat higher than that suggested by the Treasury Board guidelines, but lower than CEMA. The AEN proposal, as submitted, would have significantly changed the landscape of stakeholder support in Alberta.
- In subsequent discussions the AEN indicated that they were sensitive to current government financial challenges and were open to an adjustment in support rates that would acknowledge their considerable work, while respecting government's "ability to pay".

The Executive Director recommended that the Executive Committee endorse the following changes effective September 1, 2011.

1. Current CASA stakeholder support rates were established in January of 2007. As of January 2012, a period of 5 years will have elapsed without any adjustment. CASA should adjust its rates, applying a 4% per annum increase (the same approximate figure used to calculate GoA employee wage increments and previous Treasury Board guideline increases year over year), while respecting the original assumptions that applied in January of 2007. This would result in a compounded increase of approximately 22% over the 5 years. This figure should be rounded up to 25% for ease of calculation and simplified claim submissions..
2. A further 25% increment should apply to Project Team chairs only (approx. ¼ of NGO time), in recognition of the work required of them, over and above that expected of other team participants. This will be particularly true going forward.
3. Both of these increments anticipate that there will be a revision and clarification of team member responsibilities, as required by CASA's new business model.

This adjustment is of an order that CASA can afford under current budget assumptions and would not significantly alter the range of support payments available to NGOs across multi-stakeholder processes in Alberta (i.e. CASA rates would not be an outlier)

STATUS:

At the Oct 20, 2011 meeting, the Executive Committee agreed to the rate changes described in the above recommendations (note - Confirmation of government's agreement with these adjustments received from Peter Watson on Oct 21, 2011). The schedule will be in effect as of Sept. 1, 2011. It was also agreed that the Secretariat should consult with the AEN to ensure that Board member rates are consistent with the new rate for Project Team chairs. Finally, it was agreed that stakeholder support rates should be reviewed every two years to avoid the lag time experienced between 2007 and 2011.

The new stakeholder support policy will be in effect as of Sept. 1, 2011 and will be reviewed prior to Sept 1, 2013 (two years after the last rate setting). Claims that have already been submitted for meetings after September 1st will be adjusted to reflect the agreed policy.

ATTACHMENTS:

- A. Revised CASA Policy on Stakeholder Support, effective Sept. 1, 2011

Policy On Stakeholder Support



Effective Date: September 1, 2011

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

Eligibility for Support

Stakeholder support is available to members of CASA Working Groups and Project Teams who are:

1. designated to represent their sector;
2. requested by CASA to participate; and
3. not otherwise paid for their day.

Support can be extended to a stakeholder who is “otherwise paid for their day” at the discretion of the Executive Director on the basis of demonstrated need.

Every 6 months, the CASA Board of Directors will be given a list of individuals and groups who received stakeholder support from CASA in the previous six months.

Members of Working Groups, Project Teams and Board Members

Honorarium

CASA stakeholders who are members of working groups, project teams or the board, and who are eligible for stakeholder support can claim:

- an honorarium of \$250 for each full day meeting and \$125 for each half day meeting;
- an honorarium of \$313 for each full day meeting and \$156 for each half day meeting for co-chairs and board members;
- \$106 for preparation/follow-up for each meeting;
- \$106 for travel if it takes more than a total of 3 hours to travel to and from a meeting.

For example, a member of a Project Team attending a one-day meeting would be eligible for a maximum honorarium of \$462 which includes \$250 for the meeting, \$106 for preparation/follow-up and \$106 for travel if it took more than a total of 3 hours to travel to and from a meeting. A member of a Project Team attending a two-day meeting would be eligible for a maximum of \$712 which includes \$250 for each meeting day for a total of \$500, \$106 for preparation/follow-up and \$106 if it took more than a total of 3 hours to travel to and from a meeting.

Number of Participants Eligible for Support

Stakeholder support will ordinarily be provided to a maximum of 4 members of a Working Group or a Project Team who are eligible for stakeholder support. Stakeholder support can be provided to more than 4 members of a Working Group or Project Team at the discretion of the Executive Director.

Reimbursed Travel Expenses

Members of working groups and project teams who are eligible for stakeholder support can claim reimbursement for travel expenses as follows:

Travel: Stakeholders are asked to make reasonable efforts to economize on their travel expenses.

Airfare, bus fare, vehicle rentals, taxi fare, parking – receipts required
Mileage – \$0.505 per km for use of personal vehicle.

Lodging: Hotels, accommodations – receipts required
Private accommodations - \$20.15/night (no receipt)

Meals: Upon submission of receipts, or without receipts as follows:
Breakfast - \$9.20 if departure is earlier or return is later than 7:30 am
Lunch - \$11.60 if departure is earlier or return is later than 1:00 pm
Dinner - \$20.75 if departure is earlier, or return is later than 6:30 pm

Incidental: \$7.35 for each 24-hour period

CASA Committees

This Policy on Stakeholder Support will be extended to other CASA committees at the discretion of the Executive Director. Examples of “other CASA committees” are subgroups of Working Groups and Project Teams; Board committees such as the Communications Committee; and ad hoc committees such as the Science Symposium Organizing Committee.

DECISION SHEET

ITEM: 1.7 Implementation Matrix

ISSUE: Review the implementation matrix in its current format and discuss its value to Board members.

BACKGROUND: At the June 2005 board meeting, the CASA board agreed to decisions on implementation monitoring in order to potentially improve the CASA process. The secretariat developed an implementation matrix to help the board track the implementation of CASA frameworks. The matrix is updated annually and provided to the board for review every March.

When the Secretariat began their regular update of the implementation matrix in early 2010, they felt that it was no longer fulfilling the original purpose of tracking the implementation of CASA frameworks. The document had become a comprehensive record related to project team history and status updates. The matrix was not included in the March package, giving the secretariat time to consider what information the Board needs to effectively carry out implementation monitoring.

STATUS: The secretariat is proposing two ideas for improving the process of tracking project team history and tracking the implementation of CASA frameworks and recommendations and associated board decisions.

1. Continue updating the document with project team history and status, but rename it to properly reflect its purpose. This type of document is useful for the secretariat and could be provided to board members upon request.
2. Research the development of a searchable database to track:
 - The implementation of CASA recommendations;
 - Board decisions; and
 - Board action items.

The secretariat currently maintains a database to document board decisions and actions items and envisions using this new database as a way to also track implementation of recommendations. By having a searchable database, the secretariat could create customizable reports which could provide the board with updates on the implementation of specific recommendations and upcoming or past due deadlines.

**FUNDING/
IMPLEMENTATION:** Funding will be provided by internal funds.

ATTACHMENTS: A. Representative Sample of the Current Implementation Matrix

DECISIONS:

1. Direct the Secretariat to continue with project team history and status updates as per the current implementation matrix, but rename it accordingly.
2. Approve the development of a searchable database to track the implementation of CASA recommendations, associated board decisions, and action items.

Representative Sample: Implementation Matrix

October 6, 2011

STATUS:

- *Board members should review new additions to:*
 - o *Ambient Air Quality Monitoring*
 - o *Clean Air Strategy*
 - o *Confined Feeding Operations*
 - o *Electricity, including Greenhouse Gases and Electricity Framework Review Project Team*
 - o *Flaring and Venting*
 - o *Human and Animal Health Team*
 - o *Particulate Matter and Ozone*
 - o *Vehicle Emissions*
 - o *Secretariat*

TABLE OF CONTENTS

A.	Introduction	Page 2
B.	Project Implementation Reports	
1.	Air Toxics.....	Page 3
2.	Ambient Air Quality Monitoring.....	Page 4
3.	Animal Health	Page 8
4.	Clean Air Strategy.....	Page 9
5.	Confined Feeding Operations	Page 10
6.	Ecological Effects Monitoring Workshop.....	Page 11
7.	Electrical Efficiency and Conservation	Page 13
8.	Electricity, including Greenhouse Gases and Electricity Framework Review.....	Page 15
9.	Flaring and Venting.....	Page 20
10.	Human Health	Page 21
11.	Human and Animal Health Team.....	Page 23
12.	Particulate Matter and Ozone	Page 25
13.	Pollution Prevention/Continuous Improvement	Page 30

Representative Sample: Implementation Matrix

14. Renewable and Alternative Energy.....	Page 32
15. SO ₂ Management/Acidifying Emissions Management Implementation Team.....	Page 35
16. Vehicle Emissions.....	Page 38
17. CASA Secretariat.....	Page 42

C. Acronyms.....	Page 46
------------------	---------

A. Introduction

1. Purpose of Implementation Monitoring

Consistent with Step 7 of the *Comprehensive Air Quality Management System: CASA’s Decision-Making Process (CAMS)*, the purpose of CASA board oversight and monitoring of implementation of CASA board recommendations is to:

1. Reinforce the CASA principle of shared responsibility;
2. Support the CASA board’s understanding of CASA accomplishments;
3. Encourage implementers to meet their agreed-to commitments;
4. Identify areas where the CASA board, teams, secretariat or member organizations can help implementers meet their commitments;
5. Identify areas where the CASA process can be improved; and
6. Increase the credibility of the CASA process.

This implementation matrix is a simple tool to provide the CASA board with summary information from implementers on the status of recommendations that have been approved by the board. The matrix will be prepared annually for the board by the secretariat and will summarize information previously made available to the board by implementers.

2. Overview of Implementation Matrix

Implementation monitoring by the CASA board should reflect the uniqueness of the CASA process and the practical consideration of what is doable, considering resources and stakeholder needs. The matrix is based on the following assumptions:

- Implementers are in the best position to report to CASA on the status of the CASA board recommendations for which they are responsible;

Representative Sample: Implementation Matrix

- CASA board members need succinct information focusing on key issues regarding the implementation status of CASA frameworks and recommendations;
- Based on reports by implementers, the CASA board will determine whether further information or action is required;
- The CASA secretariat is well placed to coordinate and track implementers' reports to the board and to oversee any needed follow-up.

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
I. AIR TOXICS			
<p><i>Report on Air Toxics of Concern in Alberta</i> March 1997</p> <p><i>Air Toxics Project Team (ATPT) Report to the Board</i> June 1998</p>	<p>AB Council for Research on Air and Health (ACRAH)</p> <p>AENV, Multi-Stakeholder Group</p>	<p><u>Status Report: ATPT, November 1998</u></p> <ul style="list-style-type: none"> • ACRAH organized an H₂S steering group to support an information gathering project to identify knowledge gaps and inventory research capacity in Alberta, and ACRAH will be asked to participate in further planning activities once this information has been gathered. <p><u>Status Report: ACRAH, March 2000</u></p> <ul style="list-style-type: none"> • ACRAH developed a research plan that was supported in principle by the CASA board in June 1999. • Applications for funding were submitted to various organizations; AENV has funded a literature review. Funding in the amount of \$600,000 for other research projects is outstanding. <p><u>Decision Sheet: ACRAH, September 2001</u></p> <ul style="list-style-type: none"> • Since the ACRAH proposal was received by CASA, the EUB has completed a review of sour gas and public safety issues and made recommendations, three of which overlapped with the ACRAH proposal. Two literature reviews, one by AENV and one by AHW were underway. The U of A was developing a small, portable active monitor and work had started on a knockdown database. As part of the planning 	<ul style="list-style-type: none"> • Overlap with other initiatives • Funding

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
		<p>process for a government flaring study, an invitation had been issued for proposals on H₂S. In conclusion, 75% of the components of the original proposal were being addressed or were to be initiated in the near future.</p> <ul style="list-style-type: none"> The board made it clear that it considers the issue of H₂S an extremely important one, but given the overlap with other initiatives and the difficulty in finding the required funding, the CASA board agreed to remove this item from its agenda. <p>The next report to the board is not specified.</p>	
2. AMBIENT AIR QUALITY MONITORING			
<p><i>A Strategic Plan for Air Quality Monitoring in Alberta</i> November 1995</p> <p><i>Alberta Ambient Air Quality Monitoring Implementation Team, Report from the Ambient Air Quality Implementation Design Team</i> November 1997</p>	<p>CASA Implementation Team</p> <p>CASA OSC</p>	<p><u>Status Report: OSC, June 1998</u></p> <ul style="list-style-type: none"> The Ambient Air Quality Monitoring System (AAQMS) Operations Steering Committee (OSC) has been formed. <p><u>Status Report: OSC, November 1999</u></p> <ul style="list-style-type: none"> A new continuous monitoring station is being established in Red Deer. Several new air quality analyzers were added to provincial monitoring stations in 1998 and 1999. A new passive sampler for sulphur dioxide was evaluated for a one-year period by Alberta Environment AENV conducts twice-yearly routine audits of instrumentation at provincial and airshed monitoring stations. AENV has one Mobile Air Monitoring Laboratory, which is used to enhance the provincial network by monitoring air quality at locations where there are no permanent air quality stations. The CASA data warehouse currently contains continuous hourly air quality data from 23 stations operated by AENV, 	

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
		WBEA, WCSA, SIA, and EC.	
		<p><u>Status Report: OSC, March 2000</u></p> <ul style="list-style-type: none"> The OSC is developing an implementation plan based on the original ambient air quality strategic plan submitted to the CASA board in 1995. The plan will include an implementation schedule and costs and will identify stakeholders responsible for each task in the plan. The implementation plan will take into account new ideas and advances in air quality monitoring technology that have been developed over the last five years. <p><u>Information Sheet: OSC, March 2001</u></p> <p>The OSC has developed a summary of the AAAQMS that updates the original ambient air quality strategic plan submitted to the CASA board in 1995. This summary contains background information on the AAAQMS, definitions of the types of stations in the provincial air quality monitoring network, a map of provincial and airshed air quality monitoring stations, and a list of air quality parameters monitored at each station.</p>	
		<p><u>Status Report: OSC, June 2003</u></p> <ul style="list-style-type: none"> The OSC is looking at revising the original ambient air quality strategic plan submitted to the CASA board in 1995. The committee believes that this plan needs to be updated to incorporate new air quality management strategies such as the guidance document proposed by the CASA PM/O₃ Project Team and Alberta Environment's new direction to support a comprehensive network of airshed alliances for the expansion of the provincial air quality monitoring network. The committee is preparing a statement of opportunity for the CASA board to establish a project team to oversee revision 	

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
		<p>of the 1995 strategic plan.</p> <p><u>Decision Sheet: OSC, November 2003</u></p> <ul style="list-style-type: none"> The board accepted a statement of opportunity to review and evaluate the strategic plan for Ambient Air Quality Monitoring in Alberta. <p>The performance measure as reported by the CASA Performance Measure Sub-committee shows that the ambient air quality monitoring network moved from being 31% complete in 1994 to 48% complete in 2002.</p>	
		<p><u>Status Report: OSC, December 2005</u></p> <ul style="list-style-type: none"> The OSC has met twice a year to review progress in implementing the 1995 Strategic Plan for Ambient Air Monitoring as well as the 1997 implementation plan, and to share information on new air monitoring initiatives and associated programs. The CASA performance measure for the % of completed air monitoring stations identified in the 1997 implementation plan remains at 48% as of November 2005. This indicator does not include many enhancements to air monitoring that have been implemented by Alberta airsheds. Airsheds have developed new continuous monitoring stations, passive monitoring networks, and the capacity for portable air quality monitoring. These enhancements were not envisioned as part of the original 1995 strategy. New monitoring technologies have also been implemented at air monitoring stations that, in many cases, are better than those proposed by the 1995 strategy. 	

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
<p>2009 Ambient Air Monitoring Strategy for Alberta September 10, 2009</p>		<p><u>Status Report: OSC, March 2009</u></p> <ul style="list-style-type: none"> • The OSC continues to be responsible for the development and operation of the CASA Data Warehouse (CDW) database and website. Due to the continued increase in the number of users and data providers, the OSC is looking at the potential for conducting an ambient data quality objectives and user needs assessment in order to get better definition for the various user groups and articulate their needs. Currently AENV has an RFP out for an assessment of the data in the CDW in order to evaluate the network as a whole through quality management principles. • As the Ambient Monitoring Strategic Plan (AMSP) calls for a Multi-stakeholder Implementation Committee (MIC) consideration must be given to the OSC transitioning into the MIC and how the MIC will work together with the internal AENV monitoring teams. <p>October 2011: The OSC continues to await the outcomes of the Integrated Monitoring, Evaluating and Reporting Framework (IMERF) and the Cumulative Effects Management System (CEMS) in order to assess how the envisioned Multi-Stakeholder Implementation Committee (MIC) will operate.</p> <p><u>Decision Sheet: AMSP, September 2009</u> The board agreed by consensus to:</p> <ol style="list-style-type: none"> 1. Adopt the 26 consensus recommendations from the AMSP project team. 2. Direct the secretariat to draft a letter of transmittal from CASA to the GoA that includes the following points and also stresses the expectations that CASA has for the GoA: 	

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
		<ul style="list-style-type: none"> - This report provides very good direction to Alberta. - There was strong agreement on the emitter-pay approach. - The CASA board expressed a consensus expectation that AENV will develop and propose options for an equitable, sustainable funding mechanism and report back to the board within the next 18 months. <p><u>September 2011</u> AENV presentation to the board with respect to a report that was commissioned on the “<i>Long-Term Funding Options for Ambient Air Quality Monitoring</i>”. These were options only and the report has not yet been endorsed by AENV. The impacts of various other monitoring initiatives such as the Provincial Monitoring Panel Report, the Integrated Monitoring Plan for the Oil Sands-Air Quality Component, Integrated Monitoring, Evaluation and Reporting Framework (IMERF), the Air Quality Health Index and the revision of the Air Monitoring Directive will have to be considered when making long-term funding decisions.</p>	
3. ANIMAL HEALTH PROJECT TEAM			
<p><i>Animal Health Project Team Final Report and Recommendations</i> March 2003</p>	<p>Alberta Health and Wellness Alberta Environment</p>	<p><u>Decision Sheet, March 2003</u></p> <ul style="list-style-type: none"> • The CASA board approved the recommendations from the Animal Health Project Team and disbanded the team. • The CASA board approved the establishment of a Human and Animal Health Implementation Team to, among other things; implement the recommendations from the Human Health Project Team and Animal Health Project Team. 	

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
4. CLEAN AIR STRATEGY			
<p><i>Recommendations for a Clean Air Strategy for Alberta</i> June 8, 2009</p>	<p>Alberta Environment</p>	<p><u><i>Decision Sheet, June 2009</i></u> The board:</p> <ol style="list-style-type: none"> 1. Approved the amended terms of reference for the Team. 2. Approved the team’s report and recommendations, with the proviso that recommendation 15 will be removed from the report and included in the letter of transmittal to the Minister. 3. Agreed to disband the Clean Air Strategy Project Team. Page 8 of 11 Agreed to direct the secretariat to contact stakeholders and members of the public involved in the original public consultation, when the Government’s consultation period opens for the draft Clean Air Strategy. <p><u><i>June 2010</i></u></p> <ul style="list-style-type: none"> • The board received an update that the Government of Alberta established a Cross Ministry Working Group to review the CASA consensus recommendations as well as the potential actions in Appendix A. • A more detailed presentation of the content of the Draft Clean Air Strategy and Draft Action will be made at the CASA Coordination Workshop in Calgary on September 29, 2010. <p><u><i>March 2011</i></u></p> <ul style="list-style-type: none"> • The Board received a presentation on the activities and consultations on the new Clean Air Strategy. • Alberta Environment is planning take the strategy forward through the government approval process in the Fall. Additional details of the renewed Clean Air Strategy will be provided at a Special Board meeting. 	

