



CASA Board of Directors Meeting
December 13, 2019, Edmonton, Alberta

In attendance:

CASA Board Members and Alternates:

Alison Miller, Petroleum Products	Jim Hackett, Utilities
Ann Baran, NGO Rural	Keith Murray, Forestry
Benjamin Israel, NGO Industrial	Leigh Allard, NGO Health
Bill Calder, NGO Urban	Martin Van Olst, Federal Government
Dan Moore, Forestry	Rich Smith, Agriculture
David Spink, NGO Urban	Rob Hoffman, Petroleum Products
Don McCrimmon, Oil and Gas Large Producers	Ruth Yanor, NGO Industrial
Greg Moffatt, Chemical Manufacturers	Tom Davis, Provincial Government – Environment and Parks
Holly Johnson-Rattlesnake, Samson Cree Nation	Andre Asselin, CASA Executive Director

CASA Secretariat:

Matthew Dance, Katie Duffett, Lauren Hall, Cara McInnis, Anuja Ramgoolam

Guests:

Dave Schick, Canadian Fuels Association
Jenna Curtis, Laura Blair, Randy Dobko, Rhonda Lee Curran, Sharon Willianen, Sheila Lucas, Sunny Cho, Sushmitha Gollapudi; Alberta Environment and Parks
Mark McGillivray, Enmax
Nadine Blaney, Fort Air Partnership
Tasha Blumenthal, Rural Municipalities of Alberta

Presenters:

Leigh Allard, Jim Hackett, Tom Davis, and Matt Dance *Ad Hoc Governance Review Committee* (Item 2)
Andre Asselin, *Multi-year Strategic Plan* (Item 3)
Sheila Lucas and Rhonda Lee Curran, *Statements of Opportunity* (Item 4)
Laura Blair, *Ambient Air Quality Objectives Project Team* (Item 6)
Randy Dobko and Jim Hackett, *Electricity Framework Review Project Team* (Item 7)
Sunny Cho, *Presentation on the Acid Deposition Management Framework* (Item 8)

Regrets:

Bev Yee, Provincial Government – Environment and Parks	James Baldwin, Chemical Manufacturers
David Lawlor, Alternate Energy	Mary Onukem, Indigenous – Métis
Kathy Rooyakkers, Local Government – Rural	Rob Beleutz, Mining

**Clean Air Strategic Alliance
Board of Directors Meeting
December 13, 2019**

Executive Summary

The board welcomed two new members: Tom Davis is the new alternate representing Provincial Government (Environment and Parks) and Rob Hoffman is the new alternate representing Petroleum Products.

The Ad Hoc Governance Review Committee presented its Terms of Reference for the board's consideration, which was approved by consensus. They led a discussion regarding the value CASA brings to the sectors on the board and whether the mandate is still relevant. The answers provided will help guide the work of the committee.

Based on discussions at the 2018 strategic planning sessions, the board received an initial draft plan for 2019–2022 in preparation for the September 2019 meeting. Board members provided feedback which was incorporated into a revised plan. The Executive Committee decided substantive feedback should be discussed during the December board meeting. There was no agreement on the substantive changes. The board directed the Executive Committee to recommend final wording for the strategic plan to the board prior to the April 2020 board meeting.

The board received presentations on a statement of opportunity for an air quality symposium and another for a best practices guide for dust management in Alberta. Both were brought forward by Alberta Environment and Parks. The board decided to proceed with establishment of a working group to develop a project charter for an air quality symposium.

The Ambient Air Quality Objectives Project Team (AAQO) and the Electricity Framework Review (EFR) Project Team both provided status updates and requested extensions to their project charters to accommodate delays the teams experienced in 2019. The extensions were approved; the AAQO Project Team will provide its final deliverables in September 2020, and the EFR Project Team will provide an updated project charter and workplan to the board for decision in April 2020.

The board received an informative presentation on the Acid Deposition Management Framework from Alberta Environment and Parks. The Framework is currently undergoing internal review. Once the internal review is complete it will be released for a 60-day public comment period.

A number of written updates were also provided to the board, as is the usual practice.

