

Memorandum



Date: June 1, 2016
From: Keith Denman, Executive Director
To: CASA Directors & Alternates
Subject: CASA Board Meeting – June 15, 2016

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Attached are the draft agenda and briefing materials for the 2016 CASA AGM, which is scheduled from **9:30am - 10:00am**, and the next meeting of the CASA Board of Directors, which is scheduled from **10:00am to 3:40pm** on Wednesday June 15, 2016. The meeting will be held at:

Rosebud Room
4th Floor
McDougall Centre
455 6 St SW Calgary, AB T2P 4A2

Individual Caucus meetings will take place prior to the CASA Board of Directors meeting from **08:30 – 9:30am**. Please note below the room your caucus will be meeting in:

Industry Caucus: Ghost Pine – 3rd Floor, Mc Dougall Centre
Government Caucus: Crowsnest – 3rd Floor, Mc Dougal Centre
ENGO Caucus: Black Diamond – 3rd Floor, Mc Dougall Centre

Please note that a supplementary package may be circulated next week.

We look forward to seeing you at the meeting.

Sincerely,

A handwritten signature in blue ink, appearing to read "Keith Denman", is written over a horizontal line.

Keith Denman
(780) 644 5160

Clean Air Strategic Alliance – Annual General Meeting

**Clean Air Strategic Alliance
McDougall Centre
Rosebud Room
455 6 St SW Calgary, AB T2P 4A2
June 15, 2016**

Draft AGM Agenda

	1.0 ANNUAL GENERAL MEETING	1
9:30 – 10:00 (30 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 June 17, 2015.</i>	
	1.3 CASA Membership <i>Objective: Reaffirm the membership of CASA’s board of directors.</i>	
	1.4 CASA Bylaws <i>Objective: To discuss the need to change the CASA bylaws at it relates to removing inactive directors and sectors. (No decision at this time)</i>	
	1.5 Audited 2015 Financial Statements <i>Objective: Accept CASA’s 2015 audited financial statements (Presented at the March Board meeting)</i>	
	1.6 Auditor <i>Objective: Appoint an auditor for CASA for 2016</i>	

DECISION SHEET

ITEM: 1.2 Minutes of Last Annual General Meeting June 17, 2015

ISSUE: Minutes from the previous annual general meeting on June 17, 2015 are subject to approval by the members at the subsequent annual general meeting.

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

ATTACHMENT: A. Draft Minutes from June 17, 2015

DECISION: Approve the minutes from the June 17, 2015 annual general meeting.

Draft Minutes

CASA Annual General Meeting

June 17, 2015

Calgary, Alberta

In attendance:

CASA Board Members and Alternates:

Ahmed Idriss, Utilities
Brian Ahearn, Petroleum Products
Leigh Allard, NGO Health
Ann Baran, NGO Rural
Rob Beleutz, Mining
Bill Calder, NGO Urban
Claude Chamberland, Oil & Gas - Large Producers
Dawn Friesen, Provincial Government Health
Jim Hackett, Utilities
Dan Hall, Chemical Manufacturers
Al Kemmere, Local Government Rural
Peter Noble, Petroleum Products
Chris Severson-Baker, NGO Pollution
David Spink, NGO Urban
Rich Smith, Agriculture
Scott Wilson, NGO, Consumer Transportation
Bill Werry, Provincial Government Environment
Ruth Yanor, NGO Industrial

CASA Secretariat:

Keith Denman
Cara Mc Innis
Warren Greeves
Sarah Hanlon
Amanda Stuparyk

Guests:

Martina Krieger, Provincial Government Environment
Nina Schnieder, NGO Health

Regrets:

Humphrey Banack, Agriculture
Cheryl Baraniecki, Government Federal
Rick Blackwood, Provincial Government Environment
Holly Johnson-Rattlesnake, Samson Cree
Brian Gilliland, Forestry
David Lawlor, Alternate Energy
Yolanta Leszczynski, Chemical Manufacturers
Linda Mattern, Provincial Government Health
Audrey Murray, Provincial Government Energy
Keith Murray, Forestry
Al Sanderson, Provincial Government Energy
Dan Thillman, Mining
Martin Van Olst, Federal Government
Robyn Jacobsen, Secretariat

**Clean Air Strategic Alliance
Board of Directors Meeting
June 17, 2015**

Draft Minutes

1 Annual General Meeting

1.1 Convene Business Meeting and Approve Agenda

Chris Severson-Baker convened the meeting at 10:00am and the agenda was approved by consensus.

1.2 Minutes of Last AGM, June 5, 2014

The June 5, 2014 AGM minutes were approved by consensus.

1.3 CASA Membership

CASA's board is limited to a maximum of 22 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. The current CASA board consists of 22 sectors including nine from industry, five from non-government organizations, and eight from government (including provincial, federal, local, and aboriginal governments).

Each sector should have one director and one alternate representative. At present, there are two director vacancies, one for Local Government – Urban and one for Oil & Gas – Small Producers. There are ten alternate vacancies - NGO Health, NGO Rural, Oil & Gas – large producers, Local Government – Rural, Alternate Energy, Aboriginal Government - First Nations, Aboriginal Government – Metis, Consumer/Transportation, Local Government – Urban and Oil & Gas – small producers.

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

1.4 Audited 2014 Financial Statements

At its meeting on March 12th of this year, the board approved CASA's audited financial statements for the purpose of including them in the 2014 Annual Report. The tabling of the statements on June 17, 2015 is in compliance with the legal requirement of the *Societies Act of Alberta*.

The AGM was adjourned at 10:15 a.m. and was followed by the regular meeting of the board.

DECISION SHEET

ITEM: 1.3 **CASA Membership June 2016**

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 seven (7) from government (including provincial, federal, local, and aboriginal governments). There are currently two sector vacancies; Oil & Gas – Small Producers and Local Government – Urban.

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
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	Brian Ahearn , Vice President – Western Division Canadian Fuels Association	Peter Noble – Senior Regulatory Affairs Manager Imperial Oil
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Vacant
NGO	NGO Rural	Southern Alberta Group for the Environment	Ann Baran Southern Alberta Group for the Environment	Vacant
Industry	Mining	Alberta Chamber of Resources	Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc.	Dan Thillman , Plant Manager Lehigh Cement
Government	Federal	Environment Canada	Cheryl Baraniecki , Associate Regional Director General, West & North Environment Canada	Martin Van Olst , Senior Analyst Environment Canada
Government	Provincial Government – Energy	Alberta Energy	Vacant	Vacant
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Claude Chamberland , Canadian Association of Petroleum Producers	Koray Onder , Canadian Association of Petroleum Producers
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager International Environmental Affairs Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba , VP (Deputy Reeve, Northern Sunrise County) AAMDC	Vacant
Industry	Alternate Energy		David Lawlor	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	Vacant
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	Terry Rowat , Manager Methanex Corporation	Dan Hall , Regional Director Chemistry Industry Association of Canada (CIAC)

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

Government	Provincial Government – Health	Alberta Health	Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
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 Alberta Federation of Agriculture
NGO	Consumer Transportation	Alberta Motor Association	Scott Wilson , Senior Policy Analyst Alberta Motor Association	Vacant
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Andre Corbould , Deputy Minister Alberta Environment and Parks	Rick Blackwood , Assistant Deputy Minister Alberta Environment and Parks
Industry	Utilities	TransAlta Corporation	Jim Hackett , Director, Health, Safety, Security & Environment ATCO Power	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation
Government	Local Government – Urban	Alberta Urban Municipalities Association	Vacant	Vacant
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant

INFORMATION SHEET

ITEM: 1.4 **CASA Bylaws**

BACKGROUND: Extended absence from select CASA Board Members has instigated a discussion at the executive level on a process for declaring vacated seats when no written resignation has been provided.

As stated in the bylaws, “[t]he Board of Directors may, by a resolution passed by a majority of seventy-five (75%) percent at a meeting called for such purpose, cancel the membership of a Member if in the exercise of the discretion of the Board of Directors such Member has failed to contribute to the goals and objectives of the Society.”

The Executive Committee is looking for board feedback on the range of possible solutions which may or may not include making alterations to CASA’s bylaws.

ATTACHMENTS:

- A. CASA Bylaws Briefing Note
- B. CASA Bylaws

Amending CASA's Bylaws

Terminology:

Member: Any Industry, Non-government or government member of the Board (Organization level i.e. CAPP is the member)

Representative: Individual appointed by the Board Member (Person – i.e. Claude Chamberland is the representative of CAPP on the CASA Board)

Organizations and the people they appoint to represent them on the boards of Societies under the Societies Act have a fiduciary responsibility to ensure that the organization whose board they sit on is run appropriately in legal and financial matters, and that it is working towards achieving its stated purposes. Some of the organizations that are members of the CASA Board have not sent representatives to CASA Board meetings for an extended period of time, or the representatives that they have appointed have not attended. While the CASA by-laws include a process to add representatives and members to the Board, and does allow for the removal of members (i.e. sectors), it does not allow representatives to be removed other than by notification in writing. In the absence of written notification there is no process in CASA's Bylaws to declare an empty seat vacated short of removing the member (sector) entirely.