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
5. CONFINED FEEDING OPERATIONS			
<p><i>Confined Feeding Operations Final Report March 2008</i></p>	<p>Alberta Environment, Agriculture, Industry, NRCB</p>	<p><u>Decision March 2008</u> The Board agreed by consensus to:</p> <ul style="list-style-type: none"> • Approve the final report and recommendations of the Confined Feeding Operations Project Team, with the removal of lines 27 to 37 in the executive summary, • Place the CFO team in abeyance until 2011, and • Direct the Secretariat to review CASA’s practices and procedures related to consensus and transparency and ensure this is on the agenda for the Board’s June retreat. <p><u>Confined Feeding Operations Report on Implementation of Recommendations March 2011</u></p> <ul style="list-style-type: none"> • A CFO Implementation Review Team (IRT) was formed to assess the recommendations from the 2008 CFO report. • In September 2010, the Board approved the Terms of Reference for the CFO-IRT. • In February 2011, the CFO-IRT held a two-day workshop to receive updates from each of the implementing agencies on their progress on the recommendations from the 2008 CFO report. • In their March 2011 the CFO-IRT found that, while progress on some recommendations was slower than expected, they felt satisfied with the progress-to-date. • There was concern, however, that no work had been initiated on Recommendation 2 (source apportionment). 	<p>Challenges to implementation include:</p> <ul style="list-style-type: none"> • Time needed to access and gather data, find third party consultants, and review consultant reports • Broad/unclear objectives for some recommendations • Underestimation of

Representative Sample: Implementation Matrix

Original Report and Recommendations to CASA Board	Implementer	Implementation Progress Report	Barriers to Implementation
		<p>The Board agreed by consensus to:</p> <ol style="list-style-type: none"> 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. <p>A new CFO team will be reconvening in early November 2011.</p>	human and financial resources
AAQMS ACRAH Health AEMIT Implementation Team AENV AHW ATPT BATEA Economically Achievable CAMS Management System CAPP Producers CCPA Association CPPI CMA CWS EC EPA EPT	Ambient Air Quality Monitoring System Alberta Council for Research on Air and Acidifying Emissions Management Alberta Environment Alberta Health & Wellness Air Toxics Project Team Best Available Technology Comprehensive Air Quality Canadian Association of Petroleum Canadian Chemical Producers Canadian Petroleum Products Institute Census Metropolitan Area Canada Wide Standard Environment Canada Environmental Protection Agency (U.S.) Electricity Project Team	EUB H ₂ S O ₃ OSC NO _x PM _{2.5} PP/CI improvement RFP SEPAC Association of Canada SIA SO ₂ SPC VET VOC WBEA Association WCAS	Energy and Utilities Board Hydrogen Sulphide Ozone Operations Steering Committee Nitrogen oxides (or Oxides of nitrogen) Fine particulate matter Pollution prevention/continuous Request for proposal Small Explorers and Producers Strathcona Industrial Association Sulphur dioxide Standing Policy Committee Vehicle Emissions Team Volatile organic compounds Wood Buffalo Environmental West Central Airshed Society

DECISION SHEET

ITEM: 1.8 Proposed Schedule for 2012 Board Meetings

ISSUE: Meeting dates are set as early as possible to give members sufficient flexibility to plan their schedules.

BACKGROUND: In 2000, board members agreed that four meetings per year would help to keep the agenda from becoming overburdened and ensure that there was adequate time to thoroughly consider and discuss all the issues presented to the board.

STATUS: The CASA Executive Committee is proposing that the board continue holding four meetings per year. The June meeting would begin with a brief AGM. The proposed CASA board meeting dates for 2012 are:

Option 1 (Thursdays):

1. March 29 (Calgary)
2. June 21 (Edmonton)
3. September 20 (Calgary)
4. December 13 (Edmonton)

Option 2 (Wednesdays):

1. March 28(Calgary)
2. June 20 (Edmonton)
3. September 19 (Calgary)
4. December 12 (Edmonton)

ATTACHMENT: A. Option 1 Calendar with proposed Thursday dates highlighted for 2012
B. Option 2 Calendar with proposed Wednesday dates highlighted for 2012

DECISION: Choose an option and approve the proposed meeting dates for 2012.

January 2012						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	14
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February 2012						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29				

March 2012						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2012						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2012						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2012						
M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July 2012						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 2012						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2012						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2012						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2012						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2012						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Notes
Option 1 – Thursday Meetings
CASA
March 29 (Calgary)
June 21 (Edmonton)
September 20 (Calgary)
December 13 (Edmonton)
Water Council
March 24, 2012
June 16, 2012
October 20, 2012
Stat Holidays

January 2012						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	14
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February 2012						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29				

March 2012						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2012						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2012						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2012						
M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July 2012						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 2012						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2012						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2012						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2012						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2012						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Notes
Option 2 – Wednesday Meetings
CASA
March 28 (Calgary)
June 20 (Edmonton)
September 19 (Calgary)
December 12 (Edmonton)
Water Council
March 24, 2012 (Calgary)
June 16, 2012 (Edmonton)
October 20, 2012 (Calgary)
Stat Holidays

DECISION SHEET

ITEM: 2.1 Electricity Working Group

ISSUE: The Electricity Working Group is preparing a final report for the Board's consideration as input into the national Air Quality Management System (AQMS) process.

BACKGROUND: The federal Air Quality Management System (AQMS) and the proposed Greenhouse Gas (GHG) Regulation may not align with the CASA Electricity Framework

One of the major concerns with the AQMS is with respect to mid-life and end-of-life requirements and how much flexibility industry will have to meet the requirements. A related concern is that the Base Level Industrial Emissions Requirements (BLIERs) would apply to existing units at mid-life. The AQMS is very prescriptive with respect to the concept of continuous improvement, requiring improvements at mid-life, on a unit-by-unit basis. The intent of the Electricity Framework is to support continuous improvement that incrementally narrows the gap between new and existing facilities. The CASA Framework enables improvements over the life of the units, on a sector basis, which provides industry with more flexibility.

For the GHG Regulation, the main issue for CASA stakeholders is the different end of design life concepts between the proposed Regulation and the Electricity Framework. There is a concern that companies would not make the required investment to continue operating at the end of the CASA 40 year design life, when the federal regulations would, in effect, force coal-fired plants to shut down after 45 years.

STATUS: At their October 24, 2011 meeting, the Board directed the working group to focus on the differences in how continuous improvement is defined in the CASA Electricity Framework versus the BLIERs discussions and to suggest ways to bridge the gap between the two. At their meeting on November 4, 2011, the working group agreed that just looking at continuous improvement wouldn't provide the context required to understand the issue at hand. They agreed that an analysis of all the rub points/misalignments was the starting point for their discussions.

At the time of writing, the working group is expecting their report to have the following elements:

- A description of the difference between the approaches in the CASA Electricity Framework, the BLIERs discussions, and the federal GHG Regulation.
- Modeling of the potential outcomes from each of the frameworks and how they compare.

- Suggestions for alternate approaches (i.e. bridging the gap between the frameworks).

The Government of Alberta has committed to presenting this document as a minority report at the Champion's table (CCME). BLIERs participants are also encouraged to use this document as required in their own groups.

FUNDING/

IMPLEMENTATION: The costs associated with the working group will be supported by CASA's internal budget.

ATTACHMENT: A. Electricity Working Group Report

DECISIONS: 1) Approve the working group's report.

Electricity Working Group Report

Prepared by the CASA
Electricity Working Group

For the CASA Board of Directors

November 29, 2011
Version 9

Table of Contents

Table of Contents	3
Executive Summary	4
1.0 Introduction	5
2.0 A Comparison of the National Air Quality Management System and the CASA Framework	6
2.1 Analysis of the Environmental Outcomes of BLIERs vs. CASA framework.....	6
2.2 New Units.....	7
2.2.1 Five-Year Review	7
2.3 Existing Units	8
2.3.1 Continuous Improvement.....	8
2.3.2 Design Life.....	9
2.3.3 Identifying and Addressing Hotspots.....	10
2.4 Timing, End-of-Life, Capital Life and Market Considerations	10
3.0 Summary and Conclusions	11
Appendix I: Electricity Project Team Members and Subgroup Members	12
Appendix II: Assumptions for Modeling of Environmental Outcomes of BLIERs vs. CASA Framework	16
Appendix III: Credit Generation	17

Executive Summary

In developing this document the Working Group was mindful of the federal Cabinet Directive on Streamlining Regulation (effective April 1, 2007), which introduces several improvements over previous approaches and was itself the product of multi-stakeholder collaboration. The directive encourages regulatory review processes to:

- Demonstrate that the regulatory response is proportional to the degree and type of risk;
- Identify how the positive and negative impacts of regulation are distributed across various affected parties, sectors of the economy and regions of Canada; and
- Impose the least possible cost on Canadians and business that is necessary to achieve the intended policy objectives.

Over the past 15 years, regulators have generally moved away from strict “command-and-control regulations”, preferring an approach where some flexibility in the ways and means used to achieve compliance remains within the purview of the regulated party, subject to predictable standards implemented over a reasonable timeframe. The Working Group believes that the CASA Framework reflects a results-based approach with the appropriate level of prescriptive requirements.

CASA stakeholders shares the Government of Canada’s commitment to “protect and advance the public interest in health, safety and security, the quality of the environment, and the social and economic well-being of Canadians through a more effective, efficient and accountable regulatory system.” However, the proposed BLIERs for existing coal-fired units are inconsistent with these provisions and may actually undermine current commitments to a more collaborative results-based approach, as is currently in place through the existing CASA framework.

A requirement to impose BLIERs at existing coal-fired units, in particular, would have the effect of supplanting the integrated package of agreements reached under the CASA framework. The results-based approach provided under the existing Framework presents advantages for the sector and consumers, permitting operators to achieve compliance in the most cost-effective way, while enabling a culture of innovation and continuous improvement. More prescriptive requirements for existing units are only imposed as an exception, in response to demonstrated risks (e.g. the Mercury Reduction Protocol or the “hotspots” provisions under the CASA framework).

The Working Group is very concerned that the requirement to implement the BLIERs at existing coal-fired facilities will have the effect of negating much of the existing CASA framework while providing little, if any, incremental environmental gain or benefits. On the other hand, if the development and implementation of the BLIERs provided for the continued application of the existing framework in Alberta, within a national framework, Albertans would 1) benefit from comparable environmental results and 2) it will validate and confirm the multi-stakeholder dialogue and resultant Framework so central to Alberta’s regulatory environment.

1.0 Introduction

Over the past year, under the leadership of the Canadian Council of Ministers of the Environment (CCME), Environment Canada has led a time-limited multi-stakeholder consensus process, the purpose of which was to seek agreement on sector-specific Base Level Industrial Emissions Requirements (BLIERs) for inclusion in a national Air Quality Management System (AQMS). The opportunity for stakeholders to reach agreement on BLIERs for the Electricity Sector in Canada will draw to a close in December of 2011, after which an intergovernmental group will continue to seek consensus on the BLIERs.

The Clean Air Strategic Alliance (CASA) is a multi-stakeholder partnership, consisting of representatives from industry, government and non-governmental organizations who develop consensus strategies to improve air quality. In 2003, CASA prepared an *Emissions Management Framework for the Alberta Electricity Sector* (the CASA Framework)¹. This framework was developed through a collaborative, multi-stakeholder process that included the active participation of the government (including Environment Canada and Alberta Environment), environmental non-governmental organizations, locally-affected interest groups and the Alberta utilities sector². The 71 recommendations embodied within the CASA Framework were adopted by consensus by the CASA Board of Directors in 2003 and subsequently implemented as regulations by the Government of Alberta. As required by the Framework, a five-year review was conducted in 2008 resulting in revisions to the Nitrogen Oxides (NO_x) and Sulphur Dioxide (SO₂) emission standards for new coal-fired units based on improvements in emission control technologies.

At the March 2011 meeting of the CASA Board of Directors, the Board was alerted to the potential misalignments between the CASA Framework, the proposed BLIERs for existing coal-fired electricity generation units (as part of the AQMS), and the federal CO₂ Regulation for Coal-Fired Units. At subsequent meetings, the Board emphasized the need for CASA to respond to this issue in a strategic manner and struck a Working Group to develop a report on the potential misalignments, including suggestions on addressing these issues in a collaborative way.

In comparing the direction and focus of the most recent BLIERs consultations with the existing CASA Framework, the Working Group modeled and evaluated the projected outcomes of the two approaches. The Working Group also considered the relative environmental and economic gains and losses if the proposed BLIERs and the CO₂ Regulation were to replace the existing CASA Framework.

¹ Clean Air Strategic Alliance (2003). *An Emissions Management Framework for the Alberta Electricity Sector Report to Stakeholders, November 2003*. Edmonton: Clean Air Strategic Alliance.

² See Appendix I for a list of the organizations that contributed to the development of the CASA Framework.

2.0 A Comparison of the National Air Quality Management System and the CASA Framework

The AQMS focuses on mitigating the significant impact that air pollution continues to have on human health and the environment in Canada. Particularly, the BLIERs for the Electricity Sector are focused on NO_x and SO₂. Similarly, the CASA Framework makes recommendations that are intended to lead to significant reductions in air emissions from the electricity sector in Alberta. The CASA Framework considers four priority air emissions (NO_x, SO₂, Particulate Matter (PM) and Mercury) as well a number of secondary air emissions.

The national AQMS and the CASA Framework align in several ways: standards for new units, the concept of design life, mechanisms to deal with local air quality issues, concern for human health, and policies for existing units. However, the AQMS proposed requirement that BLIERs be applied to existing coal-fired units is a significant departure from the CASA Framework. The following information compares the anticipated impacts of applying BLIERs to existing coal units in Alberta to the treatment of existing units under the CASA Framework. The comparison illustrates that the CASA framework achieves similar outcomes to those that might be expected from implementation of the BLIERs, while allowing more flexibility in implementation at less cost.

2.1 Analysis of the Environmental Outcomes of BLIERs vs. CASA framework

In assessing the extent to which the BLIERs proposal might provide environmental benefits beyond those provided through the CASA Framework, the Working Group modelled implementation of both approaches. Some basic assumptions for the modelling included:

- Implementation of the BLIERs at existing coal-fired facilities begins in 2016, reflecting the time that would be required to retrofit seven Alberta units. There are a number of physical requirements related to the design, planning, financing, delivery and actual retrofitting of these units that would require a longer timeframe for implementation. Due to the significant contribution of coal-fired generation to the Alberta electricity pool, it would not be possible to retrofit all of these units (i.e. take them off-line) in the first year of implementation. Moreover accelerated retrofitting may have implications for system security, pool prices and operator exposure to legal jeopardy.
- The CASA Framework was modelled drawing on 2011 standards. The five-year review may result in adjusted standards, but this is not incorporated into the model.

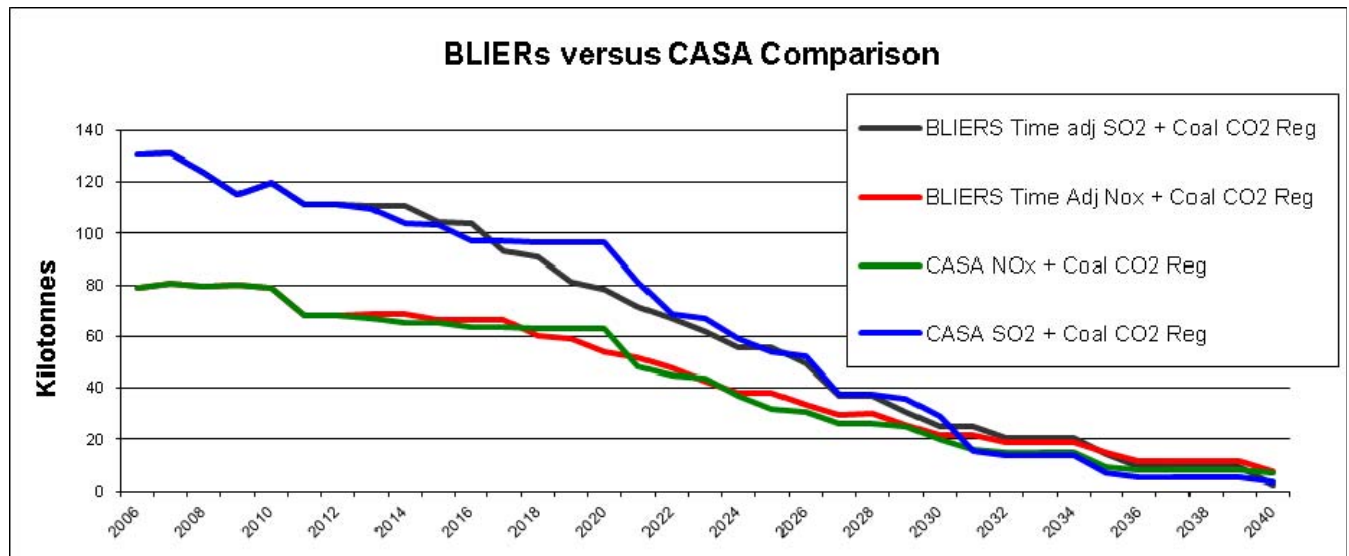
It should be noted that the preparation of this modelling was done only to gain an appreciation of any material differences between the two approaches. The Working Group is not advocating that the BLIERs for existing units be implemented with adjusted timelines, in part because the considerable benefits and robust approach of the existing CASA Framework would be set aside. (See Appendix II for a complete list of assumptions.)

Modelling illustrated that, subject to an adjusted timeline, implementation of BLIERs for existing coal-fired units would result in only marginal, if any, environmental gains relative to the existing CASA Framework (see Figure 1). In addition, the provision for continuous improvement of the CASA

Framework through the collaborative work of a multi-stakeholder team provides for a more responsive and innovative regulatory framework overall.

Given these reasonable and conservative assumptions, implementation of BLIERS, at best, may lead to a modest reduction in total emissions. Even this modest reduction would be suspect if the many other benefits of the CASA Framework are considered.

Figure 1



2.2 New Units

The proposed BLIERS for NO_x and SO₂ for new coal-fired units are consistent with the NO_x and SO₂ standards for new units. In fact, the BLIERS for new units are based on the results that emerged from Alberta's recent five-year review, as mandated under the CASA Framework.

2.2.1 Five-Year Review

The CASA Framework requires that its provisions be reviewed by stakeholders every five years to evaluate sector performance in managing air emissions. The Framework includes mechanisms for adjustments and updates to reflect changing circumstances or changes to core assumptions over the previous 5 years. Most importantly, the five-year review offers a mechanism for adjustment if emission reductions are not occurring at the required or expected rate.

Components of the five-year review that contribute to continuous improvement include:

- *Technology Review*

A technology review provides the information stakeholders need to set revise emission limits, based on Best Available Technology Economically Achievable (BATEA). These standards then apply to both new units and existing units reaching the end of their design life.

- *Industry Continuous Improvement Report*³

The electricity sector is required to provide a continuous improvement report summarizing action taken during the past five years. The report also sets goals for the coming five years that focus on the priority substances emitted by existing units. This report is reviewed and discussed as part of the five-year review process. The multi-stakeholder team can then recommend modifications to the framework that support and enhance continuous improvement efforts.

- *Emissions Growth Trigger and Economic Trigger Review*

The five-year review includes both an emissions growth review trigger and an economic review trigger. These triggers act as an environmental “safety net”, allowing the framework to be reviewed and adjusted in response to significantly changed assumptions. Trends are identified in a timely manner and factored into the framework, ensuring that it remains relevant and responsive to current information.

2.3 Existing Units

It is proposed that BLIERs be applied to existing coal-fired units in 2013, requiring improvements on a unit-by-unit basis. This requirement will effectively force early deployment of control technologies without the flexibility afforded to operators under the CASA Framework to achieve incremental gains through continuous improvement (see below). The BLIERs for existing units do not consider the economic and technical realities of the sector, i.e. significant capital costs to meet the BLIERs at existing units, an aggressive implementation timeline, and the significance of the coal-fired electricity generation sector in Alberta. These factors pose significant challenges to the application of BLIERs for existing coal units in Alberta.

While the CASA Framework does not specify NO_x and SO₂ emission standards for existing coal-fired units, it does reinforce requirements for these units to comply with NO_x, SO₂ and PM obligations established in operating approvals. Furthermore, the CASA Framework provides a protocol for implementing mercury controls on existing units.

Additionally, the CASA Framework incorporates the concept of continuous improvement, end-of-design-life requirements, and special provisions to address potentially emerging hotspots.

2.3.1 Continuous Improvement

The Environment Canada BLIERs proposal for the electricity sector imposes an emission standard for existing units that will apply in 2013 based on a unit’s age at that date. Although the concept of continuous improvement may have been considered during the BLIERs discussions, it is not part of the Environment Canada proposal for the BLIERs for the electricity sector.

The CASA Framework encourages continuous improvement in order to protect human health and the environment with the immediate-term objective of minimizing the potential for unacceptable localized

³ Appendix E, p. 43. Clean Air Strategic Alliance (2010). *Report on the First Five-Year Review of the Emissions Management Framework for the Alberta Electricity Sector, May 2010*. Edmonton: Clean Air Strategic Alliance.

emissions coupled with the long-term aim of reducing overall emissions from the electricity sector. As part of the CASA Framework, existing units are expected to improve their performance over the lifetime of the facility. The framework encourages facilities to meet evolving standards and incorporate flexibility in the design of their plants to facilitate retrofitting of improved emissions controls, should these become necessary. Some aspects of continuous improvement for existing units are mandatory (e.g. Mercury controls), while others are voluntary (i.e. improvements in NO_x and SO₂ controls).

