

Memorandum



Date: May 21, 2013

From: Norman MacLeod, Executive Director

To: CASA Directors & Alternates

Subject: Board Briefing Package for June 6th

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Please find attached the draft agenda and briefing materials for the regular meeting of the CASA Board of Directors, which is scheduled from **9:15 a.m. to 12:30 p.m.** on Thursday, June 6, 2013.

The meeting will be held at:

Seventh Street Plaza – Great Room
8th Floor, 10030 – 107 Street
Edmonton, Alberta

We look forward to seeing you in Edmonton.

Norm MacLeod
780-427-9793

June 6, 2013

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:

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.

***Annual General Meeting
(AGM)***

Administration

Statement of Opportunity

Project Management

Communications

New/Other Business

Clean Air Strategic Alliance – Annual General Meeting

**8th Floor, Seventh Street Plaza - Great Room
10030 - 107 Street
Edmonton, Alberta**

June 6, 2013

Draft AGM Agenda

	1.0 ANNUAL GENERAL MEETING	1
9:15 – 9:30 (15 min)	1.1 Welcome, Approve AGM Agenda <i>Objective: Convene Annual General Meeting and approve agenda.</i>	
	1.2 Minutes of Last Annual General Meeting <i>Objective: Approve minutes from the last Annual General Meeting on September 27, 2012.</i>	
	1.3 CASA Membership <i>Objective: Reaffirm the membership of CASA's board of directors.</i>	
	1.4 Audited 2012 Financial Statements <i>Objective: Present CASA's 2012 audited financial statements to members.</i>	
	1.5 Select Auditor for 2013 <i>Objective: Appoint an auditor for CASA for 2013.</i>	

DECISION SHEET

ITEM: 1.2 **Minutes of Last Annual General Meeting September 27, 2012**

ISSUE: Minutes from the previous annual general meeting on September 27, 2012 are subject to approval by the members at the subsequent annual general meeting.

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

ATTACHMENT: A. Draft Minutes from September 27, 2012

DECISION: Approve the minutes from the September 27, 2012 annual general meeting.

DRAFT Minutes

CASA Annual General Meeting

September 27, 2012

McDougall Centre – Rosebud Room, 455 – 6th Street SW, Calgary, Alberta

In attendance

CASA Board Members and Alternates:

Brian Ahearn, Petroleum Products
Leigh Allard, NGO Health
Humphrey Banack, Agriculture
Ann Baran, NGO Wilderness
Martin Chamberlain, Provincial Government Energy
Cindy Christopher, Petroleum Products
Peter Darbyshire, Mining
Dawn Friesen, Provincial Government Health
Brian Gilliland, Forestry
Jim Hackett, Utilities
Carolyn Kolebaba, Local Government Rural
David Lawlor, Alternate Energy
Yolanta Leszczynski, Chemical Manufacturers
Louis Pawlowich, Aboriginal Government Metis
Al Schultz, Chemical Manufacturers
Chris Severson-Baker, NGO Pollution
Rich Smith, Agriculture
David Spink, NGO Wilderness
John Squarek, Oil and Gas Large Producers
Don Szarko, NGO, Consumer Transportation
Don Wharton, Utilities
Dana Woodworth, Provincial Government Environment
Ruth Yanor, NGO Pollution

CASA Secretariat:

Kaylyn Airey
Celeste Dempster
Robyn Jacobsen
Norman MacLeod

1.1 Welcome, Approve AGM Agenda

Norm introduced Dana Woodworth, Deputy Minister, AESRD as new CASA president. Those present introduced themselves. Dana convened the Annual General Meeting (AGM) at 9:10 a.m.

The board approved the AGM agenda as circulated by consensus.

1.2 Minutes of Last Annual General Meeting

The board approved the minutes of the June 8, 2011 Annual General Meeting by consensus.

1.3 CASA Membership

Both the board structure and membership are reviewed annually, giving members an opportunity to re-evaluate the composition and structure, and determine if the membership is satisfactory and in accordance with CASA bylaws. The CASA bylaws allow for 22 member groups comprising members from industry, government, and non-government organizations. At present, the board has 22 member groups: nine from the industry sector, eight from the government sector (including provincial, federal, local and aboriginal governments) and five from the non-government sector. . There are currently two Director vacancies under Pollution and Oil and Gas-Small Producers sectors. There are also vacant Alternate Director positions needing to be filled, including the Aboriginal (First Nations) sector. Sectors are responsible for self-selecting representation. The issue of board membership will be discussed in greater detail at today's regular board meeting under agenda item 6.2.

The board approved the structure and composition of the board by consensus.

1.4 Audited Financial Statements 2011

CASA's 2011 audited financial statement was tabled and presented to members to fulfill a requirement of the *Societies Act of Alberta*. The audited financial statements for 2011 were formally approved at the March 29, 2012 CASA board meeting and a summarized version of these statements is included in CASA's 2011 Annual Report. The full financial statements will be made available, upon request, from CASA.

The draft text for the 2011 Annual Report was reviewed by the board at its meeting on March 29, 2012. The final report was mailed out in July and is available on the CASA website.

The board accepted the financial report by consensus.

The AGM was adjourned at 9:20 a.m. and was followed by the regular meeting of the board.

DECISION SHEET

ITEM: 1.3 **CASA Membership**

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

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

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

In line with the CASA bylaws, the current CASA board consists of twenty-two (22) sectors, including nine (9) from industry, five (5) from non-government organizations, and eight (8) from government (including provincial, federal, local, and aboriginal governments). There are currently two sector vacancies under NGO Pollution and Oil & Gas – Small Producers.

ATTACHMENT: A. List of CASA stakeholder groups and representatives.

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

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives**

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	Janis Seville , Director of Health Initiatives The Lung Association – Alberta & NWT
NGO	NGO Rural	Southern Alberta Group for the Environment	Ann Baran Southern Alberta Group for the Environment	Vacant
Government	Provincial Government – Energy	Alberta Energy	Martin Chamberlain , Assistant Deputy Minister Alberta Energy	Audrey Murray , Branch Head Environment and Resource Services Alberta Energy
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited	Brian Ahearn , Vice President – Western Division Canadian Fuels Association
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		David Lawlor , Director Environmental Affairs ENMAX	Vacant
Government	Local Government – Urban	Alberta Urban Municipalities Association	Tim Whitford , Councillor Town of High River Alberta Urban Municipalities Association	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	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	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	Yolanta Leszczynski , SD/ Env Regulatory Coordinator Shell Scotford Manufacturing	Al Schulz , Regional Director Chemistry Industry Association of Canada (CIAC)

Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives

Government	Provincial Government – Health	Alberta Health	Neil MacDonald , Acting Assistant Deputy Minister Family & Population Health Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
Government	Federal	Environment Canada	Mike Norton , Acting Regional Director Environment Canada	Martin Van Olst , Senior Analyst Environment Canada
Aboriginal Government	Métis	Métis Settlements General Council	Mary Onukem , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Industrial	Pembina Institute	Chris Severson-Baker , Managing Director Pembina Institute	Ruth Yanor Mewassin Community Council
NGO	NGO Urban	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Bill Calder Prairie Acid Rain Coalition
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Humphrey Banack Wild Rose Agricultural Producers
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, Environment ATCO Group, Utilities
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Dana Woodworth , Deputy Minister Alberta Environment and Sustainable Resource Development	Rick Blackwood , Assistant Deputy Minister Alberta Environment and Sustainable Resource Development
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Vacant	Elise Bieche , Manager Canadian Association of Petroleum Producers
Industry	Mining	Alberta Chamber of Resources	Vacant	Dan Thillman , Plant Manager Lehigh Cement
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant

INFORMATION SHEET

ITEM: 1.4 **Audited Financial Statements 2012**

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

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

At its meeting on March 27th of this year, the board approved the audited financial statements for the purpose of including them in the 2012 Annual Report. The tabling of the statements at this time is in compliance with the legal requirement of the Societies Act of Alberta.

A summarized version of the statements appears in the 2012 Annual Report to improve readability and efficient use of resources. The full statements are attached to this sheet and will be made available upon request.

The draft text for the 2012 Annual Report was reviewed by the board at their meeting on March 27, 2013. The executive committee approved the report by email in February. The final version of the annual report will be mailed out to board members and stakeholders in July and will be available on the CASA website.

ATTACHMENTS: A. Audited Financial Statements (2012)

**THE CLEAN AIR STRATEGIC
ALLIANCE ASSOCIATION**

EDMONTON, ALBERTA

FINANCIAL STATEMENTS

FOR THE YEARS ENDED DECEMBER 31, 2012 AND DECEMBER 31, 2011

DRAFT

Hawkings Epp Dumont LLP

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INDEPENDENT AUDITORS' REPORT

To the Members of The Clean Air Strategic Alliance Association

We have audited the accompanying financial statements of the The Clean Air Strategic Alliance Association, which comprise the statement of financial position as at December 31, 2012, December 31, 2011, and January 1, 2011 and the statements of operations and changes in fund balances and cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the The Clean Air Strategic Alliance Association as at December 31, 2012, December 31, 2011, and January 1, 2011 and the results of its operations and its cash flows for the years ended December 31, 2012 and December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

Edmonton, Alberta
February 21, 2013

HAWKINGS EPP DUMONT LLP
Chartered Accountants

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THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2012

ASSETS

	<u>Core</u>	<u>External Projects</u>	<u>2012</u>	<u>Total 2011</u>	<u>January 2010</u>
Current Assets					
Cash and cash equivalents (Note 4)	\$1,000,574	\$ 191,784	\$1,192,358	\$1,279,536	\$1,373,294
Accounts Receivable (Note 5)	9,068	2,333	11,401	12,782	28,948
Interfund receivable (payable)	(5,985)	5,985	-	-	-
Prepaid expenses	<u>3,260</u>	<u>-</u>	<u>3,260</u>	<u>5,136</u>	<u>4,611</u>
	1,006,917	200,102	1,207,019	1,297,454	1,406,853
Tangible Capital Assets (Note 6)	4,918	7,282	12,200	13,068	5,229
Intangible Assets (Note 7)	<u>6,073</u>	<u>29,479</u>	<u>35,552</u>	<u>31,975</u>	<u>31,455</u>
	<u>\$1,017,908</u>	<u>\$ 236,863</u>	<u>\$1,254,771</u>	<u>\$1,342,497</u>	<u>1,443,537</u>

LIABILITIES AND FUND BALANCES

Current Liabilities					
Accounts payable and accrued liabilities	\$ 52,473	\$ 18,356	\$ 70,829	\$ 57,994	\$ 38,537
Deferred contributions (Note 8)	<u>574,284</u>	<u>181,746</u>	<u>756,030</u>	<u>859,299</u>	<u>1,005,778</u>
	626,757	200,102	826,859	917,293	1,044,315
Long-term Liabilities					
Deferred contributions - Tangible capital and intangible assets (Note 9)	<u>10,990</u>	<u>36,761</u>	<u>47,751</u>	<u>45,043</u>	<u>19,061</u>
	<u>637,747</u>	<u>236,863</u>	<u>874,610</u>	<u>962,336</u>	<u>1,063,376</u>
Fund Balances					
Internally restricted (Note 3 (b))	290,000	-	290,000	290,000	290,000
Unrestricted					
Invested in tangible capital assets	-	-	-	-	17,630
Available for operations	<u>90,161</u>	<u>-</u>	<u>90,161</u>	<u>90,161</u>	<u>72,531</u>
	<u>380,161</u>	<u>-</u>	<u>380,161</u>	<u>380,161</u>	<u>380,161</u>
	<u>\$1,017,908</u>	<u>\$ 236,863</u>	<u>\$1,254,771</u>	<u>\$1,342,497</u>	<u>\$1,443,537</u>

ON BEHALF OF THE BOARD:

_____ Director

_____ Director

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
FOR THE YEARS ENDED DECEMBER 31, 2012

	<u>Core</u>	<u>External Projects</u>	<u>2012</u>	Total <u>2011</u>
Revenue				
Grants (Note 8)	\$ 974,390	\$ 96,579	\$ 1,070,969	\$ 1,063,643
Fee for service	5,932	-	5,932	-
Amortization of deferred contributions - tangible capital assets and intangible assets (Note 9)	4,710	11,665	16,375	15,185
Interest	<u>13,416</u>	<u>726</u>	<u>14,142</u>	<u>14,227</u>
	<u>998,448</u>	<u>108,970</u>	<u>1,107,418</u>	<u>1,093,055</u>
Expenses (Schedule 1)				
Projects	384,453	-	384,453	314,437
General and administrative	393,265	-	393,265	389,703
Board support	100,583	-	100,583	142,168
Communications	99,848	-	99,848	136,285
Other	20,299	-	20,299	3,251
External projects	-	108,970	108,970	107,211
	<u>998,448</u>	<u>108,970</u>	<u>1,107,418</u>	<u>1,093,055</u>
Excess of Revenue over Expenses	-	-	-	-
Fund Balances, Beginning of Year	<u>380,161</u>	-	<u>380,161</u>	<u>380,161</u>
Fund Balances, End of Year	<u>\$ 380,161</u>	<u>\$ -</u>	<u>\$ 380,161</u>	<u>\$ 380,161</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2012

	<u>2012</u>	<u>2011</u>
Operating Activities		
Excess of revenue over expenses	\$ -	\$ -
Amortization of tangible capital assets	4,710	2,925
Amortization of intangible assets	11,665	\$ 12,260
Amortization of deferred contributions - tangible capital assets and intangible assets	<u>(16,375)</u>	<u>(15,188)</u>
	-	(3)
Change in non-cash working capital balances related to operations:		
Decrease in accounts receivable	1,381	16,166
Decrease in prepaid expenses	1,876	(525)
Increase (decrease) in accounts payable and accrued liabilities	12,834	19,464
Increase (decrease) in deferred contributions	<u>(103,269)</u>	<u>(146,479)</u>
	<u>(87,178)</u>	<u>(111,377)</u>
Financing Activities		
Deferred contributions received - tangible capital assets and intangible assets	<u>19,083</u>	<u>41,170</u>
Investing Activities		
Purchase of tangible capital assets and intangible assets	<u>(19,083)</u>	<u>(23,551)</u>
Change in Cash and Cash Equivalents During the Year	(87,178)	(93,758)
Cash and Cash Equivalents, Beginning of Year	<u>1,279,536</u>	<u>1,373,294</u>
Cash and Cash Equivalents, End of Year	<u>\$ 1,192,358</u>	<u>\$ 1,279,536</u>
Additional Cash Flow Information:		
Interest received	<u>\$ 14,142</u>	<u>\$ 14,226</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2012****1. NATURE OF OPERATIONS**

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

2. ADOPTION OF ACCOUNTING STANDARDS FOR NOT FOR PROFIT ORGANIZATIONS

Effective January 1, 2012 the Association adopted the requirements of the Canadian Institute of Chartered Accountants ("CICA Handbook"), electing to adopt the new accounting framework: Canadian accounting standards for not-for-profits ("ASNPO"). The Association's first reporting period using ASNPO is for the year ended December 31, 2012. As a result, the date of transition to ASNPO is January 1, 2011. The Association previously presented its financial statements using the Canadian generally accepted accounting principles ("CGAAP") annually to December 31st of each fiscal year up to, and including, December 31, 2011.

The adoption of ASNPO has had no impact on the previously reported assets, liabilities, or net assets of the Association, and accordingly no adjustments have been recorded in the comparative statement of financial position, statement of operations, statement of net assets, or statement of cash flows. The Association's disclosures included in these financial statements reflect the new disclosure requirements of ASNPO.

3. ACCOUNTING POLICIES

The financial statements have been prepared on a fund accounting basis using the deferral method of accounting for contributions in accordance with ASNPO and include the following significant policies:

(a) Basis of Presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

(b) Fund Accounting

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

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

(c) Cash Equivalents

Guaranteed Investment Certificates with maturities of one year or less at date of purchase are classified as cash equivalents.