Removing people or organizations from the CASA Board is clearly not an ideal solution – any of the steps discussed in this document assume that a serious and ongoing effort has been underway to re-engage the member or representative and that that has not been successful. Nevertheless, there are and have been a number of circumstances in which a process to declare the representative to have vacated the seat might have been useful.

Examples:

- One representative has been absent for the last 10 meetings. The last CASA Board meeting they attended was in June 2013. Repeated attempts to meet with the representative have not been successful.
- One representative has been absent since December 2012. We have heard informally that they are no longer in the employ of the group they represent, but despite repeated attempts we have been unable to confirm this or get a different person nominated by their stakeholder group.
- There was an extended period of time between a verbal indication of the change in a member's employment and the receipt of a letter from the Industry group they represented confirming that they were no longer their representative to the CASA Board.
- One organization is no longer in existence, yet they have a seat held for their sector at the CASA Board. The sector is an important one for CASA's work, but we are not aware of any one who would be able to appoint a representative to speak for them.
- One organization, who is an important stakeholder in work that CASA does, has not attended a CASA Board meeting since September 2013.

Note that a member (but not a representative) may be removed on the basis of a vote of at least 75% of the CASA Board. It may be assumed that continuing non-attendance would constitute a failure to contribute:

(Section 3.09) The Board of Directors may, by a resolution passed by a majority of seventy-five (75%) percent at a meeting called for such purpose, cancel the membership of a Member if in the exercise of the discretion of the Board of Directors such Member has failed to contribute to the goals and objectives of the Society.

Issue:

The Executive Committee asked for some options for addressing this issue - specifically what changes might be required to the CASA Bylaws to allow for removal of representatives without removing the member.

Amendments to CASA's bylaws would need to be done in accordance with section 13.01 (Amendments) and would take place at an AGM or a duly called special meeting. Members would need to receive 30 days notification of the process, and there is a need to ensure that the Societies Act staff with the Province are made aware of the change. The intent of this document is to get a sense of the Board's wishes and thoughts before moving forward with any amendments. If the bylaws are going to be amended it would be at the September 2016 meeting at the earliest.

Applicable sections of CASA's Bylaws:

- 3.07 Representatives
- 3.08 Withdrawal of membership
- 3.09 Cancellation of Membership
- 4.03 Appointment and Term
- 4.05 Removal of Directors
- 13.01 Amendments

Summary of Options:

- Option 1: Alter existing bylaw (s. 4.05 Removal of Directors)
- Option 2: Introduce a new section (s. 4.06 Attendance for Board Members)
- Option 3: Continue to list non-attending representatives as members of CASA

Option 1: Alter existing bylaw (s. 4.05 Removal of Directors)

Amend section 4.05 (Removal of Directors) as shown below:

4.05 Removal of Directors. Upon the cancellation of membership of a Member a director who is a representative of such Member shall be removed.
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At the XXXX CASA board meeting, the Board agreed to amend section 4.05 of the Alliance Bylaws to read:

“Upon the cancellation of membership of a Member a director who is a representative of such Member shall be removed. A representative who has missed four (???) or more consecutive meetings may be required to resign and their seat declared vacated by a Special Resolution of the Members or by a resolution of the Board. The representative and the member shall be informed of the pending resolution one month prior to the meeting in writing. Should the Board Member wish to appoint a new representative, they must notify the Secretary of the Society in writing of the name, address, telephone number and occupation of the representative as provided in Section 3.07 of these Bylaws.”

Note that this gives the Board the option to act, but does not require it. It also leaves the Board position available to the Member, even if they are not immediately in a position to replace the representative.

Option 2: Introduce a new section (s. 4.06 Attendance for Board Members)

Insertion of new section under 4.05 (Removal of Directors) titled “4.06 Attendance for Board Members”, as shown below:

At the June 2016 CASA board meeting, the Board agreed to add section 4.06 to the Alliance Bylaws as follows:

4.06 Removal of Representatives for Non-attendance

“A representative who has missed four (????) or more consecutive meetings may be required to resign and their seat declared vacated by a Special Resolution of the Members or by a resolution of the Board. The representative and the member shall be informed of the pending resolution one month prior to the meeting in writing. Should the Board Member wish to appoint a new representative, they must notify the Secretary of the Society in writing of the name, address, telephone number and occupation of the representative as provided in Section 3.07 of these Bylaws.”

Subsequent sections under Article III must then be renumbered to accommodate for the new section.

Option 3: Continue to list non-attending representatives as members of CASA

Status-quo.

Language used in other Bylaws

Alberta Water Council

3.09 REPRESENTATIVES. Each Member shall appoint one (1) individual person to act as its representatives at all meetings of the Members. Each Member shall notify the Secretary of the Society in writing of the Name, address, telephone number and occupation if the representative. Each Member has the option to appoint one (1) individual person to act as its

alternative representative at any meeting the representative cannot attend. Each Member shall notify the Secretary of the Society in writing of the name, address, telephone number and occupation of the alternate representative.

3.11 CANCELLATION OF MEMBERSHIP. Membership in the Society is terminated:

- a) If a Member submits written notice of resignation to the Secretary-Treasurer;
- b) If a Member ceases to meet the eligibility criteria set out in these Bylaws;
- c) In the case of a corporation or unincorporated organization, society, or governmental body, on dissolution;
- d) At the direction of the Board, if a Member is in arrears or payment or contribution of any fees or required contribution for more than sixty (60) days;
- e) By resolution of the Board, in accordance with Article 3.12 of these Bylaws.

3.12 MEMBERSHIP SUSPENSION. In accordance with section 4.11b, the Board may, by resolution, suspend or expel a Member for cause if:

- a) The Member to be suspended or expelled has been given notice of the Board meeting at which the suspension or expulsion is to be considered; and
- b) The Member named in such notice is given an opportunity to make representation to the Board at such meeting.

The Lung Association

5.01 **Membership:** The Membership of the Association shall consist of such individuals, corporations, partnerships, or other legal entities as the Board may designate as appropriate to be Members of the Association. Upon becoming a Member of the Association, the Member's name shall be entered upon the General Membership Register or, if the Member so requests and meets the qualifications established by the Thoracic Network of AB & NWT Section, the Member's name may be entered on the Register maintained for the said Section. If a Member ceases to qualify for entry upon the Register of Thoracic Network of AB & NWT section, then the Member's name shall be entered upon the General Section Register.

5.06 **Resignation & Expulsion:** Any Member of the Association may be required to resign by a Special Resolution of the Members or by a resolution of the Board if:

- (a) the Member fails to pay annual membership fees within three (3) months of the date those fees were due;
- (b) the Member fails to comply with the By-Laws;
- (c) the Member is in default in the observance or performance of any agreement with the Association or of any other agreement where, in the opinion of the Board established by resolution, the default of the Member will adversely affect the Association; and
- (d) the Member is involved in any conduct or activity that is adverse to the objectives or interests of the Association.

6.06 **Removal of Directors:** Subject to the Act, the Members may by Ordinary Resolution passed at a meeting specially called for such purpose remove any Director from office, and the vacancy created by such removal may be filled at the same meeting, failing which it may be filled by the Board.

Pembina Institute

2.7 **WITHDRAWAL or NON-RENEWAL:** Any member wishing to withdraw from membership may do so by providing notice in writing to the Board through its Secretary. Withdrawal and removal of the member's name from the Registry of members shall be effective the date of receipt of such notice. Any member who has not renewed their membership by completing and returning the approved membership renewal form and paying the annual fee set by the Board within sixty days of receiving a renewal notice shall be deemed to have withdrawn from membership.

2.8 **REMOVAL:** Any member may be expelled from membership for any cause that the Institute may deem reasonable by resolution of the members at a properly constituted general meeting the Association of the Institute if:

- 2.8.1 The Member to be expelled has been given proper notice of the general meeting of the Association at which the suspension or expulsion is to be considered; and
- 2.8.2 The Member named in such notice is given an opportunity to make representations to the membership at such meeting, and
- 2.8.3 The Resolution is approved by three-quarters (75%) of the active members in attendance at such meeting.

3.6 **REMOVAL:** A Director may be removed from office by resolution of the Board at a properly constituted meeting of the Board, if such removal is determined by the Board to be in the best interests of the Institute if:

3.6.1 The full notice of meeting required for a regular meeting of the Board specified in 4.1 has been given.

3.6.2 The Director to be removed has been given proper notice of the Board Meeting at which the expulsion is to be considered; and

3.6.3 The Director named in such notice is given an opportunity to make representations to the Board at such meeting, and

The Resolution is approved unanimously by all Directors in attendance at such meeting. A Director who withdraws, or is expelled from membership in accordance with sections 2.7, or 2.8 shall be deemed to have vacated their position on the Board effective at the same time, unless decided otherwise by motion of the Board.

References:

Alberta Water Council, "The Societies Act Application" (2007).

Clean Air Strategic Alliance, "The Clean Air Strategic Alliance Association Bylaws" (1994).

The Lung Association, "Objects of The Lung Association – Alberta & NWT", (2014).

Pembina Institute, "Pembina Institute for Appropriate Development By-Laws" (2008).