In addition, opportunities remain for the public to raise concerns during facility approval reviews (generally every ten years) under the *Environmental Protection and Enhancement Act* (EPEA), when significant changes may be made. Individual companies regularly address continuous improvement as part of their long-term plans for setting and reporting on environmental goals.

2.3.2 Design Life

Although the proposed BLIERS for coal-fired units assume a design life of 45 years, it's not clear what, if any, assumptions were considered in making that determination for the electricity sector. Moreover, the Working Group is unaware of any further plans to discuss design life assumptions or rationale within the broader AQMS process. This is a significant omission, as it precludes an informed discussion between the sector and regulators with respect to the establishment of a common design life.

CASA stakeholders considered the relative capital costs of coal and gas generation, tax depreciation rates and the financial return on new units in reaching agreement on a Design Life of 40 years for coal-fired units. This establishes the time required to accrue a reasonable return on investment, after which a unit could operate for an additional ten years if credits were purchased to bring emissions in line with current Best Available Technology Economically Achievable (BATEA) limits. Emission credits may also be generated for the shutdown of units prior to the end of Design Life.

Flexibility in Compliance

Consistent with regulatory best practices, the CASA Framework provides operators with the flexibility they require to comply with required emissions targets in the most cost-effective and efficient manner. At the end of their Design Life, existing coal units may shut down or continue to operate by retrofitting to physically comply with the standard or by using emissions credits⁴. After an additional 10 years of operation, the unit must physically comply with the standard or shut down.

Incenting Early Action

The emissions credit mechanism of the CASA Framework allows considerable flexibility in how compliance is achieved. The intent of credit generation is to: provide incentives and rewards for better than required or expected performance; encourage early shut down of older units; and encourage implementation of new emissions controls at existing facilities. This flexibility encourages early remedial action and can result in more economical and efficient emissions reductions than those imposed through a more prescriptive regulatory approach.

⁴ Emission credits can only be created by implementing offsetting reductions elsewhere within the Electric Power sector – see Appendix II. All emission credits are subject to a 10% “environmental benefit discount” if they are not used within 12 months of being certified.

2.3.3 Identifying and Addressing Hotspots

The CASA Electricity Framework provides a mechanism for identifying and addressing “hotspots”⁵. At the time the Framework was developed, stakeholders recognized that a sector-wide approach to emission management (as opposed to a unit-by-unit approach) might not protect against hotspots. To address this issue, CASA recommended additional facility-specific emission management actions that could be taken, as necessary. The concept of hotspots blends the sector approach with a unit-by-unit approach.

In November 2005, Alberta Environment developed a *Guide for Responding to Potential “Hot Spots” Resulting from Air Emissions from the Thermal Electric Power Generation Sector*. The guide is designed to help stakeholders identify and manage potential hot spots. For further information, view the guide on-line at http://environment.alberta.ca/documents/EPT_Hotspots.pdf

2.4 Timing, End-of-Life, Capital Life and Market Considerations

Alberta has a significant coal-fired electricity generation sector, which means that the current BLIERs proposal will have a disproportionate and market-altering impact on investors and consumers in this province. Assuming all units in Alberta require retrofits to meet the BLIERs, it would take several years to plan the required restructuring, purchase and receive equipment, and install the new equipment, at a cost of over \$200 million per unit. The disruption in operation would be equivalent of removing 400 megawatts of baseload capacity (or 4% of peak demand) from the Alberta market per year. The removal of the units from the market will result in a reduced reserve margin which could put Alberta’s electricity grid stability in a vulnerable position. In addition, generators may have difficulty securing the capital needed to complete the retrofit projects, especially those who own multiple units.

The need for significant, unplanned capital investment life at existing units poses even greater challenges for units subject to Power Purchase Agreements (PPAs). Under the terms of a PPA, the PPA Buyer would be responsible to cover the expense under the Change in Law provisions. It would be very difficult for the limited number of PPA owners to bear the initial up front capital expenditures. In addition, some owners will be challenged to fully recover the required capital investment because these units have limited remaining life to recover costs through the market.

Federal CO₂ Regulation for Coal-Fired Units

As mentioned, meeting the currently proposed BLIERs for existing coal-fired units would require units to undertake a major unplanned retrofit. In order to recoup the financial investment, units would need to operate beyond their 40-year design life. However, the implementation of the proposed federal CO₂ Regulation for Coal-Fired Units would require existing coal-fired units to physically meet a ‘clean as gas’ standard for CO₂ when a unit reaches its 45 year anniversary. As there is currently no commercially proven or economically viable technology to achieve the clean as gas standard, and offsets and trading are not options for compliance, units reaching 45 years would be have to shutdown. This would effectively

⁵ Hotspots are identified as areas where, due to proximity to electricity generation facilities, the Alberta ambient air quality guidelines have been exceeded, the PM and Ozone Management Framework or Acid Deposition Management Framework trigger levels have been met or exceeded, and/or scientific information on adverse health or environmental effects has come to light.

remove a unit's capacity to achieve a sufficient reasonable return on investment by continuing to operate after it has reached the end of its design life. This has the consequence of making the amortization of any capital investments to complete the major retrofits required by the BLIERS unrealistic.

It should be noted that the potential for misalignment between the CO₂ Regulation and the CASA Framework exists and a comparison of the CO₂ Regulation requirements and the CASA Framework objectives should be undertaken.

3.0 Summary and Conclusions

The CASA Framework provides for emission reductions on a sector-wide basis, allowing emission reduction gains from gas-fired facilities to offset emissions from coal-fired facilities reaching the end of their design life. This is only one example of the way in which the CASA Framework was designed using a “systems” approach. The CASA Framework is a product of extensive dialogue across a broad-range of stakeholder groups (see attached appendix I) and reflects a consensus of parties with an interest in economic, environmental and social considerations. It is a consolidated package of agreements. The development of BLIERS for existing coal-fired units alone, without regard for the complex relationships that define the market and related stakeholder agreements, is a disincentive to parties seeking more durable and integrated solutions.

Alberta's concentration of coal-fired units is unique in Canada, accounting for over 58% of electricity generation in Alberta⁶ and 18 of 53 coal-fired units Canada-wide⁷. The application of BLIERS to the Alberta electricity generation sector and the proposed schedule for implementation in particular, will disproportionately affect the market, the industry and consumers in Alberta. While Canada's *Directive on Streamlining Regulation* recognizes the need for regulatory change to be responsive to the variable circumstances that exist across jurisdictions, there has been little discussion to date about the ways in which the implementation of BLIERS could be integrated with the CASA Framework. Unchanged, it's doubtful that the proposed application of BLIERS to existing units, and the associated implementation schedule, can be physically achieved in Alberta.

Modelling of emission reductions from the CASA Framework and the proposed BLIERS (with an adjusted implementation timeline to reflect achievable retrofits) confirms that any difference in environmental outcome of these two approaches is very small. In light of the additional benefits that flow from the CASA Framework, such as a proven process for continuous improvement, there would be real value in reconsidering how BLIERS-equivalent objectives could be achieved in Alberta.

⁶ <http://www.energy.alberta.ca/Electricity/682.asp>

⁷ <http://www.gazette.gc.ca/rp-pr/p1/2011/2011-08-27/html/reg1-eng.html>

Appendix I: Electricity Project Team Members and Subgroup Members⁸

Keri Barringer	Environmental Law Centre
Peter Blackall	Environment Canada
Claude Chamberland	Canadian Petroleum Products Institute (CPPI)
Kerra Chomlak	Clean Air Strategic Alliance (CASA)
Susan Dowse	Calpine Canada
Linda Duncan	Lake Wabamun Enhancement Protection Association
Jason Edworthy	Vision Quest Windelectric Inc. (corresponding member)
Pat Garvin	Luscar/Coal Association of Canada
Ed Gibbons	Alberta Urban Municipalities Association (AUMA)
Paul Hunt	Climate Change Central
Les Johnston	EPCOR
Mike Kelly	TransAlta Corporation
Joe Kostler	ATCO Power (now with ATCO Electric)
Martha Kostuch	Prairie Acid Rain Coalition and Bert Riggall Environmental Foundation
Bevan Laing	Alberta Energy
Tim Lambert	Canadian Public Health Association
Christine Macken	Clean Air Strategic Alliance
Satwant Lota	Alberta Energy and Utilities Board (AEUB)
Alex MacKenzie/Justin Balko	Alberta Health and Wellness
Tom Marr-Laing	Pembina Institute
Don Macdonald	Alberta Environment
Ted Ostrowski	Canadian Association of Petroleum Producers (CAPP) / Oil sands
Al Schulz	Canadian Chemical Producers Association (CCPA)
Herman Schwenk	Agricultural producers
Nashina Shariff	Toxics Watch Society
David Spink	Alberta Environment
John Squarek	CAPP / Upstream oil and gas
Harry Tyrrell/Ruth Yanor	Mewassin Community Action Council
Evelyn Walker	Power Purchase Arrangement Buyers

Former Team Members

Doug Castellino	PPA Buyers
Matthew Dance	Sierra Club
John Donner	Alberta Environment
Rod Frith	Environment Canada
Bart Guyon	Alberta Association of Municipal Districts and Counties (AAMD&C)
Brent Lakeman	Alberta Environment
Dermot Lane	Coal Association of Canada
Chow-Seng Liu	Alberta Environment
Rob McManus	Calpine Canada
Dennis Paul	First Nations Energy Task Force
Larry Phillips	Western Canada Wilderness Committee
Ansar Qureshi	Alberta Health and Wellness
Neil Shelly	Alberta Forest Products Association

⁸ The affiliations of some team members may have changed; the affiliation shown was accurate at the time the individual was active.

EPT Subgroups**Energy Efficiency and Energy Conservation Working Group**

Mark Antoniuk	ATCO Power
Denise Chang-Yen	EPCOR Energy Services
Keith Denman	Clean Air Strategic Alliance
Gordon Howell	Howell-Mayhew Engineering
Simon Knight	Climate Change Central
Bevan Laing	Alberta Energy
Brian Mitchell	Mewassin Community Action Council
Andrew Pape-Salmon	Pembina Institute
Nashina Shariff	Toxics Watch Society
Justin Thompson	Vision Quest Windelectric
Sarah Waddington	Alberta Environment

Gas/Co-Gen Subgroup

Rick Barteluk	TransCanada
Peter Blackall	Environment Canada
Pat Bowes	Calpine
Claude Chamberland	Shell/CPPI
Keith Denman	Clean Air Strategic Alliance
Kendall Dilling	Encana/CAPP
Susan Dowse	Calpine
Paul Godman	Encana
Brad Howard	TransCanada
Mike Kelly	TransAlta
Joe Kostler	ATCO Power (now with ATCO Electric)
Bevan Laing	Alberta Energy
Chow-Seng Liu	Alberta Environment
Tom Marr-Laing	Pembina Institute
Ted Ostrowski	Syncrude/CAPP
Dwight Redden	ATCO Power
Doug Shaigec	TransCanada
Nashina Shariff	Toxics Watch
Elizabeth Siarkowski	TransCanada
David Spink	Alberta Environment
John Squarek	CAPP
Wil Vandenberg	Dow Chemical
Evelyn Walker	TransCanada

Information Gathering Subgroup

Linda Duncan	Lake Wabamun Enhancement and Protection Association
Mary Griffiths	Pembina Institute
Markus Kellerhals	Environment Canada
Mike Kelly	TransAlta Corporation
Bevan Laing	Alberta Energy
Dermot Lane	Coal Association of Canada
Ingrid Liepa	Clean Air Strategic Alliance
Satwant Lota	Alberta Energy and Utilities Board

Bill Peel	ATCO Power Canada Ltd.
Ansar Qureshi	Alberta Health and Wellness
David Spink	Alberta Environment

Management Options Subgroup

Keri Barringer	Environmental Law Centre
Peter Blackall	Environment Canada
Kerra Chomlak	Clean Air Strategic Alliance Association
Susan Dowse	Calpine Canada
Linda Duncan	Lake Wabamun Enhancement and Protection Association
Ed Gibbons Alberta	Urban Municipalities Association
Paul Hunt	Climate Change Central
Les Johnston	EPCOR
Mike Kelly	TransAlta Corporation
Joe Kostler	ATCO Power (now with ATCO Electric)
Tim Lambert	Canadian Public Health Association
Chow-Seng Liu	Alberta Environment
Satwant Lota	Alberta Energy and Utilities Board
Tom Marr-Laing	Pembina Institute
Brian Mitchell	Mewassin Community Action Council
Kim Sanderson	Clean Air Strategic Alliance
Nashina Shariff	Toxics Watch Society
David Spink	Alberta Environment
John Squarek	Canadian Association of Petroleum Producers
Justin Thompson	Alternate Energy
Evelyn Walker	PPA Buyers

Monitoring, Reporting, Compliance, Public Participation, Accountability & Transparency Subgroup

Keri Barringer	Environmental Law Centre
Kerra Chomlak	Clean Air Strategic Alliance
Keith Denman	Clean Air Strategic Alliance
Linda Duncan	Lake Wabamun Enhancement and Protection Association
Joe Kostler	ATCO Power (now with ATCO Electric)
Tim Lambert	Canadian Public Health Association
Ian Peace	Residents for Accountability in Power Industry Development
Chow-Seng Liu	Alberta Environment
David Spink	Alberta Environment
Elizabeth Swanson	TransCanada

Prioritization Subgroup

Randy Dobko	Alberta Environment
Linda Duncan	Lake Wabamun Enhancement and Protection Association
Les Johnston	EPCOR
Tim Lambert	Canadian Public Health Association
Dermot Lane	Coal Association of Canada
Frank Letchford	Environment Canada
Ingrid Liepa	Clean Air Strategic Alliance
Chow-Seng Liu	Alberta Environment
Ken Omotani	TransAlta Corporation
Ansar Qureshi	Alberta Health and Wellness
David Spink	Alberta Environment

Harry Tyrrell	Mewassin Community Action Council
Public Consultation Subgroup	
Keri Barringer	Environmental Law Centre
Marilyn Carpenter	TransCanada
Matthew Dance	Clean Air Strategic Alliance
Shannon Flint	Alberta Environment
Ed Gibbons	Alberta Urban Municipalities Association
Mike Kelly	TransAlta Corporation
Frank Letchford	Environment Canada
Ian Peace	Residents for Accountability in Power Industry Development
Sari Shernofsky	Public Consultation Consultant
Harry Tyrrell	Mewassin Community Action Council
Sarah Waddington	Alberta Environment

Former Subgroup Members

Linda Duncan	Lake Wabamun Enhancement and Protection Association
Catherine Hart	Fording Coal
Bart Guyon	AAMD&C

Renewable and Alternative Energy Subgroup

Keith Denman	Clean Air Strategic Alliance
Rob Falconer	ENMAX Energy Corporation
Gordon Howell	Howell-Mayhew Engineering
Shannon Flint	Alberta Environment
Theresa Howland	VisionQuest Windelectric
Dianne Humphries	Suncor Energy Inc.
Paul Hunt	Climate Change Central
Les Johnston	EPCOR
Simon Knight	Climate Change Central
Bevan Laing	Alberta Energy
Brian Mitchell	Mewassin Community Action Council
Andrew Pape-Salmon	Pembina Institute
Nashina Shariff	Toxics Watch Society
Justin Thompson	Vision Quest Windelectric
Evelyn Walker	PPA Buyers

Straw Dog Subgroup

Peter Blackall	Environment Canada
Kerra Chomlak	Clean Air Strategic Alliance
Christine Macken	Clean Air Strategic Alliance
Mike Kelly	TransAlta Corporation
Tom Marr-Laing	Pembina Institute
Kim Sanderson	Clean Air Strategic Alliance
Nashina Shariff	Toxics Watch Society
David Spink	Alberta Environment
Evelyn Walker	PPA Buyers

Former Subgroup Member

Chow-Seng Liu	Alberta Environment
---------------	---------------------

Appendix II: Assumptions for Modeling of Environmental Outcomes of BLIERs vs. CASA Framework

General Assumptions:

- Alberta coal units only.
- Actual unit emissions from 2006 to 2010 are from *Alberta Emissions Trading Regulation* annual reports.
- 2011 and beyond unit emissions assume the unit operates as it did in 2010 until a framework trigger is reached.
- New Maxim unit is not included in model.
- Coal units that are physically retired are replaced with natural gas combined cycle generation.
- Federal CO₂ Regulation is assumed to be enacted.

CASA Framework

- At the end of life units are assumed to meet the CASA standard (no distinction is made between physical reductions or use of emissions credits).
- The 2011 standard is used. It is not adjusted every 5 years (adjustments are possible as part of the five-year review).
- Units are physically retired at 45 years.

BLIERs

- Targets are implemented with an adjusted timeline as follows:
 - Lead time of 3 years required (implementation begins 2016)
 - FGD and SCR retrofits are 1 unit per year
 - Units within 5 years of retirement are not retrofit

Appendix III: Credit Generation

p. 46. Emissions Management Framework for the Alberta Electricity Sector, November 2003.

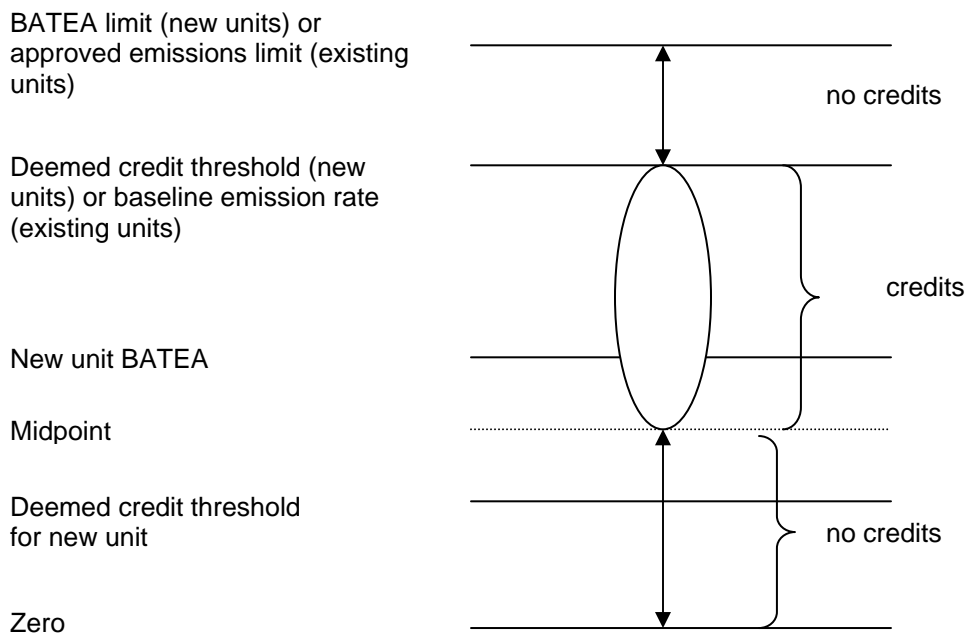
6.1.3 Credit Generation

The team identified several ways in which SO₂ and NO_x credits can be created. These are:

- i. performance better than a unit's pre-established baseline performance (which applies to existing units);
- ii. performance better than the deemed credit threshold applying to that unit (which applies to some existing units and all post-2005 units);
- iii. credits for early shutdown; and
- iv. three years of transition credits at the end of design life.

The intent of credit generation is to: provide incentives and rewards for better than required or expected performance, encourage early shutdown of older units, and encourage implementation of new emission controls at existing units. Figure 3 demonstrates the concept behind credit generation for performance better than expectations.

Figure 3: Generation of NO_x and SO₂ Credits for Early Shutdown



INFORMATION SHEET

ITEM: 2.2 Human and Animal Health Team

ISSUE: Provide and update on the Alberta Real Time Syndromic Surveillance Net (ARTSSN).

BACKGROUND: The HAHT was asked to create an implementation plan for previous recommendations to the CASA Board from the Human Health Project Team and the Animal Health Project Team.