The next CASA board meeting will be in Calgary on April 16, 2020.

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Board of Directors Meeting
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Meeting Summary

Bill Calder convened the business meeting at 9:08 a.m.

1 Administration

1.1.1 Convene Meeting and Approve Agenda

The chair welcomed everyone to the meeting and briefly reviewed the agenda.

The board members who stepped down in 2019 were recognized. They were Wayne Ungstad, Brian Ahearn, Rick Blackwood, Scott Wilson, and Claude Chamberland.

Two new board members were welcomed: alternate Rob Hoffman representing Petroleum Products, and alternate Tom Davis representing Provincial Government (Environment and Parks).

1.2 Actions from September 12, 2019 Board Meeting

There were no administrative items from the September board meeting.

1.3 Summary of Previous Meeting

Decision: The board approved the summary of the September 12, 2019 board meeting by consensus.

1.4 Appoint Executive Officers

Executive officers have two-year terms which align with the end of the December board meeting. Bill was elected as VP NGO in December 2018 but has decided to step down. He will continue as a director, but Leigh Allard will take over as VP NGO to complete the rest of his term until December 2020.

The term for the government sector group's executive officer is complete at the end of the meeting. Bev Yee will remain as the member with Tom Davis as her alternate. Her term will end in December 2021.

Decision: The board approved Bev Yee's second term as government executive officer, expiring December 2021, by consensus.

1.5 2020 Core Operating Budget

The 2020 core operating budget was reviewed. CASA's budget has been reduced to \$525,000 but will receive a four-year funding agreement to maintain that level of funding until 2023. The 2020 budget presented is greater than \$525,000, but contingency funds are available if the amount spent exceeds \$525,000. The proposed budget is conservative and represents a worst-case scenario. The secretariat will endeavour to keep expenses to \$525,000 this year. In future years, the proposed budget will align with the \$525,000 grant amount.

Discussion:

- **Q:** Why is the honoraria for the board higher than that allocated for project teams?
A: The estimate for the board honoraria is based on everyone attending every meeting. The amount allocated was higher in previous years, but we have not used it. The amount allocated for teams is based on previous years spending in that area.
- **Q:** What does “sector coordination” cover?
A: It includes support to the AEN for coordinating teleconferences and other work in support of CASA. It also includes support for the VP NGO to cover costs associated with additional tasks required of the role that are not already covered through honoraria.
- **Q:** Why are the human resource costs expected to increase?
A: There are four full time project manager positions, and currently two are vacant. The intent is to fill one position next year and reduce the reliance on external consultants.

Decision: The board approved the 2020 core operating budget by consensus.

1.6 Draft Operational Plan

The draft 2020 operational plan was reviewed. The draft plan was developed based on the current projects, the responsibilities of the board and executive committee, recommendations directed to CASA from its own reports, and the statement of opportunity process.

Discussion:

- The wording for the ROVER project team should be changed to “The work of the team will be comprised of...”.
- The Ad Hoc Governance Review Committee will be working with the board and not only delivering its findings; the wording around this should be changed to reflect that. Once the terms of reference for the committee are approved the wording in the operational plan can be changed to match it.

Decision: The board approved the 2020 operational plan with the above changes by consensus.

1.7 Meeting Dates for 2020

The proposed 2020 meeting schedule was distributed in the briefing package.

Decision: The board approved the 2020 meeting dates by consensus.

1.8 Process to Develop a Multi-Year Communications Strategy

In 2018 the Communications Committee disbanded, and its responsibilities were redirected to the Executive Committee. The Executive Committee has proposed a process for development of a multi-year communications strategy and action plan to guide CASA’s external communications. The proposed process includes an opportunity for board review and input and was described in the briefing package.

Decision: The board approved a process to develop a multi-year communications strategy by consensus.

1.9 Capitalization Policy

The auditor has recommended that CASA formally adopt a capitalization policy. This policy sets a threshold, above which qualifying expenditures are recorded as fixed assets, and below which they are charged to expense as incurred in any given year. It is typically set by senior management or the board of directors, and the auditor recommends CASA set the threshold at \$3,000.