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

BYLAWS

ARTICLE I

INTERPRETATION

1.01 **DEFINITIONS.** In these By-laws, unless the context otherwise requires:

- (a) **"Act"** means the Societies Act being Chapter S-18 of the Revised Statutes of Alberta, 1980, as amended from time to time, or any statute or statutes substituted therefor;
- (b) **"Board of Directors"**, or **"Board"** means the Board of Directors from time to time of the Society;
- (c) **"Society"** means THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION;
- (d) **"Member"** means any Industry member, Non-government organization member or Government member that is accepted in accordance with section 3.01, 3.02, 3.03, 3.04 and 3.05;
- (e) **"Consensus"** means unanimous consent in a quorum. (One or more directors voting against a motion will be required to prevent a consensus decision. An abstention by a director shall not prevent a consensus decision.);

Words importing the singular gender include the plural and vice versa; words importing gender include the masculine, feminine and neuter genders; and words importing persons include individuals, bodies corporate, partnerships, trusts and unincorporated organizations.

The headings used throughout these By-laws are inserted for reference purposes only, and are not to be considered or taken into account in construing the terms or provisions of any Article nor to be deemed in any way to qualify, modify or explain the effect of any such terms or provisions.

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ARTICLE II
CORPORATE SEAL

2.01 **CORPORATE SEAL.** The corporate seal of the Society shall be in the form as approved by the Board of Directors from time to time. The corporate seal shall be kept in the custody of the Secretary or nominee of the Secretary, and shall be affixed to documents signed on behalf of the Society by the President, or by such other person or persons as may be specifically designated by the Board of Directors.

ARTICLE III
MEMBERSHIP

3.01 **INDUSTRY MEMBERS.** Any firm, person, corporation or association having an economic stake, interest in or other stake in air quality management in the Province of Alberta, may become a Member by a favourable vote passed by the Board of Directors.

3.02 **NON-GOVERNMENT ORGANIZATION MEMBERS.** Any firm, person, corporation or association which is a non-governmental organization who has as its primary objective the preservation or conservation of the environment, or the relationship between human health and air quality, or represents interests likely to be directly affected by air quality initiatives may become a Member by a favourable vote passed by the Board of Directors.

3.03 **GOVERNMENT MEMBERS.** Any Federal, Provincial or Municipal Government, government department, or government agency having an economic stake, interest in, or responsibility for human health and/or air quality, or representing interests likely to be directly affected or responsible for air quality initiatives in the Province of Alberta may become a member by a favourable vote passed by the Board of Directors.

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3.04 **MEMBER GROUP REPRESENTATION.** Upon approval of a Member, the Board of Directors shall designate which Member Group, (Industry, Non-Government Organization, or Government) the Member shall be included in.

3.05 **BOARD APPROVAL.** The Board in considering the admission of a Member shall limit the Members to Industry Members, Non-Government Organization Members, and Government Members to a maximum of twenty (20) Members in total, and with the exception of the first year of existence of the Society, the number of Members from each Member Group shall not be less than twenty (20%) percent or exceed forty nine (49%) percent of the total number of Members.

3.06 **CONTRIBUTIONS.** Each Member shall be expected to contribute money, property or services to the Society. The Board of Directors may from time to time establish the contribution to be made by each Member to the Society. Any Member may make its contribution to the Society prior to the Board establishing the contribution to be made by that Member to the Society. PROVIDED THAT, contributions of property or services shall not be less in value than the fair equivalent of the money that the Society would have received if the contribution had been paid in money.

3.07 **REPRESENTATIVES .** Each Member shall appoint one (1) individual person to act as its representative at all meetings of the Members. Each Member shall notify the Secretary of the Society in writing of the name, address, telephone number and occupation of the representative. The representative shall be at a senior level such as a president, vice-president, deputy minister, director general, executive director or representative that is acceptable to the Board of Directors. Each Member has the option to appoint one (1) individual person to act as its alternate representative at any meeting the representative cannot attend. Each Member shall notify the Secretary of the Society in writing of the name, address, telephone number and occupation of the alternate representative. The alternate shall be at a senior level such as, a president, vice-president, deputy minister, director general, executive director, assistant deputy minister or alternative that is acceptable to the Board of Directors.

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3.08 **WITHDRAWAL OF MEMBERSHIP.** Any Member wishing to withdraw from membership may do so upon giving notice in writing to the Society through its Secretary of its intention to withdraw from membership and shall cease to be a Member upon the date therein specified or its earlier acceptance by the Board of Directors.

3.09 **CANCELLATION OF MEMBERSHIP.** The Board of Directors may, by a resolution passed by a majority of seventy-five (75%) percent at a meeting called for such purpose, cancel the membership of a Member if in the exercise of the discretion of the Board of Directors such Member has failed to contribute to the goals and objectives of the Society.

ARTICLE IV
BOARD OF DIRECTORS

4.01 **MANAGEMENT.** The management of the affairs of the Society shall be vested in the Board of Directors. The Board of Directors may enact and enforce regulations regarding the management and operation of the Society, and such regulations shall be consistent with these Bylaws.

4.02 **NUMBER OF DIRECTORS.** The affairs of the Society shall be managed by a Board of not less than five (5) and not more than twenty (20). With the exception of the first year of existence of the Society, each of the industry, non-governmental organizations, or government membership groups shall constitute no less than twenty (20%) percent and no more than forty-nine (49%) percent of the Directors of the Board.

4.03 **APPOINTMENT AND TERM.** Immediately upon a Member being approved by the Board, a Member shall appoint two (2) individual persons, one of which shall act as its representative at meetings of the Board. Such representatives shall be the same individuals as appointed by the Member to act as its representative at all meetings of the Members and such representatives shall automatically be appointed as directors. Each director shall hold office until the expiration of the term of the Member or upon the Member selecting a replacement representative. Only one of the two Directors appointed by a Member, shall be entitled to attend meetings of the Board and vote as a Director.

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4.04 **RESIGNATION.** A director may resign by giving the Society a notice in writing to that effect. The Board shall then direct the Member who had appointed the director to appoint a new director in his/her place.

4.05 **REMOVAL OF DIRECTORS.** Upon the cancellation of membership of a Member a director who is a representative of such Member shall be removed.

4.06 **MEETINGS OF DIRECTORS.** Meetings of the Board shall be held as often as may be required, but at least once every three (3) months, and shall be called by the President. A special meeting of the Board may be called upon the written request of any three (3) directors with such written request to state the business to be brought before the meeting. Meetings may be held without notice if a quorum of the Board is present; provided, however, that any business transacted at such meeting shall be null and void unless ratified at the next regularly called meeting of the Board.

At the June 19, 1997 CASA board meeting, the Board agreed to amend section 4.06 of the Alliance bylaws to read:

"Meetings of the Board shall be held as often as may be required, but at least three (3) times per year, and shall be called by the President. A special meeting of the Board may be called upon written request of three (3) directors, one from each stakeholder category (government, industry, and NGO), with such written request to state the business to be brought before the meeting. Meetings may be held without notice if a quorum of the Board is present; provided, however, that any business transacted at such meeting shall be null and void unless ratified at the next regularly called meeting of the Board."

4.07 **PLACE OF MEETINGS.** Meetings of the Board may be held at any place approved by the Board within or outside the Province of Alberta.

4.08 **MEETINGS BY TELEPHONE.** If all the directors participating in a meeting consent, one or more directors may participate in a meeting of the directors by means of such telephone or other communication facilities as permit all persons participating in the meeting to hear

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each other, and a director participating in such a meeting by such means is deemed to be present at the meeting. Any such consent shall be effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the directors held while a director holds office.

4.09 **NOTICE.** Notice of the time and place of each meeting of the directors shall be sent to each director by regular mail addressed to the director at his/her latest address as shown in the records of the Society not less than twenty-one (21) days before the meeting, or by telephone or telegram or any other means of communication, or not less than fourteen (14) days before the meeting or delivered personally. If mailed, such notice shall be deemed to have been received on the third (3rd) day following the date of mailing, if delivered by telephone or telegram or any other means of communication, such notice shall be deemed to have been received on the date of transmission, and if delivered personally, on the date of delivery. A director who participates in a meeting shall be deemed to have received notice thereof.

4.10 **QUORUM.** The quorum for the transaction of business at any meeting of the Board shall consist of fifty-five (55%) percent of the Directors entitled to vote at a meeting of the Board provided that at least one representative is present from each of industry, non-government organization and government Member Groups.

4.11 **VOTES TO GOVERN.** Each director shall have one (1) vote. Except as specifically provided in these Bylaws, questions arising at any meeting of the Board shall be decided as follows:

- (a) in respect to matters of policy, including without limitation those matters specified in the objects of the Society by way of Consensus;

- (b) in respect to administrative matters a majority of not less than two-thirds (2/3rds), of the quorum.

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4.12 **RESOLUTION IN WRITING.** Notwithstanding anything to the contrary in these Bylaws, a resolution in writing signed by all of the directors shall be valid and effectual as if it had been passed at a meeting duly called and constituted.