The team was working to address the recommendation to implement the Comprehensive Human Health Monitoring System (CHHMS). In February 2008, Alberta Health and Wellness (AHW) told the team about a pilot project, the Syndromic Surveillance Network (SSN), which could be used for enhanced environmental health surveillance.

In March 2008, the CASA Board approved a team recommendation that the SSN be accepted as a means of implementing the CHHMS. The Board also agreed that AHW would report back on the implementation of the SSN.

STATUS: *Update from Alberta Health and Wellness (AHW) on the Alberta Real Time Syndromic Surveillance Network (ARTSSN):*

Dr. James Talbot, Deputy Medical Officer of Health from Alberta Health and Wellness will provide an overview and progress to date of ARTSSN. The presentation will review the objectives of the program, how ARTSSN will help bridge the gaps in our knowledge about air quality events and adverse health outcomes, and allow Alberta to take advantage of an opportunity to better understand and report on the connection between air quality, environmental exposure, and health consequences.

NEXT STEPS: The Board will receive another update on the Alberta Real Time Syndromic Surveillance Net at their meeting in June 2012.

ATTACHMENTS: None.

INFORMATION SHEET

ITEM: 2.3 Performance Measures Committee

ISSUE: Provide strategic direction to the Committee with respect to developing new/revised performance measures.

BACKGROUND: In 2007, the Board approved a performance measures review process, to be carried out every three years, which should include a step to “[r]eview the relevancy to the CASA identity, mission, vision, mandate, and goals of the existing performance measures”. The 2007 review also confirmed the principles and criteria for selecting performance measures. The last review occurred in 2009 where two new indicators and three revised indicators were approved.

In March 2011, the Board decided that there was a need to do further work on the performance measures to be used in subsequent years. It was noted during the Board discussion “that we are discussing two things: what we choose as performance indicators; and what we put out as information. ...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”.

STATUS: The Performance Measures Committee met in October 2011 to talk about developing new/revised performance measures and determine next steps. The Committee had a meaningful discussion which generated some high level questions and comments around the philosophy of CASA’s performance measures. The Committee determined that input was needed from the Board about these issues and decided to solicit strategic direction before proceeding with the performance measures review. The Performance Measures Committee will also consult with the Communications Committee as required.

NEXT STEPS: The Committee will give a presentation at the 1 December 2011 Board meeting which will be accompanied by a short discussion document. The presentation will outline the Committee’s discussion thus far and areas where strategic direction from the Board is required. The Committee will also ask the Board for volunteers to participate in a Working Group meeting in January to assist with this endeavour.

ATTACHMENTS: Discussion document (to be provided under separate cover)
A powerpoint presentation will be provided at the meeting.

Performance Measures Committee: Discussion Document

PERFORMANCE MEASURES AT CASA:

Introduction:

In 2007, the Board approved a performance measures review process, to be carried out every three years, which includes a step to “[r]eview the relevancy to the CASA identity, mission, vision, mandate, and goals of the existing performance measures”. The 2007 review also confirmed the principles and criteria for selecting performance measures (see attachment). The last review occurred in 2009 where two new indicators and three revised indicators were approved. The next review is scheduled for 2012. Additionally, in March 2011, the Board decided that “there was a need to do further work on the performance measures to be used...in subsequent years”. Furthermore, “[i]t was noted that we are discussing two things: what we choose as performance indicators; and what we put out as information...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 Performance Measures Committee (PMC) has developed this discussion document to help ensure a thorough review of performance measures in 2012 and will present a brief history of performance measures at CASA as well as two questions for discussion. For a primer on performance measurement please see attachment.

History:

The 1993 Stakeholder Prospectus and Business Plan outlines CASA’s original strategy for performance measurement. It states that there are two distinct types of performance criteria to measure:

- “First, the environmental and economic consequences of the Alliance initiatives; and
- Second, the efficiency and effectiveness of the Organization.”

It goes on to say that “[t]his will include specific performance measures for the process used, the specific outputs of the activities, the longer term results of these outputs, and the degree to which these air quality issues are resolved and do not occur. Measures of success will include levels of public and stakeholder satisfaction with processes used and the content of outcomes.”

The five categories of performance measures CASA uses today were first laid out in the 1999-2002 Business Plan and the Performance Measures Committee was tasked to establish a framework, select indicators, and assess CASA’s performance with respect to the five performance measures. CASA stakeholders (i.e. individuals and organizations associated with CASA) were identified as the primary audience for CASA’s performance measures. While the indicators have changed over the years, the original five categories have remained the same with the exception of #1 which was expanded to include b) and c) in 2007:

1. a) Improved air quality indicators in areas of CASA action.
b) Change in emissions of substances of concern in areas of CASA action.
c) Energy use as an indirect measure of air quality in areas of CASA action.
2. Capability to measure air quality effects on humans and the ecosystem.
3. Number of recommendations implemented through CAMS.
4. Degree of CASA members, partners and clients’ satisfaction with the CASA approach.
5. Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta.

REQUEST FOR STRATEGIC DIRECTION:

The PMC would like to ask the Board for strategic direction before proceeding with the review.

1. Who are CASA’s performance measures for?
2. What do they care about?

Attachment: Principles and Criteria for Selecting Performance Measures¹

Principles:

- The indicators should relate to the CASA vision and the strategic framework
- The indicators need not be comprehensive and need only apply to some measurable changes that can be expected as a result of CASA's activities
- The indicators should be based on current knowledge and current measurements (or easily obtainable measurements)
- The data required to routinely evaluate/calculate the indicators should be readily available and accessible
- Baseline information on the indicators is necessary to assess progress
- Direct indicators are preferable
- CASA will not duplicate the work of others but may incorporate existing indicators where appropriate
- Indicators should assist analysis by focusing attention on key issues

Criteria:

- The selection and evaluation of indicators must be defensible, open to independent scrutiny, and transparent
- Indicators must be understandable and meaningful
- Indicators must clearly identify whether progress has been made
- Indicators must be quantitative and measurable

¹ Originally approved by the Board in March 2001, with a small modification to one Principle during the 2007 Performance Measures Review.

Attachment: Primer on Performance Measurement

Performance Measurement:

Performance measurement is a tool that helps to illustrate how your organization is doing. Performance measurement should help to answer the following questions:

- What do we want to accomplish?
- How will we know how well we're doing?
- What do we need to know in order to improve our delivery?

Components of a Performance Measurement Strategy:

A performance measurement strategy is a blueprint that outlines what information is required to demonstrate the performance of your organization and answer the questions listed above. A successful strategy should contain the following elements:

1. **Inputs, Activities, Outputs and Outcomes:** Reflect desired results and the process by which these results are achieved.
 - Often reflect an organization's mandate, strategic plan and/or business plan.
2. **Performance Indicators (or Measures):** Describe how #1 can be measured.
 - Each performance measure should have a purpose (ex. To make decisions, to make changes, to report). It is crucial to constantly ask: *How will we use this information?* If we don't use the information, it is not a useful performance measure.
3. **Targets:** Measure and track progress towards the desired level of performance.
4. **Data Collection and Reporting Plan:** Outlines where data comes from, how it is acquired, how often it will be collected, analyzed and reported and to whom.

Developing Performance Measures:

Developing performance measures is no easy task; it can be difficult to find the right things to measure. A **logic model**² can help to inform performance measurement by giving a visual representation of the relationship between what you do and expected results. Basically, it shows the theory behind how you think your organization works. It can be applied to any program or organization. A logic model consists of: inputs, activities, outputs, outcomes (short- and intermediate-term) and impacts (long-term outcomes). It follows a logical sequence which asks "if, then". For example, *if* I have ingredients (inputs), *then* I can make dinner (activity); *if* I make dinner, *then* I can feed my children (output); *if* I feed my children, *then* they will have the energy to do their homework (short-term outcome); *if* they do their homework, *then* they will do better in school (intermediate-term outcome); *if* they do better in school, *then* it might be expected that they will be successful adults (impact). An outsider should be able to look at your logic model and understand how your organization plans to achieve its expected results.

² W.K. Kellogg Foundation Logic Model Development Guide

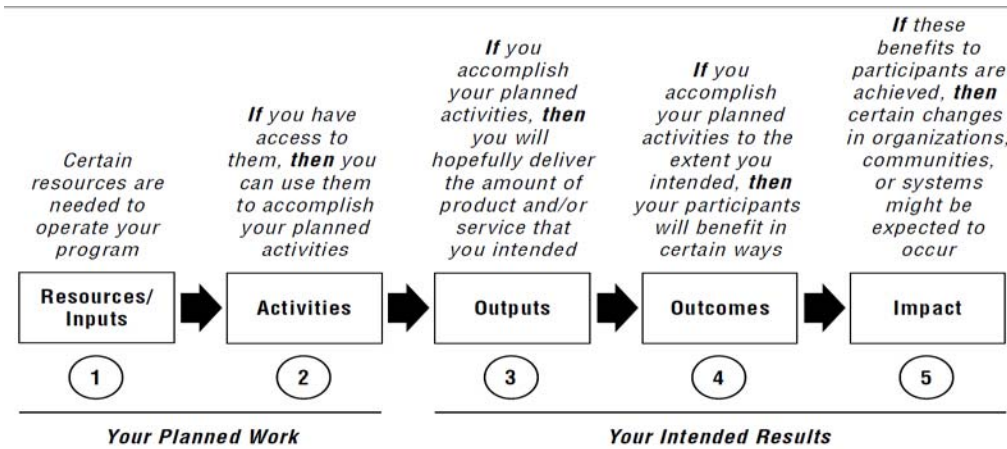
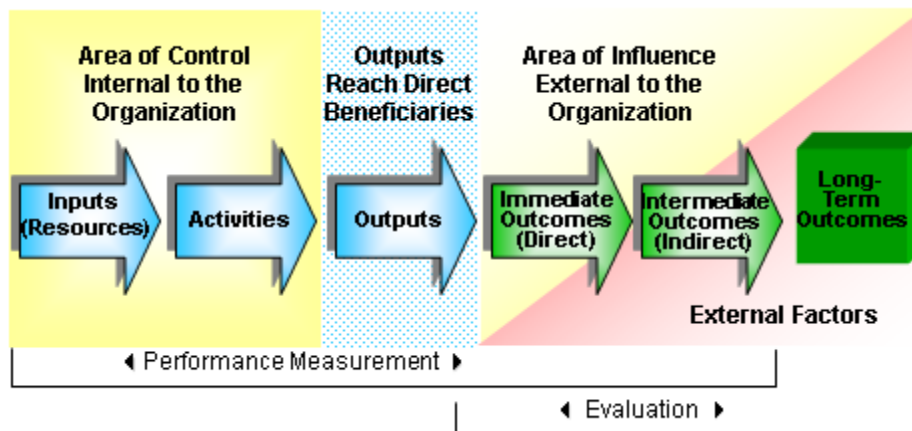


Figure 2. How to Read a Logic Model.

Source: W.K. Kellogg Foundation Logic Model Development Guide

Logic models recognize areas that are under the direct control of an organization and areas where organizational influence is indirect. It is difficult to demonstrate cause and effect in areas where an organization has indirect influence (attribution). For instance, in the previous example, a good dinner is only one of many factors that will help a child to become a successful adult. How do we measure the specific impact of a good dinner? A logic model can help demonstrate this link between an organization and expected long-term outcomes. For example, one of CASA's *activities* is the work of the project teams; the reports and recommendations created by the project teams would be one of CASA's *outputs*; implementation of the recommendations are *intermediate outcomes* (indirect); and contribute to CASA's *long-term outcome* of improved air quality. The logic model illustrates the assumption that if the recommendations are implemented (PM#3), then we expect air quality to improve. In general, logic models clarify critical program aspects and so help to develop performance measures. By shedding light on the way your organization works, a logic model can help you to find the right things to measure.



Source: Government Consulting Services, Evaluation and Performance Measurement

INFORMATION SHEET

ITEM:	2.4 Managing Collaborative Processes Guide
ISSUE:	<p>A new CASA Strategic Plan will be ready for Board approval in Dec 2011. At the same time, CASA stakeholders have committed to “re-engineering” our business processes so that our discussions are more focused, productive and efficient. The CASA secretariat, with input from interested stakeholders and experts, is developing a new guide for project managers.</p>
BACKGROUND:	<p>A new handbook for project managers, called the Managing Collaborative Processes (MCP) Guide, has been under development for several months at CASA. More recently, Board discussions at the Canmore retreat have resulted in a change in the direction and content of this guide. The revised guide will provide a step-wise approach that requires project managers and stakeholders to take a more disciplined approach to clarifying stakeholder interests, developing project objectives and options, evaluating those options and building agreements through consensus. Where possible the decision-making architecture will continue to track the CAMS process.</p> <p>The current draft of the MCP Guide includes two main sections: (1) a description of the theoretical underpinnings of the collaborative approach, and (2) the iterative and dynamic steps that will be undertaken by the multi-stakeholder teams.</p>
STATUS:	<p>The concepts behind the practitioner’s guide, “Managing Collaborative Processes”, and an outline of its content were introduced at the September Board meeting. A stakeholder engagement session is planned for November 10, 2011. Feedback from these stakeholders will be incorporated into a revised draft for review at the December Board meeting.</p>
ATTACHMENTS:	<p>None. The most current version of the “Managing Collaborative Processes” guide, agenda Item 2.4 – Attachment A, was circulated to all board members on November 2nd, prior to the November 10th workshop. Comments received from workshop participants will require a significant restructuring of this document and a new draft will not be forthcoming until year end. Specific changes in direction and content will be presented and discussed at the December 1st meeting.</p>

Status Report

Project: Aboriginal Engagement Initiative

Task: To conduct initial research and gather information with respect to the best ways and means to provide for effective aboriginal engagement in air quality discussions

Background: The Board has had a long standing interest in finding a more effective mechanism to engage aboriginal communities in air quality discussions. At the June 7/8, 2011 Board Retreat the Board indicated that they would like to move forward in pursuit of stronger aboriginal engagement and more meaningful involvement in air quality issues. The Board also acknowledged that given the diversity of aboriginal communities and varying capacities a range of approaches may be necessary.

The 2012 Strategic Plan objective 2.1.2 directs CASA to” explore the best ways/means to foster more effective engagement of aboriginal communities in air quality discussions.” This initiative will seek to address that objective.

Status: The general scope of the work that has been initiated requires the consultant to identify and research other initiatives (in Alberta and across jurisdictions) where effective aboriginal engagement has occurred and to identify the attributes of effective engagement frameworks, strategies and techniques. Research will focus on instances of effective dialogue in an inter-cultural setting. It is anticipated that the research will allow the Board to have an informed discussion about the nature and extent of CASA’s efforts to improve aboriginal engagement going forward.

First Nations and Métis leaders/managers in Alberta will also be canvassed to determine:

- a. Their interests with respect to air quality;
- b. Their history of involvement in air quality discussions with stakeholders (or similar discussions with respect to other media.)
- c. Their preferred approaches to dialogue, with regard for aboriginal governance structures;
- d. Unique aboriginal circumstances with respect to provincial and federal dialogue; and
- e. Localized challenges/opportunities in Alberta and related capacity to become engaged.

The consultant has been asked to seek out existing, authoritative background materials. Research will include, but not be limited to:



- Industry-specific guides that describe best practices (e.g. oil and gas, mining and forestry, others?) for engaging aboriginal people in resource-related discussions;
- Studies on the efficacy of various approaches to improving dialogue with aboriginal communities;
- Recurring themes and academic learnings with respect to effective aboriginal involvement in air quality discussions.

An interim report will be submitted to the Secretariat by December 31, 2011 and distributed to the Board shortly thereafter, so that CASA members can consider and discuss the ways in which aboriginal engagement with respect to air quality could be improved, and so that the Board can provide further direction to the Secretariat.

Status Report

- Project:** **CASA and AAC Joint Standing Committee**
- Task:** To provide an update on the current status of the CASA and AAC Joint Standing Committee (JSC).
- Project Chair/
Co-Chairs:** Bev Yee (Alberta Environment) and Bob Scotten (West Central Airshed Society/AAC)
- Background:** This Committee was struck to implement the recommendations made by the Airshed Zones Board Committee. CASA work often has an impact on airshed zones and collectively the Alberta Airsheds Council (AAC) and the AZBC recommended the formation of the JSC to strengthen the relationship between CASA, the AAC and the individual airshed zones.
- Status:** The Committee held its inaugural meeting on February 2, 2011 at which they confirmed both the Terms of Reference and the tasks for the Committee. Committee members agreed that tasks 1, 2 and 7-8 were more administrative in nature and that tasks 3 to 6 were the major work component. Task prioritization would be based on this breakdown, with “Further clarification of the roles, interests and relationship between AAC, airshed zones and CASA” viewed as the first topic for action.
- The JSC will meet next on December 7th 2011. This meeting will be directed at identifying and developing needed deliverables using the new tools that are available to the Committee. The JSC will take advantage of the new Strategic Plan as well as the Managing Collaborative Processes guide for more rigorous issue analysis and effective project management. As noted by the board at the September 2011 meeting, the JSC is well-positioned to test CASA’s new approach and, in turn, to inform CASA business model.

Status Report

- Project:** **Confined Feeding Operations Working Group**
- Task:** Update on reconvening of the Confined Feeding Operations (CFO) team.
- Background:** In March 2011, the Confined Feeding Operations Implementation Review Team (CFO-IRT) presented its final report on the implementation of the recommendations from the 2008 Confined Feeding Operations Project Team. At this meeting, the Board agreed with the advice that the CFO team should reconvene in November 2011.
- Status:** In advance of reconvening the full CFO Project Team, the CASA secretariat gathered a small group of interested parties in November 2011 to discuss possible future work to contribute to resolving air quality management issues related to CFOs. The CFO working group briefly reviewed the implementation status of the recommendations and shared information on current CFO initiatives. The Working Group agreed that more work needs to be completed on the recommendations before it is possible to consider reconvening CFO Project Team. Based on the anticipated completion dates, the Working Group decided that in early February 2012, enough recommendations (7 out of 10) would be completed to reconvene the full CFO Project Team. At this time, the Project Team will review the completed recommendations and discuss future work. As some members of the original CFO Project Team may have moved, the secretariat is working on an updated contact list for the reconvening CFO team.
- Attachments:** Update on status of recommendations from 2008 CFO report

Update on Status of Recommendations from 2008 CFO Report:

Recommendation	Expected Completion Date (CFO 2008 Report)	Current Status and Expected Completion Date	Implementer
1: Development of a new emissions inventory	31 March 2011	Before 31 December 2011	AARD
2: Source apportionment	31 December 2010	RFP has gone out to do a literature review and to create recommendations, workplan and costs to implement source apportionment. Expected completion date March 2012.	Alberta Environment and Water
3: Monitoring for ammonia, H ₂ S, PM and VOCs	31 March 2010	1 January 2011	AARD
4: The 24-hour AQO for ammonia	Revisit in April 2009	Waiting for completion of Recommendation 3 to make decision.	Alberta Environment and Water
5: Management mechanisms research plan	Not specified in report.	31 March 2012	AARD
6: Paper study on potential management mechanisms	31 March 2009	December 2011	AARD
7: Odour management plan template	January 2009	Complete (September 2011)	ILWG
8: Managing odour in problem areas	Not specified in report.	Complete (September 2011)	ILWG
9: Improving communications	31 March 2009	Complete (31 March 2009)	NRCB and AARD

Status Report

Project: Operations Steering Committee (OSC)

Task: To provide overall direction for the cooperative Ambient Air Monitoring System for Alberta.

**Project Chair/
Co-Chair:** Tom Dickson (Alberta Environment)

Status: Despite the OSC not having a meeting since September 14, 2010, the oversight of the CASA Data Warehouse (CDW) continues to proceed with a reduced range of players.