Decision: The board approved a capitalization policy threshold of \$3,000 by consensus.

2 Ad Hoc Governance Review Committee

The board tasked the Ad Hoc Governance Review Committee with developing a terms of reference to guide its work. The committee met twice during the fall of 2019 and presented a terms of reference, including a work plan, for the board's approval. Leigh Allard, Tom Davis, and Jim Hackett presented the terms of reference. Matt Dance then led the board in a discussion of CASA's mandate and what value CASA brings to the sectors who participate. The outcome of the discussion will be used to inform the work of the committee.

Discussion

- It is important for CASA to look for strategic opportunities and examine how the landscape in which it operates is changing. The board needs to ensure it's having the conversations needed so the organization can keep going for another 25 years.
- CASA has been doing good work, but a conversation on climate change and its impacts on air quality is needed if we wish to stay relevant.
- CASA has achieved a lot and made significant contributions to air quality management. However, there is concern that in the last few years CASA has not moved the bar on air quality management. The mandate is still relevant, but not everyone is on the same page and there should be a discussion about whether CASA is still an effective instrument to deal with air quality management in the province. An example of this is the EFR project, where non-consensus issues have continued through multiple five-year reviews without resolution.
- The consensus-based decision-making process is sometimes unsuccessful for project teams and as a result non-consensus advice has been the outcome in some recent projects. For the process to work, backstops are needed to motivate good faith participation in the projects.
- It is important for First Nations and Métis communities to have a voice at the CASA table and have an opportunity to influence policy. Building relationships is important, but there has not been much success on this, and the absence of Indigenous communities could be perceived as consenting to whatever is being recommended to the government.
- Broader perspectives are needed at the CASA board. Alberta Health and Alberta Energy have withdrawn, and there are many other voices from the NGO sector who could be participating. In the last few years CASA projects have not been impactful, and they have fallen short in making change happen. Broader perspectives can help fix that.
- CASA's value seems diminished when projects end in non-consensus outcomes. The solution is not easily found. If we are starting in a place with no regulations or policies in place, it is easier to reach consensus. If you are in a space that already has a lot of focus

and previously done or ongoing work, it is more difficult. There sometimes isn't room for the stakeholders to move on specific issues. The board should be having discussions on which projects are appropriate for the CASA table and whether there is a good possibility of being able to reach consensus; the board needs to be deliberate and select projects where we can be successful, particularly in the context of our reduced funding.

- Project teams are more likely to be successful if they are working in a policy space at a more conceptual or principle-based level. When teams are asked to identify numerical thresholds there are often problems. Identifying principles and how we work to apply them is key.
- CASA's Electricity Management Framework projects have been critical, and they dictate what the utilities sector can build and how they operate. The work of CASA has an impact and is relevant.
- Climate change is important but there are many groups already working on it. CASA is the only group that focuses on air quality. Climate change should be included in discussions as an awareness piece but should not be the focus of CASA's work.
- It is important for government to come to the table with an idea and to help draw boundaries, but flexibility is needed to ensure teams can come up with good solutions.
- Some groups seem at odds with each other in the public sphere but still work together well at the CASA table, and that should be leveraged where possible.

Decision: The board approved the Ad Hoc Governance Review Terms of Reference by consensus.

3 Multi-Year Strategic Plan

The draft multi-year strategic plan was reviewed during the September meeting, and the board approved a process to finalize it. The process included obtaining feedback from the board, which would be reviewed by the Executive Committee. The amount of discussion required at the following board meeting would depend on the feedback submitted to secretariat. The Executive Committee decided that the board should have the opportunity to discuss proposed substantive edits to the strategic priorities. Sector groups were asked to identify which of their edits were substantive enough to warrant discussion ahead of the meeting. A week prior to the meeting, one sector group proposed new substantive edits to the strategic priorities, CASA's mission, and vision.