ARTICLE V
PROJECT TEAMS

5.01 **PURPOSE.** The Board may establish project teams to investigate, evaluate, and provide resolutions to specifically defined problems for the Board of Directors. Project teams shall report to the Board of Directors through the Executive Director.

5.02 **COMPOSITION.** Project teams shall be initially composed of those persons appointed by the Board of Directors and others as chosen by the members of the project team. The Executive Director of the Society or his/her designated representatives shall be an ex-officio Member of each project team and is entitled to notify and to attend all meetings of project teams.

ARTICLE VI
OFFICERS

6.01 **APPOINTMENT.** The officers of the Society shall consist of a President, two Vice-Presidents and a Secretary Treasurer and such other officers as the Board of Directors may determine from time to time. Such officers shall be appointed at the first meeting of the Board of Directors. The offices of President, and the two Vice-Presidents shall be appointed so that each of the Member Groups, Industry, Non-Government and Government shall have a representative in one of these three offices at any given time.

6.02 **PRESIDENT.** The President shall be a director and shall have such duties and powers as the directors may specify and delegate. The President shall when present, preside at all meetings of the Members of the Society and of the Board of Directors. During the absence or inability of the President, his/her duties and powers shall be exercised by the Vice-President. The President's term of office shall be two (2) years.

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6.03 **VICE-PRESIDENT.** Each Vice-President shall be a director, and shall have such duties and powers as the directors may specify and delegate. During the absence or inability of the President, his/her duties and powers shall be exercised by a Vice-President. The initial appointments for Vice-President shall specify that one Vice-President's term of office shall be one (1) year and the other Vice-President's term of office shall be two (2) years, thereafter, the Vice-President's term of office shall be two (2) years.

6.04 **SECRETARY TREASURER.** The Secretary Treasurer shall be a director and shall be the Secretary Treasurer of all meetings of the Board of Directors and of the Members and shall enter or cause to be entered in records kept for that purpose minutes of all proceedings thereat. The Secretary Treasurer shall keep a record of all the Members of the Society and their addresses, send all notices of meetings as required, and shall collect and receive the membership fees or contributions levied by the Society. The Secretary Treasurer shall be a director and shall receive all monies paid to the Society and shall be responsible for the deposit of same in a Canadian chartered bank, trust company, credit union, treasury branch or deposit receiving agency designated from time to time by the Board. The Secretary Treasurer shall properly account for the funds of the Society and keep such books as may be directed, and shall present a full detailed account of receipts and disbursements to the Board whenever required. The Secretary Treasurer's term of office shall be two (2) years.

6.05 **EXECUTIVE DIRECTOR.** The Board of Directors may from time to time appoint an Executive Director, who shall be an ex-officio member of the Board of Directors without voting power. The Board of Directors may delegate to the Executive Director full authority (subject to any restrictions contained in the Act or imposed from time to time by the Board) to manage and direct the business and affairs of the Society and to employ and discharge agents and employees of the Society. The Executive Director shall at all reasonable times give to the Board of Directors all information the Board may require regarding the affairs of the Society.

6.06 **POWERS AND DUTIES OF OTHER OFFICERS.** The powers and duties of all other officers shall be such as the terms of their engagement call for or as the Board may specify and delegate.

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6.07 **REMOVAL OF OFFICERS.** The directors may at any time, in their discretion, remove any officer of the Society.

ARTICLE VII
COMMITTEES

7.01 **APPOINTMENT.** Committees for promoting the objects or functions of the Society may be appointed by the Board of Directors.

7.02 **COMPOSITION.** Every committee shall be composed of a chairman who shall be a director and such other persons as may be required. The Executive Director shall be an ex-officio member of all committees and is entitled to notify of and to attend all meetings of committees. The Chairman of a committee may designate an alternative to act on his/her behalf.

7.03 **TRANSACTION OF BUSINESS.** The powers of a committee as defined by the Board of Directors may be exercised by resolution passed at a meeting at which a quorum is present or by resolution in writing signed by all the members of such committee who would have been entitled to vote on that resolution at a meeting of the committee. Meetings of committees may be held at any place approved by the Board of Directors within or outside the Province of Alberta.

7.04 **PROCEDURE.** Unless otherwise determined from time to time by the Board, each committee shall have the power to fix its quorum at not less than the majority of its Members, to elect its chairman and to regulate its procedures.

7.05 **TERMINATION OF COMMITTEE MEMBERSHIP.** Any chairman or member of a committee who ceases for any reason to be a director shall, upon ceasing to be a director, thereupon also cease to be chairman or member of a committee as the case may be.

7.06 **EXECUTIVE COMMITTEE.** An Executive Committee shall be appointed by the Board of Directors. Such Executive Committee shall be appointed at the first meeting of the Board of Directors. Each member of the Executive Committee shall be a Director, and the Executive

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Committee shall have such duties and powers as the Board of Directors may specify and delegate. The Executive Committee shall at all times include at least one (1) Director from each of the Industry, Non-Government, and Government Member Groups.

ARTICLE VIII
PROTECTION OF DIRECTORS AND OFFICERS

8.01 **LIMITATION OF LIABILITY.** No director, officer or member of a project team or committee of the Society shall be liable for the acts, receipts, neglects or defaults of any other director or officer or member of a project team or committee or employee of the Society, or for joining in any receipt or other act of conformity, or for any loss, damage or expense happening to the Society through the insufficiency or deficiency of title to any property acquired by order of the Board of Directors for or on behalf of the Society, or for the insufficiency or deficiency of any security in or upon which any of the monies of the Society shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person with whom any of the monies, securities or effects of the Society shall be deposited, or for any loss occasioned by any error of judgement or oversight on their part, or for any other loss, damage or misfortune whatsoever which shall happen in the execution of the duties of their offices or in relation thereto unless the same shall happen through their own wilful neglect or default.

8.02 **INDEMNITY.** The members and former members of the Board of Directors, officers and former officers, and members and former members of all Committees and Project Teams of the Society and each of them, and each of their respective heirs, executors, administrators, successors and assigns, shall from time to time and at all times be indemnified and saved harmless out of the assets and profits of the Society from and against all costs, charges, losses, damages and expenses which they, or any of them, or any of their heirs, executors, administrators, successors and assigns, shall or may incur or sustain by or by reason of the performance of their duty or purported duty in their respective offices, except such (if any) as they shall incur or sustain by or through their own wilful neglect or default, respectively. This indemnification is in addition to, but not exclusive of, any other rights of indemnification to which the members and former members of the Board of

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Directors, officers and former officers and members and former members of all Committees and Project Teams of the Society may be entitled to at law or in equity.

ARTICLE IX
MEETINGS OF THE MEMBERS

9.01 **ANNUAL MEETINGS.** The annual meeting of Members of the Society shall be held on or before the 31st day of December in each year for the purpose of appointing an auditor and for the transaction of such other business as may properly be brought before the meeting.

9.02 **SPECIAL MEETINGS.** A special meeting of the Members shall be called by the President or Secretary Treasurer upon receipt by either of them of a petition signed by one-third (1/3rd) of the Members setting forth the reasons for calling such meeting.

9.03 **GENERAL MEETINGS.** General meetings of the Members of the Society may be called at any time by the Secretary Treasurer upon the instructions of the President or the Board.

9.04 **PLACE OF MEETINGS.** Meetings of the Members may be held at any place within or outside the Province of Alberta.

9.05 **NOTICE.** Notice of the time and place of each meeting of the Members shall be sent to each Member by regular mail addressed to the Member at its latest address as shown in the records of the Society not less than twenty-one (21) days before the meeting, by telephone or telegram or any other means of communication not less than fourteen (14) days before the meeting or delivered personally. If mailed, such notice shall be deemed to have been received on the third (3rd) day following the date of mailing, if delivered by telephone or telegram or any other means of communication, such notice shall be deemed to have been received on the date of transmission, and if delivered personally, on the date of delivery. A Member who participates in a meeting shall be deemed to have received notice thereof.

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9.06 **QUORUM.** The quorum for the transaction of business at any meeting of the Members shall consist of fifty-five (55%) percent of the Members provided that at least one representative is present from each of industry, government, and non-government organization member groups.

9.07 **VOTING AND VOTES TO GOVERN.** Any Member who has not withdrawn from membership or whose membership has not been cancelled as herein provided shall have the right to vote at any meeting of the Members. Every Member shall have one (1) vote. Such vote shall be made by the representative or alternative of each Member. Except as specifically provided in these Bylaws, questions arising at any meeting of the Board shall be decided as follows:

- (a) in respect to matters of policy, including without limitation those matters specified in the objects of the Society by way of Consensus;

- (b) in respect to administrative matters a majority of not less than two-thirds (2/3rds), of the quorum.

9.08 **MEETINGS BY TELEPHONE.** If all the Members participating in a meeting consent, a Member may participate in a meeting of the Members by means of such telephone or other communication facilities as permit all persons participating in the meeting to hear each other, and a Member participating in such a meeting by such means is deemed to be present at the meeting. Any such consent shall be effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the Members.

9.09 **RESOLUTION IN WRITING.** Notwithstanding anything to the contrary in these Bylaws, a resolution in writing signed by all of the Members entitled to vote thereon shall be valid and effectual as if it had been passed at a meeting duly called and constituted.