In June 2011, Alberta Environment and Water implemented the Air Quality Health Index (AQHI), which replaced the Air Quality Index (AQI). The CDW is currently being updated to reflect the AQHI implementation. Major changes include:

1. The AQHI is measured in more than 20 communities across Alberta. Communities may contain one or more monitoring stations providing data for the AQHI. Two or three monitoring stations provide AQHI data for the Calgary, Edmonton and Fort McMurray communities.
2. The AQHI illustrates the level of risk with a number and colour scale from 1 to 10+, the AQHI can exceed 10 on occasion – such as when a community is affected by wildfire smoke.
3. The Alberta AQHI differs from the national AQHI in the following ways:
 - a. The national AQHI is based on three-hour average air pollutant concentrations of ground-level ozone (O₃), particulate matter (PM_{2.5}) and nitrogen dioxide (NO₂). However Alberta frequently has rapidly changing air quality conditions; for example wild fire smoke transported to populated communities can quickly change air quality from low risk to high risk. The Alberta AQHI is more responsive to quickly changing conditions as it is based on one-hour average air pollutant concentrations.
 - b. Unlike the national AQHI, and because of Alberta's energy based economy, the AQHI in Alberta considers hourly concentrations of sulphur dioxide (SO₂), hydrogen sulphide (H₂S), total reduced sulphur (TRS) and carbon monoxide (CO).
 - c. Alberta's AQHI includes hourly comparisons of individual pollutant concentrations - particulate matter (PM_{2.5}), ozone (O₃), nitrogen dioxide (NO₂), sulphur dioxide (SO₂) and carbon monoxide (CO) to Alberta's Ambient Air Quality Objectives (AAQOs). If hourly air pollutant concentrations exceed these objectives, the AQHI value is replaced with the appropriate high or very high risk value. In addition,

if hydrogen sulphide (H₂S) and total reduced sulphur (TRS) concentrations exceed a specified health threshold, the AQHI will reflect that. This gives an added level of detail to Alberta's AQHI.

d. Alberta's AQHI includes special community-based messaging when odour or visibility events occur. This messaging is provided when concentrations of specific pollutants are higher than specified odour or visibility thresholds and the AQHI is rated as low or moderate risk. This messaging is used for particulate matter (PM_{2.5}), sulphur dioxide (SO₂), hydrogen sulphide (H₂S) and total reduced sulphur (TRS). Even if the air quality is rated as low or moderate risk, odour or visibility may be affected, and although it is not likely to cause a health issue for most people a message will be provided.

4. The Alberta AQHI differs from the former AQI as follows:
 - a. The former Alberta AQI was based on hourly concentrations of five major air pollutants compared to provincial air quality objectives and federal air quality objectives. The Alberta AQHI is based on the relative risks of a combination of common air pollutants known to be harmful to human health.
 - b. The AQI was calculated and provided on a station by station basis. The AQHI is calculated on a community basis. For instance in Edmonton, with three monitoring stations, there would be three AQI values provided each hour, with the AQHI there is one value.
 - c. The Alberta AQHI contains advantages of both of these methods, making it an effective tool for all areas of the province, urban or rural.
5. For more information on the AQHI, go to [Alberta Environment and Water - AQHI](#)

Status Report

Project: Particulate Matter and Ozone Implementation Project Team

Task: To provide comments on the Proposed Guidance Document for the Achievement Determination (GDAD) of the PM_{2.5} and Ozone CAAQS (Canadian Ambient Air Quality Standards).

Project

Co-Chairs: Claude Chamberland (Shell Canada Energy - Industry), Bob Myrick (Alberta Environment – Government) and Myles Kitagawa (Toxics Watch Society of Alberta – NGO).

Background: The team last provided a status update to the Board in September 2011. The team co-chairs held a teleconference on September 1 and determined that given the time constraints and availability of PM and Ozone team members it would be more expedient and powerful for the team to provide consensus comments on any specific gaps or issues contained in the GDAD. It would also be in keeping with item 4 of their Terms of Reference, which was to provide input to and share information with the national process and Canada-Wide Standards for fine PM and Ozone process.

Status: The proposed GDAD document was provided to team members for comment, with the comments aggregated by GDAD section for discussion purposes. The comments were made on the following specific sections:

1. **Section 3:** CAAQS-Reporting Stations in Air Zones, Sub-sections:
 - 3.2: Monitoring Coverage in Air Zones
 - 3.3: Small Communities, Rural Stations and a Path Forward
 - 3.6: Sub-dividing Large CMA in Reporting Sub-areas, including Section 4.2: Obtaining Valid 98th Percentile Concentration and Section 4.3: Calculating the CAAQS Metric Values for the PM_{2.5} 24-hour standard
 - 3.8: Tools to Qualitatively Supplement Ambient Data
2. **Section 7:** Accounting for Transboundary Flows and Exceptional Events, Sub-sections:
 - 7.1: Defining Transboundary Flows and Exceptional Events
3. There were also Technical Issues in the February 28, 2011 Lessons Learned Document to the Air Management Committee not addressed in the current GDAD:
 1. Recalculation of rank of 98th percentile PM_{2.5}
 2. Fire Smoke
 3. Double-counting of Ozone
 4. Lower PM and Ozone Levels



The Comments on the Proposed GDAD for the PM_{2.5} and Ozone CAAQS and accompanying Transmittal letter were provided to both the Air Management Committee (AMC) of the Environmental Protection and Planning Committee (EPPC) on September 30, 2011 and to the CAAQS Working Group.

Board members are encouraged to speak with their respective sector representatives on the project team for further information and clarification.

Status Report

Project: **Vehicle Emissions Team**

Task: Update on reconvening the Vehicle Emissions Team (VET).

Background: The VET submitted their final report to the CASA Board in September 2010. At that time, the VET felt that it had fulfilled its terms of reference, but that more work remained to be done. The team suggested the development of a Vehicle Emissions Reduction Framework with goals and objectives that could provide the overarching coordination required to make significant progress in reducing vehicle emissions. It would serve to better position and align existing vehicle emission reduction programs, identify gaps and recommend ways to fill the gaps. The VET did some work on a statement of opportunity (SOO) for such a framework but suggested the SOO should not proceed until the renewed Clean Air Strategy is completed. Responsibility for bringing a SOO forward would rest with an ad hoc group.

The Board concluded that:

1. Transportation-related air emission issues continue to exist.
2. Understanding the Clean Air Strategy and its guidance will be important in developing future work on transportation emissions.
3. Stakeholders are encouraged to bring a statement of opportunity to CASA, at an appropriate time, to address these issues.

The Vehicle Emissions Team was disbanded at the September 2010 Board meeting.

Status: A new project directed at resolving air quality management issues related to vehicle emissions will follow the direction laid out in the new Strategic Plan and the Managing Collaborative Processes guide. This will require more rigorous issue analysis, detailed procedural advice and effective project management. As noted by the board at the September 2011 meeting, a renewed vehicle emissions dialogue may provide a good opportunity to test CASA's new approach.

The CASA secretariat has had preliminary discussions with some interested stakeholders regarding the nature and focus of a new project team and will continue to pursue in-depth screening and scoping with interested parties.

CASA Project Team and Committee Membership

As of November 1, 2011

Confined Feeding Operations Project Team

This team is in abeyance, membership will be confirmed after the team is reconvened

Confined Feeding Operations Working Group 2011

First Name	Last Name	Organization Name	Title
Ron	Axelson	Intensive Livestock Working Group	Member
Ann	Baran	Southern Alberta Group for the Environment	Member
Celeste	Dempster	CASA	Project Manager
Sandi	Jones	Alberta Agriculture and Rural Development	Member
Jim	McKinley	Natural Resources Conservation Board	Member
Wayne	Ungstad	Ponoka Fish and Game	Member
Rich	Smith	Alberta Beef Producers	Member

Communications Committee

First Name	Last Name	Organization Name	Title
Brian	Waddell	Alberta Environment and Water	Member
Gloria	Trimble	Environment Canada	Corresponding Member
Lisa	Elliot	Alberta Energy	Member
Kimberly	Gray	Canadian Association of Petroleum Producers	Member
Leigh	Allard	The Lung Association AB & NWT	Chair
Yolanta	Leszczynski	Scotford Manufacturing	Member
Ogho	Ikhalo	Alberta Environment and Water	Alternate
Ann	Baran	Southern Alberta Group for the Environment	Member
Ruth	Yanor	Mewassin Community Council	Member
Jean	Moses	Clean Air Strategic Alliance	Project Manager
Bob	Curran	Energy Resources Conservation Board	Corresponding Member
Tom	Neufeld	Energy Resources Conservation Board	Corresponding Member

Electricity Framework Review

First Name	Last Name	Organization Name	Title
Angela	Ball	TransAlta Generation Partnership	Corresponding Member
Casey	Chan	Capital Power	Alternate
Jack	Davis	Alberta Utilities Commission	Member
Randy	Dobko	Alberta Environment and Water	Co-Chair
Terry	Dumonceau	EnCana Power and Processing ULC	Member
Jim	Hackett	ATCO Power Canada Ltd.	Co-Chair
Ahmed	Idriss	Capital Power Corporation	Member
Robyn	Jacobsen	Clean Air Strategic Alliance	Project Manager
Bob	Jones	Alberta Association of Municipal Districts & Counties (AAMDC)	Member
Chris	Joy	ENMAX Energy Corporation	Corresponding Member
Rod	Kause	TransAlta	Member
Gary	Key	Nexen Inc.	Corresponding Member
Bevan	Laing	Alberta Energy	Member
Tom	Marr-Laing	Pembina Institute	Co-Chair
Greg	Moffatt	TransCanada	Corresponding Member
Krista	Phillips	Canadian Association of Petroleum Producers	Member
Al	Schulz	Chemistry Industry Association of Canada (CIAC)	Member
Rahul	Shrivastava	ENMAX	Member
John	Skowronski	Canadian Petroleum Products Institute (CPPI)	Alternate
Tracy	Smith	Shell Canada Limited	Corresponding Member

Electricity Framework Review Continued

First Name	Last Name	Organization Name	Title
Michael	Smith	Capital Power Corporation	Corresponding Member
David	Spink	Prairie Acid Rain Coalition	Member
John	Squarek	Small Explorers and Producers Association of Canada (SEPAC)	Member
Randy	Stubbings	ENMAX Energy Corporation	Corresponding Member
Carolyn	Tester	Imperial Oil, Products and Chemicals	Member
Trevor	Thain	Town of Whitecourt	Corresponding Member
Joan	Tingley	ATCO Power Canada Ltd.	Alternate
Harry	Tyrrell	Mewassin Community Council	Member
Wayne	Ungstad	Ponoka Fish and Game	Member
Susan	Valentine	Alberta Association of Municipal Districts & Counties	Corresponding Member
Srikanth	Venugopal	TransCanada Transmission	Member
Corey	Wilson	Enmax Energy Corporation	Corresponding Member
Ruth	Yanor	Mewassin Community Council	Alternate
Bev	Yee	Alberta Environment and Water	Corresponding Member
Michael	Bisaga	LICA & PAZA	Member
Glynis	Carling	Imperial Oil Resources	Member
Matthew	Dance	Matthew Dance Consulting	Member
Tom	Dickson	Alberta Environment and Water	Chair
Shane	Lamden	NOVA Chemicals Corporation	Member
Rachel	Mintz	Environment Canada	Member
Keith	Murray	Alberta Forest Products Association	Member
Bob	Myrick	Alberta Environment and Water	Member
Janine	Ross	Alberta Environment and Water	Member
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Merry	Turtiak	Alberta Health and Wellness	Member
Kevin	Warren	Parkland Airshed Management Zone	Member

EFR - PM Management Systems Task Group

First Name	Last Name	Organization Name	Title
Wayne	Akey	Maxim Power Corp.	Member
Jason	Beck	AltaGas Ltd.	Member
Casey	Chan	Capital Power	Corresponding Member
Randy	Dobko	Alberta Environment and Water	Member
Ahmed	Idriss	Capital Power Corporation	Member
Robyn	Jacobsen	Clean Air Strategic Alliance	Project Manager
Rod	Kause	TransAlta	Member
Bevan	Laing	Alberta Energy	Member
Greg	Moffatt	TransCanada	Member
Julie	Mondoux	Capital Power Organization	Alternate
J.B. (John)	Railton	TransCanada	Member
Rahul	Shrivastava	Enmax Energy Corporation	Corresponding Member
David	Spink	Prairie Acid Rain Coalition	Member
Joan	Tingley	ATCO Power Canada Ltd.	Member
Srikanth	Venugopal	TransCanada Transmission	Corresponding Member
Keith	Murray	Alberta Forest Products Association	Member
Kevin	Warren	Parkland Airshed Management Zone	Member
Long	Fu	Alberta Environment and Water	Corresponding Member
Myles	Kitagawa	Toxics Watch Society of Alberta	Member
Jill	Bloor	Calgary Region Airshed Zone (CRAZ)	Member
Dennis	Stefani	Alberta Health Services (Calgary and Area)	Corresponding Member
Linda	Harvey	City of Calgary	Member
Kelly	Fyhn	EPCOR	Alternate
Sara	Barss	TransCanada	Member

Electricity Working Group

First Name	Last Name	Organization Name	Title
Randy	Dobko	Alberta Environment and Water	Member
Jim	Hackett	ATCO Power Canada Ltd.	Member
Ahmed	Idriss	Capital Power Corporation	Member
Robyn	Jacobsen	Clean Air Strategic Alliance	Project Manager
David	Lawlor	ENMAX	Member
Tom	Marr-Laing	Pembina Institute	Member
Ken	Omotani	TransAlta Generation Partnership	Member
Srikanth	Venugopal	TransCanada Transmission	Member

Human and Animal Health Implementation Team

This team is in abeyance, membership will be confirmed after the team is reconvened

Joint Standing Committee

First Name	Last Name	Organization Name	Title
Michael	Bisaga	LICA & PAZA	Alternate
Bill	Clapperton	Canadian Natural Resources Limited.	Member
Celeste	Dempster	CASA	Project Manager
Myles	Kitagawa	Toxics Watch Society of Alberta	Alternate
Carolyn	Kolebaba	Alberta Association of Municipal Districts & Counties	Member
Norman	MacLeod	CASA	Executive
Shelly	Pruden	PAZA	Member
Al	Schulz	Chemistry Industry Association of Canada (CIAC)	Alternate
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Chris	Severson-Baker	Pembina Institute	Member
Kevin	Warren	Parkland Airshed Management Zone	Member
Bev	Yee	Alberta Environment and Water	Member

Operations Steering Committee

First Name	Last Name	Organization Name	Title
Michael	Bisaga	LICA & PAZA	Member
Glynis	Carling	Imperial Oil Resources	Member
Matthew	Dance	Matthew Dance Consulting	Member
Tom	Dickson	Alberta Environment and Water	Chair
Linda	Jabs	JDL Solutions	Project Manager
Shane	Lamden	NOVA Chemicals Corporation	Member
Rachel	Mintz	Environment Canada	Member
Keith	Murray	Alberta Forest Products Association	Member
Bob	Myrick	Alberta Environment and Water	Member
Janine	Ross	Alberta Environment and Water	Member
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Merry	Turtiak	Alberta Health and Wellness	Member
Kevin	Warren	Parkland Airshed Management Zone	Member

PM and Ozone Project Team

First Name	Last Name	Organization Name	Title
Mike	Pawlicki	Lafarge Canada Inc.	Member
Karina	Thomas	Alberta Health and Wellness	Member
Crystal	Parrell	Alberta Environment and Water	Corresponding Member
Erin	Evans	Alberta Environment and Water	Alternate
Marc	Huot	The Pembina Institute	Member
Rachel	Mintz	Environment Canada	Member
Beth	Nanni	The Lung Association	Member
Krista	Phillips	Canadian Association of Petroleum Producers	Alternate
Ahmed	Idriss	Capital Power Corporation	Member
Shane	Lamden	NOVA Chemicals Corporation	Corresponding Member
Andrew	Clayton	Alberta Environment and Water	Corresponding Member
Bob	Myrick	Alberta Environment and Water	Co-Chair
Claude	Chamberland	Shell Canada Energy	Co-Chair
Darcy	Walberg	Agrium	Member
Keith	Murray	Alberta Forest Products Association	Member
Kevin	Warren	Parkland Airshed Management Zone	Member
Long	Fu	Alberta Environment and Water	Corresponding Member
Myles	Kitagawa	Toxics Watch Society of Alberta	Member
Linda	Jabs	JDL Solutions	Project Manager
Jill	Bloor	Calgary Region Airshed Zone (CRAZ)	Member
Dennis	Stefani	Alberta Health Services (Calgary and Area)	Corresponding Member
Linda	Harvey	City of Calgary	Member
Kelly	Fyhn	EPCOR	Alternate
Sara	Barss	TransCanada	Member

Performance Measures Committee

First Name	Last Name	Organization Name	Title
Bob	Myrick	Alberta Environment and Water	Member
Ted	Stoner	Canadian Petroleum Products Institute (CPPI)	Member
Celeste	Dempster	CASA	Project Manager
Ruth	Yanor	Mewassin Community Council	Member

Vehicle Emission Team

First Name	Last Name	Organization Name	Title
Brian	Ahearn	Imperial Oil	Member
Greg	Bartlett	ATCO Gas	Member
Susan	Carlisle	Department of Energy	Member
Peter	Dzikowski	Alberta Infrastructure and Transportation	Member
Jim	Gillespie	Calgary Motor Dealers Association	Corresponding Member
Stewart	Henderson	ATCO Gas	Corresponding Member
Robyn	Jacobsen	Clean Air Strategic Alliance	Project Manager
Myles	Kitagawa	Toxics Watch Society of Alberta	Member
Kyle	pru	City of Calgary	Member
John	Rilett	Climate Change Central	Member
Mayne	Root	Alberta Motor Transportation Association	Member
Ron	Schafer	City of Calgary	Member
Zak	Semaine	Alberta Environment and Water	Member
Gene	Syvenky	The Alberta Roadbuilders & Heavy Construction Association	Member
Don	Szarko	Alberta Motor Association	Member
Rod	Thompson	Alberta Infrastructure and Transportation	Member
Reed	Turner	Alberta Agriculture and Rural Development	Member
Scott	Wilson	Alberta Motor Association	Member

DECISION SHEET

ITEM: 3.1 **CASA's 2012 Strategic Plan**

ISSUE: For the past year CASA has devoted considerable time, energy and resources to the development of a new Strategic Plan for 2012. The final version is being presented for the Board's approval.

BACKGROUND: The Board embarked on a strategic planning initiative in November 2010 to review its corporate mission and business plan. Since then, the Secretariat, Board members and consultants have worked on a number of related initiatives, including:

- The Strategic Foresight Committee;
- An E-Scan;
- A performance evaluation, including results from government, industry and non-government caucuses of the CASA Board;
- The 2010 Business Plan Monitoring and Evaluation Report; and
- The Mission Review (a discussion document).

Further to this work, the Board held a strategic planning retreat in June 2011. Retreat discussions focused on materials drawn from several sources, including: background information from CASA's files; the performance evaluation information; information developed by CASA teams and external providers, and; new material from the Mission Review document. Following the retreat, the Secretariat prepared an initial draft of the strategic plan for discussion at the September 2011 Board meeting. After this meeting, a second draft of the Strategic Plan was prepared, incorporating advice received from CASA members. This draft was circulated to a small working group of Board members, identified at the Strategic Planning Retreat.

STATUS: The attached version of the Strategic Plan includes all comments received up to November 7, 2011. A final version, including any comments received after this date, will be provided to the Board for approval.

**FUNDING/
IMPLEMENTATION:** Funding for specific projects and initiatives will be determined by the Board or the Executive Committee on a case-by-case basis.

ATTACHMENT: A. Draft 2012 Strategic Plan as of November 9, 2011.

A final version of the plan will be included in a supplementary package, distributed to the Board under separate cover.

DECISIONS: 1) Approve CASA's 2012 Strategic Plan and direct the Secretariat to proceed with implementation of the plan.

**Clean Air Strategic Alliance
2012 Strategic Plan**

November 22, 2011

2012 DRAFT CASA Strategic Plan

Table of Contents

The Alliance in 2012-2016	3
Accountability.....	3
Purpose of the Strategic Plan.....	4
CASA’s Vision and Mission.....	4
A Shared Plan.....	4
CASA’s Past and Present	5
Operating Principles	5
CASA’s Operating Environment	6
Key Challenges	6
CASA’s Strategic Foresight Committee	7
Environmental Scan	7
2011 Strategic Planning Retreat.....	8
Government Initiatives	8
Goals and Objectives	9
Administration and Resources	14
Plan Implementation	17
Appendix A: Board Members.....	19
Appendix B: 2012 Operational Plan.....	21
Appendix C Risk Assessment.....	30
Appendix D: Strategic Planning Framework and Performance Management for CASA.....	31

2012 DRAFT CASA Strategic Plan

The Alliance in 2012-2016

Since its inception in 1994 the Clean Air Strategic Alliance has prided itself on providing a place where a broad range of stakeholders can come together to discuss some of Alberta's most challenging air quality issues and to develop recommendations that significantly improve the quality of Alberta's environment. For the past 16 years the Alliance has "worked" because its members are committed to addressing each other's interests and because they hold a conviction that air quality and air quality management can be improved. The results of the 2011 strategic planning retreat are consistent with that long-standing commitment. This Strategic Plan for the years 2012 through 2016 provides new direction for CASA. Properly executed, we believe it will re-energize our discussions and provide a foundation to build new agreements.