Discussion:

- The first focus of the strategic priorities should be what we do, and that should be reflected in the order of the priorities. The "1" priority is the most important. The other priorities are also important, but not as important.
- Many board members do not consider the strategic priorities being in an order of importance; they are all important priorities and we do them all.
- Some proposed re-ordering the priorities (e.g. alphabetize, remove the numbering, change the numbering to bullets). More discussion is needed for the board to agree on a single interpretation of the list and what the order should be.

- Many sectors have not given thought to whether the priorities should be ordered by their importance, and as such are not prepared to agree to assigning any of them priority over others.
- If the strategic priorities are to be listed in order of importance, it may have implications for the resources allocated in each area. They are currently listed in the order they were presented and agreed to in the strategic planning session held in fall 2018.
- The consensus from the fall 2018 planning session included wording and order of the strategic priorities, it isn't clear what has changed since then to warrant revisiting the priorities.
 - Some board members felt decisions on the draft plan should not be constrained by what was decided during the planning sessions.
- Some board members felt they weren't given enough time to fully review the proposed changes and consider their implications.
- The proposed revised vision statement isn't a statement that CASA can make about itself, and instead is something we would strive for others to say about the organization. The wording should be changed to indicate it is where we want to be, rather than something we currently are.
- It is very difficult to measure how the proposed additions of "influential" and "respected" an organization is, and as a result the wording in the vision will be difficult to measure and evaluate against strategies.
 - During the strategic planning sessions, the group worked hard on the mission statement for the organization and deliberately named the various sectors that CASA brings together to be inclusive and, also agreed on the need to highlight that we contribute to the Clean Air Strategy. The proposed revision removes those. The Mission Statement in the draft plan is too long and complex to qualify as a succinct Mission Statement that will be remembered and can be used as a touchstone for proposed CASA work. The detailed elements of the mission statement in the draft plan can be included elsewhere in the Strategic Plan.
- Climate change should be reflected somewhere in the plan, but perhaps in the context of how it is reflected in the work CASA chooses to undertake.
- There was no agreement to accept the proposed changes to the strategic priorities, vision, or mission.
- There was agreement that the board could live with the secretariat's recommendations to address the other edits proposed that were provided in the briefing package.

Decision: The Executive Committee will consider the discussion and recommend final wording for the strategic plan to the board prior to the April 2020 board meeting.

4 Statements of Opportunity

Sheila Lucas of Alberta Environment and Parks provided a presentation on a statement of opportunity for an air quality management symposium. The symposium objectives are to bring diverse stakeholders together to engage in dialogue, find common ground, and brainstorm solutions for the air quality challenges facing the province with respect to meeting the objectives set out by the Canadian Ambient Air Quality Standards.

In 2017 the provincial government had submitted a statement of opportunity on NOx emissions from upstream oil and gas. It was not pursued, and the current statement of opportunity has a different scope.

Discussion:

- **Q:** Has the provincial government put aside any funding for this project?
A: \$25,000 had initially been allocated from AEP's budget for this project, but given current fiscal constraints, it is unknown how much funding is available.
- **Q:** The proposed timeline is aggressive. If the symposium is held in the fall, then invitations would have to be sent very quickly. Is the timeline flexible?
A: The timelines would be largely determined by the organizing committee. There is a growing sense of urgency around CAAQS, but the scope of the workshop is the driver for the timeline and there is some flexibility.
- **Q:** It is referenced as both a symposium and a workshop. How many participants are you seeking?
A: That is a decision for the organizing committee.

Rhonda Lee Curran of Alberta Environment and Parks provided a presentation on a statement of opportunity to develop a best practices guide for dust management in Alberta. The proposed project follows on recommendations made by the Non-Point Source Project Team and would address road and construction dust from all sectors as well as dust generated by industrial operations.