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ARTICLE X
FINANCIAL ARRANGEMENTS

10.01 **FINANCIAL YEAR.** The financial year end for the Society shall end on the 31st day of December in each year.

10.02 **AUDITOR.** An auditor shall be appointed at every annual meeting of the Members of the Society as provided for in Section 9.01 of these Bylaws. A vacancy may be filled by the Board of Directors. A financial statement shall be prepared annually and duly audited by the auditor of the Society and such audited financial statement duly signed by the President and Treasurer and accompanied by a written signed report of the auditor shall be placed before the Members at the next annual meeting of the Members of the Society. The remuneration of the auditor shall be subject to the approval of the directors.

10.03 **BANK ACCOUNTS.** All monies received by the Society shall, promptly following their receipt, be deposited to the credit of the Society in a Canadian chartered bank, trust company, credit union, treasury branch or deposit receiving agency designated from time to time by the Board of Directors.

10.04 **SIGNING OFFICERS.** Cheques drawn by the Society shall be signed by such persons as are designated from time to time by the Board of Directors.

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ARTICLE XI
REMUNERATION

11.01 **REMUNERATION OF DIRECTORS, OFFICERS AND MEMBERS.** No director, officer or Member shall receive any remuneration for services rendered to the Society, unless authorized at a meeting of the Board or membership and after notice of such authorization is sent to the Members of the Board and the membership. Directors shall at their option and direction be entitled to be reimbursed for travel expenses incurred in attending meetings of the directors.

ARTICLE XII
BORROWING POWERS

12.01 **AUTHORITY.** For the purpose of carrying out its objects, the Society may borrow or raise or secure the payment of money in such manner as it thinks fit, and in particular by the issue of debentures, but this power shall be exercised only under the authority of the Members of the Society, and in no case shall debentures be issued without the sanction of a Special Resolution, as defined in the Act, of the Members of the Society.

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ARTICLE XIII**BYLAWS**

13.01 **AMENDMENTS.** These Bylaws may be rescinded, altered or added to by a Special Resolution, as defined in the Act, of the voting Members of the Society; Provided that the Members have received thirty (30) days written notice of the proposed rescission, alteration or addition. Members may by writing waive the notice required to be given pursuant to this paragraph.

ARTICLE XIV**BOOKS AND RECORDS**

14.01 **INSPECTION.** Any and all books and records of the Society shall be open for inspection by any of the Society at the annual meeting or at such other time upon giving reasonable notice to the officers having charge of the books and records.

ARTICLE XV**NOT FOR PROFIT ORGANIZATION**

15.01 **STATUS.** The Society is a not for profit organization.

ARTICLE XVI**REVIEW**

16.01 **DATE OF REVIEW.** The performance of the Society will be evaluated upon the expiration of three (3) years from, the date of its incorporation, or the date of its last performance evaluation, by the Members of the Society.

ARTICLE XVII
DISTRIBUTION

17.02 **DISTRIBUTION.** Upon the dissolution of the Society, the property of the Society shall be converted into cash and added to the funds of the Society and the amount thereof distributed firstly in payment of all outstanding debts and liabilities of the Society and the balance shall be distributed in accordance with the Act.

DATED this ____ day of _____, 1994.

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

WITNESS NAME ADDRESS

DECISION SHEET

ITEM: **1.5 Audited Financial Statements 2015**

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 24th of this year, the board received the audited financial statements. The tabling of the statements at this time is in compliance with the legal requirement of the Societies Act of Alberta.

ATTACHMENTS: A. Audited Financial Statements (2015)

DECISION: Approve the 2015 Audited Financial Statements.

**THE CLEAN AIR STRATEGIC
ALLIANCE ASSOCIATION**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

DRAFT

INDEPENDENT AUDITORS' REPORT

To the Members of The Clean Air Strategic Alliance Association

We have audited the accompanying financial statements of The Clean Air Strategic Alliance Association, which comprise the statement of financial position as at December 31, 2015 and the statements of operations and changes in fund balances, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian 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.

Auditors' 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 auditors' 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 Clean Air Strategic Alliance Association as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Edmonton, Alberta
March 2, 2016

Hawkings Epp Dumont LLP
Chartered Accountants

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The management of The Clean Air Strategic Alliance Association is responsible for the preparation of these financial statements and is responsible for their reliability, completeness and integrity. They conform, in all material respects, to Canadian accounting standards for not-for-profit organizations.

Management maintains the necessary accounting and internal control systems designed to ensure: the timely production of reliable and accurate financial information, the protection of assets (to a reasonable extent) against loss or unauthorized use, and the promotion of operational efficiency. The Board of Directors oversees management's responsibilities for the financial reporting and internal control systems.

The external auditors, appointed by the Board of Directors, conducted an audit of these financial statements in accordance with Canadian generally accepted auditing standards. The Executive Director reviewed these financial statements with the external auditors in detail before recommending their approval to the Board.

Edmonton, Alberta
March 2, 2016

Keith Denman
Executive Director

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

	<u>Core</u>	<u>External Projects</u>	<u>2015</u>	<u>2014</u>
ASSETS				
CURRENT				
Cash and cash equivalents (Note 2)	\$ 676,843	\$ 270,595	\$ 947,438	\$ 1,884,254
Accounts receivable (Note 3)	4,866	-	4,866	32,182
Prepaid expenses	<u>4,424</u>	<u>-</u>	<u>4,424</u>	<u>5,729</u>
	686,133	270,595	956,728	1,922,165
TANGIBLE CAPITAL ASSETS (Note 4)	2,196	-	2,196	6,947
INTANGIBLE ASSETS (Note 5)	<u>6,433</u>	<u>-</u>	<u>6,433</u>	<u>35,764</u>
	<u>\$ 694,762</u>	<u>\$ 270,595</u>	<u>\$ 965,357</u>	<u>\$ 1,964,876</u>
 LIABILITIES				
CURRENT				
Accounts payable and accrued liabilities	\$ 28,211	\$ -	\$ 28,211	\$ 68,051
Deferred contributions (Note 6)	<u>277,521</u>	<u>256,112</u>	<u>533,633</u>	<u>1,460,428</u>
	305,732	256,112	561,844	1,528,479
DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL AND INTANGIBLE ASSETS (Note 7)	<u>8,628</u>	<u>-</u>	<u>8,628</u>	<u>42,712</u>
	<u>314,360</u>	<u>256,112</u>	<u>570,472</u>	<u>1,571,191</u>
 FUND BALANCES				
Internally restricted (Note 1 (b), 8)	228,831	13,524	242,355	242,355
Unrestricted (available for operations)	<u>151,571</u>	<u>959</u>	<u>152,530</u>	<u>151,330</u>
	<u>380,402</u>	<u>14,483</u>	<u>394,885</u>	<u>393,685</u>
	<u>\$ 694,762</u>	<u>\$ 270,595</u>	<u>\$ 965,357</u>	<u>\$ 1,964,876</u>

ON BEHALF OF THE BOARD:

_____ Director

_____ Director

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
FOR THE YEAR ENDED DECEMBER 31, 2015

	<u>Core</u>	<u>External Projects</u>	<u>2015</u>	<u>2014</u>
REVENUE				
Grants (Note 6)	\$ 813,510	\$ 138,285	\$ 951,795	\$ 1,321,174
Interest	11,403	217	11,620	22,773
Amortization of deferred contributions - tangible capital assets and intangible assets (Note 7)	3,939	30,145	34,084	16,739
Other Income	1,072	-	1,072	-
Registration fees	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,524</u>
	<u>829,924</u>	<u>168,647</u>	<u>998,571</u>	<u>1,374,210</u>
EXPENSES (Schedule 1)				
Projects	381,766	-	381,766	440,261
General and administrative	290,222	-	290,222	353,756
External projects	-	167,688	167,688	325,589
Board support	107,185	-	107,185	129,603
Communications	42,663	-	42,663	104,346
Other	<u>7,847</u>	<u>-</u>	<u>7,847</u>	<u>7,131</u>
	<u>829,683</u>	<u>167,688</u>	<u>997,371</u>	<u>1,360,686</u>
EXCESS OF REVENUE OVER EXPENSES	241	959	1,200	13,524
FUND BALANCES, BEGINNING OF YEAR	<u>380,161</u>	<u>13,524</u>	<u>393,685</u>	<u>380,161</u>
FUND BALANCES, END OF YEAR	<u>\$ 380,402</u>	<u>\$ 14,483</u>	<u>\$ 394,885</u>	<u>\$ 393,685</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2015

	<u>2015</u>	<u>2014</u>
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 1,200	\$ 13,524
Items not affecting cash:		
Amortization of tangible capital assets	941	2,978
Amortization of intangible assets	2,757	13,761
Amortization of deferred contributions - tangible capital assets and intangible assets	(34,084)	(16,739)
Loss on disposal of tangible and intangible assets	<u>29,186</u>	<u>-</u>
	-	13,524
Change in non-cash working capital:		
Decrease in accounts receivable	27,316	18,725
Decrease in prepaid expenses	1,305	4,079
Increase in accounts payable and accrued liabilities	(39,842)	(6,081)
Increase (decrease) in deferred contributions	<u>(926,795)</u>	<u>(371,905)</u>
	<u>(938,016)</u>	<u>(341,658)</u>
Deferred contributions received - tangible capital assets and intangible assets	<u>-</u>	<u>7,310</u>
INVESTING ACTIVITIES		
Purchase of tangible capital assets and intangible assets	-	(7,310)
Proceeds on disposal of tangible capital assets	<u>1,200</u>	<u>-</u>
	<u>1,200</u>	<u>(7,310)</u>
INCREASE (DECREASE) IN CASH FLOW	(936,816)	(341,658)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>1,884,254</u>	<u>2,225,912</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ <u>947,438</u>	\$ <u>1,884,254</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

PURPOSE OF THE ORGANIZATION

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.