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2012

3. ACCOUNTING POLICIES (CONT'D)

(d) Tangible Capital Assets

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

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

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

(e) Intangible Assets

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

(f) Non-Monetary Support

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

(g) Revenue Recognition

The Association follows the deferral method of accounting for contributions, which include government grants. Restricted contributions are recognized as revenue during the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions for the purchase of tangible capital assets and intangible assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related tangible capital assets and intangible assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred.

(h) Measurement Uncertainty

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

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2012

(i) Financial Instruments

The Association initially measures its financial assets and financial liabilities at fair value. The Association subsequently measures all of its financial assets and financial liabilities at amortized cost. Changes in fair value are recognized in the statement of operations in the period incurred.

Financial assets measured at amortized cost include cash, cash equivalents, short term investments, and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

4. CASH AND CASH EQUIVALENTS

	<u>2012</u>	<u>2011</u>	<u>January 2010</u>
Guaranteed Investment Certificates	\$ 910,697	\$ 1,110,155	\$ 63,839
Operating accounts	176,260	118,796	124,070
Savings accounts	<u>105,401</u>	<u>50,585</u>	<u>1,185,385</u>
	<u>\$ 1,192,358</u>	<u>\$ 1,279,536</u>	<u>\$ 1,373,294</u>

Guaranteed Investment Certificates bear interest at rates ranging from 0.90% - 1.4% (2011 - 1.15% - 1.51%) and mature between February 17, 2013 and September 4, 2013.

5. RECEIVABLES

	<u>2012</u>	<u>2011</u>	<u>January 2010</u>
Accrued interest	\$ 5,709	\$ 7,265	\$ 50
Goods and Services Tax	5,692	5,517	9,581
Grants	<u>-</u>	<u>-</u>	<u>19,317</u>
	<u>\$ 11,401</u>	<u>\$ 12,782</u>	<u>\$ 28,948</u>

6. TANGIBLE CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2012</u>	<u>Net Book Value 2011</u>	<u>January 2010</u>
Computer equipment	\$ 46,392	\$ 37,015	\$ 9,377	\$ 9,037	\$ 5,199
Furniture and equipment	<u>8,819</u>	<u>5,996</u>	<u>2,823</u>	<u>4,031</u>	<u>30</u>
	<u>\$ 55,211</u>	<u>\$ 43,011</u>	<u>\$ 12,200</u>	<u>\$ 13,068</u>	<u>\$ 5,229</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2012

7. INTANGIBLE ASSET

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2012</u>	<u>Net Book Value 2011</u>	<u>January 2010</u>
Website	\$ 14,582	\$ 8,509	\$ 6,073	\$ 8,676	12,395
Data warehouse	<u>44,744</u>	<u>15,265</u>	<u>29,479</u>	<u>23,299</u>	<u>19,060</u>
	<u>\$ 59,326</u>	<u>\$ 23,774</u>	<u>\$ 35,552</u>	<u>\$ 31,975</u>	<u>31,455</u>

8. DEFERRED CONTRIBUTIONS

(a) Core Fund

During the year, the Association received grants totaling \$850,000 (2011 - \$850,000) from the Province of Alberta. The purpose of the grants is to provide core funding in support of the Association's objectives as detailed in Note 1. The Regulations to the *Department of the Environment Act*, the *Department of Energy Act*, the *Department of Health Act*, and the *Department of Agriculture and Food Act* under which the grants have been provided, specify that grants must either be used for the purposes specified in the grant, be used for different purposes if such different purposes are agreed to by the applicant and the respective Minister, or be returned to the Province of Alberta. Accordingly, in the event the Association does not utilize the funds in pursuit of its objectives, any unexpended grant monies remaining may have to be repaid to the Province of Alberta.

	<u>2012</u>	<u>2011</u>
Balance, Beginning of Year	\$ 698,674	\$ 833,995
Grants received and receivable during the year	850,000	850,000
Transfer to deferred contributions - tangible capital assets and intangible assets	-	(22,345)
Revenue recognized to cover expenses during the year	<u>(974,390)</u>	<u>(962,976)</u>
Balance, End of Year	<u>\$ 574,284</u>	<u>\$ 698,674</u>

(b) External Projects Fund

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

	<u>2012</u>	<u>2011</u>
Balance, Beginning of Year	\$ 160,625	\$ 171,783
Grants received and receivable during the year	136,783	108,334
Transfer to deferred contributions - tangible capital assets and intangible assets	(19,083)	(18,825)
Revenue recognized during the year	<u>(96,579)</u>	<u>(100,667)</u>
Balance, End of Year	<u>\$ 181,746</u>	<u>\$ 160,625</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2012

9. DEFERRED CONTRIBUTIONS RELATED TO TANGIBLE CAPITAL ASSETS AND INTANGIBLE ASSETS

Deferred contributions related to tangible capital assets and intangible assets represent restricted contributions with which some of the Association's tangible capital assets and intangible assets were purchased. The changes in these contributions are as follows:

(a) Core Fund

	<u>2012</u>	<u>2011</u>
Balance, Beginning of Year	\$ 15,700	\$ -
Transfer from internal deferred revenue (Note 8)	-	22,345
Amounts recognized during the year	<u>(4,710)</u>	<u>(6,645)</u>
Balance, End of Year	<u>\$ 10,990</u>	<u>\$ 15,700</u>

(b) External Projects Fund

	<u>2012</u>	<u>2011</u>
Balance, Beginning of Year	\$ 29,343	\$ 19,061
Transfer from external deferred revenue (Note 8)	19,083	18,825
Amounts recognized during the year	<u>(11,665)</u>	<u>(8,543)</u>
Balance, End of Year	<u>\$ 36,761</u>	<u>\$ 29,343</u>

10. ECONOMIC DEPENDENCE

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

11. FINANCIAL INSTRUMENTS

The Association is not exposed to significant interest, credit, market, currency, or other price risk through its financial instruments. The following analysis provides information about the Association's risk exposure and concentration as of December 31, 2012

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect to its receipt of funds from the Government of Alberta and other related sources.

The Association mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

12. BUDGET FIGURES

Budget figures are provided for informational purposes only and are unaudited.

13. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEARS ENDED DECEMBER 31, 2012

	<u>2012</u> (Budget) (Note10)	<u>2012</u> (Actual)	<u>2011</u> (Actual)
Supplies and Services			
Travel	\$ 47,661	\$ 47,702	\$ 58,776
Computer equipment	36,445	29,419	31,244
Meetings	34,964	28,597	16,526
Stakeholder honoraria	38,270	26,449	19,374
Printing	30,432	25,119	13,257
Amortization of intangible assets	-	11,665	12,260
Telecommunications	8,100	7,006	6,821
Subscriptions	7,000	6,825	8,854
Office supplies	6,600	6,359	7,069
Stakeholder development	5,125	4,984	1,083
Amortization of tangible capital assets	-	4,710	2,925
Insurance	3,885	3,894	3,868
Advertising	5,000	3,312	4,374
Bank charges	2,100	2,105	1,945
Records storage	2,000	2,079	1,549
Furniture and equipment	6,000	1,826	7,288
Courier	1,935	1,240	2,147
	<u>235,517</u>	<u>213,291</u>	<u>199,360</u>
Professional Fees			
Consulting	308,479	220,260	218,513
Audit	8,952	9,551	9,531
	<u>317,431</u>	<u>229,811</u>	<u>228,044</u>
Human Resources			
Salaries and wages	542,616	552,229	563,383
Benefits	94,529	86,146	83,020
Staff development	17,005	16,938	13,564
Recruiting	3,000	4,528	3,254
Employee recognition	2,500	4,475	2,430
Contracted services	2,500	-	-
	<u>662,150</u>	<u>664,316</u>	<u>665,651</u>
Total Expenses	<u>\$ 1,215,098</u>	<u>\$ 1,107,418</u>	<u>\$ 1,093,055</u>

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

DECISION SHEET

ITEM: 1.5 **Select Auditors for 2013**

ISSUE: The Clean Air Strategic Alliance (CASA) is required by its bylaws to appoint its auditor at every annual general meeting. An annual review is required to determine if the current auditor is meeting CASA's needs.

BACKGROUND: Hawkings Epp Dumont LLP was retained to conduct the CASA audit for 2007 and 2010. CASA issued a Request for Quotes in April 2013 and received a single quote from Hawkings Epp Dumont. The Executive reviewed the bid and is recommending we re-appoint Hawkings Epp Dumont as auditors for the next three years.

ATTACHMENT: None.

DECISION: Approve the appointment of Hawkings Epp Dumont LLP as auditors for CASA in 2013-2015.

Clean Air Strategic Alliance – Board Meeting

**8th Floor, Seventh Street Plaza - Great Room
10030 - 107 Street
Edmonton, Alberta**

**June 6, 2013
Draft Annotated Agenda**

9:15 – 9:30 (15 min)		The Annual General Meeting will be held from 9:15 - 9:30 am and the business meeting of the board will follow.	
	2.0	ADMINISTRATION	2
9:30 – 9:50 (20 min)	2.1	Convene Business Meeting and Approve Agenda <i>Objective: Convene business meeting and approve agenda.</i>	
	2.2	New Representatives <i>Objective: Introduce and welcome new CASA board representatives.</i>	
	2.3	Minutes and Board Action Items from March 27, 2013 <i>Objective: Approve minutes and review the action items from the March 27, 2013 board meeting.</i>	
	2.4	CASA Executive Committee Membership <i>Objective: Confirm the members of the CASA executive committee.</i>	
	2.5	Executive Director's Report/Financial Statements <i>Objective: Receive a report on secretariat activities, income and expense statements and provide any feedback.</i>	
	3.0	STATEMENT OF OPPORTUNITY	3
9:50 – 10:20 (30 min)	3.1	Non-point Sources Statement of Opportunity <i>Objective: Receive a statement of opportunity on Non-point Sources. Direct the Secretariat to convene a working group charged with preparing a non-point source project charter.</i>	
10:20 – 10:30 (10 min)		BREAK	
	4.0	PROJECT MANAGEMENT	4
10:30 – 10:45 (15 min)	4.1	Status Reports <i>Objective: To receive information on project activity.</i> <ul style="list-style-type: none"> • CASA & AAC Joint Standing Committee • Electricity Framework Review • Human and Animal Health Team • Odour Management Project Team 	
	5.0	COMMUNICAITONS	5
10:45 – 11:15 (30 min)	5.1	Communications Update <i>Objective: Hear an update and discuss the following:</i> <ul style="list-style-type: none"> • CASA's 20 Year Anniversary • Community of Practice • Update on Edmonton Environment Week 	

	6.0 NEW/OTHER BUSINESS	6
11:15 – 11:30 (15 min)	<p>6.1 New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i></p> <p>6.2 Updated Board Mailing and Membership Lists <i>Objective: Provide up-to-date information on CASA board members.</i></p> <p>6.3 Project Team & Committee Membership Lists <i>Objective: Provide a current list of members on project teams and committees.</i></p> <p>6.4 Evaluation Forms <i>Objective: Provide time for board members to fill out their evaluation forms.</i></p>	
11:30 – 12:30 (1 hr)	LUNCH	

DECISION SHEET

ITEM: **2.2 Minutes and Action Items from March 27, 2013**

ISSUE: Minutes from the March 27th board meeting are subject to approval.

STATUS: Members have received the minutes from the March 27, 2013 board meeting and are invited to report any errors or omissions to the board at its June 6th regular meeting. Board members will be asked to give final approval to the minutes of March 27, 2013 and the final version will be posted to the website as per usual practice.

At the March 29, 2012 meeting it was agreed that the board action items be reviewed immediately following the minutes.

ATTACHMENTS: A. Draft meeting minutes from March 27, 2013 board meeting.
 B. Board Action Items

DECISIONS: Approve the minutes from the March 27, 2013 board meeting.

CASA Board of Directors

March 27, 2013

Calgary, Alberta

In attendance:

CASA Board Members and Alternates:

Brian Ahearn, Petroleum Products
Humphrey Banack, Agriculture
Ann Baran, NGO Rural
Bill Calder, NGO Urban
Martin Chamberlain, Provincial Government
Energy
Peter Darbyshire, Mining
Brian Gilliland, Forestry
Jim Hackett, Utilities
Carolyn Kolebaba, Local Government Rural
David Lawlor, Alternate Energy
Yolanta Leszczynski, Chemical Manufacturers
Chris Severson-Baker, NGO Industrial
David Spink, NGO Urban
Don Szarko, NGO Consumer Transportation
Don Wharton, Utilities
Tim Whitford, Local Government Urban
Ruth Yanor, NGO Industrial
Bev Yee, Provincial Government
Environment

CASA Secretariat:

Kaylyn Airey
Celeste Dempster
Robyn Jacobsen
Norman MacLeod
Struan Robertson
Karen Sigurdson

Presenters:

David Spink, Merry Turtiak, Odour Management Working Group (*Item 2.1, Odour Management Project Charter*)

David Spink, Don Wharton, Electricity Framework Review Working Group (*Item 2.2, Project Charter for 2013 Five-Year Electricity Framework Review*)

Ruth Yanor, Performance Measures Committee (*Item 2.4, Performance Measures Committee Rpt*)

Claude Chamberland, Brad Park, PM and Ozone Implementation Team (*Item 2.5, PM and Ozone Implementation Team Report*)

Norman MacLeod, CASA (*Items 1.5, 1.5, 2.7 (Executive Director's Report/Financial Statements, 2012 Audited Financial Statements, Managing Collaborative Processes Guide)*)

Kaylyn Airey, Yolanta Leszczynski, Communications Committee (*Items 3.1 and 3.2, 2012 Communications Committee Report & 2013 Strategic Communications Plan, 2012 Annual Report*)

Guests:

Rick Blackwood, ESRD
Claude Chamberland, Shell Canada Energy
Linda Jabs, ESRD
Brad Park, City of Calgary
Natasha Rowden, CAPP
Merry Turtiak, Alberta Health
Sharon Willianen, ESRD

Regrets:

Leigh Allard, NGO Health
Elise Bieche, Oil and Gas Large Producers
Tom Burton, Local Government Rural
Bill Clapperton, Oil and Gas Large Producers
Dawn Friesen, Provincial Government Health
Holly Johnson-Rattlesnake, Aboriginal
Government – Samson Cree First Nations
Neil MacDonald, Provincial Government
Health
Audrey Murray, Provincial Government
Energy
Keith Murray, Forestry
Mike Norton, Federal Government
Mary Onukem, Aboriginal Government Métis
Al Schultz, Chemical Manufacturers
Janis Seville, NGO Health
Rich Smith, Agriculture
Dan Thillman, Mining
Martin Van Olst, Federal Government
Dana Woodworth, Provincial Government
Environment

**Clean Air Strategic Alliance
Board of Directors Meeting
March 27, 2013**

Executive Summary

The CASA Board welcomed **David Lawlor** as Vice-President of CASA's Executive Committee. It also welcomed the following new members:

Elise Bieche from the Canadian Association of Petroleum Producers representing Oil and Gas Large Producers, Alternate.

Bill Calder of the Prairie Acid Rain Coalition representing NGO Urban.

CASA recently received \$1.7 million from the Alberta government in operating funds. This funding will allow CASA to develop plans for its core functions to the end of 2014, without drawing down bridging funds (i.e. funds that have been provided to bridge the gap between different CASA and GoA year ends). The official audit of CASA's 2012 financial statements has been completed without any significant concerns being raised. CASA came in approx. 10 per cent under budget in 2012.

The CASA Secretariat is preparing a Request for Quote (RFQ) for future audit services. The current auditor's 3-year contract has been completed. A chartered accountant is also being hired to review CASA's management of investments and cash flow to determine if revenue can be increased.

The board approved two project charters for new CASA project teams: Odour Management and the Electricity Framework Review. The secretariat will coordinate the formation of these project teams immediately. Other potential projects (Non-Point Source emissions, an Air Quality Management Framework, and Flaring and Venting) were discussed to determine stakeholder priorities. The secretariat will create a running list of potential projects that the board can review in future.

The board approved the following reports and plans:

- CASA 2012 Annual Report
- 2012 Performance Measures Committee Report
- PM and Ozone Implementation Team 2013 Report (the PM and Ozone Implementation Team will now disband)
- 2013 Strategic Communications Plan

The Board also received status reports from the airshed zones, the Alberta Airshed Council and the Communications Committee (on 2012 accomplishments). CASA now has an expanded social media presence including activities on the web, Facebook and Twitter. Board members were encouraged to join these forums and to encourage their stakeholders to participate.