Discussion:

- **Q:** The project should look into all of the major dust sources, including in the oil sands area and including other sectors such as quarries. Were these considered in development of the statement of opportunity?
A: Yes, the scope is intended to include industrial facilities that have EPEA approvals as well as those that don't. If there is no regulatory mechanism it is unclear how to point to a best practices guide, but the project scope should include both.
- **Q:** Would a guide include industrial facilities or roads that are large distances from population centres?
A: The project scope should include everything, but proximity to population centres or sensitive ecosystems would be a consideration and would impact expectations for dust management. There is also an opportunity to partner with the Alberta Water Council to bring in the perspective of the impacts of dust on aquatic ecosystems.
- **Q:** What is the driver for this project? Is there urgency?
A: There are 19 recommendations in the report from the Non-Point Source Project Team, and the provincial government is in various stages of implementation for them. There was a performance measure included for the dust management best practices guide recommendation that included 2021 as the preferred year for implementation. The project requires a significant multi-stakeholder aspect, making it suitable as a CASA project.
- The construction industry, and maybe others, should be involved in scoping this project, and outreach is needed very early in the project.

Jim Hackett in the chair.

5 Project Selection

The board discussed the two statements of opportunity put forward and whether either should be approved for establishment of a working group.

Discussion:

- A dust management best practices guide is a space CASA can work in, and it's currently a gap. It requires multi-stakeholder input and is a great opportunity for work. It needs to be properly scoped with a focus on population centres.
- The air quality symposium is needed. We need to look at the situation as it is right now and how it can be managed in a way that gets us to the yellow and green ranges for CAAQS. There are some challenges and opportunities to explore, and the last symposium was many years ago.
- **Q:** Can we undertake both projects right now?
A: At this point, CASA only has the capacity to initiate one. The next opportunity to start a new project after this one would likely be in 2021.
- Symposiums are a good place to share knowledge but aren't a unique mechanism for learning. The scope needs to separate it from the many other air quality related symposiums. It should focus on developing solutions or criteria for weighing them.
- **Q:** What would the process look like if the board approved the symposium statement of opportunity?
A: A group would be formed to develop a scope for the symposium and determine the funding needed and timelines.
- Two critical pieces of a successful symposium are funding and the commitment to implement recommendations or findings of a symposium or workshop.
- The funding aspect of a symposium is a concern. It will likely require significant fundraising if the intent is to invite researchers from different countries. It should be scoped further, and the scope should be reviewed by the caucuses and the board to establish whether there is funding and interest to implement findings before a working group or organizing committee begins contacting potential speakers or participants.
- Securing funding for a symposium would be difficult without a scope that identifies how this project is different from other symposiums happening in the field, and why a symposium is the best mechanism to get the information we're seeking.
- Air quality is a challenge in Alberta, and we are having difficulty meeting ever more stringent standards. An air symposium could contribute to a solution for a major issue, and there are many options for how a symposium might be shaped, and the level of cost.
- The dust project was a recommendation from the Non-Point Source Project Team which was approved by the board. It is a good project and we shouldn't lose sight of it even if it is not approved for a working group at this stage.
- A best practices guide for dust management would be very beneficial for municipalities and would help enhance municipal capacity. The proposed timeline is aggressive to get full engagement and build a guide, however.

- The CASA secretariat should reach out to other sectors such as construction and transportation about a potential dust management project being initiated in 2021. The earlier we engage those stakeholders the better.

Decision: The board approved the air quality management symposium statement of opportunity and the formation of a working group by consensus. The working group will engage CASA sectors early in the process to determine realistic funding potential and commitment to implement the potential outcomes of this work.

Action: CASA secretariat will reach out to the board for input on which other non-CASA groups may be interested or potentially impacted by a dust management best practices guide and schedule a brief meeting to discuss the path forward.

6 Ambient Air Quality Objectives Project Team

Laura Blair, the Alberta Environment and Parks project team co-chair, provided a presentation on the AAQO Project Team. The team requested a project extension to accommodate the delays they experienced in 2019. The proposed timeline involved recommendations on the two remaining substances (NO₂ and SO₂) during the April 2020 board meeting, followed by a final report in September 2020.

Discussion

- **Q:** The revised Air Quality Modelling Guidelines from AEP was identified as a critical piece of information for the team. When is that expected to be available?
A: It will be released as a draft for public comment in late 2019 or early 2020; there is a mailing list that will send a notification when it has been posted. The team is interested in the draft and does not need to review the final version to complete their work.
- The board previously approved the perspectives document outcome of the H₂S/TRS discussions, but a revised AAQO has not been released by AEP. This information is helpful for odour management, and there was general agreement on the intent of the AAQO. The disagreement was with the implementation.