1. SUMMARY OF SIGNIFICANT ACCOUNTING 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 property and equipment, entitled investment in property and equipment and the remainder of the fund entitled available for operations.

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

(c) Cash and Cash Equivalents

Cash and cash equivalents include cash and investments that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value. These short-term investments have a maturity of one year or less at acquisition and are held for the purpose of meeting short-term cash commitments rather than for investing.

(d) Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Contributed tangible capital assets are recorded at fair value at the date of contribution. When a tangible capital asset no longer contributes to the Association's ability to provide services or the value of future economic benefits associated with the tangible capital asset is less than its net book value, the carrying value of the tangible capital asset is reduced to reflect the decline in the asset's value.

Tangible capital assets are amortized over their estimated useful lives at the following rates and methods:

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

The Association regularly reviews its tangible capital assets to eliminate obsolete items.

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(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 declining balance basis at a rate of 30%.

(f) Contributed services

Association members contribute non-monetary support including staff resources, meeting space and publication support. Due to the difficulty in determining their fair value, contributed services are 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.

Registration fees are recognized as revenue in the year in which the related event has been provided.

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

(h) Financial Instruments

Measurement of Financial instruments

The Association initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instruments.

The Association subsequently measures all of its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

The Association has no financial instruments measured at fair value.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(i) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations 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 expenses during the reporting period. Actual results could differ from these estimates. Significant areas requiring the use of management's estimates include the useful lives of tangible capital assets and the corresponding rates of amortization and the amount of accrued liabilities. All estimates are reviewed periodically and adjustments are made to the statements of operations as appropriate in the year they become known.

2. CASH AND CASH EQUIVALENTS

	<u>2015</u>	<u>2014</u>
Guaranteed Investment Certificates	\$ 513,220	\$ 1,349,926
Operating accounts	249,932	405,648
Savings accounts	<u>184,286</u>	<u>128,680</u>
	\$ <u>947,438</u>	\$ <u>1,884,254</u>

Guaranteed Investment Certificates bear interest at rates ranging from 0.65% - 1.10% (2014 - 1.28% - 1.30%) and maturing between May 26, 2016 and November 27, 2016.

3. RECEIVABLES

	<u>2015</u>	<u>2014</u>
Accrued interest	\$ 2,539	\$ 10,709
Goods and Services Tax	2,132	6,473
Grants	<u>195</u>	<u>15,000</u>
	\$ <u>4,866</u>	\$ <u>32,182</u>

4. TANGIBLE CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2015</u>	<u>2014</u>
Computer equipment	\$ 33,290	\$ 32,062	\$ 1,228	\$ 5,564
Furniture and equipment	<u>8,819</u>	<u>7,851</u>	<u>968</u>	<u>1,383</u>
	\$ <u>42,109</u>	\$ <u>39,913</u>	\$ <u>2,196</u>	\$ <u>6,947</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

5. INTANGIBLE ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	
			<u>2015</u>	<u>2014</u>
Website	\$ 21,892	\$ 15,459	\$ 6,433	\$ 9,189
Data warehouse	<u>-</u>	<u>-</u>	<u>-</u>	<u>26,575</u>
	<u>\$ 21,892</u>	<u>\$ 15,459</u>	<u>\$ 6,433</u>	<u>\$ 35,764</u>

6. DEFERRED CONTRIBUTIONS

(a) Core Fund

During the year, the Association received grants totaling \$NIL (2014 - \$850,000) from the Province of Alberta to cover the 2015 calendar year. 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>2015</u>	<u>2014</u>
Balance, Beginning of Year	\$ 1,091,031	\$ 1,257,871
Grants received and receivable during the year	-	850,000
Transfer to deferred contributions - tangible capital assets and intangible assets	-	(7,310)
Revenue recognized to cover expenses during the year	<u>(813,510)</u>	<u>(1,009,530)</u>
Balance, End of Year	<u>\$ 277,521</u>	<u>\$ 1,091,031</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>2015</u>	<u>2014</u>
Balance, Beginning of Year	\$ 369,397	\$ 574,462
Grants received and receivable during the year	<u>25,000</u>	106,579
Revenue recognized to cover expenses during the year	<u>(138,285)</u>	<u>(311,644)</u>
Balance, End of Year	<u>\$ 256,112</u>	<u>\$ 369,397</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

7. DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS AND INTANGIBLE ASSETS

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

(a) Core Fund

	<u>2015</u>	<u>2014</u>
Balance, Beginning of Year	\$ 12,567	\$ 9,078
Transfer from internal deferred revenue (Note 6)	-	7,310
Revenue recognized to cover amortization during the year	<u>(3,939)</u>	<u>(3,821)</u>
Balance, End of Year	<u>\$ 8,628</u>	<u>\$ 12,567</u>

(b) External Projects Fund

	<u>2015</u>	<u>2014</u>
Balance, Beginning of Year	\$ 30,145	\$ 43,063
Revenue recognized to cover expenses during the year	<u>(30,145)</u>	<u>(12,918)</u>
Balance, End of Year	<u>\$ -</u>	<u>\$ 30,145</u>

8. INTERNALLY RESTRICTED

The Core fund balance of \$228,831 (2014 - 242,355) has been restricted by the Board in the event of a wind down.

As a result of excess grant funding contributed to the Association's 20th Anniversary program the External Projects fund balance contains registration fees sold for this event. The fund balance of \$13,524 has been internally restricted to assist with expenses for the 2016 coordination workshop.

9. 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.

10. FINANCIAL INSTRUMENTS

It is management's opinion that 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, 2015.

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 budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

11. TRANSACTIONS WITH THE GOVERNMENT OF ALBERTA

The Government of Alberta provides office space to the Association at no charge. The Government of Alberta also provided the Association with Executive Director services at no charge from January 1, 2015 - March 30, 2015. No amounts have been recognized in the financial statements as these amounts are not readily determinable.

12. BUDGET FIGURES

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEAR ENDED DECEMBER 31, 2015

	<u>2015</u> (Budget) (Note 12)	<u>2015</u> (Actual)	<u>2014</u> (Actual)
Supplies and Services			
Stakeholder honoraria	\$ 96,922	\$ 40,937	\$ 72,611
Travel	60,726	38,188	82,540
Computer equipment	34,655	30,899	28,910
Loss on disposal of tangible and intangible capital assets	-	29,186	-
Meetings	33,463	15,899	50,950
Telecommunications	8,661	7,685	8,391
Printing	19,707	6,656	28,099
Subscriptions	7,000	4,868	6,100
Records storage	3,500	4,733	4,349
Insurance	4,169	3,806	3,797
Amortization of intangible assets	-	2,757	13,761
Office supplies	5,365	2,619	4,492
Bank charges	1,551	1,421	1,710
Amortization of tangible capital assets	4,000	941	2,978
Advertising	5,000	665	8,744
Courier	2,317	227	1,042
	<u>287,036</u>	<u>191,487</u>	<u>318,474</u>
Professional Fees			
Consulting	378,299	172,301	408,297
Audit and legal	14,130	11,018	10,300
	<u>392,429</u>	<u>183,319</u>	<u>418,597</u>
Human Resources			
Salaries and wages	535,550	530,548	517,643
Benefits	90,169	79,178	89,255
Staff development	14,000	7,574	7,364
Recruiting	23,000	2,175	1,736
Contracted services	5,000	1,911	4,961
Employee recognition	3,500	1,179	2,656
Memberships	475	-	-
	<u>671,694</u>	<u>622,565</u>	<u>623,615</u>
Total Expenses	<u>\$ 1,351,159</u>	<u>\$ 997,371</u>	<u>\$ 1,360,686</u>

DECISION SHEET

ITEM: 1.6 Select Auditors for 2016

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. CASA issued a Request for Quotes in April 2016 and received quotes from three auditing firms. The Executive reviewed an assessment of the quotes 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 2016.