Board Direction

At the June 2011 strategic planning retreat, CASA Board members had the opportunity to affirm CASA's strategic foundation and to clarify and prioritize goals and objectives. Members also considered the implications of CASA's 'new job' for the Board, Executive Committee, Secretariat, and project teams. Some highlights of the discussion included:

- CASA should focus on being a platform for consensus in Alberta, but should also articulate a broader collaborative toolkit that would improve stakeholders' ability to understand and contribute to air quality issues.
- Joint information gathering and more energy invested in the front end of the Comprehensive Air Quality Management System (CAMS) could lead to more effective project teams.
- CASA's ability to improve performance will require that the roles and capacity of the Board, the Executive Committee, the Secretariat, and project teams be reviewed.
- The emphasis that the Board placed on goals 1 and 2 clarifies CASA's job and requires that CASA be strategic in selecting candidates for projects.
- Through "strategic intervention" CASA can model sound multi-stakeholder engagement in other processes. It is more effective to demonstrate how CASA does business than to simply tell others.

Accountability

This strategic plan was prepared under the direction of the CASA Board of Directors and was approved by consensus on December 1, 2011.

2012 DRAFT CASA Strategic Plan

Purpose of the Strategic Plan

The CASA Strategic Plan sets out the vision and principles for the organization. It describes the purpose the organization will fulfill within its operating environment, and provides a blueprint for getting there. The plan provides a structure that the Board can use to amend operating policy and make day-to-day decisions, consistent with CASA's purpose and culture. Finally, the plan outlines the organization's four goals and provides a means of tracking consequences of decisions over time and, as experience or circumstances change, the foundation for changing course.

CASA's Vision and Mission

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

The Clean Air Strategic Alliance is a multi-stakeholder alliance composed of representatives selected by industry, government and non-government organizations to provide strategies to assess and improve air quality for Albertans, using a collaborative consensus process.

A Shared Plan

CASA is a multi-stakeholder partnership composed of representatives selected by industry, government and non-government stakeholders. All members have a vested interest in air quality. We contribute to strategic air quality planning for Alberta by identifying priority issues and developing action plans that weigh environmental and economic consequences and expected outcomes.

Consistent with this unique function and purpose, CASA's strategic plan reflects the interests of industry, government and non-government stakeholders; it is a synthesis of shared stakeholder perspectives regarding the best ways and means to address air quality management in Alberta.

2012 DRAFT CASA Strategic Plan

CASA's Past and Present

In a 1994 Ministerial Order, the Minister of Environment under the *Environmental Protection and Enhancement Act*, together with the Minister of Energy under the *Department of Energy Act*, named the 'Clean Air Strategic Alliance Association' as an advisory committee to undertake and report on:

- 1) *The operation of the Comprehensive Air Quality Management System as described in the Clean Air Strategy for Alberta report dated November 1991.*
- 2) *The conduct of strategic air quality planning for Alberta through the utilization of a consensus building collaborative approach. Planning shall include, but is not limited to:*
 - a) *Clear identification of issues,*
 - b) *Prioritization of current and emerging issues, and*
 - c) *Allocation and coordination of resources.*
- 3) *Recommendations as to the priority of problems with respect to strategic air quality in Alberta and to specify action plans and activities to resolve such problems. The action plans will prescribe guidelines for the initiatives to be undertaken and what outcomes are expected from each initiative.*

Today, CASA continues to deliver on these founding requirements to develop and provide broadly supported and tested advice, using a collaborative approach to arrive at consensus recommendations wherever possible.

Operating Principles

CASA's operating principles guide how the Board, Secretariat and participants conduct our business, including administration, projects, programs and all related activities of the Alliance.

Collaboration: CASA works with individuals, organizations, businesses, and government in a comprehensive and integrated manner to build consensus and encourage shared responsibility.

Integrity: CASA is recognized as an independent and influential advisory body to government, stakeholders, and the public, supported by sound scientific and economic knowledge.

Transparency: CASA is an open and accessible organization, with established processes to bring issues forward and communicate activities.

Fairness: CASA supports equality amongst stakeholders, without bias toward any individual, organization, business, or government.

Innovation: CASA brings together diverse and unique stakeholders and seeks to develop the best recommendations for improving air quality in Alberta.

Timeliness: CASA's projects are prioritized and coordinated to enable effective and efficient responses to air quality management issues.

Integration: CASA supports integrated air quality decision-making that seeks a synergy between: (a) environmental protection to prevent short- and long-term adverse health effects, (b) economic performance and efficiency, and (c) continuous improvement and pollution prevention.

2012 DRAFT CASA Strategic Plan

CASA's Operating Environment

The arena in which CASA operates has had a significant influence on the development of this strategic plan and has shaped each of the plan's goals and objectives. Like all organizations, the Alliance must respond to a constantly changing set of circumstances; some defined by the nature of the issues we discuss, some defined by the needs of other organizations and governments with which we partner and some set by our own expectations as CASA members. The following describe some of the key requirements and challenges that were discussed by stakeholders during the development of this plan.

Key Challenges

- **A Mature Organization:** CASA has matured into an organization with well-developed operating policies and procedures, and a proven track record of success in delivering projects identified for action by the Board. As projects have been completed, work has transitioned to implementation, maintenance and review of these completed projects. This transition, coupled with the increasingly complex nature of air quality management, has raised questions regarding the applicability of Clean Air Management System (CAMS) procedures.
- **Complexity of Air Quality Related Issues:** CASA's past projects have tended to address issues that were relatively well-defined, where affected interests were willing to engage and where options for resolution were more readily apparent. Air quality issues in Alberta have become more complex and therefore more difficult to resolve, often with implications across jurisdictions.
- **Relevance of the CASA Model:** The Government of Alberta (GoA) is a key player in the projects and processes undertaken by CASA. Fundamental changes to GoA processes for land and resource decision-making have included the development of Alberta's Land Use Framework (LUF) and its Cumulative Effects Management System (CEMS). The introduction of these new policies and programs requires the Alliance to consider how it can most effectively contribute to this new approach.
- **Responsiveness of Operating Procedures:** CASA's management system is based on tested principles and processes to reach consensus-based outcomes. While the administrative procedures that were developed to support the consensus model worked for the purposes for which they were originally designed, they may seem unduly constraining to government agencies in search of more fast-paced discussions and outcomes. Opportunities may lie in tailoring the application of a collaborative toolkit to respond to a wider spectrum of circumstances, with varying requirements for levels of engagement, associated resources and timely advice.

In November of 2010 through September of 2011 Alliance members actively participated in a number of initiatives, each directed at providing different types of information needed to develop this plan. Some of these discussions looked to CASA's future, while others evaluated CASA's performance to date. These included:

2012 DRAFT CASA Strategic Plan

CASA's Strategic Foresight Committee

CASA formed a Strategic Foresight Committee to examine the range of potential changes that would most significantly affect a CASA-like organization in the decades through to 2040. An exploration of the range of possible futures can help position an organization to more confidently and effectively adapt to changing conditions.

Based on their extensive work, the Committee developed four major insights that influenced the discussions about CASA's future:

1. **Building upon Success:** Air quality management in Alberta has advanced over the past 15 years, in large part because of the dialogue and collaboration enabled by CASA. The high level of engagement and synergy has led to sound and durable solutions to air quality issues.
2. **Defining the 'S' in CASA:** CASA has focused primarily on generating solutions to air quality challenges, but the opportunity exists for CASA to demonstrate strategic leadership and to play a more proactive role in addressing emerging issues and in shaping our collective path forward.
3. **Expanding CASA's Reach and Broadening its Focus:** Opportunity exists to think more holistically about air quality management, to consider integrated approaches across environmental media, to consider tackling issues beyond CASA's current scope, to expand to national, inter-provincial, regional and sub-regional scales, and to engage a broader range of stakeholders.
4. **Building Capacity:** Broadening CASA's focus and engaging a wider range of stakeholders will require enhanced capacity to facilitate 'interest-based' discussions and to contemplate air quality management issues beyond those associated with regulated emissions.

Environmental Scan

CASA commissioned an environmental scan to identify emerging issues, trends, patterns and structures which are important to air quality management in Alberta. The E-Scan¹ examined social, technological, environmental, economic and political developments on a global scale.

¹ From: *CASA Environmental Scan Report 2011*; Center for Applied Business Research in Energy and Environment (CABREE), Alberta School of Business; February 28, 2011.

2012 DRAFT CASA Strategic Plan

2011 Strategic Planning Retreat

In June of 2011, the CASA Board of Directors participated in a strategic planning retreat, and sought to develop new strategic direction to guide the work of CASA over the next five to ten years. Highlights of the retreat included:

- The Board revised and affirmed CASA's mission, assumptions for strategic planning, operating principles, and a strategic planning framework. Among other revisions, the Board had a fundamental discussion about the meaning of integration in the context of our Operating Principles.
- The Board noted that, while CASA's goals have not changed significantly from previous years, the understanding of what the goals mean has changed, as have the associated objectives. The Board placed a priority on Goals 1 and 2, suggesting that these would provide a foundation for CASA's core activities.
- Recurring themes during retreat discussions were that CASA should select issues/projects strategically and that CASA needs to work more efficiently and effectively.

Government Initiatives

The new federal Air Quality Management System (AQMS) is directed at providing a comprehensive approach to the reduction of air pollution in Canada. It is the product of collaboration between the federal, provincial and territorial governments and stakeholders. The AQMS will require sector by sector regulation of industrial emissions and the importance of addressing non-point source emissions has been underlined. These requirements will impact CASA air quality management frameworks that were developed in the past and are currently being implemented, as well as the ability of existing CASA project teams to make progress in ongoing discussions.

At least three major Government of Alberta initiatives could shape CASA's future – the Land Use Framework for Alberta (LUF), the Cumulative Effects Management System (CEMS) and Alberta's Clean Air Strategy.

The Land Use Framework provides a blueprint for land use management and resource decision-making aimed at achieving Alberta's long term environmental, social and economic goals. A Land Use Secretariat is responsible for overseeing the preparation of Regional Plans by Regional Advisory Councils, consisting of individuals representing the range of interests within each region, and who are able to appreciate the broad interests of the region.

Dovetailed with the LUF is Alberta Environment's new Cumulative Effects Management System (CEMS). This system is intended to be outcome and risk-based, and to consider health, economic and social values. It is to be implemented using a place-based approach, a broad set of tools and collaboration with many parties. It is to be adaptive and flexible in assuring the achievement of outcomes. The CEMS represents a shift in scale from managing air quality on a provincial basis to managing air quality on a regional basis, and a change in focus from managing air quality on its own to managing air, land, water, and biodiversity together.

2012 DRAFT CASA Strategic Plan

Alberta Environment anticipates finalization of a new Clean Air Strategy for Alberta in the last quarter of 2011 or first quarter of 2012. It is anticipated that it will provide an enabling framework within which CASA multi-stakeholder discussions could proceed.

Future roles for CASA or for Alberta airshed groups have yet to be prescribed within the Air Quality Management System, the Land Use Framework, or the Cumulative Effects Management System.

Goals and Objectives

All of the foregoing information was provided to Board members for their review and discussion before and during the June 2011 strategic planning retreat. Board members subsequently identified four goals that will direct CASA's core activities. Goals 1 and 2 were identified as high priorities. The focus of these two goals, and associated objectives and strategies will, in turn, inform the nature and scope of CASA's information and communications strategies under Goals 3 and 4.

GOAL 1: TO PROVIDE STRATEGIC ADVICE ON AIR QUALITY ISSUES AND THE IMPACTS OF MAJOR POLICY INITIATIVES ON AIR QUALITY.

What it means: CASA provides proactive and strategic recommendations to the Government of Alberta and other stakeholders on the development and effectiveness of policy initiatives. CASA also explores air quality issues in Alberta and develops strategic solutions for addressing these issues.

1.1. Facilitate the discussion and evaluation of major policy initiatives on air quality and the determinants of air quality.

Strategies:

- 1.1.1. Board committee/project team will engage with the GoA to proactively discuss and inform the development of new government policy, and/or evaluate the effectiveness of existing policies.
- 1.1.2. Through a more robust screen and scope process, identify needed, planned and/or existing policy initiatives (including planned public consultations) where CASA's multi-stakeholder approach could add value.

2012 DRAFT CASA Strategic Plan

1.2. Inform Board discussions on the best ways/means to address air quality issues in Alberta through comprehensive problem analysis. Determine, assess, and prioritize existing and emerging air quality issues and provide advice to CASA/other organizations on addressing these issues.

Strategies:

- 1.2.1. Periodically determine and prioritize emerging air quality issues and related stakeholders.
- 1.2.2. Expand the screen and scope activity associated with a Statement of Opportunity to include explicit identification and exploration of the best ways and means to address a particular air quality issue. This could include:
 - Commissioning reviews by outside experts.
 - Producing independent research reports and developing discussion papers for use by others.
 - Facilitating interaction among scientists and other experts to create background information and viable broad policy alternatives.
 - Assessing the immediacy of the issue.
 - Identifying if CASA can address all aspects of the issue and if the issue (or parts of it) is a good candidate for a consensus process.

GOAL 2: TO CONTRIBUTE TO THE CONTINUED DEVELOPMENT AND IMPLEMENTATION OF EFFECTIVE AND EFFICIENT AIR QUALITY MANAGEMENT IN ALBERTA.

What it means: CASA identifies and pursues opportunities to provide “strategic interventions” – timely opportunities where CASA stakeholders can model effective engagement and set the stage for further work and implementation. CASA seeks cross-cutting opportunities to model effective multi-stakeholder dialogue and processes, demonstrating the application of a broader collaborative toolkit. CASA offers expertise on the attributes, scope, direction, and process used to develop effective air quality programs.

2.1. Through targeted and strategic interventions, model effective collaborative decision-making processes in the delivery of integrated air quality management. (Linked to 4.1)

Strategies:

- 2.1.1. Foster a dialogue amongst CASA stakeholders to identify candidates from regional/place-based initiatives that:
 - Would benefit from strategic intervention.
 - Align with CASA’s vision and mission.
- 2.1.2. Explore the best ways/means to foster more effective engagement of aboriginal communities in air quality discussions. (This function also has application for 2.3)

2012 DRAFT CASA Strategic Plan

2.2. Develop policy advice and frameworks to guide air quality management planning in Alberta.

Strategies:

- 2.2.1. Provide policy advice through new and existing project teams.
- 2.2.2. Ensure that the development of air quality management frameworks include, where appropriate (a) a description of how to determine 'green', 'yellow', and 'red' trigger levels similar to the PM and Ozone Management Framework, (b) identification of air pollutants that require trigger levels, and (c) identification of needed and timely actions.
- 2.2.3. Draw on CASA's experience in developing and implementing frameworks to shape the design and implementation of the National AQMS in Alberta.
- 2.2.4. Contribute to the rationalization of air quality management policies and regulatory frameworks (i.e. federal, provincial, regional).

2.3. Provide a forum for the discussion of air quality issues among various stakeholder groups.

Strategies:

- 2.3.1. Apply a broader collaborative toolkit to coordinate input to government from stakeholders on any matter related to air quality, bringing stakeholders together to obtain the range of views.
- 2.3.2. At stakeholder request, provide advice and/or facilitate public engagement around air related issues.
- 2.3.3. Offer process advice with respect to the best ways/means to engage a broad range of stakeholders in collaborative public engagement.

2.4. Provide multi-stakeholder strategic advice on aspects of air quality program delivery. (Link to 3.2)

Strategies:

- 2.4.1. Convene stakeholders to provide advice on the implementation of the Clean Air Strategy, including attributes, scope, direction.

2012 DRAFT CASA Strategic Plan

GOAL 3: TO CONTRIBUTE TO THE DEVELOPMENT OF A RELIABLE, COMPREHENSIVE, OBJECTIVE KNOWLEDGE SYSTEM WITH RESPECT TO AIR QUALITY (E.G. INFORMATION ON EMISSIONS, AMBIENT AIR QUALITY, HEALTH, AND ENVIRONMENTAL IMPACTS, AND MANAGEMENT AND MITIGATION MECHANISMS).

What it means: CASA provides oversight and strategic advice on the attributes of a reliable, comprehensive, objective knowledge system. CASA ensures that the knowledge and information required to provide useful and relevant policy advice is available. This knowledge system also provides an inventory of knowledge and information that enables stakeholders to analyse gaps and take steps to fill these gaps.

3.1. Oversee a systematic process by which knowledge needed for successful air quality management is created, captured, shared and leveraged.

Strategies:

- 3.1.1. Operate a clearinghouse for air information and air quality history. (This function also has application for 3b and 3c.)
- 3.1.2. Develop an inventory of the information that has been developed by CASA and conduct timely and ongoing gap analyses that enable CASA stakeholders and others to address emerging air quality challenges.
- 3.1.3. Improve air-related modeling to inform important policy choices.

3.2. Provide strategic advice on the knowledge and information required for air management.

Strategies:

- 3.2.1. Provide strategic advice on the attributes, scope, accessibility, and direction of the CASA Data Warehouse.

3.3. Assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.

Strategies:

- 3.3.1. Create a repository for information from other jurisdictions.

2012 DRAFT CASA Strategic Plan

GOAL 4: TO COMMUNICATE INFORMATION THAT BUILDS AWARENESS, UNDERSTANDING, AND COMMITMENT TO AIR QUALITY MANAGEMENT IN ALBERTA.

What it means: CASA extends its problem-solving model and expertise on collaborative processes and consensus-based dialogue to other interested parties. CASA takes a strategic approach to these activities by focusing on partnering and leveraging of resources. With respect to specific CASA projects and initiatives, CASA undertakes outreach activities and provides information to interested parties.

4.1. Establish CASA as a model that exemplifies the application of collaborative multi-party processes.

Strategies:

- 4.1.1. Develop a practitioners' guide for managing collaborative processes that combines effective project management, strategic decision-making, and collaborative dialogue.
- 4.1.2. Develop communities of practice and mentor other consensus practitioners or groups. (This function also has application for 4.3)
- 4.1.3. Provide orientation and training in consensus decision-making and other collaborative tools.
- 4.1.4. Develop communities of practice.

4.2. Increase awareness of air quality information and specific CASA activities and projects through targeted outreach to all interested sectors.

Strategies:

- 4.2.1. Maintain an effective and functional website.
- 4.2.2. Publish a newsletter, brochures and reports.
- 4.2.3. Develop fact sheets.
- 4.2.4. Partner with CASA stakeholders on communications about initiatives and activities related to air quality (e.g., partner with Environment Canada to provide information on the Air Quality Health Index).

4.3. Build air quality partnerships and working relationships and facilitate the exchange of air quality information among practitioners and decision-makers. (Link to 4.1)

Strategies:

- 4.3.1. Convene periodic air forums for exchanging technical and other information on air research and management practices (e.g. science symposia).
- 4.3.2. Convene information-sharing workshops with parties interested in collaborative dialogue.
- 4.3.3. Seek synergies with other organizations and sectors/groups that have not traditionally participated in CASA air quality discussions.

2012 DRAFT CASA Strategic Plan

- 4.3.4. Establish contact/liaise and exchange information with other jurisdictions on air related initiatives, policies and research projects.

Administration and Resources

Structures and functions.

Under the terms of the *Alberta Societies Act*, CASA operates in accordance with its own set of bylaws. CASA's operating policies and guidelines are described in *CASA Procedural Guidelines*, published in June of 2009.

Membership in CASA is a balance of three broad-based stakeholder groups – industry, government, and non-government organizations (NGOs) – which are further divided into major sectors. Currently, Alliance seats are fully subscribed with 22 member organizations, up from the original 18 in 1994. Each member organization names a representative to the Board of Directors, and may also name an alternate director who can be from a different organization within the stakeholder group and sector.

Support for the work of the Alliance is provided by a small, full-time Secretariat under the direction of an Executive Director. The Executive Director is an *ex officio* member of the Board of Directors.