Decision: The board approved the revised AAQO Project Team project charter by consensus.

Bill Calder in the Chair.

7 Electricity Framework Review Project Team

Jim Hackett and Randy Dobko, co-chairs for the EFR project team, presented to update the board on the status of the team. The project team requests an extension to the team's project charter until April 2020, at which point the team will present a revised work plan and timeline for the outstanding tasks.

During the September board meeting an information sheet was provided regarding discussion of outstanding issues relating to the emissions trading regulations and how they apply to coal to gas conversions. A meeting was held to discuss the issue and it was decided that the issues could be addressed within the emissions trading system assessment task of the EFR Project Team Charter.

Discussion:

- **Q:** Is the EFR project team still planning addressing particulate matter management?
A: Yes, it is one of the outstanding tasks from the project charter.
- The project team has spent a lot of time on this work, and this is the third time CASA has had non-consensus on establishment of an NO₂ standard for electricity generation units. There is still no standard for co-generation facilities, and if a decision is not made by the provincial government to keep our standards current and relevant then our environmental responsibilities will begin to be ceded to the federal government.

Decision: The board approved the extension of the EFR project until April 2020 by consensus.

Jim Hackett in the Chair.

8 Presentation on the Acid Deposition Management Framework

Sunny Cho from Alberta Environment and Parks provided a presentation on the Acid Deposition Management Framework. The Framework is currently undergoing revision with the intent to enhance early identification of potential acid deposition issues, effective management for acidifying pollutant emissions in Alberta, and for clarity and consistency. The review is being conducted by AEP and involves engagement from approval holders, industry, and ENGOs.

Discussion:

- **Q:** What is the expected timeframe for the revision to be complete?
A: The current document is still undergoing internal review. Once the internal review is complete it will be released for a 60-day comment period. The timeline isn't clear yet.
- **Q:** What will the difference be between the old critical load criteria and the new ones?
A: The new methodologies are a better way to assess Alberta-specific issues and will include finer resolution data and Alberta-specific meteorology, vegetation, and soil properties.

9 Information Reports

The following reports were provided in the briefing package as information:

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

Discussion:

- **Q:** Are the old CASA records being destroyed, or digitized?
A: Many of the files saved were draft versions of reports or minutes. Final versions of documents were kept and digitized, but draft versions were not retained.
- **Q:** Will an organization chart of AEP be publicly available soon?
A: The structure at the branch level has been confirmed, but who will lead the branches has not been communicated. GoA staff will send CASA an organization chart when it is completed and released.

- **Q:** There are a lot of vacancies in the board membership list. Can those vacancies be used to get participation from other groups, such as green energy?
A: This is a governance issue. The small oil and gas producers' sector is listed as vacant because the former Member has formally withdrawn from the board. But that sector was added early after CASA was formed and unless the board decides to remove that sector, it should remain in case another group applies to represent that sector. In the case of sectors that have not formally withdrawn but do not have board members identified, the secretariat has regular meetings with their staff to keep them informed or has contact information in case relevant projects arise. Conversations about how to involve green energy are occurring, and membership will be discussed by the Ad Hoc Governance Review Committee.

10 New or Other Business

Environment and Climate Change Canada has released its mandate letter, which includes working towards zero emission vehicle targets. The letter also includes climate change, and a discussion of clean technology.

Bill Calder was thanked for his contributions at the executive committee level over the past several years.

11 Evaluation Forms

Members were asked to complete meeting evaluation forms for review by the Executive Committee. Completed evaluations are also posted on CASA's website.

The next CASA board meeting will be in Calgary on April 16, 2020.

The meeting adjourned at 2:45pm.

The following action item arose from the meeting:

Action: CASA secretariat will reach out to the board for input on which other non-CASA groups may be interested or potentially impacted by a dust management best practices guide and schedule a brief meeting to discuss the path forward.