Clean Air Strategic Alliance – Board Meeting

**McDougall Centre
Rosebud Room
455 6 St SW Calgary, AB T2P 4A2**

June 15, 2016

Draft Agenda

9:30 – 10:00 (30 min)	The Annual General Meeting will be held from 9:30 – 10:00 am and the business meeting of the board will follow.	
2.0	ADMINISTRATION	2
10:00 – 10:15 (15 min)	<p>2.1 Convene Business Meeting and Approve Agenda <i>Objective: Convene business meeting and approve agenda.</i></p> <p>2.2 Minutes and Board Action Items from March 24, 2016 <i>Objective: Approve minutes and review the action items from the March 24, 2016 board meeting.</i></p>	
10:15 – 10:45 (30 min)	<p>2.3 Executive Director’s Report/Financial Statements <i>Objective: Receive a report on secretariat activities, income and expense statements, budget update and provide any feedback.</i></p> <p>2.4 CASA Industry Executive Committee Membership <i>Objective: Confirm the Industry member of the CASA executive committee.</i></p> <p>2.5 New Representatives <i>Objective: Introduce and welcome new CASA board representatives</i></p>	
10:45 – 10:50 (5 min)	2.6 Update on AEMERA <i>Objective: Receive an update on the status of AEMERA and what to expect moving forward.</i>	
10:50 – 11:00 (10 min)	2.7 Update on Alberta Airsheds Council <i>Objective: Receive an update from the Alberta Airsheds Council</i>	
	BREAK	
3.0	Strategic Planning	3
11:10 – 12:30 (80 min)	<p>3.1 Overview of Current Strategic Plan <i>Objective: Receive an update on the current Strategic Plan</i></p> <p>3.2 Future CASA Work <i>Objective: Review CASA project proposals provided by the Government</i></p>	

12:30 – 1:30 (1 hr.)		LUNCH	
	4.0	Project Management	4
1:30 – 2:15 (45 min)	4.1	Non-Point Source Project Team <i>Objective: Receive an update from the Non-Point Source Project Team</i>	
2:15 – 2:20 (5 min)	4.2	Performance Measures Review Working Group <i>Objective: Receive an update and make a decision on the Performance Measure Review Working Group</i>	
2:20 – 3:10 (50 min)	4.3	Performance Measures Committee <i>Objective: Receive the report of the Performance Measures Committee for 2015.</i>	
3:10 – 3:20 (10 min)	4.4	Communications Committee <i>Objective: To receive update from the committee</i>	
3:20 – 3:25 (5 min)	4.5	2015 Annual Report <i>Objective: Approve the 2015 CASA Annual Report</i>	
?	4.6	Climate Change Update <i>Objective: Receive an update on Climate Change</i>	
	5.0	NEW/OTHER BUSINESS	5
3:25 – 3:40 (15 min)	5.1	New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	5.2	Updated Board Mailing and Membership Lists <i>Objective: Provide up-to-date information on CASA board members.</i>	
	5.3	Project Team & Committee Membership Lists <i>Objective: Provide a current list of members on project teams and committees.</i>	
	5.4	Evaluation Forms <i>Objective: Provide time for board members to fill out their evaluation forms.</i>	

DECISION SHEET

ITEM: 2.2 Minutes and Action Items from March 24, 2016

ISSUE: Minutes from the March 24, 2016 board meeting are subject to approval.

STATUS: Members have received the minutes from the March 24, 2016 board meetings and are invited to report any errors or omissions to the board at its June 15 regular meeting. Board members will be asked to give final approval to the minutes of March 24, 2016, and the final version will be posted to the website as per usual practice.

At the March 24, 2016 meeting it was agreed that the board action items be reviewed immediately following the minutes.

ATTACHMENTS: A. Draft meeting minutes from March 24, 2016 board meeting
B. Board Action Items from March 24, 2016 board meeting

DECISIONS: Approve the minutes from the March 24, 2016 board meeting.

CASA Board of Directors Meeting

March 24, 2016, Edmonton, Alberta

In attendance:

CASA Board Members and Alternates:

Ahmed Idriss, Utilities	Keith Murray, Forestry
Ann Baran, NGO Rural	Koray Önder, Oil and Gas Large Producers
Bill Calder, NGO Urban	Leigh Allard, NGO Health
Brian Ahearn, Petroleum Products	Martin Van Olst, Federal Government
Brian Gilliland, Forestry	Peter Noble, Petroleum Products
Carolyn Kolebaba, Local Government-Rural	Rich Smith, Agriculture
Chris Severson-Baker, NGO Industrial	Rick Blackwood, Provincial Government- Environment
Dan Hall, Chemical Manufacturers	Ruth Yanor, NGO Industrial
David Lawlor, Alternate Energy	Scott Wilson, NGO, Consumer
David Spink, NGO Urban	Keith Denman, CASA Executive Director
Dawn Friesen, Provincial Government-Health	
Humphrey Banack, Agriculture	
Jim Hackett, Utilities	

CASA Secretariat:

Amanda Stuparyk, Cara McInnis, Karen Bielech, Warren Greeves, Kim Sanderson (contractor)

Guests:

Brendan Schiewe, Alberta Health
Brian Free, Max Mazur, Maria Vavro; Alberta Environment and Parks

Presenters:

Keith Denman, *Executive Director's Report and Financial Statements* (Item 1.4), *Stakeholder Support* (Item 1.5), *2015 Audited Financial Statements* (Item 1.6), *Performance Measures Committee* (Item 2.4), and *Tactical Plan* (Item 3.1)
Rhonda Lee Curran and Bill Calder, *Non-Point Source Project* (Item 2.1)
Leigh Allard, *Communications Committee* (Item 2.2)
Martina Krieger and David Lawlor, *Performance Measures Review Working Group* (Item 2.3)
Warren Greeves, *2015 Annual Report* (Item 2.5)
Amanda Stuparyk, *Odour Management Team* (Item 2.6)
Lisa Avis, *CAAQS Management Planning* (Item 4.1)
Rick Blackwood, *IRMS Update* (Item 4.2)
Gary Redmond, *Alberta Airshed Council* (Item 4.3)

Regrets:

Al Sanderson, Provincial Government-Energy	Dan Thillman, Mining
Andre Corbould, Provincial Government- Environment	Holly Johnson-Rattlesnake, Aboriginal Government-First Nations
Audrey Murray, Provincial Government-Energy	Linda Mattern, Provincial Government-Health
Cheryl Baraniecki, Government Federal	Mary Onukem, Aboriginal Government-Métis
Claude Chamberland, Oil & Gas Large Producers	Rob Beleutz, Mining
	Terry Rowat, Chemical Manufacturers

Clean Air Strategic Alliance

Board of Directors Meeting March 24, 2016

Executive Summary

The CASA board welcomed three new directors: Carolyn Kolebaba, AAMDC vice president, representing Local Government-Rural; Koray Önder with CAPP, representing Oil and Gas Large Producers; and Andre Corbould, Deputy Minister with Alberta Environment and Parks, who was unable to attend this meeting but intends to join as the AEP director and to take on the CASA presidency. David Lawlor will continue as Industry vice president until the AGM in June.

The board approved a new Stakeholder Support Policy that aligns support for board meeting participation with that for project team meetings. Other board decisions included disbanding the Odour Management Team and approval in principle for the proposed changes to CASA's performance measures. The Performance Measures Committee was instructed to undertake the annual review of CASA's performance measures based on the updated measures and report to the board at the June 2016 meeting. The board also agreed that it is not necessary or appropriate at this time to invite AEMERA to join the CASA board.

Substantial discussion was focused on future projects for CASA, given its capacity to take on more work but recognizing the current fiscal constraints. The GoA will bring a list of issues for which it wants CASA's advice to the executive in April for discussion. A short list will be prepared and potential statement(s) of opportunity drafted for consideration at the June meeting.

Updates were provided on various topics:

- The Non Point Source Project Team has four objectives, the first three of which are sequential and the last pertains to ongoing communications about the project. Stakeholders are providing considerable in-kind assistance to identify NPS sources and gather other information. The team is on schedule and on budget.
- The Communications Committee distributed key messages for use in CASA communications and encouraged board members to actively use Twitter and LinkedIn. The board provided feedback on potential future communications activities, including an information-sharing event such as a symposium or workshop.
- Alberta Environment and Parks presented a regional air quality management update, noting key drivers, existing frameworks, work done to date, and next steps for each region.
- AEP also provided a short update on the Integrated Resource Management System. The IRMS secretariat and the Policy Management Office have been merged and now reports to the Deputy Ministers of AEP and Energy.
- The Alberta Airsheds Council has signed an MOU with AEMERA to clarify roles and responsibilities. All nine airsheds continue to be active in their regions and will be holding a forum later this year with key players.

The next board meeting will be June 15, 2016 in Calgary.

**Clean Air Strategic Alliance
Board of Directors Meeting
March 24, 2016**

Minutes

Chris Severson Baker convened the meeting at 9:08 a.m. Those present introduced themselves. Hard copies of presentations were provided to each attendee.

1 Administration

1.1 Approve Agenda

The chair reviewed the agenda, noting that Item 4.4 (Climate Change Update) will be deferred as the presenter is unable to attend. This item will be addressed through a webinar or teleconference or at the next board meeting. The amended agenda was approved by consensus.

1.2 Minutes and Board Action Items from September 17, 2015 Meeting

The minutes from the September 17, 2015 board meeting were approved as distributed. Keith Denman provided an update on the status of each action item.