Work on CASA's *Guide for Managing Collaborative Processes* is now complete and the document will be branded and made available online for free distribution.

**Clean Air Strategic Alliance
Board of Directors Meeting
March 27, 2013**

Draft Minutes

1 Administration

1.1 Convene Business Meeting and Approve Agenda

Bev Yee (on behalf of Dana Woodworth) convened the business meeting at 9:15 a.m. and the agenda was approved by consensus.

1.2 New Representatives

Elise Bieche of the Canadian Association of Petroleum Producers (CAPP) has been appointed to replace Bill Clapperton as the alternate director representing Industry, Oil and Gas Large Producers. Elise was not able to attend this meeting so Natasha Rowden from CAPP attended on her behalf. Natasha indicated that a replacement is also being sought for **John Squarek**, who resigned as the director of Industry, Oil and Gas Large Producers.

Bill Calder of the Prairie Acid Rain Coalition has been appointed to replace **Ann Baran** as alternate director representing NGO Urban.

Ann Baran of the Southern Alberta Group for the Environment has been appointed as director representing NGO Rural.

A biography for **Mary Onukem** has been included as it was not available at the last meeting.

1.3 CASA Executive Committee Membership

As of February 1, 2013, Cindy Christopher resigned as Vice President (Industry) on the CASA Executive Committee. The Industry caucus recommended David Lawlor, Director of Industry, Alternate Energy, to replace Cindy on the CASA Executive Committee. To facilitate David's attendance at CASA's February 21, 2013 Executive Committee Meeting, board members were asked to approve his appointment electronically. Board members were unanimous in appointing David as CASA Vice President for a one-year term expiring March 2014.

1.4 Minutes and Board Action Items from December 13, 2012

The minutes from the December 13, 2012 board meeting were approved by consensus. (It was noted that the 'Status' and 'Decision' sections on the board book decision sheet for this agenda item incorrectly indicated that the date of the last board meeting was December 6, 2012.)

Norm referred board members to the board book for the status of the action items from the December 13, 2012 meeting. He added the following comments:

- The need for funding through 2014 will be addressed at this meeting.
- CASA's potential role in Government of Alberta initiatives will again be discussed at this meeting.
- CASA's Executive Committee is undertaking a review of board membership, including pending applications for board membership. Their recommendations will be brought forward at the June board meeting.

1.5 Executive Director's Report/Financial Statements

Norm spoke to his report in the board book. He is continuing his annual meetings with individual board members, which are useful in determining member priorities and aligning

CASA's work. The official audit of CASA's 2012 financial statements has been completed without any significant concerns being raised. Karen Bielech is to be commended for her consistent and professional approach to managing CASA's finances. CASA's contract with its auditor (Hawkings Epp Dumont LLP) is now concluded, so an RFQ for audit services is being prepared and will be distributed to several qualified candidates.

CASA's investments provide very modest returns at current interest rates. A chartered accountant is being hired to review CASA's management of investments and cash flow to determine if revenues can be increased.

The secretariat is staying apprised of policy developments associated with the Government of Alberta's implementation of the Clean Air Strategy, single regulator, environmental monitoring system and Land-use Framework, with a view to keeping CASA's work aligned with these new initiatives. Secretariat work priorities will be driven mainly by today's board decisions regarding new projects. The secretariat will be fully staffed once a new project manager is hired at the beginning of April. Staff opportunities for mentorship related to mediation practices are being pursued. Norm concluded by indicating that CASA came in approx. 10 per cent under budget in 2012. Bev Yee indicated that the board appreciates Norm's insight and the mentorship opportunities being provided to CASA staff.

CASA recently received \$1.7 million from the Alberta government in operating funds. This funding will allow CASA to develop plans for its core functions to the end of 2014, without drawing down bridging funds (i.e. funds that have been provided to bridge the gap between different CASA and GoA year ends). The increase in reserve funds highlights the need for CASA to review its return on investments. Norm indicated that, as a result of the government's funding to the end of 2014, CASA can support three significant project teams, two of which are on the agenda for discussion today, plus standing committee work. The pace of project team work will influence the Secretariat's capacity to undertake additional work. He noted that the funds, while sufficient to the end of 2014, are not in excess of requirements. Still, CASA is now well-positioned with respect to funding, role clarity and staffing, subject to the decisions to be taken by the board today.

Bev noted that the \$1.7 million in funding is an indicator of the value that the Government of Alberta (GoA) places on CASA's multi-stakeholder work. She added that the provincial government will continue to use CASA as an important table to discuss issues. Martin Chamberlain agreed, noting that the GoA participation in CASA is important.

Documents outlining CASA's legal requirements for 2012, the stakeholders who received CASA support in 2012, and CASA's core revenue and expense summary as of January 31, 2013 were provided in the board book for information.

1.6 2012 Audited Financial Statements

During the last week of January 2013 the auditors began their annual analysis of CASA records and met with the Executive Committee on February 21, 2013 to review the financial statements, answer questions, and clarify the financial information in the statements. At this time, the board was asked to approve the financial statements for inclusion in CASA's 2012 Annual Report. As a legal requirement, the statements will be tabled at the Annual General Meeting this year. The CASA Executive Committee recommends board approval of the 2012 audited financial statements.

By consensus, the board approved the 2012 Audited Financial Statements for the purpose of including them in the 2012 Annual Report.

2 Project Management

2.1 Odour Management Project Charter

Odour Management Working Group representatives David Spink and Merry Turtiak reported on the group's progress and presented the project charter developed for the board's review and approval. The working group considered the broad issue of odour management, as well as what could realistically be accomplished by a CASA project team in 18-22 months. This timeline is consistent with board direction that project teams should produce results in a timely manner.

It should be noted that the working group has developed a vision for odour management in Alberta to guide ongoing and future work, as well as a shorter term goal to create a best practices guide for assessing and managing odours in Alberta. The group broke down the project team's work into seven topics:

- Complaints
- Odour Assessment
- Health
- Prevention/Mitigation
- Enforcement/Role of Regulation
- Education/Communication/Awareness
- Continuous Improvement

While the project team will conduct work under each of the seven, the level of detail may vary by topic. In some instances, where less work is done, the team may make recommendations for future work. Some work will be completed by task groups with oversight from the project team.

The presenters highlighted several risks:

- The timelines described are ambitious. The funding for the work is front-end loaded (i.e. it is needed at the information gathering stage). Availability of this funding, and any subsequent funding, will affect proposed timelines and the tasks that can be completed.
- Capacity and staffing concerns - Time commitments involved in participating on the project team and task groups.

Discussion:

Recognizing the scope and ambitious timelines outlined in the project charter, the board offered the project team the following advice:

- The project team should recognize the capacity issue and accommodate a flexible project structure, given the interrelated topics and team composition.
- It may not be necessary to have one task group for each topic. The focus should be on efficiency; maximizing work, while minimizing the number of task groups.
- While recognizing the integrated nature of all seven topics, the project team could still place a priority on the first 3-4 topics (complaints, odour assessment, health, and possibly prevention/mitigation) and create a work plan that confirms all elements would be addressed.
- The project team should check in regularly with the board to help keep work on scope and pace. Although prioritization is the mandate of the project team, periodic updates to the Board on these discussions is advisable.
- The project team should take advantage of existing research as much as possible and consider its application in the Alberta context, rather than conduct original research.
- The initiation of the Regulatory Enhancement Project (single regulator) may have an impact on the team's work. Any progress with respect to regulations will likely require a better understanding of all odour-related regulatory provisions.

By consensus, the board approved:

1. The Odour Management Project Charter.

2. The formation of the Odour Management Project Team, coordinated by the secretariat.

Action: Secretariat to canvass board members for project team participants.

2.2 2013 Electricity Framework Review Project Charter

Electricity Framework Review Working Group representatives David Spink and Don Wharton reported on the group's progress and presented the project charter developed for the board's review and approval. The first five-year review occurred in 2008 and the second five-year review should commence in 2013. The 2013 review will be conducted using a two-step process:

- Step one is the initial assessment and development of forecasts to determine if a full structural review is triggered. This initial assessment will happen as quickly as possible.
- Based on the results of the initial assessment, step two would require the team to determine if a full structural review of the Framework is warranted. The team will update the Board on their determination, as well as the proposed design of a full structural review, if warranted.

If the charter is approved, membership on the project team will need to be determined quickly, so it can meet by the end of April and undertake the work required by the next board meeting.

Discussion:

- There is currently little information from Environment Canada on the progress of the mid-life Base Level Industrial Requirements (BLIERS).
- If warranted, a structural review of the Framework could include more than just fossil fuel electricity generation.
- The nature and extent of public consultation would be determined by the team once there is more clarity regarding the scope of the review.
- Broad engagement with members of all three caucuses needs to occur to ensure that all interested parties are engaged at the appropriate level. Those who need to actively participate should be on the team from the outset.
- The status of the one non-consensus recommendation from the 2008 review was questioned (re: nitrogen oxides emission standards for new gas-fired generation for both peaking and non-peaking units). This issue is still before the GoA for decision, pending finalization of the federal Air Quality Management System.

*By consensus, the board approved:****1.The Electricity Framework Review Project Charter.******2.Formation of the Electricity Framework Review Project Team, coordinated by the secretariat.***

Action: Secretariat to canvass board members for project team participants.

2.3 Other Project Management Candidates

A statement of opportunity on non-point source emissions will be presented to the board for discussion at the June meeting. With Odour Management and the Electricity Framework Review, if the statement of opportunity is approved, CASA will be working on three major projects. In addition, the Joint Standing Committee has suggested that, if asked, it could consolidate advice from airsheds and CASA for Alberta's Environmental Monitoring Agency.

The Board has also previously identified air quality issues and/or projects for which no activities are currently planned. These are:

- The development of a comprehensive air quality management framework that would: a) be provincially consistent, and b) provide a template for application at the regional level to assist in the implementation of the Land-use Framework.
- A re-examination of flaring and venting, including fracking and other unconventional oil and gas operations.

Discussion:

Board members questioned whether the work on non-point source emissions might overlap with the odour management project. Norm said that the secretariat has discussed the potential to integrate, link and/or sequence some projects. This could still occur as project work evolves.

In response to a question regarding GoA priorities, they confirmed that they are definitely interested in NPS. In terms of regional planning, some internal discussions still have to occur. Three regional plans will be rolled out at the same time and they would like to leverage their partners to assist with this work. The GoA could provide more info on their priorities at the June Board meeting when the NPS SoO is presented.

The previous flaring and venting project did not address fracking, though it has the potential to become a significant air quality issue with respect to completion and unconventional wells that do not meet the current economic test. It was noted that the Petroleum Technology Alliance of Canada (PTAC) is doing some work on fracking-related air quality issues that could be used to inform a potential project team.

Members found value in these board discussions about work priorities and asked the secretariat to develop a running list of potential projects so that they are revisited periodically and assessed with respect to their relative importance and the capacity of stakeholders to engage.

Action: Bev Yee to discuss with her colleagues which of the projects discussed is a higher priority for the provincial government—non-point source emissions (NPS) or an Air Quality Management Framework, in preparation for the upcoming Statement of Opportunity discussion about NPS.

Action: Secretariat to create a running list of project opportunities as a standing item for regular board discussion.

2.4 Performance Measurement Committee

Ruth Yanor presented the 2012 Performance Measures Committee (PMC) Report to the board. In 2012, the Performance Measures Committee undertook the following tasks:

1. Calculate Performance Measure 3 (Number of recommendations through Comprehensive Air Quality Management System implemented)
2. Follow-up on low-rated recommendations from previous years
3. Report the results of Performance Measure 5.

Performance Measure 3

Performance Measure 3 (PM3) reports on the degree of implementation of the substantive recommendations approved by the CASA Board from four years previous. For 2012, the PMC considered the recommendations approved by the Board in 2008 – ten recommendations from the Confined Feeding Operations Project Team and two recommendations from the Human and Animal Health Team. Of these, two recommendations from the Confined Feeding Operations Project Team were deemed substantive. The remaining recommendations were deemed either administrative or operational and so are not subject to further evaluation. Overall, the degree of implementation of CASA recommendations approved in 2008 is 90%.

Review of Low-Rated Recommendations

Under PM3, recommendations that receive an implementation rating of 3 or less (on a scale of 0 to 10) are placed into the low-rated recommendation matrix for additional follow-up by the PMC. The PMC provides advice to the board on items in the low-rated recommendation matrix annually:

- The PMC recommended that the two low-rated recommendations be closed because they are deemed complete.
- The PMC recommended that two low-rated recommendations be sent to the Human and Animal Health Team for consideration, because they seem relevant to that team's Terms of Reference:

- The PMC recommended that the board reassess the following low-rated recommendation to determine if more work is required.
 - 2002 – Acidifying Emissions Management Implementation Team recommendation #3

Performance Measure 5

Performance Measure 5 (PM5) is calculated annually by the Communications Committee. It reports on the number of repeat visitors to the website, number of news stories about CASA, and the quality of CASA coverage in the news. The results can be reviewed in the committee’s report, starting on page 7.

Discussion:

There was some question about the effectiveness of implemented recommendations. It was clarified that PM3 evaluates only whether or not a recommendation has been implemented and does not consider the effectiveness of the implementation. PM3 is calculated using a questionnaire which asks implementers to rate the overall implementation of a “substantive” recommendation on a scale from 0 (no work done) to 10 (completely implemented) and provide reasoning. If there is more than one implementer for a single recommendation, then the ratings are averaged. There was an additional question about the CFO Project Team’s Recommendation 1 (development of an emissions inventory). This recommendation was not included in the calculation as it would be considered operational, not substantive.

The board suggested that the secretariat complete a short discussion paper outlining best practices for measuring the effectiveness of recommendations (vs. whether they were implemented) and providing guidance/sources with respect to how recommendations are written. The paper should also consider how we currently measure implementation. Is it appropriate to just ask the implementers? Does that adequately measure the effectiveness of implementation?

The secretariat should include additional wording in the annual report noting that the PM3 calculation is not a measure of the effectiveness of a recommendation and refer the reader to the 2012 CFO final report for additional information on the effectiveness of those recommendations.

The board considered next steps to follow-up on the low-rated recommendation from the 2002 Acidifying Emissions Management Implementation Team. This recommendation outlines the process for the periodic review of Alberta’s Acidifying Emissions Management Framework. Alberta Environment and Sustainable Resource Development completed the 2004 review; however, the evaluation forms were not completed as described in the recommendation. ESRD is in the process of conducting the next review. The secretariat should send a letter to the ESRD group conducting the review, including the forms prescribed in the 2002 AEMF, reminding them of the evaluation forms as described in the recommendation.

By consensus, the board approved the 2012 Performance Measures Committee Report.

Action: Secretariat to provide board with a discussion paper regarding the measurement of the effectiveness of recommendations.

Action: Secretariat to include additional wording in the annual report which describes the intent of PM3 calculation.

Action: Secretariat to send a letter to the ESRD group conducting the Acidifying Emissions Management Framework review to follow-up on recommendation 3 from the 2002 Acidifying Emissions Management Implementation Team. The 2002 AEMF forms should be included for the ESRD group's consideration.

2.5 PM and Ozone Implementation

Claude Chamberland and Brad Park from the PM and Ozone Implementation Team presented their team's 2013 report to the board. The team met on Wednesday November 28, 2012 to discuss:

- progress made towards completing its terms of reference;
- impacts of the national Air Quality Management System (AQMS) on the CASA Framework; and
- the future of the team

The team has agreed that the national AQMS supersedes the CASA framework and, as such, its terms of reference are no longer relevant. The team also noted that much PM and Ozone expertise has accumulated at CASA during the life of these project and implementation teams, which could be useful during implementation of the national AQMS and Canadian Ambient Air Quality Standards (CAAQS). If there is a need for advice during AQMS implementation, a group could be reconvened.