The Board of Directors chooses a President and two Vice-Presidents, one from each stakeholder group who, together with the Executive Director, form the Executive Committee. The Executive Director has traditionally served as the Secretary-Treasurer.

Board Committees are formed to further the work of the Alliance, with 'Communications' and 'Performance Measures' being long-term standing committees. Recently a joint standing committee has been formed with the Alberta Airsheds Council.

The Board of Directors meets periodically to make decisions on administrative matters and projects, hear implementation progress reports, and plan for the future. Once per year, in conjunction with a regular Board meeting, the Directors meet as members of the association for the Annual General Meeting, at which the annual report and audited financial statements are approved, membership is reaffirmed, and the auditor for the next year is appointed.

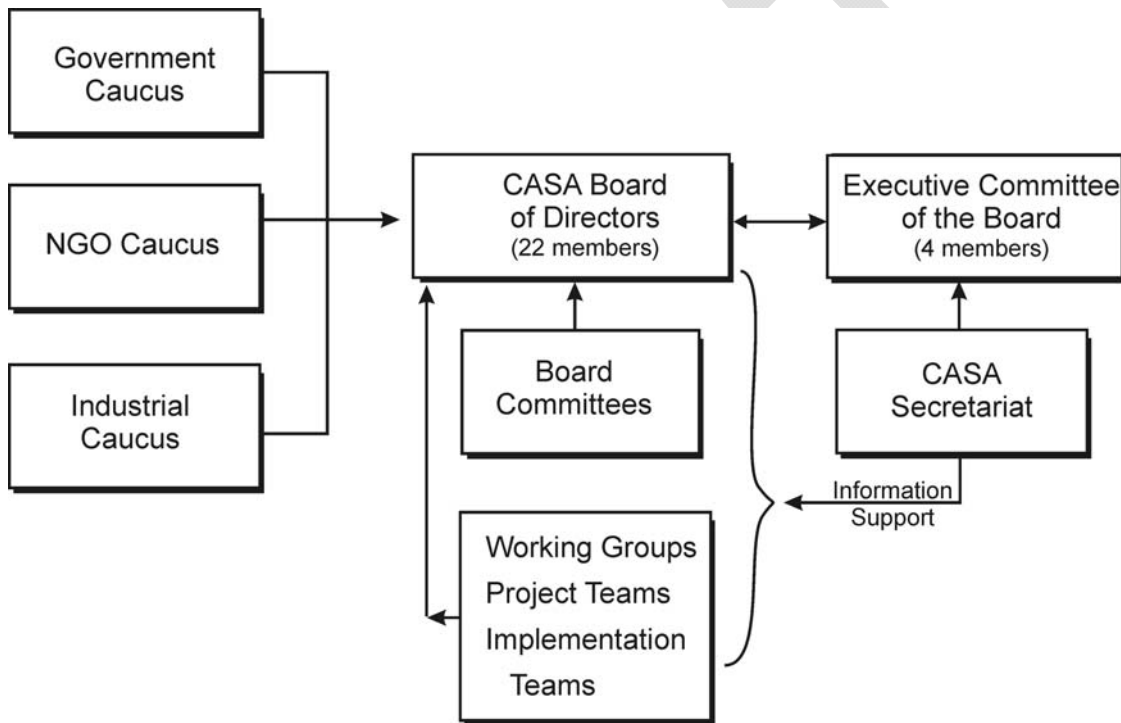
The work of the Alliance has been largely directed at the operation of its Comprehensive Air Management System (CAMS) which has three stages; (1) screen and scope proposed work, (2) develop and approve plans for managing projects, and (3) coordinate implementation and evaluate progress. Three different teams of stakeholders (roughly balanced from the three member groups) do the work at each stage. Thus an issue or opportunity brought to the Board in the form of a 'Statement of Opportunity' passes from a working group (stage 1) to a project team (stage 2) to an implementation team (stage 3) in an orderly and disciplined fashion. This approach to conducting

2012 DRAFT CASA Strategic Plan

Alliance business and developing recommendations is currently under review and is likely to see significant amendment in 2012.

The CASA Board and all CASA teams, committees and working groups operate by consensus. Typically, working groups take six months to screen and scope, while project teams take up to two years to develop management plans. Following from a strategic plan for Air Quality Monitoring in Alberta, an Operations Steering Committee provides overall direction for the cooperative air monitoring system.

CASA Structure



2012 DRAFT CASA Strategic Plan

Structures and Functions (*These will be amended following the on-going review of CASA roles, responsibilities, functions, and processes.)

Structure	Function
Board of Directors	<ul style="list-style-type: none"> ◆ Advises the Alberta Government, stakeholders and the public on effective strategies for managing air quality ◆ Sets policies on CASA direction and priorities, with a focus on long-term direction ◆ Creates and disbands Board committees, other than the Executive Committee ◆ Coordinates and commits resources ◆ Evaluates results of CASA projects ◆ Assesses Board progress and functions ◆ Establishes and oversees work of Board, committees and project teams ◆ Engages in strategic planning exercises and provides overall direction to the organization ◆ Oversees and engages in CASA communications ◆ Promotes CASA, its process, priorities and its outcomes
Executive Committee of the Board	<ul style="list-style-type: none"> ◆ Provides leadership in support of strategic direction ◆ Provides guidance to and takes direction from the Board ◆ Brings membership issues to the Board ◆ Provides stewardship for CASA operations through ongoing advice to the Secretariat ◆ Sets Board agendas and chairs Board meetings ◆ Liaises with Ministers ◆ Monitors Board effectiveness ◆ Advocates and markets CASA and the CASA process ◆ Communicates with the media
CASA Secretariat	<ul style="list-style-type: none"> ◆ Supports and facilitates processes and projects ◆ Arranges logistics and manages resources ◆ Facilitates external communications ◆ Coaches individual participants on tools for effective participation ◆ Screens statements of opportunity

2012 DRAFT CASA Strategic Plan

Roles and responsibilities. (**These will be amended following the on-going review of CASA roles, responsibilities, functions, and processes.*)

Roles and Responsibilities	
Board Members	<ul style="list-style-type: none"> Represents views of stakeholder sector Communicates between meetings Participates in committees, teams, & tasks Coordinates with Alternate and others in stakeholder group Promotes CASA and its activities Assists in implementation
Executive Director of CASA Secretariat	<ul style="list-style-type: none"> ◆ Manages all aspects of the CASA Secretariat ◆ Ex-officio member of the CASA Board ◆ Works collaboratively as a member of the Executive Committee ◆ Ensures the agreed-upon decision-making process is followed ◆ Brings important issues to the attention of the Board ◆ Assists in maintaining and improving the smooth functioning and group dynamics of the Board ◆ Prepares draft documents for review by the Board ◆ Implements communication and consultation activities ◆ Hires and assigns staff as required to meet the needs of the Board and its project teams ◆ Coordinates and integrates resources across various project teams ◆ Advises the Board on its responsibilities and liabilities

Plan Implementation

Priorities, phasing and resourcing

At the June 2011 planning retreat Board members placed a priority on goals 1 and 2 of this plan. The information-related objectives under goals 3 and 4 will be implemented in the context of, and in a manner that is consistent with, goals 1 and 2. Moreover, the resources available to the Alliance will be allocated with regard for members' preferred focus.

More specific phasing-in or staging of objectives and strategies will be sanctioned by Board members through the periodic review of annual Operational Plans and budgets.

Implementation monitoring and Strategic Plan Review

While the planning horizon for this plan is 5 years, a review of CASA's operating environment and the associated goals and objectives should occur three years after sign-off by the Board of Directors.

2012 DRAFT CASA Strategic Plan

This will ensure that the plan remains responsive to changing circumstances and is continuously amended as required (resulting in an “evergreen” plan).

In addition, there is a need to regularly assess CASA’s effectiveness across a range of performance measures and for periodic evaluation of CASA’s performance by members and stakeholders. These measures and assessments will contribute to plan revisions.

DRAFT

2012 DRAFT CASA Strategic Plan

Appendix A: Board Members

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Eileen Gresl Young , Manager COPD & Asthma Network of Alberta
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	Mining	Alberta Chamber of Resources	Peter Darbyshire , Vice-President Graymont Limited	Dan Thillman , Plant Manager Lehigh Cement
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager Environmental Affairs Canada Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Government	Provincial Government – Environment	Alberta Environment and Water	Ernie Hui , Deputy Minister Alberta Environment and Water	Bev Yee , Assistant Deputy Minister Environmental Stewardship Division Alberta Environment and Water
Industry	Alternate Energy		Vacant	David Lawlor , Manager Environmental Affairs ENMAX
Government	Local Government – Urban	Alberta Urban Municipalities Association	Cindy Jefferies , Director Cities up to 500,000 Alberta Urban Municipalities Association	Vacant
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	Dawn Friesen , Acting Executive Director Health Protection 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	Tom Burton , Director District 4, MD of Greenview Alberta Association of Municipal Districts & Counties

2012 DRAFT CASA Strategic Plan

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
Industry	Oil & Gas – Small Producers	Small Explorers and Producers Association of Canada	Gary Leach Small Explorers and Producers Association of Canada	Vacant
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 , Managing Director Energy Watch Program Pembina Institute	Ruth Yanor Mewassin Community Council
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Dwayne Marshman Wild Rose Agricultural Producers
NGO	NGO Wilderness	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Ann Baran Southern Alberta Group for the Environment
Government	Provincial Government – Energy	Alberta Energy	Vacant	Jennifer Steber , Assistant Deputy Minister Alberta Energy
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	John Squarek , President Oasis Energy	Bill Clapperton , Vice President Canadian Natural Resources Limited
NGO	Consumer Transportation	Alberta Motor Association	Don Szarko , Director Alberta Motor Association	Vacant
Industry	Utilities	TransAlta Corporation	Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Senior Manager, Aboriginal Relations Health, Safety & Environmental ATCO Power Canada Ltd.

2012 DRAFT CASA Strategic Plan

Appendix B: 2012 Operational Plan

October 11, 2011 (to be amended/updated in January 2012)

Initiative	Milestones		Link to Strategic Plan	Responsibility
Board of Directors	Q1	March <ul style="list-style-type: none"> • Approve Financial Statements • Provide direction re: key air quality issues and projects • Provide direction re: changing Board role and involvement, as per Strat. Plan. • Consider and affirm optimal Board representation 	To be completed once Strategic Plan is approved.	Norm / Alison
	Q2	June - AGM - As above (ongoing)		
	Q3	Sept. - Receive budget update		
	Q4	Dec. - Approve 2013 Operational Plan and budget		
	On-Going	Preparation and follow-up for four board meetings		
Executive Committee	Q1	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan 	To be completed once Strategic Plan is approved.	Norm / Alison

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
	Q2	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan 		
	Q3	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. <ul style="list-style-type: none"> • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan 		
	Q4	October – Approve budget and review Operational Plan		
	On-Going	Meetings prior to each board meeting and as required to address specific challenges.. Changed role of Exec. Comm. based on Board direction.		
Strategic Planning	Q1	Begin roll-out of priority objectives/strategies under Goals 1 and 2.	To be completed once Strategic Plan is approved.	Robyn
	Q2	Working group meeting – check-in to ensure we’re on track.		
	Q3	Mid-stream review of 2012 Ops Plan. Begin work on risk matrix.		
	Q4	Prepare 2013 Operational Plan		
	On-	Liaison with Performance Measures Committee to ensure		

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
	Going	alignment with Strategic Plan objectives and strategies		
Secretariat	Q1	Transition from 2011 planning focus to renewed Project Team focus, based on MCP Guide and Board direction. Clarification of all existing and new Project Team mandates.		Norm
	Q2	Normalization / documenting of streamlined CASA business processes complete		
	Q3	Formal review of Secretariat Ops Plan delivery and HR provisions		
	Q4	Preparation of 2013 operational docs/budget		
	On-Going	Ongoing review of all Secretariat systems and functions, directed at improving efficiency and alignment with Board direction and the revised Business Plan		
Communications - General	Q1	March – Annual report text provided to board; printed copies distributed in July		Jean
	Q2	June - Clean Air Day event - Environment Week event		
	Q4	November – CASA Communications plan review		
	On-	<i>Clean Air Bulletins</i> every two months or as required.		

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
	Going	Support for CASA staff and member outreach		
Coordination Workshop	Q1	March – Decision sheet presented to Board		Jean/Asia
	Q2	Site and format determined; invitations sent		
	Q3	August -- Registration deadline		
	Q4	Sept/Oct – Hold workshop		
CASA and AAC Joint Standing Committee	Q1	Continue work on first prioritized key task from Terms of Reference around roles and responsibilities		Celeste
	Q2	Begin work on other prioritized key tasks from Terms of Reference		
	Q3	Continue work on key tasks		
	Q4	December – Report to Board on key tasks		
	On-Going	Continue to liaise and build relationships with Airshed Zones and AAC. Seek opportunities for collaboration..		
Operations Steering Committee	Q1	Determination of OSC role in light of the government air quality monitoring plan and desired level and nature of stakeholder engagement. Rationalize OSC role with existing data quality discussions and CASA’s strategic plan.		Linda
	Q2	Implement workplan, as required		

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
	On-Going	There is nothing planned for the OSC for 2012 until such time as the CEMS, IMERF, Monitoring Panel and AQMS have been resolved.		
Performance Measures Committee	Q1	March – Report to board on Performance Measures 3 and 5. Results to be included in the 2010 Annual Report, distributed in July		Celeste
	Q2	Continue discussions regarding Performance Measures revisions		
	Q3	Continue discussions regarding Performance Measures revisions		
	Q4	December – Report to Board regarding Performance Measures revisions		
	On-Going	Prepare measures #3 and #5 through 2013		
Particulate Matter and Ozone	On-Going	The team will continue to monitor the progress of the national AQMS and determine how and when to prepare a final report on the implementation of the CWS.		Linda
Airshed Support	On-Going	<ul style="list-style-type: none"> • Quarterly updates / exchange of information. • Airshed support continues, including Board development assistance, advice on MCP 		Robyn

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
		implementation and information dissemination re: national/provincial air quality landscape and initiatives.		
Confined Feeding Operations	Q1	March – Terms of Reference to Board for new CFO Team		Celeste
	Q2	Begin work on key tasks		
	Q3	Continue to work on key tasks		
	Q4	December – Provide Board with a status update on key tasks		

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
Electricity Framework Review Committee	Q1	Working group provides a report to the Board on the alignment between Alberta's Electricity Framework, the National AQMS, and the Federal GHG Regulation. The working provides advice on whether or not to reconvene the PM Task Group.		Robyn
	Q2	Continue to meet.		
	Q3	If required, the final report of the PM Task Group is presented to Board. The EFR Project team status is determined.		
Human and Animal Health	Q1	Co-Chairs discuss ARTSSN update to Board in December 2011 and determine need to reconvene the team.		Robyn
Vehicle Emissions	Q1	Based on screening and scoping initiated in 2011, a Statement of Opportunity is presented at the March Board meeting.		Robyn
	Q2	A working group convenes to develop a Terms of Reference for the team, to be approved by the Board..		
	Q3	Meet as necessary to make acceptable progress.		
	Q4	Meet as necessary to make acceptable progress.		

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
CASA Website	Q1	Based on the assessment of utility and usability completed in 2011, the CASA website is updated.		Jean/Asia
	Q2	Implement CASA online community of practice.		
	Q3	Continue to monitor and build CASA online community.		
	Q4	Continue to monitor and build CASA online community.		
	On-Going	The Secretariat ensures that the website is regularly updated with recent news and activities and useful air quality information.		
Knowledge System	Q1	Based on scoping completed in 2011, an RFP is issued for a consultant to develop a searchable database.		Robyn
	Q2	Secretariat works with consultant to complete the system design.		
	Q3	Data entry populates the system.		
	Q4	Data entry populates the system.		
	On-Going	Other dimensions of the knowledge management system are introduced to the Executive and Board for discussion.		

2012 DRAFT CASA Strategic Plan

Initiative	Milestones		Link to Strategic Plan	Responsibility
Implementation of Managing Collaborative Processes (MCP) Guide Book	Q1	Conduct research regarding MCP training program, including scope, timelines, etc. Liaise with Communications Committee in development of Coordination Workshop content and schedule.		Asia
	Q2	Continue with MCP training program development and work on Coordination Workshop planning.		
	Q3	CDM/MCP Training Program launched.		
	Q4	Roll-out of MCP Guide is coordinated with Coordination Workshop: half of the workshop focuses on MCP Guide.		
	On-Going	Collaboration with Jean with regard to MCP communications plan. Research MCP implementation applications on website.		

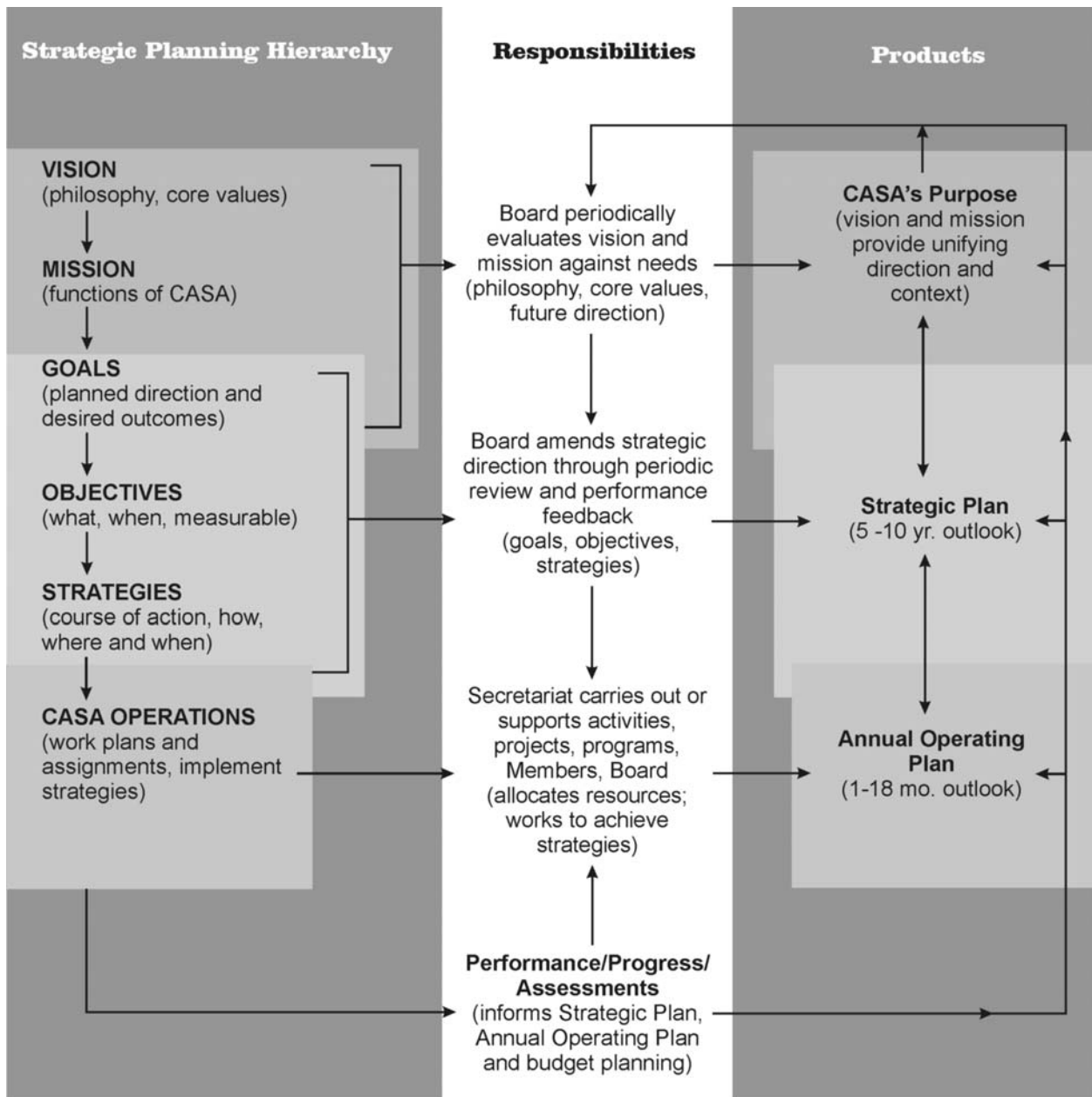
2012 DRAFT CASA Strategic Plan

Appendix C Risk Assessment

For completion in 2012.