Discussion:

Bev confirmed that the CAAQS have been approved by the ministers and that they will be implemented.

By consensus, the board approved the PM and Ozone Implementation Team 2013 Report and recommendations and agreed to disband the PM and Ozone Implementation Team.

2.6 Status Reports

Norm referred board members to reports from the following groups in the board book.

- Alberta Airshed Council
- Calgary Region Airshed Zone
- Fort Air Partnership
- Lakeland Industry and Community Association
- Palliser Airshed Society
- Parkland Airshed Management Zone
- Peace Airshed Zone Association
- West Central Airshed Society
- Wood Buffalo Environmental Association

2.7 2013 Managing Collaborative Processes Guide

Norm referred board members to CASA's most recent iteration of the *Guide to Managing Collaborative Processes* in the board book, noting that it has been made available to students with an interest in collaborative processes at the University of Alberta School of Business.

In addition, the Secretariat is developing CASA case studies to enhance the guide for roll-out in 2014 when CASA celebrates its 20th anniversary next year.

3 Communications

3.1 2012 Communications Committee Report and Strategic Communications Plan 2013

Yolanta Leszczynski reported on the committee's 2012 activities and outlined its 2013 strategic plan. She thanked the secretariat for its leadership, with particular mention of Kaylyn Airey's committee contribution.

Based on the three overall communications goals in CASA's 2013 strategic communications plan, Yolanta reported on the highlights of the committee's activities in 2012.

Committee highlights from 2012 included:

- Participating in both Environment Week and Clean Air Day events in Edmonton
- Hosting the 2012 Coordination Workshop and distribution of CASA's *Guide to Managing Collaborative Processes*
- Presenting to the International Association of Public Participation
- Presenting at the Synergy Alberta Conference and distribution of CASA's *Guide to Managing Collaborative Processes*
- Supporting the Government of Alberta's soft launch of the Renewed Clean Air Strategy
- Initiating CASA's virtual presence
- Analyzing the potential for a community of practice

The three overall communications goals in CASA's 2013 strategic communications plan are:

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

A 2013 Tactical Communications Plan has been drafted to direct implementation activities, with planned tactics reflecting little or no cost to CASA. Several communication activities outlined in the tactical plan are ongoing and financing is included in the CASA core budget. Some activities from project team communications plans (e.g., public consultation and news conferences) will require external funding.

By consensus, the board approved the CASA Strategic Communications Plan 2013 on the condition that communications activities requiring incremental funding proceed only if full funding is acquired.

Kaylyn gave the board a presentation on CASA's social media presence and increase online participation. The committee has been building CASA's social media foundation and Kaylyn provided information with respect to what is available on:

1. the CASA website
2. Facebook: Clean Air Strategic Alliance
3. Twitter (@CleanAirSA)

Discussion:

There was a question about whether Twitter would/could be used to address the public's questions about air quality issues. Kaylyn indicated that both Facebook and Twitter will be a neutral voice for CASA, with positive messaging, but any questions received through these channels will be routed to the most appropriate person for answers, as per any other inquiry. She encouraged board members to join these social media forums and encourage their stakeholders to participate.

3.2 2012 Annual Report

Yolanta presented the board with the draft text to be included in CASA's 2012 Annual Report and outlined some possibilities for a new format:

- Multi-purpose products such as a short, printed document to be mailed (with the full-format copy available online)
- An info-graphic
- Videos that can be used in a CASA advertising campaign

Discussion:

Members generally agreed with the new concept for the annual report provided that the full report is available online. It was also noted that the condensed printed version should include a phone number, for people who don't have internet.

Norm confirmed that the new format meets CASA's legal reporting requirements. Members also questioned if there were any plans for engagement with airsheds. CASA has a formal mechanism for communication with airsheds through the CASA & AAC Joint Standing Committee (JSC). CASA and the airsheds have different mandates, but wherever possible should speak about air quality with one voice. This has not been formally coordinated to date. The air quality index is one obvious common focus.

Board members were asked to review the draft 2012 annual report for accuracy, tone, content, and structure, and provide comments directly to the secretariat by **Wednesday, April 3, 2013**. Once the comments have been incorporated, the final draft and format selection will be forwarded to the Executive Committee for final review and approval. Note: The version attached in the board book is draft copy only. Final layout and design will be determined once the content is approved.

By consensus, the board authorized the CASA Executive Committee to approve the 2012 Annual Report for final content and format after comments from the board are received and incorporated.

4 New/Other Business

4.1 New/Other Business

No new/other business was introduced.

As meeting chair, David Lawlor thanked Peter Darbyshire for his service as a CASA board member, as this was his last meeting. Peter expressed his appreciation for his CASA board

experience and the opportunity to learn about the consensus process, of which he is now a great champion. Peter also congratulated secretariat staff on their competence.

4.2 Updated Board Mailing and Membership Lists

Members were asked to provide the secretariat with up-to-date information on CASA board membership.

4.3 Evaluation Forms

Members were asked to complete evaluation forms for the March 27, 2013 meeting. These responses are valued and will be reviewed by the Executive Committee at its next meeting.

The next CASA board meeting will be June 6, 2013 in Edmonton.

The meeting adjourned at 2:10 p.m.

Board Action Items For Discussion – June 6, 2013

Action items	Meeting	Status
2.2 – 2013 Electricity Framework Review Project Charter Secretariat to canvass board members for project team participants.	March 27, 2013	Completed.
2.3 – Other Project Management Candidates Bev Yee to discuss with her colleagues which of the projects discussed is a higher priority for the provincial government—non-point source emissions (NPS) or an Air Quality Management Framework, in preparation for the upcoming Statement of Opportunity discussion about NPS.	March 27, 2013	Carried forward. For discussion on June 6, 2013.
2.3 – Other Project Management Candidates Secretariat to create a running list of project opportunities as a standing item for regular board discussion.	March 27, 2013	Completed.
2.4 – Performance Measures Committee Secretariat to provide board with a discussion paper regarding the measurement of the effectiveness of recommendations.	March 27, 2013	Carried forward. Draft being prepared by Celeste Dempster.
2.4 – Performance Measures Committee Secretariat to include additional wording in the annual report which describes the intent of PM3 calculation.	March 27, 2013	Completed.
2.4 – Performance Measures Committee Secretariat to send a letter to the ESRD group conducting the Acidifying Emissions Management Framework review to follow-up on recommendation 3 from the 2002 Acidifying Emissions Management Implementation Team. The 2002 AEMF forms should be included for the ESRD group's consideration.	March 27, 2013	Completed.

Carried Forward Action Items

Action items	Meeting	Status
6.2 – Review of CASA's Membership The board asks that the Executive Committee prepare a proposal for reviewing CASA membership to be presented at the December 2012 meeting.	September 27, 2012	Carried forward. For discussion June 6 th .
1.6 -Core Budget for 2013 and Core Funding Background Information The secretariat to bring a proposal to Executive Committee for re-establishing sustainable funding to CASA in 2014.	December 13, 2012	Completed. Funds provided to April 1, 2015.
2.0 – Government Initiatives The board to determine the most appropriate way	December 13, 2012	Completed. Continues discussion as per 2.3 above.

Action items	Meeting	Status
for CASA to contribute to the GoA's Clean Air Strategy, Land Use Framework, Regulatory Enhancement Project, and New Environmental Monitoring System.		

INFORMATION SHEET

ITEM: 2.3 New Representatives

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

STATUS: **Rick Blackwood** of Alberta Environment and Sustainable Resource Development has been appointed to replace Bev Yee as the alternate director representing Provincial Government - Environment.

Peter Darbyshire has resigned as the director of Industry – Mining. A replacement will be named at a future meeting.

A biography for Bill Calder and Elise Bieche is included as it was not previously available.

ATTACHMENTS: A. Biography of New Member(s)

Biography

Alternate Director

**Rick Blackwood
Alberta Environment & Sustainable Resource Development**

Rick Blackwood is the Assistant Deputy Minister (ADM) of the Strategy Division for Alberta's department of Environment and Sustainable Resource Development (ESRD). Over the course of his career Rick has held a variety of senior management positions within the department and also was seconded to the role of General Manager of the Foothills Model Forest in support of Alberta's role in Canada's Model Forest Network.

As ADM for Strategy, Rick is responsible for strategic relationships and engagement, strategy development and foresight, systems thinking and design and the ongoing integration of the various elements of Environment and Sustainable Resource Development.

Rick was previously the ADM for Fish and Wildlife. He is a Registered Professional Forester with the College of Professional Foresters of Alberta. He and his wife Birdie have two daughters.

Biography

Alternate Director

**Elise Bieche
Canadian Association of Petroleum Producers**

Elise Bieche, Manager, National Air Issues, joined CAPP in June of 2012 and has accountability for managing the development of strategic policy positions that relate to criteria air emissions. These issues include local and national policies and the ongoing development of the federal Air Quality Management System.

Elise was previously employed with Encana Corporation, as an Advisor in Corporate Responsibility. Elise has extensive experience in the oil and gas industry and the development of policy as it relates to the industry's social license to operate.

Elise currently resides in Calgary, Alberta with her fabulous family!

Biography

Alternate Director

**Bill Calder
Prairie Acid Rain Coalition**

A graduate of the University of Toronto with a Doctorate in Canadian history, Bill Calder has had an extensive provincial government career in Saskatchewan and Alberta. This included service as a Director in the Environment Council of Alberta from 1993 to 1995 and then in the

Alberta Department of Environment focusing on intergovernmental, stakeholder and Aboriginal relations from 1995-2011.

From its start in 2007, Bill was actively involved in the development of a new national air quality management system (AQMS) for Canada by the federal government, provinces, territories and stakeholders. Under contract to Alberta Environment and Sustainable Resource Development (ESRD) for 13 months after his retirement in September 2011, he continued his AQMS work as a member of the Alberta, Environment Canada, Ontario Environment “Champions” group. The group steered the AQMS initiative through to approval by Ministers in October 2012.

Bill has been a member of the Prairie Acid Rain Coalition since leaving government employment and is continuing to contribute to Alberta's environment from that perspective.

DECISION SHEET

ITEM: 2.4 **CASA's Executive Committee Membership**

ISSUE: The CASA Board has an Executive Committee that is comprised of a representative from each stakeholder group; government, industry and non government. Vice presidents serve an initial one-year term and may be reappointed for an additional two-year term. The term for Chris Severson-Baker expires in June 2013.

BACKGROUND: The NGO caucus is recommending that **Chris Severson-Baker** remain as CASA vice president for an additional two year term. Chris has been serving as vice president since June 2012.

David Lawlor's position of vice president (industry) expires March 2014.

Dana Woodworth's position of president expires June 2014.

Norman MacLeod's position of secretary treasurer expires September 2014.

ATTACHMENTS: None

DECISION: Reaffirm Chris Severson-Baker as vice president of CASA to June 2015.

INFORMATION SHEET

ITEM: 2.5 **Executive Director's Report/Financial Statements**

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

ATTACHMENTS: A. Executive Director's Report

ISSUE: 2. **Financial Reports**

ATTACHMENTS: B. Core Revenue and Expense Summary – March 31.2013
C. Consolidated Core Expenses – March 31, 2013

Executive Director's Report

Key Events and Initiatives

Overview

CASA's agenda for the next 2 years is largely in place and the major projects have the active support of CASA stakeholders. Further clarity will be provided at the June Board meeting, once stakeholders have had the opportunity to consider the Non-Point Source Statement of Opportunity (SOO) and weighed the merits of that SOO against other suggested work, such as the development of a regionally applicable air-quality management framework or related tools (i.e. a contribution toward completing Alberta's LUF). Several CASA stakeholders have observed that there is the potential to integrate the work of one or more project teams (e.g. Odour, NPS and regional air quality management). Precisely how these pieces could be integrated is not yet clear, but stakeholders may want to explore that possibility as project discussions mature.

At a project-specific level, both the Electricity Review and Odour files are underway, with the expected procedural issues being discussed by the principal parties. These include: representation on the team; the flow of information to interested parties; work plan development; scheduling; etc. As anticipated, these newly initiated projects have benefitted from the development of the project charters. Without these charters in place, the focus of team discussions and the associated membership and work plan implications would be much less clear. Our intention was to refine and "kick-start" these project discussions. The project charters seem to have met that test. Still, these projects are large, complex undertakings and we anticipate many bumps in the road as we work to get team architecture and project management right.

CASA is 20 years old in March of 2014. There are few, if any, multi-stakeholder organizations in Canada with CASA's record of accomplishment (The National Roundtable on the Economy and the Environment was in place for 25 years). The work of CASA project teams continue to shape the policy and regulatory landscape in both Alberta and Canada (e.g. the significant PM and Ozone and Electricity Framework Project Team contributions to the emerging national AQMS). Over 960 stakeholders have participated on project teams in that time. CASA has an obligation to current and past stakeholders to mark this anniversary and to acknowledge the collaborative work that has been done. Planning for this anniversary has begun and will continue throughout 2013. This initiative is likely to elevate CASA's visibility, a longstanding interest of the Board.

Two practical considerations:

- The success of this initiative will require that much of the preparatory work be done in 2013, though roll-out will occur in 2014.

- The Communications Committee is likely to seek external funds to sponsor particular events, the requirements being outside of CASA's very limited communications budget.

Finance

The provision of funding for CASA through 2014 presents some interesting opportunities. Knowing that core funding is in place for approx. 24 months provides a solid foundation for project support and budgeting. Disbursements are typically not even-flow throughout the life of a CASA project (e.g. both internal and external project funds tend to be front-end loaded). The longer the financial planning horizon, the better limited funds can be allocated and the better reserve funds can be managed, considering both liquidity requirements and return on investments.

The Secretariat

CASA recently hired Michelle Riopel as a third Project Manager, equipping the Secretariat to support a Non-point Sources (NPS) Working Group or work on other existing projects, subject to Board discussions.

Board and Standing Committees

Board

The next regularly scheduled Board meeting is June 6th in Edmonton.

CASA and AAC Joint Standing Committee

Last year, the Committee contracted a consultant to write a discussion paper to form a basis for JSC discussions around policies and strategies affecting airshed zones as well as roles, interests and relationships between the AAC, airshed zones and CASA. On March 6th the JSC met with representatives from the Environmental Monitoring Group and ESRD, including Ernie Hui, to determine how the JSC can provide input and help to inform emerging policy. The JSC is currently drafting a letter to send to Ernie Hui which will outline how the JSC can be used as a forum to gather information about local considerations for the implementation of the provincial environmental monitoring system.

Communications Committee

The Communications Committee presented the results of their annual review at the March Board meeting. Board members were asked to provide feedback on the content of CASA's 2012 Annual Report by April 5, 2013. No further (post meeting) feedback was received. A

comprehensive Communications walk-through is scheduled for the June Board meeting, and the Communications Committee will meet before that to prepare.

Operations Steering Committee

The CASA secretariat has provided a CASA Data Warehouse budget update to current OSC members. Further discussions with OSC members are required to establish the future of this committee, in light of recently announced government initiatives.

Performance Measures Committee

The Performance Measures Review Working Group completed the 2012 performance measures review and presented their results, together with CASA's new Performance Measurement Strategy, to the Board in December and received approval.

The Performance Measures Committee presented the results of the 2012 performance measures at the Board in March for inclusion in the CASA Annual Report.

Project Teams

2013 Electricity Framework Review

At their March 2013 meeting, the Board approved the project charter for the 2013 Electricity Framework Review. The kick-off meeting for the project team will be held in early May.

Human & Animal Health Implementation Team

The team has reviewed the implementation of recommendations from the four previous reports. For recommendations that are not complete, the team discussed their current relevance and the path forward and agreed to create an inventory of how all agencies currently contribute to the CHHMS and discuss if and how these inputs can be better coordinated. The secretariat is working to develop the inventory.

Odour Management Working Group/Project Team

Based on stakeholder discussions and a preliminary literature review and jurisdictional comparison, a Statement of Opportunity was presented to the Board of Directors at their September 27 board meeting. The Board approved the formation of a working group to develop the Project Charter. The working group first met on 14 January 2013. The group prepared a Project Charter for an Odour Management Project Team which was approved by the Board at the March meeting. The Board also approved the formation of an Odour Management

Project Team. The Secretariat is currently coordinating team formation and Board members are being canvassed for representatives.

Particulate Matter & Ozone

The PM and Ozone Implementation Team last met on November 28, 2012 to discuss progress made towards completing the Terms of Reference and the implications of the CAAQS for the Framework as well as to review the most recent PM & Ozone Assessments from ESRD. At this meeting, the team agreed to disband as the CAAQS now represent the national standard. The team will be bringing forward its final report and two recommendations at the March Board meeting. At this meeting, the Board accepted the final report and recommendations and disbanded the team.

Statement of Opportunity Development

Non-Point Source Emissions Management

The NPS statement of opportunity was circulated to stakeholders on April 5, 2013. Stakeholders were asked to provide feedback on the content and proposed areas of work by April 26, 2013.

Other Initiatives

Guide to Managing Collaborative Processes

The refined version of this Guide was included in the content for the March Board meeting. This Guide is considered a living document, and as such caveats that a ‘final version’ is not to be expected, but rather additional iterations as feedback is received and theory advances. The Guide is available online.

Strategic Planning

Secretariat tasks for 2013 include reviewing and assessing the current Strategic Plan and developing a 2013 operational plan and a risk management plan.

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
Grants Carried Forward from 2008	\$578,248	Includes Pre-payment for 2009 Operations from Alberta Environment
Grants Received in 2009		
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	
Total Expenses 2009	-\$836,590	Year-end actual
Balance End of 2009	\$991,658	
Revenue 2010 -Alberta Energy	\$850,000	For operations to March 31, 2011
Total Expenses 2010	\$928,661	Year end actual
Balance End of 2010	\$912,997	
Revenue 2011-Alberta Energy	\$850,000	For operations to March 31, 2012
Total Expenses 2011	\$983,319	Year end actual
Balance End of 2011	\$779,678	
Revenue 2012-Alberta Energy	\$850,000	For operations to March 31, 2013
Total expenses 2012	\$1,010,114	Year end actual
Balance End of 2012	\$619,564	
Revenue 2013/2014- Alberta Energy	\$1,700,000	Funding commitment to March 31, 2015
Budget expenses June 1, 2013	\$1,076,328	Forecast
Balance End of 2013	\$1,243,236	Balance forecast - March 31, 2014
Forecasted budget expense 2014	\$1,076,328	Forecast
Balance End of 2014	\$166,908	Forecast

as of March 31, 2013

Clean Air Strategic Alliance
Consolidated Core Expenses
March 31, 2013

Expense Account	Expenditure to date	Total Budget January 2013	% of Budget
Supplies & Services			
Advertising	0	5,000	0
Bank and Finance Charges	464	2,000	23
Computers & IT	7,377	37,645	20
Courier	478	2,100	23
Depreciation			
Development- Stakeholders	0	5,125	0
Furniture & Display	0	4,000	0
Office Reconfiguration	0	0	0
Honoraria - Stakeholders	6,275	93,524	6
Insurance	952	3,895	24
Meeting Expenses	3,633	17,293	21
Office Supplies	1,765	6,000	29
Print & Reproduction Services			
Annual Report	0	8,500	0
General	833	16,140	5
Repairs & Maintenance	216	500	43
Records Storage	590	2,090	28
Subscriptions	818	7,000	12
Telecommunications	1,833	6,900	27
Travel			
Consultants	181	625	29
Stakeholders	2,817	35,762	8
Staff	6,356	28,608	22
Total Supplies & Services	34,588	282,707	13
Professional Fees			
Legal Fees	0	3,000	0
Audit	9,500	9,400	101
Consulting Expense			
Alberta Environmental Network	3,532	21,000	17
Consulting for Board/Projects	8,176	57,000	14
Total Professional Fees	21,208	90,400	23
Human Resources			
Salaries & Wages	131,444	566,730	23
Employer Contributions	10,429	22,029	47
Group Benefits	5,023	26,076	19
Group Retirement Savings Plan	10,133	45,388	22
Performance Pay	0	0	
Employee Recognition	431	2,500	17
Staff Development			
Membership Fees	50	1,000	5
Training	4,639	14,000	33
Temporary Staff & Contract Labour		2,500	0
Recruitment	1,477	3,000	49
Total Human Resources	163,626	683,223	24
Total Expenses	219,422	1,056,330	21

DECISION SHEET

ITEM:	3.1 Statement of Opportunity – The Management of Non-Point Source Air Emissions in Alberta
ISSUE:	Review and discuss the Statement of Opportunity for CASA to improve non-point source air emissions in Alberta.
BACKGROUND:	<p>Over the past 20 years, CASA has made significant contributions to Alberta's air quality management system. CASA has tackled many complex issues, but to date there is no comprehensive framework that deals with air quality issues related to non-point sources. Although CASA's past Vehicle Emissions Project Teams have recommended actions to help increase awareness and mitigate emissions from mobile sources, in and of themselves these are not sufficient to address the broader issues and concerns related to effective management of non-point sources. Effective management requires a good understanding of all emission sources, point and non-point, and the control and management options available for these sources.</p> <p>The issue of non-point source (NPS) air emissions came to the CASA through its work on past Vehicle Emissions Project Teams and more recently, through demonstrated interest from its stakeholders. The CASA Secretariat subsequently undertook a preliminary assessment of the issue to enable the Board of Directors to determine whether further action through a collaborative, multi-stakeholder process at CASA is advisable.</p> <p>During September and October of 2012, a draft Statement of Opportunity focused on transportation emissions management in Alberta was developed. The following inputs formed the basis of the first draft:</p> <ul style="list-style-type: none">• Past reports from CASA's Vehicle Emissions Project Teams• A literature review and cross-jurisdictional review; and• Discussions with a broad range of stakeholders who were canvassed with respect to their concerns and expectations related to the development of a mobile sources management framework for Alberta. <p>Based on feedback received from various stakeholders, and clear direction from the CASA Board, the focus of the Statement of Opportunity was broadened to include all non-point sources.</p> <p>Deliverables from this project have the potential to strengthen provincial and national initiatives. The Government of Alberta's <i>Clearing the Air: Alberta's Renewed Clean Air Strategy</i> (2012) clearly articulates the need for a better understanding and prioritization of NPS and prioritized management of key NPS sources. There is also potential to inform the content and implementation of air quality management frameworks within</p>

regional plans. As part of National Air Quality Management System work, the Canadian Council of Ministers of the Environment has also convened a working group on mobile sources.

STATUS:

A new draft Statement of Opportunity on the management of Non-Point Source Air Emissions in Alberta was distributed to interested stakeholders in April of 2013. Feedback shaped the revised Statement of Opportunity (attached). This document provides:

- An overview of the nature of non-point sources.
- A summary of current regulation and initiatives directed at non-point sources, many of which focus on mobile sources.
- A synopsis of stakeholder input and feedback.
- Potential areas of work.
- A description of possible next steps.

Next Steps

The Statement of Opportunity describes the current state of non-point source management in Alberta. Subject to Board approval, a working group would develop a detailed project charter that describes the scope, deliverables, outcomes, projected resources and costs, timelines, stakeholder analysis and plan for engagement, a high level communication plan, and draft ground rules for the Project Team. The Board of Directors would be asked to approve the project charter and direct the secretariat to form a project team.

ATTACHMENTS:

- A. Statement of Opportunity – The Management of Non-Point Source Air Emissions in Alberta

DECISIONS:

Form a multi-stakeholder working group that will further screen and scope the issue and develop a Project Charter for the Board's Approval by December 2013.

A Statement of Opportunity to the CASA Board of Directors
*For Discussion Purposes Only

The Management of Non-Point Source Air Emissions in Alberta

Exploring Air Quality Emissions from Non-Point Sources

Contents

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Appendix A: Potential Areas of Work..... 11

 Non-Point Source Awareness 11

CREATING CONNECTIONS

Imagine - You're heading to a conference in Calgary from your home in St Albert. As you pack, you book your trip through a 'Province wide commuter-account' via Smartphone App. You grab your bags and hop into an available ride-share car parked down the street.

After a quick stop for a much needed coffee, you drive into the parking lot of your community transit hub, where you catch the express electric train south. You settle into a comfy seat and plug in your laptop to check emails and watch the latest Ted Talk (*Miguel Nicolelis: A monkey that controls a robot with its thoughts. No, really.*) before drifting off to sleep.

You wake from a well deserved nap as the train pulls into another commuter hub within Calgary's city limits. You walk off the train directly onto the bus suggested to you by your App, and arrive safely and refreshed to your hotel.

*Consider the areas of overlap between consumer behaviour, alternative technologies and land-use planning. Solutions to non-point source management exist at the interface of all three.

INTRODUCTION

According to data released by the World Health Organization in Sept of 2012, Canada’s cities collectively ranked third best in a global assessment of air quality¹ based on particulate matter levels. This is a positive in terms of air quality levels and management in Canada. However recent smog events in Edmonton and Red Deer (exceedances of the Canada-wide Standard for particulate matter) indicate urban air quality issues and challenges exist and can be expected to increase as urban populations increase. Through initiatives like the air quality health index² people are becoming more aware of localized air quality events and the potential health risks they pose. Increasingly, there are reports of public concern for the look, taste and smell of Alberta’s air, especially in urban centers.

CASA’s past Vehicle Emissions Project Teams have recommended actions to help increase awareness and mitigate emissions from mobile sources (a segment of non-point sources), but in and of themselves these are not sufficient to address the broader issues and concerns related to effective management of air quality. Such effective management requires a good understanding of all emission sources, point and non-point, and the control and management options available for these sources.

The issue of non-point source (NPS) air emissions came to the CASA through its work on past Vehicle Emissions Project Teams and more recently, through demonstrated interest from its stakeholders. **This Statement of Opportunity will enable the Board of Directors to determine whether a CASA Working Group should be convened to further screen and scope the issue.**

Undertaking a NPS project aligns with CASA’s goals of providing strategic advice and contributing to the development and implementation of effective and efficient air quality management in Alberta. Deliverables from this project have the potential to strengthen provincial and national initiatives. The Government of Alberta’s *Clearing the Air: Alberta’s Renewed Clean Air Strategy (2012)*³ clearly articulates the need for a better understanding and prioritization of NPS and prioritized management of key NPS sources. The Canadian Council of Ministers of the Environment has also recently convened a working group on mobile sources.

Discussions regarding NPS air emissions in Alberta may parallel recent water-related discussions. In April of 2012, the Alberta Water Council commissioned a report entitled *Non-Point Source Pollution: A Review of Policies, Practices and Regulations in Alberta and Other Jurisdictions*. This work on NPS pollution management for water delineates “the experience of . . . other jurisdictions to outline the key components of an effective NPS Pollution program and identify ways in which Alberta might develop a more comprehensive NPS Pollution management framework of its own. Currently, in Alberta, several of these components exist to some degree, however there is no comprehensive framework or coordinated approach [to NPS Pollution]. In fact, these components often occur in ‘silos’ with responsibility for their implementation spread across several authorities.”⁴

¹ <http://www.cbc.ca/news/health/story/2011/09/26/air-pollution-who-ahvaz.html>

² <http://www.ec.gc.ca/cas-aqhi/default.asp?Lang=En>

³ <http://environment.alberta.ca/03839.html>

⁴ <http://www.albertawatercouncil.ca/LinkClick.aspx?fileticket=-QJUiD2cHMQ%3d&tabid=134>

BACKGROUND; NON-POINT SOURCE EMISSIONS

THE NATURE OF NON-POINT SOURCE EMISSIONS

The Government of Alberta defines a point-source as “a stationary location or fixed facility from which pollutants are discharged; any single identifiable source of pollution; e.g. a pipe, ditch, ship, ore pit, factory smokestack.”⁵ Non-point sources are “those sources which are numerous, widespread, and are not easily regulated through the traditional approval method.”⁶ Non-point sources may be further described as area sources, mobile sources and biogenic sources⁷:

- **Area/Open sources:** collective sources that are inventoried as a group, such as any small residential, governmental, institutional, commercial or industrial operations; on-site solid waste disposal facilities; and motor vehicles, aircraft, vessels or other transportation facilities; as well as miscellaneous sources, which are too numerous to inventory as point sources.⁸
- **Mobile sources:** a segment of the area source classification representing transportation sources such as wheeled vehicles, ships, aircraft and railroad locomotives.⁹ The US Environmental Protection Agency further classifies mobile sources as: a wide variety of vehicles, engines, and equipment that generate air pollution and that move, or can be moved, from place to place. "On-road" or highway sources include vehicles used on roads for transportation of passengers or freight (e.g. light-duty vehicles, heavy-duty vehicles and motorcycles). "Non-/off-road" sources include vehicles, engines and equipment used for construction, industry, agriculture, recreation etc.¹⁰
 - ★ Emissions from this category are the focus of most work completed in non-point source air emissions management and are referenced throughout this report to demonstrate their impact.
- **Biogenics:** emissions of volatile organic compounds from vegetation and emissions of nitrogen oxides from soil.¹¹ The US Environmental Protection Agency adds: a result from natural biological processes, such as the decomposition or combustion of vegetative matter. Biogenic emissions are part of a closed carbon loop. Examples include burning vegetation (biomass) as waste and to produce electricity or using plant-based biofuels for transport.¹²

⁵ http://www.environment.alberta.ca/ETG_Definition.aspx?Term=120

⁶ <http://environment.gov.ab.ca/info/library/8137.pdf>

⁷ http://www.tceq.texas.gov/airquality/areasource/Sources_of_Air_Pollution.html

⁸ <http://www.ec.gc.ca/inrp-npri/default.asp?lang=en&n=9264E929-1>

⁹ <http://www.ec.gc.ca/inrp-npri/default.asp?lang=en&n=9264E929-1>

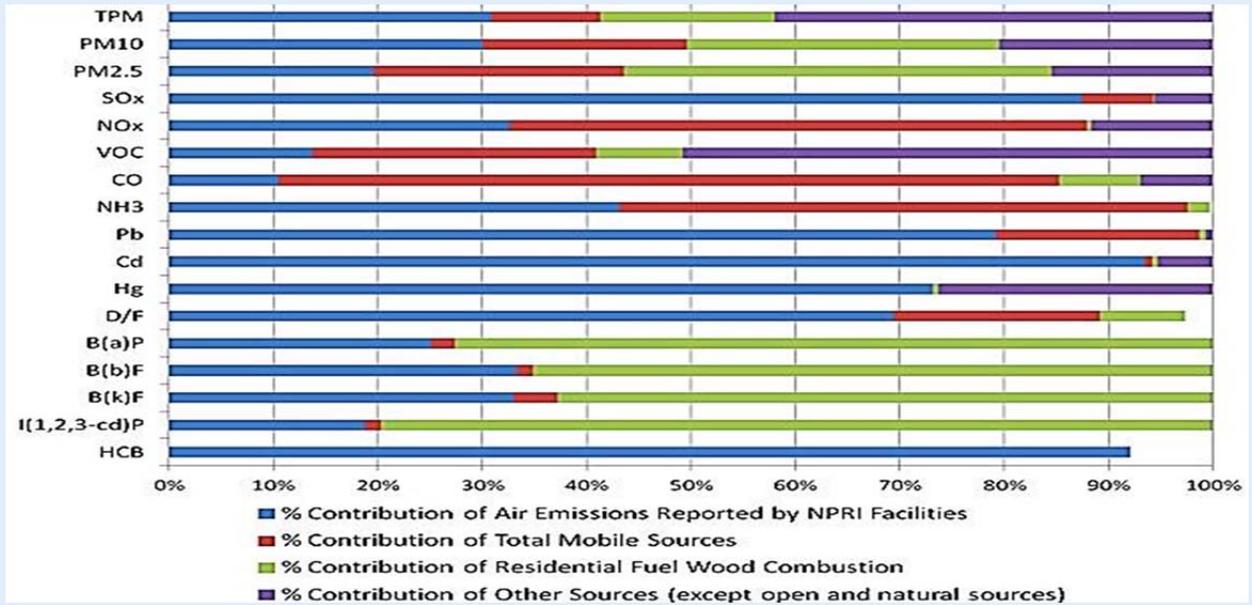
¹⁰ <http://www.epa.gov/apti/course422/ap3a.html>

¹¹ <http://www.ec.gc.ca/inrp-npri/default.asp?lang=en&n=9264E929-1>

¹² <http://www.epa.gov/greenpower/gpmarket/index.htm>

THE CONTRIBUTION OF NPS IS SIGNIFICANT

Percent Contribution of Emissions Reported by *National Pollutant Release Inventory* Facilities Compared to Total Emissions Estimated for Canada, for 2010¹



CURRENT REGULATION AND INCENTIVES; NON-POINT SOURCES

Non-point sources can be difficult to regulate or manage due to their nature and the number and/or variability of the activities and operations involved. Both the federal and provincial governments have the legal and constitutional authority to manage air emissions at the source level, but there is a general lack of clarity over jurisdiction (departmental and governmental) related to specific non-point sources. Generally, the federal focus has been on regulating mobile emissions through fuel standards and new engines, while the provincial focus has been mainly on best practices for agricultural non-point sources.