2012 DRAFT CASA Strategic Plan

Appendix D: Strategic Planning Framework and Performance Management for CASA



CASA - August 10, 2011

INFORMATION SHEET

ITEM: 3.2 Strategic Plan Implementation

ISSUE: Board members will be considering how CASA can best contribute in Alberta's evolving policy environment, in light of its new Strategic Plan, government and stakeholder priorities and initiatives including AQMS and the Clean Air Strategy,

BACKGROUND: At the September 8, 2011 board meeting it was decided that opportunities were needed to discuss the role of CASA in both specific and general aspects of the development of the national Air Quality Management System (AQMS). It was also decided that time be allocated at the December board meeting to receive a full update on the Clean Air Strategy and to discuss opportunities for CASA's effective contribution to the Government of Alberta's cumulative effects management system and other aspects of the Land-use Framework.

The special board meeting held on October 24, 2011 provided for the building of a shared understanding of the national AQMS and discussion of the engagement of CASA members to date in that process. In particular, conversation focused on alignment challenges regarding the proposed federal GHG regulation, BLIERS within AQMS and CASA's Electricity Framework.

STATUS: AEW will provide a description of government strategic direction and priorities and an update on the status and content of the Clean Air Strategy.

ATTACHMENTS: None at time of submission.

DECISION SHEET

ITEM: 4.1 2012 Communications Plan

ISSUE: Approve the 2012 CASA Strategic Communications Plan developed by the Communications Committee.

BACKGROUND: The 2012 CASA Strategic Communications Plan is the overarching roadmap designed to reconcile communication activity with the CASA vision for clean air, the Communications Committee's terms of reference and the accomplishments arising from the work of CASA project teams through the Comprehensive Air Quality Management System (CAMS).

The committee is submitting this plan for board approval to fulfill the committee's board-assigned task to seek board approval of the following year's communications plan at the last board meeting of the year.

STATUS: Communications priorities and key messages within the Strategic Communications Plan have been updated, with each goal flowing from the successful completion of the preceding goal. The benchmarking survey identified under Goal 1 has already begun, with results available early in 2012.

FUNDING/

IMPLEMENTATION: There are no budget considerations included in the strategic plan itself. However, several communication activities outlined in the tactical plan rising out of this overall strategic plan are ongoing and financing is included in the CASA core budget (e.g. updating the CASA website and the production and distribution of *Clean Air Bulletin*). Some activities rise from project team communications plans (e.g. public consultation and news conferences) which require incremental funding. In those cases, external funding, usually from stakeholders, will be secured before proceeding.

ATTACHMENT: A. 2012 CASA Strategic Communications Plan

DECISION: Approve and endorse the CASA Strategic Communications Plan 2012 on the condition that communications activities requiring incremental funding proceed only if full funding is acquired.



STRATEGIC COMMUNICATIONS PLAN 2012

Draft

Executive Summary

A communications plan is an important part of CASA's daily operations. As a living document, it frames our media activities, clarifies our priorities, and identifies resource requirements. It sets strategic directions for indicating what we communicate to whom, both inside and outside of the organization. It is driven by our goals and outcomes, vision, mission, values and beliefs.

The CASA strategic communications plan supports and contributes to CASA's business plan and strategic direction. The 2012 CASA communications plan has been aligned with the strategic direction recently identified by the Board, and identifies goals consistent with that direction.

A key component of the 2012 strategic communications plan is the need for benchmarking of metrics. Without that base, measurements are subjective. Once that base level is determined, tools can be developed to accurately measure future progress in reaching the identified goals.

An annual tactical communications plan is also developed in consultation with the Communications Committee and the CASA Secretariat. It outlines the detailed actions required to achieve the strategic communications goals, and identifies resources required to carry out this plan.

The Communications Committee has determined key priorities based on the strategic planning now underway. Those priorities may change once the benchmarking exercise is completed. If so, a revised strategic plan will be provided to the Board for approval.

Guiding principles for communication

The CASA communications plan is guided by the following principles:

1. Our communication efforts will focus on stakeholders and initiatives.
2. We will encourage informed dialogue between stakeholders and invite feedback.
3. We acknowledge the diversity of opinions of our stakeholders.
4. We will use simple, easily understood language that promotes a common understanding of CASA, its goals and accomplishments.
5. We will support members in their role as communicators for CASA.
6. We will evaluate the effectiveness of our communications plans and ensure continuous improvement.
7. Communications related expenditures will be cost effective and focused on results.

Communications goals

The overall communications goals of the 2012 strategic communications plan are:

1. Determine the level for Albertans' awareness of, understanding of, and support for CASA. (The term "Albertan" includes CASA stakeholders, their constituents, and the general public.)
2. Develop the tools necessary to enable CASA to deliver on its strategic goals.
3. Identify opportunities for improvement of internal communications within CASA.

Communications Priorities for 2012

The Communications Advisor and Secretariat execute CASA's communications plan and the Board's Communications Committee oversees that implementation. Each year, the Board of Directors approves the strategic communications plan and receives a progress report. In addition, project teams approve a communications plan with key messages, measureable tactics and strategies specific to each project's charter.

Because the 2012 goals are sequential, each priority rests on the successful completion of the previous step.

Communications Goals	Priorities for 2012
Goal 1: Determine the level for Albertans' awareness of, understanding of, and support for CASA.	1) Contract a benchmarking survey against which future initiatives can be accurately measured 2) Develop an ongoing plan to ensure future metrics stay up to date
Goal 2: Develop the tools necessary to enable CASA to deliver on its strategic goals.	1) Develop a tactical communications plan based on knowledge gained from the benchmarking exercise. 2) Translate the target audience portion of that template into a comprehensive database populated by stakeholder input, and make it available to all stakeholders.
Goal 3: Identify opportunities for improvement of internal communications within CASA.	1) Consider synergies and existing links to maximize internal communications by <ol style="list-style-type: none"> i. Conducting a communications audit ii. Convening a Coordination Workshop

Overarching Key Messages

The following key messages are the overarching messages for CASA as a whole:

- 1) CASA is a dynamic multi-stakeholder partnership dedicated to providing strategies to assess and improve air quality for Albertans.
 - a) At CASA, government, industry and non-government organizations work together to develop innovative solutions to complex air quality issues.
 - b) Air quality management strategies are developed by a collaborative consensus process.
 - c) With over 15 years experience, CASA has a proven track record of achievements such as on-road vehicle emission testing, accessible information through the CASA Data Warehouse, and development of an Ambient Air Monitoring strategy for Alberta.
 - d) CASA continues to provide Albertans with leadership in addressing air quality issues.
 - e) CASA is a focal point for air quality planning in Alberta.

Evaluation

CASA incorporates tracking and evaluation into its communications planning process, but without an accurate benchmark, that evaluation is often subjective and anecdotal. CASA's tactical communications plan (to be provided as information in March 2012) will specify measurable tactics and strategies to achieve the above strategic communications goals. Performance Measure 5 already specifies how to measure the degree of recognition of CASA. More information about that performance measure is available on the CASA website at <http://www.casahome.org/Projects/Currentboardcommittees/PerformanceMeasuresCommittee/PerformanceMeasuresIndicators.aspx>.

INFORMATION SHEET

ITEM: **4.2 2012 Coordination Workshop**

BACKGROUND: To date, CASA has held five workshops in the interest of promoting coordination and communication among project teams: in September 1996, June 2001, November 2004, September 2007 and most recently, September 2010. The most significant recommendation rose from the 2004 report of the organizing committee that the CASA board “direct the CASA secretariat to periodically organize future coordination workshops (for example, every 1.5 to 3 years) as per the 2001 workshop recommendations.” The Communications Committee recommended the workshop be held every two years.

STATUS: The Communications Committee is following up on the recommendation to organize regular coordination workshops. Rather than establish a new organizing committee, the Communications Committee has offered to organize the workshop to:

1. Review the results, recommendations and suggestions for improvement from the previous coordination workshops;
2. Finalize the purpose, format and date of the next coordination workshop to be held in the fall of 2012;
3. Inform CASA stakeholders, including project team members, board members and zone members about the 2012 workshop and encourage them to attend; and
4. Provide a report and recommendations to the CASA board following the workshop.

Because the 2010 workshop was a departure in format from previous ones, initial discussion within the communications committee has centred on the target audience. Part of the discussion also raised a question about whether project team coordination should still be the focus, or whether future workshops should provide opportunities for discussion and networking, rather than relying primarily on presentations. The second option would be in response to the 2010 workshop evaluation comments.

The communications committee has committed to providing a decision sheet and workshop proposal in March 2012.

PLACEHOLDER

ITEM: **5.1 New/Other Business**

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

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives
as November 8, 2011**

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Eileen Gresl Young , Manager COPD & Asthma Network of Alberta
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	Mining	Alberta Chamber of Resources	Peter Darbyshire , Vice-President Graymont Limited	Dan Thillman , Plant Manager Lehigh Cement
Government	Provincial Government – Environment	Alberta Environment and Water	Jim Ellis , Deputy Minister Alberta Environment and Water	Bev Yee , Assistant Deputy Minister Environmental Stewardship Division Alberta Environment and Water
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
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	Dawn Friesen , Acting Executive Director Health Protection 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	Tom Burton , Director District 4, MD of Greenview Alberta Association of Municipal Districts & Counties
Industry	Oil & Gas – Small Producers	Small Explorers & Producers Association of Canada	Gary Leach Small Explorers & Producers Association of Canada	Vacant

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives
as November 8, 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 , Managing Director Energy Watch Program Pembina Institute	Ruth Yanor Mewassin Community Council
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 – Large Producers	Canadian Association of Petroleum Producers	John Squarek , President Oasis Energy	Bill Clapperton , Vice President Regulatory Stakeholder & Environmental Affairs Canadian Natural Resources Limited
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Dwayne Marshman Wild Rose Agricultural Producers
NGO	NGO Wilderness	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Ann Baran Southern Alberta Group for the Environment
Government	Provincial Government – Energy	Alberta Energy	Vacant	Jennifer Steber , Assistant Deputy Minister Alberta Energy
NGO	Consumer Transportation	Alberta Motor Association	Don Szarko , Director Alberta Motor Association	Vacant
Industry	Utilities	TransAlta Corporation	Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Senior Manager, Aboriginal Relations Health, Safety & Environmental ATCO Power Canada Ltd.

**CASA Board of Directors
Mailing List**

For December 2011 Briefing Package

Member Representative	Alternate	Sector
<p>Leigh Allard President & CEO The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2241 Fax: (780) 488-7195 lallard@ab.lung.ca</p>	<p>Eileen Gresl Young, Manager COPD & Asthma Network of Alberta Society Rm 8334B 3rd Flr, Aberhart Centre 1 11402 University Avenue Edmonton, Alberta T6G 2J3 Bus: (403) 254-0013 Fax: (780) 407-3608 egresl@shaw.ca</p>	NGO Health
<p>Cindy Christopher, Manager Environmental Policy & Planning Imperial Oil Limited 237 Fourth Avenue S.W. Calgary, Alberta T2P 0H6 Bus: (403) 237-4049, Fax: (403) 237-2168 cindy.l.christopher@esso.ca</p>	<p>Ted Stoner, Vice President Western Division, CPPPI Suite 1010, Bow Valley Square 1 202 - 6th Avenue, S.W. Calgary, Alberta T2P 2R9 Bus: (403) 266-7565, Fax: (403) 269-9367 tedstoner@cppi.ca</p>	Petroleum Products
<p>Peter Darbyshire, Vice-President Graymont Limited Suite 260, 4311 - 12th Street NE Calgary, AB T2E 4P9 Bus: (403) 250.9100, Fax: (403) 291-1303 pdarbyshire@graymont.com</p>	<p>Dan Thillman, Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com</p>	Mining
<p>Jim Ellis, Deputy Minister Alberta Environment and Water 10th fl Petroleum Plaza ST 9915 - 108 Street Edmonton, AB T5K 2G8 Bus: (780) 427-6236, Fax: (780) 427-0923 jim.ellis@gov.ab.ca</p>	<p>Bev Yee, Assistant Deputy Minister Alberta Environment and Water 10th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-6247, Fax: (780) 427-1014 bev.yee@gov.ab.ca</p>	Provincial Government
<p>Brian Gilliland, Manager, Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 733-4205, Fax: (780) 733-4238 brian.gilliland@weyerhaeuser.com</p>	<p>Keith Murray, Director, Environmental Affairs Alberta Forest Products Association #500, 10709 Jasper Avenue Edmonton, Alberta T5J 3N3 Bus: (780) 452-2841, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca</p>	Forestry
<p>Vacant</p>	<p>David Lawlor, Manager, Environmental Affairs ENMAX 141 50th Avenue SE Calgary, Alberta T2G 4S7 Bus: (403) 514.3296, Fax: (403) 514.6844 dlawlor@enmax.com</p>	Alternate Energy
<p>Holly Johnson Rattlesnake Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax,,: (780) 585-2256 hjrattlesnake@gmail.com</p>	<p>Vacant</p>	Aboriginal Government - First Nations
<p>Margaret King, Assistant Deputy Minister Public Health Division Alberta Health and Wellness 24th fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2759, Fax: (780) 422-3671 margaret.king@gov.ab.ca</p>	<p>Dawn Friesen, Acting Executive Director Health Protection Health and Wellness 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca</p>	Provincial Government

<p>Myles Kitagawa, Senior Associate Director Toxics Watch Society 10825 80 Avenue Edmonton, Alberta T6E 1V9 Bus: (780) 638-2390 Cell: (780) 907-1231 toxwatch@yahoo.com</p>	<p>Vacant</p>	<p>NGO Pollution</p>
<p>Carolyn Kolebaba, Vice President Alberta Association of Municipal Districts & Counties Box 178 Nampa, AB T0H 2R0 Bus: (780) 955-4076 Fax: (780) 955-3615 ckolebaba@aamdc.com</p>	<p>Tom Burton, Director Alberta Association of Municipal Districts & Counties Box 419 DeBolt, AB T0H 1B0 Bus: (780) 955.4076, Fax: (780) 955.3615 Cell: (780) 512-1558 tburton@aamdc.com</p>	<p>Local Government - Rural</p>
<p>Gary Leach, Executive Director Small Explorers & Producers Association of Canada #1060, 717 - 7th Avenue SW Calgary, AB T2P 0Z3 Bus: (403) 444-0115 leachg@sepac.ca</p>	<p>Vacant</p>	<p>Oil & Gas – Small Producers</p>
<p>Yolanta Leszczynski, P.Eng SD/ Env Regulatory Coordinator Scotford Manufacturing PO Bag 22 Fort Saskatchewan, AB T8L 3T2 Yolanta.Leszczynski@shell.com</p>	<p>Al Schulz, Regional Director Chemistry Industry Association of Canada 97-53017, Range Road 223 Ardrossan, Alberta T8E 2M3 Bus: (780) 922-5902, Fax: (780)-922-0354 alschulz@telusplanet.net</p>	<p>Chemical Manufacturers</p>
<p>Mike Norton, Acting Regional Director Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus: (780) 951-8869 Fax: (780) 495-3086 mike.norton@ec.gc.ca</p>	<p>Rachel Mintz, Head, Air Quality Science Unit Meteorological Service of Canada Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus: (780) 951-8959, Fax (780) 495-3529 rachel.mintz@ec.gc.ca</p>	<p>Federal Government</p>
<p>Louis Pawlowich, Environmental Coordinator Métis Settlements General Council Suite 200, 10335 172 Street Edmonton, AB T5S 1K9 Bus: (780) 822-4096, Fax: (780) 489-9558 LPawlowich@msgc.ca</p>	<p>Vacant</p>	<p>Aboriginal Government - Metis</p>
<p>Chris Severson-Baker, Managing Director Energy Watch Program Pembina Institute Suite 200, 608 - 7th Street SW Calgary, Alberta T2P 1Z2 Bus: (403) 269-3344, Fax: (403) 269-3377 chrissb@pembina.org</p>	<p>Ruth Yanor Mewassin Community Council RR 1 Duffield, AB T0E 0N0 Bus : (780) 504-5056 ruth.yanor@gmail.com</p>	<p>NGO Pollution</p>
<p>John Squarek, President Oasis Energy Inc. 3056 - 40th Ave South Calgary, Alberta T1K 6Z9 Bus: (403) 388.0969 jsquarek@shaw.ca</p>	<p>Bill Clapperton, Vice President Regulatory, Stakeholder and Environmental Affairs Canadian Natural Resources Limited #2500, 855-2nd Street S.W. Calgary, Alberta T2P 4J8 Bus: (403) 517-6784, Fax: (403) 517-7367 billc@cnrl.com</p>	<p>Oil & Gas – large producers</p>
<p>David Spink, Environmental Sciences and Policy Consultant Prairie Acid Rain Coalition 62 Lucerne Crescent St. Albert, AB T8N 2R2 Bus: (780) 458-3362, Fax: (780) 419-3361 dspink@shaw.ca</p>	<p>Ann Baran Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com</p>	<p>NGO Wilderness</p>

<p>Linda Sloan, Vice President and Director Cities over 500,000 (City of Edmonton) Alberta Urban Municipalities Association Unit 4-9734 111 Street Edmonton, AB T5K 1J8 Bus: (780) 496-8122, Fax: (780) 496-8113 linda.sloan@edmonton.ca</p>	<p>Cindy Jefferies, Director Cities up to 500,000 (Red Deer) Alberta Urban Municipalities Association 4914 48 Avenue Red Deer, AB T4N 3T4 Bus: (403) 342-8132 cindy.jefferies@reddeer.ca</p>	<p>Local Government – Urban</p>
<p>Rich Smith, Executive Director Alberta Beef Producers 320, 6715 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 275-4400, Fax: (403) 274-0007 richs@albertabeef.org</p>	<p>Dwayne Marshman Wild Rose Agricultural Producers Box 214 Rockyford, AB T0J 2R0 Bus: (403) 572-3354, Fax: (403) 572-3833 dmmarsh@telusplanet.net</p>	<p>Agriculture</p>
<p>Don Szarko, Director Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5733, Fax: (780) 430-4861 don.szarko@ama.ab.ca</p>	<p>Vacant</p>	<p>Consumer/Transportation</p>
<p>Vacant</p>	<p>Jennifer Steber, Assistant Deputy Minister Alberta Energy 10th Floor, Petroleum Plaza North Tower 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 427-6370, Fax (780) 427-7737 jennifer.steber@gov.ab.ca</p>	<p>Provincial Government</p>
<p>Don Wharton, Vice President Sustainable Development TransAlta Corporation 110 - 12th Avenue SW P.O. Box 1900, Station M Calgary, Alberta T2P 2M1 Bus: (403) 267-7681, Fax: (403) 267-7372 don_wharton@transalta.com</p>	<p>Jim Hackett, Senior Manager, Aboriginal Relations Health, Safety & Environmental ATCO Power Canada Ltd. 1000, 909 - 11 Avenue S.W. Calgary, AB T2R 1N6 Bus: (403) 245-7408, Fax: (403) 245-7265 jim.hackett@atcopower.com</p>	<p>Utilities</p>
<p>Norman MacLeod, Executive Director Clean Air Strategic Alliance 10th Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 427-9193, Fax: (780) 422-1039 nmacleod@casahome.org</p>		

Meeting evaluation form

Meeting: CASA Board Meeting
Date of meeting: December 1, 2011
Meeting place: Edmonton

At the Board retreat in June of this year, you indicated that CASA needs to become a more nimble organization (i.e. able to respond to new imperatives quickly). There was also an expectation that the Secretariat would assume a more directed style of project management and facilitation, helping stakeholders arrive at agreements. The following questions relate to how that might occur.

1. Given that the Board meets quarterly, would you be prepared to have the Executive Committee make decisions and provide direction to the Secretariat more frequently? For which kind of issues?

2. In instances where there is a need to seek the Board’s agreement between meetings, would you be comfortable participating in a transparent electronic poll of the Board?

3. With Executive Committee approval, should Project Teams have the latitude to adjust Terms of Reference, or agreed approaches, if they conclude that the existing direction is insufficient or misdirected?

4. In order for the Board to make informed choices about Statements of Opportunity it may require that the Secretariat undertake considerable work beforehand to frame and analyze issues (i.e. more than has been done in the past). Are you prepared to delegate this to the Secretariat, working with a limited group of key interests?

Name (optional): _____