The Government of Alberta’s newly released **Renewed Clean Air Strategy** also outlines the need for management of non-point sources. It addresses the need to clarify roles and responsibilities related to non-point source management and refers to the need to improve emissions inventories and public awareness of emission sources.¹³ One of the four key strategic directions is focused on “regional air management, including complementary management of point and non-point emission sources”.¹⁴ The associated **Action Plan** describes the need to develop options to understand and prioritize sources in advance of developing policies and management tools.

¹³ <http://environment.gov.ab.ca/info/library/8692.pdf>

¹⁴ <http://environment.gov.ab.ca/info/library/8693.pdf>

Fugitive emissions from industry are planned to be handled in part through the National Air Quality Management System (AQMS) Base Level Emission Requirements (BLIERs) for Volatile Organic Compounds (VOCs). The draft VOC BLIERs would apply to upstream oil and gas activities, oil sands plants, some pipelines and storage terminals, petrochemical manufacturing plants, and possibly refineries. Sources of fugitive emissions for example include equipment component leaks, petroleum storage tanks, and loading operations.

ONE ELEMENT OF NON-POINT SOURCES; MOBILE SOURCES

This Statement of Opportunity is intended to address a broad range of Non-Point Source emissions (reflected in the attached “Potential Areas of Work” – Appendix A). Still, much attention to date has been directed at reducing emissions from mobile sources. A summary of related activities and initiatives is provided here for reference.

For mobile sources the different orders of government are responsible for different aspects of emissions regulation and management: emission standards and fuel characteristics - the Federal Government, operations and maintenance – the Provincial Government, anti-idling bylaws – Local Government. The Federal Government collects a levy from manufacturers on some new vehicles with very poor fuel economy ratings.¹⁵ Economic instruments, such as fuel consumption penalties, mandatory vehicle emission inspections, road pricing, congestion pricing, or parking pricing are rarely applied in Canada. Provincial governments have various incentives for using fuel efficient (hybrid), or alternatively fueled vehicles.

As part of the National AQMS, the Canadian Council of Ministers of the Environment has “...recognized that there are multiple jurisdictions responsible for managing mobile source emissions, [and as such] a working group has been established of federal, provincial, and territorial government representatives in the environment, transport, energy, natural resources, and health fields who are involved with policies and programs addressing emissions from mobile sources.”¹⁶ This Working Group has identified four priority areas for their DRAFT action plan:

- 1.) Reducing Emissions with Advanced Transportation Technologies - Low emission and fuel efficient advanced technologies including hybrid vehicles, electric vehicles and natural gas powered vehicles provide an opportunity to reduce the environmental impact of the transportation sector.
- 2.) Reducing Emissions with Proper Vehicle Maintenance - Leveraging inspection and maintenance to reduce emissions from the in-use, on-road fleet and enhancing efforts to reduce tampering of emission control equipment.
- 3.) Reducing Emissions from In-Use Diesel Vehicles and Engines - The role of programs aimed at retrofitting and replacing older higher-emitting vehicles and engines.
- 4.) Reducing Emissions by Greening Fleets - Promote the greening of fleets and improved performance in the freight sector.

At the municipal level, bylaw changes to vehicle operating policies for municipal employees and adoption of new technologies have been implemented. Both Calgary and Edmonton have demonstrated leadership in this regard and been recognized for their efforts.

¹⁵ Pollution Probe for CAA. Primer on Automobile Fuel Efficiency and Emissions, 2009.

¹⁶ http://www.ccme.ca/ourwork/air.html?category_id=146#526

In the private sector, companies have changed vehicle operation and maintenance policies. The trucking industry has been active through Natural Resources Canada's programs¹⁷ (e.g. ecoEnergy for Fleets, SmartWay and E3Fleets). Vehicle manufacturers continue to develop vehicles in response to perceived consumer demand. In recent years this has meant a focus on more power as consumers continue to identify horsepower to weight ratio and vehicle size as positive vehicle attributes.¹⁸

PAST CASA INITIATIVES; MOBILE SOURCES

CASA's Vehicle Emissions project teams have been recognized for implementing projects to assess and mitigate mobile source emissions, such as:

- Roadside Optical Vehicle Emissions (ROVER I and II)
- Breathe Easy Program (BEP)
- Diesel Particulate Filter (DPF)
- Transportation Demand Management (TDM) – Clean Commute Package
- Off-Road Big Industrial Truck (ORBIT)

Team members have:

- Evaluated, assessed and contributed to the MOBILE6 Vehicle Emission Modeling Software;
- Estimated vehicle emissions inventories in Calgary and Edmonton;
- Contributed to the development of new standards, regulations and policy development;
- Gathered information from many different sources (e.g. Clean Commute Survey, 2005 Edmonton Transportation survey, ROVER II survey, Canadian Vehicle Surveys, EPA surveys, etc); and
- Conducted a jurisdictional review of existing programs and policies (Rover II project).

CASA's 2010 Vehicle Emissions Project Team concluded that a more comprehensive, strategic approach may be required to reduce vehicle emissions. In the future, meeting the challenges of transportation emissions reduction might be pursued through improved urban design, alternative transportation modes and innovative transportation technologies. The team envisioned the development of a coordinated and collaborative provincial framework. A framework with goals and objectives and the strategies to achieve them could provide the overarching coordination required to make significant progress. This would lead to greater synergies between agencies and better leveraging of resources.

Based on the team's report and presentation at the September 2010 Board meeting, the CASA Board agreed to the consensus statement 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.

¹⁷ <http://fleetsmart.nrcan.gc.ca/>

¹⁸ Centre of Excellence for Public Sector Marketing and Pollution Probe: Fuel Efficient Vehicles, June 2009.

WHAT WE HEARD

STAKEHOLDER INTERVIEWS

From August to October of 2012 CASA interviewed a range of stakeholders with an interest in the management of air emissions from mobile sources across Alberta. After discussion at the December 2012 Board meeting, strategic direction included expanding the emerging Statement of Opportunity, previously focused on transportation, to include all non-point sources. The themes described below, were largely drawn from the earlier mobile-source focused stakeholder interviews. The themes should however be viewed as examples of the concepts and approaches that could be applied to all non-point sources.

CONSUMER BEHAVIOUR

Consumer Behaviour themes identified through stakeholder interviews include:

- Education/stewardship initiatives (i.e. promoting efficient driving techniques) should be aligned across Alberta when targeting emissions from non-point sources and the Province would benefit from a central database or clearinghouse of information.
- Additional tools (i.e. code of practice, education etc.) and management strategies of GHGs, CACs and non-point source emissions are in demand.
- Alberta has not attempted many behaviour management initiatives and the few in place have not demonstrated a significant change in consumer behaviour.
- A mechanism to deal with the social/economic impacts of proposed solutions is required.

Added Context:

From 2000 to 2009, the number of light vehicles in Canada increased at an average annual growth rate of 1.9 percent while the Albertan average was 3.5 percent. Alberta also has the highest provincial rate of ownership of light vehicles per household. Both Alberta's average fuel consumption rate and the average distance travelled for light vehicles are the third-highest provincial rate.¹⁹ Western Canadians, including Albertans, are more likely to drive a light truck or vehicle older than 14 years of age than the rest of Canada.²⁰ This contributes to higher fuel consumption and increased emissions.

LAND-USE PLANNING

Land-Use Planning themes identified through stakeholder interviews include:

- Initiatives to coordinate the movement of goods and people are not aligned – network mapping and coordinated planning would be beneficial.

Added Context:

Globally, Transportation Demand Management methodologies are being used to facilitate mobility and help reduce emissions. Effective vehicle emissions reduction requires an integrated, location-specific strategy that involves improvements in emissions standards, cleaner fuels, vehicle inspection and

¹⁹ <http://oee.nrcan.gc.ca/publications/statistics/cvs09/pdf/cvs09.pdf>

²⁰ <http://oee.nrcan.gc.ca/publications/statistics/cvs09/pdf/cvs09.pdf>

maintenance, and efficient transport planning.²¹ Regional applications of Transportation Demand Management principles are evident throughout Alberta.

ALTERNATIVE AND INNOVATIVE TECHNOLOGIES

Alternative and Innovative Technologies themes identified through stakeholder interviews include:

- There is an interest in the research and analysis of natural gas and/or biofuels.
- Current regulations often impede the implementation of innovative solutions (e.g. weight restrictions on super-single tires for on-road vehicles, or electric cars and their associated charging stations²²).
- New initiatives focused on medium and heavy fleets as well as small engines (i.e. lawnmowers, ATVs etc) may have a greater impact.

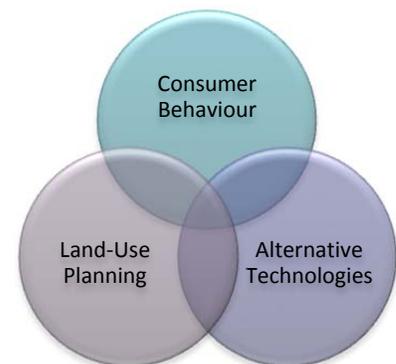
Added Context:

A thesis submitted at the University of Alberta entitled *Alternative Fuel Effects on Vehicle Emissions and Indoor Air Quality* demonstrates that “...alternative fuels can provide substantial emissions reduction benefits. The greatest emission reductions are attained by dedicated vehicles using more sophisticated vehicle technology. However, bio-fuel vehicles and conversions using simpler and more cost-effective technology can also offer emissions reductions with a greater potential for market penetration.”²³

Biofuels, propulsion systems and increasingly efficient emissions reduction technology are being continually improved through research and development. Seeking solutions through science and technology translates to savings in health costs and environmental clean-up costs.²⁴ The management of the release from such sources must be done at the product manufacturing stage to be effective.²⁵

THE UNIQUE OPPORTUNITY

Innovative, integrated solutions that hold the promise of sustainable change may be found at the convergence of the above described topic areas: consumer behaviour, alternative technologies and land-use planning. Creative funding approaches (e.g. linked to health and wellness) and province-wide implementation would position Alberta as a leader in the management of non-point source air emissions. There is also potential for this work to inform the content and implementation of air quality management frameworks within regional plans.



²¹ <http://www.adb.org/publications/reducing-vehicle-emissions-asia>

²² <http://www.forbes.com/sites/peterdetwiler/2013/01/28/electric-cars-and-the-power-grid-how-are-they-coming-together/>

²³ http://www.collectionscanada.gc.ca/obj/s4/f2/dsk1/tape4/PQDD_0011/MQ60113.pdf

²⁴ <http://www.ec.gc.ca/scitech/default.asp?lang=En&n=4B40916E-1&xsl=privateArticles2,viewfull&po=99968A4E>

²⁵ <http://environment.gov.ab.ca/info/library/8137.pdf>

A RANGE OF POTENTIAL STAKEHOLDERS

This initial (not exhaustive) list was identified through past CASA work and stakeholder interviews.

Alberta Airsheds Council
 Alberta Association of Municipal Districts and Counties
 Alberta Environment and Sustainable Resource Development
 Alberta Foresight Network
 Alberta Motor Association
 Alberta Motor Transport Association
 Alberta Transportation
 Alberta Urban Municipalities Association
 Canadian Association of Petroleum Producers
 City of Calgary
 City of Edmonton
 Climate Change Central
 Motor Dealers Association of Alberta
 Natural Resources Canada
 The Lung Association – AB & NWT
 Toxics Watch Society
 Vehicle Manufacturers Association
 Other environmental non-government organizations
 Pembina Institute for Appropriate Development

*Noted additional stakeholders could include the department of agriculture, land developers, urban planners etc.

NEXT STEPS

Consistent with CASA’s Managing Collaborative Processes Guide, the Board of Directors will be asked to direct the CASA Secretariat to form a Working Group to further screen and scope this issue. The Working Group would be led by a Project Manager from CASA’s Secretariat and have at least one Board member that is prepared to act as a “champion”. This Working Group would develop a Project Charter and secure Board approval to convene a Project Team. The group would represent government, industry and non-government organizations that are knowledgeable about the issue and the collaborative decision-making process. Following CASA Board approval of the Project Charter, the project team would further develop the document.

A Project Charter describes the scope, deliverables, outcomes, projected resources and costs, timelines, stakeholder analysis and plan for engagement, a communications plan and draft ground rules for the Project Team.

The Project Charter serves several different purposes including:

- It is used to obtain support and approval from the CASA Board;
- It defines the scope of the project and provides a starting point for discussion and further analysis by the project team; and
- It communicates the project scope to the Stakeholders.

APPENDIX A: POTENTIAL AREAS OF WORK

OVERVIEW

Developing a framework to manage non-point sources in Alberta presents an opportunity to align current programs while satisfying CASA's interest in addressing issues that are complex and that impact stakeholders province-wide. The following sections outline some potential areas of work for a CASA Project Team dedicated to the management of non-point source air emissions. The Project Charter would define the actual scope of the project, as decided by a small Working Group. It may be a requirement to integrate the work of a non-point source project team with the work of CASA's odour management project team to increase efficiencies and reduce overlap.

CROSS JURISDICTIONAL COMPARISON

Objective: To develop an overview of tools and methods used in other jurisdictions to manage non-point sources.

Potential Outcomes:

- ✓ A working definition of non-point sources
- ✓ Identification of non-point sources in Alberta
- ✓ An evaluation of the significance of each identified source in terms of existing and future emission levels and possible associated impacts
- ✓ An inventory of available tools and approaches for managing key non-point sources

SITUATIONAL ANALYSIS

Objective: To describe the regulatory landscape in effect across Alberta to manage non-point sources.

Potential Outcomes:

- ✓ A comprehensive inventory of the current policies and programs used to or available to manage emissions from non-point sources
- ✓ A road map of the current regulatory landscape across Alberta including attributes, governing bodies, levers of control, inputs/ outputs from all jurisdictions (i.e. international, national, provincial, regional and place based)

NON-POINT SOURCE AWARENESS

Objective: To improve efficiency and effectiveness of Alberta's stewardship and education programs related to non-point sources.

Potential Outcomes:

- ✓ Alberta has a unified approach to public awareness campaigns (norming messages) targeting non-point source air emissions
- ✓ CASA acts as a central database of Alberta-specific programs and initiatives

NON-POINT SOURCE MANAGEMENT

Objective: To develop new tools (i.e. Best Management Practices, Guidelines etc.) to manage air emissions from non-point sources at a Provincial scale, with regional applicability²⁶

- ✓ Recommendations for specific actions directed at reducing non-point sources pollution, together with a cost-benefit analysis of those actions.

²⁶ CROSS REFERENCE (Clean Air Strategy – Action Plan 1.4.1) “Developed policies and corresponding management actions, including but not limited to education, Best Management Practices, regulatory or economic instruments, to address non-point source emissions in the transportation sector.”

CONSUMER BEHAVIOUR

Potential Outcomes:

- ✓ Market drivers are analyzed in small, medium and large sized vehicle fleets
- ✓ The impact of economic incentives and programs to manage non-point source air emissions are analyzed

ALTERNATIVE TECHNOLOGIES

Potential Outcomes:

- ✓ Policies are designed to allow for the safe and effective implementation of air emissions reduction technologies

LAND-USE PLANNING

Potential Outcomes:

- ✓ Transportation Demand Management tools are evaluated for implementation across Alberta
- ✓ Infrastructure and network growth support the development of balanced modal options

NON-POINT SOURCE ASSESSMENT

Objective: To recommend a system for the management of all non-point source air emissions Alberta.

Potential Outcomes:

- ✓ An analysis of the limitations and opportunities available for developing policy advice toward the continuous improvement of air quality management of non-point sources
- ✓ A comprehensive set of recommendations to better manage non-point source air emissions

PERFORMANCE MONITORING, REGULATION AND ENFORCEMENT

Objective: To develop a long term vision and action plan to guide regional implementation

Potential Outcomes:

- ✓ Policy and legislation aligns Provincial efforts to reduce emissions from non-point sources and the Provincial coordination of goods and people
- ✓ Performance measures are designed to allow for continuous improvement and inclusion of innovative solutions

Item: 4.1 **CASA and AAC Joint Standing Committee (JSC)**

- Key Tasks:**
- 1) Ensure that draft CASA recommendations have been assessed and evaluated to determine their potential effect on AAC and its members.
 - 2) Monitor implementation of 2010 recommendations from the Airshed Zones Board Committee, assessing progress and proposing other options if necessary.
 - 3) Identify, discuss and make recommendations related to:
 - policies and strategies that could potentially affect CASA and AAC and its members,
 - overall policy pressures resulting from government initiatives, and pressures coming from stakeholders or the public with respect to air quality management, and
 - further clarification of the roles, interests and relationship between AAC, airshed zones and CASA.
 - 4) Develop performance measures for the committee's work.
 - 5) Review the "CASA Airshed Zone Guidelines" and, if necessary, revise the document.
 - 6) Propose resolution to the question of AAC membership on the CASA Board by 2013.
 - 7) Communicate and share information about AAC and its members with CASA Board members and others, as opportunities arise.
 - 8) Report annually to the CASA Board, including an assessment of progress against the terms of reference and performance measures. Based on content of the CASA board book, the committee may want to prepare updates more than once a year.

Background: The JSC was struck to implement the recommendations made by the Airshed Zones Board Committee as well as to strengthen the relationship between CASA, the AAC and the airshed zones.

The JSC prioritized key task 3 as its focus for work and last year contracted two consultants to write a discussion paper to inform the Committee's deliberations about roles, responsibilities and relationships regarding Alberta's AQMS. It provides information about:

- functional components of Alberta's Air Quality Management System,
- roles and responsibilities of the organizations delivering aspects of the system;
- relationships among organizations;
- government initiatives related to the delivery of air quality management; and

- strengths, issues or inconsistencies that the Committee may wish to address.

Status:

Key Task 3:

On March 6th 2013, the JSC met with Ernie Hui, CEO of environmental monitoring, as well as representatives from ESRD to review the discussion paper and discuss where the JSC could do work to support current initiatives. Following this meeting, the JSC prepared a letter for the environmental monitoring agency expressing two requests:

1. To invite the agency to meet regularly with the JSC as their work continues; and
2. To ask for feedback about how the JSC could most effectively provide input to the agency's ongoing work.

The JSC plans to meet next after a response to the letter has been received from the environmental monitoring agency. At this time, the JSC will discuss feedback and next steps.

Key Task 6:

On January 10th 2013, the JSC met to discuss the question of AAC membership on the CASA Board and to prepare advice for the Executive Committee to supplement their review of CASA membership.

Attachments:

Letter prepared by the JSC addressed to Ernie Hui, CEO environmental monitoring



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April 29, 2013

Ernie Hui
Chief Executive Officer
Environmental Monitoring
Environment and Sustainable Resource Development
10th fl Petroleum Plaza ST
9915 – 108 Street
Edmonton, AB
T5K 2G8

Dear Mr. Hui,

The goal of the future environmental monitoring agency is to create a world-class Monitoring, Evaluation and Reporting (MER) System that has the following characteristics:

- Science-based
- Centrally coordinated
- Integrates media (air, land, water and biodiversity)
- Open and transparent data, information and reporting

The CASA and Alberta Airshed Council Joint Standing Committee (JSC) suggests the addition of a fifth bullet to be added as a goal of the future environmental monitoring agency:

- Sustainably funded

While the MER system is provincial in nature, it is understood that it will take into consideration regional and local issues both in system design and in its implementation. These design considerations may benefit from the regional experience of stakeholders participating in airshed zones. The CASA and Alberta Airshed Council Joint Standing Committee (JSC) could add substantial value to your work by serving as a mechanism for discussion of the challenges in the design and implementation of the system and for sharing the experience and learnings of the airshed zones. With this in mind, we invite you or another appropriate member of the agency, to meet regularly with the JSC as your work continues. This would enable a constructive ongoing dialogue on the design and implementation of the system that would be beneficial to all parties.

Alberta's airshed zones share a commitment to certain principles that shape their approach to air quality monitoring and associated stakeholder involvement:

- > **Transparency and Accessibility:** Air quality data is available to concerned stakeholders and reported/interpreted for broader public consumption.
- > **Inclusivity:** Every effort is made by airshed zones to identify and communicate openly with other local stakeholders who share their interest in air quality, often including invitations to join in airshed zone discussions.

- > **Equitability:** Airshed zones recognize the full range of emission sources and emitters, encouraging all parties to participate in airshed zone discussions and to share the costs of monitoring plan implementation.
- > **Responsiveness:** Airshed zones periodically receive information/complaints about air quality and assess how their monitoring plan and network can respond.
- > **Credibility:** While significant funding for an airshed zones work may be provided by emitters, decisions with respect to the disposition of funds and the development and implementation of monitoring plans are made by consensus, and require the agreement of a multi-stakeholder board.
- > Airshed zones focus on **science and evidence-based decision-making**, requiring Members to understand and make informed choices with respect to very technical information. While all airshed zones would benefit from having more funds and resources, the funds they do have are directed at providing the most credible and practical monitoring program within those limitations.
- > **Professionalism:** Airshed zones are not-for-profit organizations with a multi-stakeholder Board of Directors. Airshed zone staff and contractors are highly trained professionals and all financial information is publically available.

Although the primary objective of ambient air quality monitoring networks has been to determine compliance with air quality standards or objectives, there is increasing emphasis on going beyond compliance to achieve multiple objectives (Chow et al., 2002; Chow and Watson, 2008; Scheffe et al., 2009). Currently some airshed zones collect data to achieve additional objectives including improving understanding of atmospheric processes; tracking trends to evaluate effects of emission changes; verifying air quality source models; quantifying source contributions with receptor models, and determining effects on ecosystems and human health. With adequate resources there is a possibility for other airshed zones to have the potential to contribute in this way.

Other key drivers for ambient air quality monitoring programs:

- > **Environmental Impact Assessments** - these assessments show the incremental stresses placed on the environment by each subsequent project. Comprehensive monitoring of environmental conditions serves to verify EIA predictions and to identify the onset of any adverse effects on ecosystem components.
- > **Regulatory Expectations**- Approvals under the Environmental Protection and Enhancement Act require approval holders to conduct monitoring to verify that operations are within the required limits, to provide early warning for potential environmental problems, and to track trends in operational and environmental performance. The Alberta government allows, encourages, and may require approval holders to meet their ambient monitoring obligations through the work of airshed zones where they exist.
- > **Regional Plans** - Air Quality Management Frameworks will form part of the provincial regional plans. These frameworks establish a commitment to ongoing monitoring, evaluation and reporting of ambient air quality conditions and verification of triggers or limits when exceeded.
- > **Stakeholder/Community Involvement** - As both industrial sites and populated centers grow, a variety of concerns arise. Surrounding the impact of industrial operations/urban growth on

human and animal health, and on the ecosystems they enjoy for recreation or for livelihood. Ambient air quality monitoring informs the air quality management plans developed in response to these concerns.

- > **Non-point Sources** – Non point source emissions are an issue that airshed zones have identified and are working in their regions to gather more information and solutions on.

What follows is a summary of the types of information that airshed zones have provided previously on other projects, some of which could be used to inform Alberta's environmental monitoring system. If required, the JSC could provide more detailed information on selected areas of interest.

1. Relationships/Dialogue:

- Airshed zones provide a variety of systems design information, including documenting the value of airshed zones (participating in Alberta Environment's *Review of Value and Funding Options for Airshed Zones and Watershed Planning & Advisory Councils to Support Cumulative Effects Management*) or providing technical expertise (*CASA PM and Ozone Lessons Learned*), which outline regional/local considerations.
- Collaboration among stakeholders to ensure that the high quality data generated is deemed to be credible by an informed and fully engaged locally-based network of practitioners.
- Cooperation among the airshed zones to collaborate more effectively (e.g. the sharing of policy research costs).
- Airshed zones have the capacity to bring together stakeholders to discuss trans boundary issues
- Airshed zones provide updates to, and liaise with, the Clean Air Strategic Alliance.

2. Land-use planning at the regional scale:

- Airshed zones are involved in the development of air quality management plans.
- Airshed zones provide a forum for informed discussion of local air quality conditions, monitoring siting and potential impacts. That level and quality of dialogue between proponents, municipalities and airshed zones can, in turn, lead to better informed choices and reduced conflict.
- Many airshed zones are conducting network assessments to ensure that airshed monitoring aligns with cumulative effects management frameworks.

3. Community Engagement:

- A key strength of the airshed zone governance model is stakeholder engagement, something that has subsequently been recognized and supported during national AQMS development.

- Airshed zones are working on greater involvement and engagement of non-regulated sectors and stakeholders (i.e. generally, non-point sources).
- Most airshed zones undertake considerable community outreach activities, regularly providing information and activities, such as vehicle emissions testing.
- The airshed zones play a valuable role in disseminating information about air quality.

4. System Credibility:

- Consensus-based decision-making allows stakeholders to share their points of view and decide collectively, reducing tension between the parties and promoting a transparent decision-making process. This transparent process provides much-needed credibility.
- Airshed zones submit data to the CASA Data Warehouse (CDW), and provide input on data quality and data submission. Ambient air quality data will continue to be of great interest to regional stakeholders. Regardless of how data is collected and managed, its value, credibility and transparency must be sustained.
- The value added study conducted by Alberta Environment (noted in item 1), found the following results regarding the value of WPACs and airshed zones:
 - Effective way to communicate with community & stakeholders (100%)
 - Are aligned with current government policies (90%)
 - Add value to the community (88%)
 - Positively impact air and water management (85%)

5. Local knowledge:

- Regional airshed zone stakeholders provide important local knowledge and interpretive capabilities not available through a strictly centralized model.
- The value of building stakeholder familiarity with the methodology of data analysis and interpretation can itself lead to system improvements.
- Airshed zones can provide a forum for individuals to voice their air quality concerns that may be addressed by monitoring or other activities of airshed zones

A constraint to how airshed zones currently operate is the need for secured funding and organizational support to airshed zones. This is required to ensure airshed zones have the resources, expertise, policies and processes to contribute to regional plans as they are developed. Long-term funding mechanisms would need to come from leadership from higher orders of government.

We look forward to your response to this invitation and to your thoughts on any other ways in which the JSC could provide further input to your work.

Sincerely,

The CASA and Alberta Airshed Council Joint Standing Committee

A Note on Airshed Zone Formation:

In 1995, a CASA project team determined that stakeholders' primary concern with air quality was the potential impacts on human health and ecosystems. Because of the importance of ambient air quality data to a variety of users, the project team worked closely with industry, government and environmental organizations, as well as with other CASA project teams. This process formed the basis for the multi-stakeholder, consensus based nature of airsheds when they began to form in Alberta. At the same time, the Lodge pole blowout and related concerns with oil and gas development led to the formation of a non-profit consensus based group which later became the first airshed in Alberta – the West Central Airshed Society.

Item: 4.1 2013 Electricity Framework Review Project Team

Task: To provide an update on the Electricity Framework Review (EFR) project team.

Background: The *Emissions Management Framework for the Alberta Electricity Sector* recommends that a formal review of the framework be undertaken every five years. The intent of the Five-Year Review is to assess new emission control technologies, update emission limits for new generation units, determine if emission limits for new substances need to be developed, review implementation progress, and determine if the Framework is achieving its emission management objectives. This review should include a multi-stakeholder group consisting of industry, government, non-government organizations, and communities with an interest in the electricity sector.

The Five-Year Review is a two step process. Step one is the initial assessment and the development of forecasts to determine if a full structural review is triggered. Step two, a review of the structure of the Framework itself, would be triggered by the results of the initial assessment conducted in Step one.

The first Five-Year Review occurred in 2008 and the second Five-Year Review should commence in 2013. In December 2012, the board reviewed and approved the Statement of Opportunity for the Electricity Framework Review and formed a working group. The working group's task was to draft a Project Charter which was presented to the Board in March 2013. At that time, the Board approved the Project Charter and the formation of a project team.

Status: The EFR project team held their kick-off meeting at the CASA offices on May 14, 2013. The outcomes of the meeting were:

- A commitment to the Project Charter by all team members.
- A review of current team membership and a plan to address potential gaps.
- Prioritization of key tasks and next steps for initiating these key tasks.

The team plans to meet twice before the end of June 2013. A key objective for these meetings will be to agree on objective criteria for the initial assessment and what will constitute a "trigger" for a full, structural review.

Status Report

Item: 4.1 Human and Animal Health Implementation Team

Task: Update on the Human and Animal Health Team (HAHT).

Background: In March 1997, the CASA Board approved the "Executive Framework for A Human Health Monitoring System" and the development of a multi-stakeholder project team to develop an implementation plan, as recommended by the Human Health Resource Group.

Since this time, the Board has been presented with four reports on the topic of human and/or animal health as it relates to air quality:

- Human Health Project Team, Final Report to the CASA Board of Directors, November 1998.
- Human Health Project Team, Human Health Monitoring Framework, Implementation Plan, May 1990.
- Animal Health Project Team, Final Report and Recommendations, March 2003.
- Human and Animal Health Team, Final Report to the CASA Board, August 2007.

Recommendation 1 in the 2007 report advised that the team be disbanded, but certain government members suggested a review of existing mechanisms to determine if there were other options. Upon government's suggestion, the CASA Board accepted a project being piloted by Alberta Health and Wellness – the Alberta Real Time Syndromic Surveillance Net (ARTSSN) – as a means of implementing the Comprehensive Human Health Monitoring System (CHHMS).

At the December 1 Board meeting, it was concluded that ARTSSN may not necessarily fulfill the intent of the CHHMS. The Board agreed to reconvene the HAHT to:

- Coordinate with Alberta Health and Wellness and Alberta Health Services on what could be done to fulfill the intention of the team's recommendation; and
- Revisit their Terms of Reference and membership.

The Human and Animal Health Team last met in June of 2012. The team reviewed the implementation of recommendations from the four previous reports. For recommendations that were not complete, the team discussed their current relevance and the path forward. The team also



agreed to create an inventory of how all agencies contribute to the CHHMS and discuss if/how these inputs can be better coordinated.

Status:

Over the past month, the CASA secretariat has been working with Alberta Health and Wellness and other relevant parties to complete the inventory of inputs for the CHHMS. Once this work is complete, the team will meet to review the information and decide on next steps. .

Status Report

Item: **4.1 Odour Management Team**

Background: Based on a Statement of Opportunity presented to the Board in September 2012, a multi-stakeholder working group was established to further screen and scope the issue of odour management in Alberta and develop a project charter for the Board's consideration. The group considered the broad issue of odour management as well as what could realistically be accomplished by a CASA project team in approximately 18-22 months. Odour management is a complex issue and the working group discussed the need for a phased approach. As such, the working group developed a vision for odour management in Alberta to guide ongoing and future work as well as a goal for the work of this CASA project team. The group broke down the work of the project team into specific topics and objectives and provided additional process-related guidance, including:

- Complaints
- Odour Assessment
- Health
- Prevention/Mitigation
- Enforcement/Role of Regulation
- Education/Communication/Awareness
- Continuous Improvement

This project charter is meant to offer direction and advice to the convening CASA project team, subject to receiving approval from the Board.

In March 2013, the Board approved the odour management project charter and directed the Secretariat to coordinate the formation of an odour management team.

Status: Following the March meeting, the Secretariat coordinated team formation by canvassing Board members for interest and representatives as well as contacting other stakeholders who were identified as interested parties in the odour management project charter.

The kick-off meeting for the odour management team was held on June 4th and 5th in Red Deer. The goal of this meeting was to:

- Build relationships;
- Provide training in consensus decision-making;
- Create ground rules;
- Confirm commitment to the project charter;
- Select co-chairs; and



- Begin to prioritize tasks & discuss workplans and next steps.

Following the kick-off meeting on June 4th and 5th, any significant updates will be provided to the Board on June 6th.

Attachments: None.

INFORMATION SHEET

ITEM: 5.1 **Communications Update**

ISSUE: Provide an update on Communications projects:

- **Community of Practice**
- **Environment Week 2013**
- **CASA's 20th Year Celebration**

BACKGROUND: **Community of Practice:** At the June 2011 strategic planning retreat, CASA Board members discussed the importance of CASA being able to “articulate a broader collective toolkit that would improve stakeholders’ ability to understand and contribute to air quality issues.” An online Community of Practice would provide an additional platform through which CASA can carry out its role as an expert in collaborative processes, facilitating stakeholder discussions regarding the best ways to address air quality management in Alberta.

A Community of Practice would contribute to the fulfillment of Goal 2 in CASA’s 2012-2016 Strategic Plan: to contribute to the continued development and implementation of effective and efficient air quality management in Alberta. Specifically, a Community of Practice could aid CASA in providing expertise in, as well as modeling, effective multi-stakeholder processes and dialogue. In addition, Goal 4 of the 2012 Strategic Plan requires CASA “to communicate information that builds awareness, understanding, and commitment to air quality management in Alberta”.

Environment Week: CASA was involved in Environment Week Edmonton 2012 as part of the planning committee. CASA’s development of key marketing materials and logistical support was appreciated. CASA also participated in the kick-off celebration by hosting an activity table and judged students submissions to Clean Air Day’s EnviroBLAST in partnership with the Lung Association.

CASA’s 20th Year Celebration: CASA was incorporated on March 14, 1994. The upcoming 20th anniversary is a unique opportunity to celebrate our history, our present, and our promising future. The anniversary is an opportunity to honour our stakeholder organizations and to demonstrate how CASA successes have furthered our shared vision for clean air. This celebration will focus on both internal and external audiences: 1) past and current CASA stakeholder members and their organizations, and 2) the general public.

STATUS:

Community of Practice: A pilot version of CASA's online forum is anticipated for summer of 2013, with a major launch in the fall. The forum will be designed around the content in CASA's Guide to Managing Collaborative Processes. It will provide a user friendly interface for stakeholders to contribute to, and benefit from air quality discussions. It will facilitate communications between project teams as well as increase participants' understanding of interest based negotiation and consensus.

Environment Week: CASA's participation in Environment Week for 2013 again consisted of participation on the planning committee and hosting an activity table at the kick-off celebration. The development of educational materials in partnership with the Lung Association was intended to streamline resource allocation while expanding the reach of key messaging across the Province.

CASA's 20th Year Celebration: The Secretariat is seeking direction from board members on the focus/activities/priorities related to the celebration of CASA's 20th anniversary. Possibilities will be presented for Board consideration.

ATTACHMENTS:

None – presentations to be delivered at the June Board meeting.

PLACEHOLDER

ITEM: **6.1 New/Other Business**

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

**CASA Board of Directors
Mailing List**

Member Representative	Alternate	Sector
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	Janis Seville Director of Health Initiatives The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2234 Fax: (780) 488-7195 jseville@ab.lung.ca	NGO Health
Ann Baran Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com	Vacant	NGO Rural
Martin Chamberlain , Assistant Deputy Minister Resource Development Policy Division Alberta Energy 8th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 422-1045, Fax (780) 427-7737 Martin.chamberlain@gov.ab.ca	Audrey Murray , Branch Head Environment and Resource Services Alberta Energy 12th Floor, Petroleum Plaza North Tower 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 427-6383, Fax (780) 422-3044 Audrey.murray@gov.ab.ca	Provincial Government - Energy
Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited 237 Fourth Avenue S.W. Calgary, Alberta T2P 0H6 Bus: (403) 237-4049, Fax: (403) 237-2075 cindy.l.christopher@esso.ca	Brian Ahearn , Vice President – Western Division Canadian Fuels Association 2100, 350 – 7th Avenue SW Calgary Alberta T2P 3N9 Bus: (403)-266-7565 brianahearn@canadianfuels.ca	Petroleum Products
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	Keith Murray , Director, Forestry & Environment Alberta Forest Products Association 900, 10707 100 Ave. T5J 3M1 Bus: (780) 392-0756, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca	Forestry
David Lawlor , Director, Environmental Affairs ENMAX 141 50th Avenue SE Calgary, Alberta T2G 4S7 Bus: (403) 514.3296, Fax: (403) 514.6844 dlawlor@enmax.com	Vacant	Alternate Energy
Holly Johnson Rattlesnake Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax.: (780) 585-2256 hjrattlesnake@gmail.com	Vacant	Aboriginal Government - First Nations

<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>	Local Government - Rural
<p>Yolanta Leszczynski, P.Eng SD/ Env Regulatory Coordinator Shell Scotford Manufacturing PO Bag 22 Fort Saskatchewan, AB T8L 3T2 Bus : (780) 992-3972 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>	Chemical Manufacturers
<p>Neil MacDonald, Acting Assistant Deputy Minister Family & Population Health Alberta Health 24th Floor, Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2759 Neil.macdonald@gov.ab.ca</p>	<p>Dawn Friesen, Executive Director Health Protection Alberta Health 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca</p>	Provincial Government - Health
<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>Martin Van Olst, Senior Analyst Regional Analysis and Relationships Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus:(780)951-8958 Fax: (780)495-3086 Martin.vanOlst@ec.gc.ca</p>	Federal Government
<p>Mary Onukem, Environmental Coordinator Métis Settlements General Council Suite 101, 10335-172 Street Edmonton, AB T5S 1K9 Bus: (780) 822-4075, 1(888) 213-4400 monukem@msgc.ca</p>	Vacant	Aboriginal Government - Metis
<p>Chris Severson-Baker, Managing Director 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>	NGO Industrial
<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>Bill Calder Prairie Acid Rain Coalition 139 Calico Drive Sherwood Park, AB T8A 5P8 Bus: (780) 464-9996 bacalder@telusplanet.net; bacalder@icloud.com</p>	NGO Urban
<p>Rich Smith, Executive Director Alberta Beef Producers 320, 6715 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org</p>	<p>Humphrey Banack Wild Rose Agricultural Producers RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com</p>	Agriculture
<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>	Vacant	Consumer/Transportation

<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, Environment ATCO Group, Utilities 1000, 909 - 11 Avenue S.W. Calgary, AB T2R 1N6 Bus: (403) 245-7408, Fax: (403) 245-7265 jim.hackett@atcopower.com</p>	Utilities
<p>Tim Whitford, Councillor Town of High River Alberta Urban Municipalities Association 435 Riverside Green NW High River, AB T1V 2B6 Bus: (403) 336-1137 twhitford@highriver.ca</p>	Vacant	Local Government – Urban
<p>Dana Woodworth, Deputy Minister Alberta Environment & Sustainable Resource Development 11th fl Petroleum Plaza ST 9915 - 108 Street Edmonton, AB T5K 2G8 Bus: (780) 427-1799 Fax (780) 415-9669 dana.woodworth@gov.ab.ca</p>	<p>Rick Blackwood, Assistant Deputy Minister Alberta Environment & Sustainable Resource Development 11th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-1139, Fax: (780) 427-8884 rick.blackwood@gov.ab.ca</p>	Provincial Government - Environment
<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>		
Vacant	<p>Elise Bieche, Manager Natural Air Issues Canadian Association of Petroleum Producers 2100, 350-7th Ave SW Calgary, AB T2P 3N9 Bus: (403) 776-1412, Fax: (403) 542-3898 Elise.bieche@capp.ca</p>	Oil & Gas – large producers
Vacant	<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
Vacant	Vacant	Oil & Gas – small producers

Board Members with Different Courier Addresses:

Leigh Allard
Cindy Jefferies
Carolyn Kolebaba
Yolanta Leszczynski
Don Szarko

Board Members Electronic Version Only:

Dawn Friesen
Jim Hackett
Mike Norton
Chris Severson-Baker
Don Szarko
Martin Van Olst
Tim Whitford
Bev Yee

Board Support to Receive Board Book:

Sharon Willianen
Karen Sigurdson (minute taker)
CASA Staff
Linda Jabs

*** Send Yolanta's by courier*** Follow up a few days after sending.

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives**

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	Janis Seville , Director of Health Initiatives The Lung Association – Alberta & NWT
NGO	NGO Rural	Southern Alberta Group for the Environment	Ann Baran Southern Alberta Group for the Environment	Vacant
Government	Provincial Government – Energy	Alberta Energy	Martin Chamberlain , Assistant Deputy Minister Alberta Energy	Audrey Murray , Branch Head Environment and Resource Services Alberta Energy
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited	Brian Ahearn , Vice President – Western Division Canadian Fuels Association
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		David Lawlor , Director Environmental Affairs ENMAX	Vacant
Government	Local Government – Urban	Alberta Urban Municipalities Association	Tim Whitford , Councillor Town of High River Alberta Urban Municipalities Association	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	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	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	Yolanta Leszczynski , SD/ Env Regulatory Coordinator Shell Scotford Manufacturing	Al Schulz , Regional Director Chemistry Industry Association of Canada (CIAC)

**Clean Air Strategic Alliance
List of Stakeholder Groups and Representatives**

Government	Provincial Government – Health	Alberta Health	Neil MacDonald , Acting Assistant Deputy Minister Family & Population Health Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
Government	Federal	Environment Canada	Mike Norton , Acting Regional Director Environment Canada	Martin Van Olst , Senior Analyst Environment Canada
Aboriginal Government	Métis	Métis Settlements General Council	Mary Onukem , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Industrial	Pembina Institute	Chris Severson-Baker , Managing Director Pembina Institute	Ruth Yanor Mewassin Community Council
NGO	NGO Urban	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Bill Calder Prairie Acid Rain Coalition
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Humphrey Banack Wild Rose Agricultural Producers
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, Environment ATCO Group, Utilities
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Dana Woodworth , Deputy Minister Alberta Environment and Sustainable Resource Development	Rick Blackwood , Assistant Deputy Minister Alberta Environment and Sustainable Resource Development
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Vacant	Elise Bieche , Manager Canadian Association of Petroleum Producers
Industry	Mining	Alberta Chamber of Resources	Vacant	Dan Thillman , Plant Manager Lehigh Cement
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant

CASA Project Team and Committee Membership

As of April 25, 2013

CASA & AAC Joint Standing Committee

First Name	Last Name	Organization Name	Title
Elise	Bieche	Canadian Association of Petroleum Producers (CAPP)	Member
Rick	Blackwood	Alberta Environment & Sustainable Resource Development	Member
Nadine	Blaney	Fort Air Partnership	Alternate
Jill	Bloor	Calgary Region Airshed Zone (CRAZ)	Alternate
Bill	Calder	Prairie Acid Rain Coalition	Alternate
Celeste	Dempster	CASA	Project Manager
Carolyn	Kolebaba	Alberta Association of Municipal Districts & Counties	Member
Norman	MacLeod	CASA	Member
Kevin	Percy	Wood Buffalo Environmental Association	Corresp. Member
Shelly	Pruden	Peace Airshed Zone Association (PAZA)	Member
Gary	Redmond	Alberta Capital Airshed Alliance	Alternate
Al	Schulz	Chemistry Industry Association of Canada (CIAC)	Member
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Chris	Severson-Baker	Pembina Institute	Member
Kevin	Warren	Parkland Airshed Management Zone	Member
Sharon	Willianen	Alberta Environment and Sustainable Resource Development	Observer

Communications Committee

First Name	Last Name	Organization Name	Title
Patricia	Adams	Canadian Association of Petroleum Producers	Member
Leigh	Allard	The Lung Association AB & NWT	Chair
Ann	Baran	Southern Alberta Group for the Environment	Member
Bob	Curran	Energy Resources Conservation Board	Corresp. Member
Ogho	Ikhalo	Alberta Environment and Sustainable Resource Development	Alternate
Robyn	Jacobsen	Clean Air Strategic Alliance	Co-Project Manager
Yolanta	Leszczynski	Shell Scotford Manufacturing	Member
Kelly	Morrison	Petroleum Services Association of Canada	Member
Gloria	Trimble	Environment Canada	Corresp. Member
Ruth	Yanor	Mewassin Community Council	Member

Electricity Framework Review Project Team (2013)

First Name	Last Name	Organization Name	Title
Brian	Ahearn	Canadian Fuels Association	Corresp. Member
Tasha	Blumenthal	Alberta Association of Municipal Districts & Counties (AAMDC)	Corresp. Member
Rachel	Bocock	Alberta Urban Municipalities Association (AUMA)	Member
Krista	Brindle	Alberta Energy	Member
Glynis	Carling	Imperial Oil Resources	Alternate
Rod	Crockford	Encana Corporation	Member
Paul	DiJulio	Slave Lake Pulp	Member
Randy	Dobko	Alberta Environment and Sustainable Resource Development	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
Lynn	Meyer	Capital Power	Alternate

Electricity Framework Review Project Team (2013) Continued...

First Name	Last Name	Organization Name	Title
Anamika	Mukherjee	Cenovus Energy Inc.	Member
Njoroge	Ngure	TransCanada	Alternate
Al	Schulz	Chemistry Industry Association of Canada (CIAC)	Member
David	Spink	Prairie Acid Rain Coalition	Member
Srikanth	Venugopal	TransCanada Transmission	Member
Tim	Weis	Pembina Institute	Member
Don	Wharton	TransAlta Corporation	Member
Ruth	Yanor	Mewassin Community Council	Member

Human and Animal Health Implementation Team

First Name	Last Name	Organization Name	Title
Leigh	Allard	The Lung Association AB & NWT	Member
Mark	Boulton	Suncor	Member
Dawn	Friesen	Alberta Health	Member
Long	Fu	Alberta Environment and Sustainable Resource Development	Member
Judy	Huntley	Bert Riggall Environmental Foundation	Member
Robyn	Jacobsen	Clean Air Strategic Alliance	Project Manager
Ila	Johnston	PAMZ Parkland	Member
Joe	Kendall	Alberta Agriculture and Rural Development	Member
Beth	Nanni	The Lung Association - AB & NWT	Alternate
Gary	Sargent	Canadian Association of Petroleum Producers	Member
Merry	Turtiak	Alberta Health	Co-Chair
Brenda	Woo	Health Canada	Member
Ruth	Yanor	Mewassin Community Council	Co-Chair

Operations Steering Committee/Ambient Air Quality

First Name	Last Name	Organization Name	Title
Michael	Bisaga	LICA & PAZA	Member
Glynis	Carling	Imperial Oil Resources	Member
Tom	Dickson	Alberta Environment	Chair
Shane	Lamden	NOVA Chemicals Corporation	Member
Norman	MacLeod	CASA	Project Manager
Rachel	Mintz	Environment Canada	Member
Keith	Murray	Alberta Forest Products Association	Member
Bob	Myrick	Alberta Environment & Sustainable Resource Development	Member
Janine	Ross	Alberta Environment	Member
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Merry	Turtiak	Alberta Health	Member
Kevin	Warren	Parkland Airshed Management Zone	Member

Performance Measures Committee

First Name	Last Name	Organization Name	Title
Peter	Darbyshire	Graymont Western Canada Inc.	Member
Celeste	Dempster	CASA	Project Manager
Robyn	Jacobsen	Clean Air Strategic Alliance	Co-Project Manager
Crystal	Parrell	Alberta Environment and Sustainable Resource Development	Member
Ruth	Yanor	Mewassin Community Council	Member