Action items	Meeting	Status
4.1 – Non-Point Sources Industry and Government caucuses will convene to discuss funding for the NPS project, and advise the board about next steps at the December board meeting.	September 18, 2014	Complete. Sufficient funding is in place to begin work.
2.2 – Performance Measures Committee PMC to review wording of Performance Measure 9 to more appropriately reflect increased team knowledge of the CDM process.	March 12, 2015	Complete.
3.1 – CASA Priorities – E-scan The Secretariat will put out a call for members to sit on the ad-hoc committee. The group will work over the summer to plan content and process to be followed in the workshop.	June 17, 2015	Complete.
3.1 – CASA Priorities – IRMS Roadmap Secretariat will work with stakeholders to initiate an IRMS Roadmap working group and develop a Project Charter, to be presented to the board in September or December 2015.	June 17, 2015	On hold
1.1 – Alberta Environment and Parks / AEMERA presentations The Secretariat will research the history behind the proposal of AEMERA sitting on the CASA board and bring back to the board in December.	September 17, 2015	Complete. No documentation could be found. The board agreed that it is not necessary or appropriate to invite AEMERA to join the board at this time.

Action items	Meeting	Status
1.1 – Alberta Environment and Parks / AEMERA presentations The Secretariat to organize a meeting between the AEMERA and CASA Executives.	September 17, 2015	Complete.
2.1 – State of the Air Discussion The Secretariat will organize a workshop on how CASA can assist with exceedances coming out of the CAAQS report. The workshop should focus on preventative measures for management areas using modelling and examine gaps and efficiencies that could be achieved.	September 17, 2015	Not completed but will be addressed through other approaches.
2.1 – State of the Air Discussion The Secretariat will organize a meeting or workshop with board members and others once the climate change report is released.	September 17, 2015	This discussion has not yet taken place. This may be addressed when the GoA provides the climate change update to the board.
4.2 Non-Point Source Secretariat will canvass board members for project team participants.	September 17, 2015	Complete
5.1 – Government initiatives Keith Denman to start initial discussions with Gord Edwards from the Alberta Water Council on possible synergies between the AWC and CASA.	September 17, 2015	Complete.

1.3 Electronic Approvals of Decisions from December 2015

Keith Denman confirmed that all decisions were approved by unanimous vote. It was noted that in the documentation of electronic approvals, there were 13 “yes” votes but only 11 names noted. This will be checked to confirm the accuracy of the voting record.

1.4 Executive Director’s Report

Keith Denman directed the board to his report in the briefing book and presented a short overview. He stressed the need for CASA to identify potential new projects as well as possible sources of funding to support this work. Keith is pursuing funding options for the NPS team via the Alberta Real Estate Foundation. He also reminded board members that the Performance Measures and Communications Committees still need industry members.

With respect to seeking financial support from foundations, it was noted that this could become a concern for NGO members involved with CASA, as CASA would be competing with them for limited funds. It may make sense to pursue such funds where there is a clear link between a CASA project and a potential funder, but this approach needs to be carefully considered.

1.5 Stakeholder Support Policy

CASA’s current Stakeholder Support Policy was approved by the executive in 2011, although it was recognized that support for board meeting participation was less than for project team

meetings. The policy was revised to raise the level of support for board meetings to be consistent with support for project team participation. This is not expected to represent a significantly increased cost to CASA.

Decision: The board agreed by consensus to approve the new Stakeholder Support Policy, which reflects the increased rate for board meeting participation.

1.6 2015 Audited Financial Statements

Keith Denman drew board members' attention to the audited financial statements in the meeting materials. These statements will be formally approved at the June annual general meeting. He advised that this was a clean audit and the board commended the secretariat for its good work.

1.7 New Representatives

Three new directors were welcomed to the board, two of whom were present:

- Carolyn Kolebaba, AAMDC vice president, representing Local Government-Rural
- Koray Önder with CAPP, representing Oil and Gas Large Producers

Andre Corbould, Deputy Minister with Alberta Environment and Parks, was unable to attend today's meeting but intends to join as the AEP director and to take on the CASA presidency.

1.8 Executive Membership

Due to changes in David Lawlor's employment, he may be stepping down as Industry vice president. To allow for a proper discussion by the Industry caucus, David has agreed to continue as the Industry vice president until the June AGM.

Decision: The CASA board agreed that David Lawlor will continue as Industry vice president until the AGM in June, at which time a nomination from the Industry caucus is expected.

2 Project Management

2.1 Non-Point Source Project Team Update

Rhonda Lee Curran and Bill Calder presented an update on the Non-Point Source (NPS) Project Team, which had its kick-off meeting in November. NPSs were highlighted in the renewed Clean Air Strategy and further action will be needed to meet the CAAQS as standards become more stringent. Emissions from NPS are complex and need creative and innovative solutions, making CASA a good place for these multi-stakeholder discussions to occur. Although the project's first three objectives are sequential, the team will refine its priority list of target non-point sources as the work proceeds. The fourth objective, related to communications, will occur throughout the project. The team will report its key findings to the CASA board on a regular basis and is working to complete its work close to the 22-month timeline (around September 2017). The NPS Project Charter notes that different expertise may be required as the work proceeds and team membership will be reviewed to determine if any changes are needed. The project is on schedule; the team expects to work within its current budget of \$130,000 but noted that a larger amount was originally identified in the charter. The team may make additional requests to the board as the work develops, given that this topic is continuously evolving. Stakeholders, particularly the GoA, have provided considerable in-kind assistance in lieu of hiring consultants, especially for objective 1. The secretariat has set up a Project Team web page that includes a library of

resources identified by team members as important to meet their first objective. The team has also formed a technical task group to gather and assess the technical data and information for NPS in the province, which will provide a deliverable for objective 1. The team notes the importance of seeing the big picture for the province, while also understanding regional sources and differences. It will provide another update at the June board meeting.

Discussion:

- Large uncontrolled (seasonal) wildfire events are factored out of the data being looked at by the team, but it was noted that prescribed burns are being used more often and smoke from these events could influence PM readings. The team was encouraged to consult with the GoA's fire management staff to get a better understanding of these sources and their possible influence. It may also be appropriate to talk with local fire departments regarding their practice burns for training purposes to identify emissions from these sources.
- The CAAQS focused on urban areas which is where most monitoring is done. When the team looked at event days, speciation showed that secondary PM_{2.5} becomes more important than primary PM_{2.5}. Urban and rural areas are likely to have different sources.
- The team is using the best available data, including some collected by airsheds, and confirmed that it is not doing any QA/QC on the actual data or methodology. It was noted that AEMERA is tasked with some QA/QC. With updates to methodology or monitoring directives over time, the methods for analyzing PM_{2.5} have changed, which has had some consequences for the trends and increases seen in the data. The task group is considering trends and should note this, but it is a methodology issue and does not necessarily reflect a change in emissions.

2.2 Communications Committee

Leigh Allard provided an update on the work of the Communications Committee. With electronic approval of the Strategic Communications Plan in December, the intent is now to focus on the tactical aspects, particularly board and stakeholder engagement. CASA has two active social media accounts—Twitter and LinkedIn—and board members were asked to use these social media tools and encourage their stakeholders to do likewise. Leigh presented the concept of message maps and a laminated copy of key messages was given to each board member to share with their sectors. Board of Director business cards were also distributed. Clean Air Day is June 8th and the committee wants to compile a list of potential activities where CASA could partner with stakeholders.

Action: Directors and alternates will check with their organizations regarding activities planned for Clean Air Day 2016 and advise Cara McInnis by May 13th.

The committee is also seeking board input on potential future activities for CASA and two options were suggested: a community of practice and a science symposium. Board members provided the following comments, which the committee will consider as it plans future work:

- The NPS work will generate a lot of valuable information that could be more widely shared through a community of practice that includes airsheds, industry and others. This also fits with the project team's objective 4.

- To get maximum benefit for CASA, a community of practice or symposium should be tied to either NPS work or whatever new priority emerges.
- AEP is looking at how CASA helps the GoA deliver on the renewed Clean Air Strategy.
- CASA held a symposium in 2001 on air quality and health. A lot of new information is now available on that topic and more will come out with the new CAAQS report in 2017. Health Canada is doing work in this area and other organizations could also contribute (e.g., AEMERA, airsheds).
- CASA's previous science symposiums have had excellent content and been well-attended, but they take time to organize and they require financial support. Given the current fiscal situation, it is unlikely the GoA would be able to contribute funding and it could be challenging for them to have staff attend, depending on the location.
- The committee may want to consider information-gathering approaches other than a full two-day symposium (e.g., a workshop, webinars). CASA wants something that provides a quick win and raises our profile.
- AEMERA is hosting a science symposium in November that will have an air component.

2.3 Performance Measures Review Working Group

Martina Krieger and David Lawlor presented the report of the Performance Measures Review Working Group (PMRWG). The aim was to get board approval in principle for the recommended changes so the Performance Measures Committee could undertake its annual review using the new system. Final approval for the group's work will be requested at the June board meeting.

The group reviewed the background and changes made to the system of performance measures and indicators, with the intent to: ensure transparency; develop useful and useable measures; and emphasize stakeholder satisfaction with value, relevance and awareness of CASA. The PMRWG reviewed and revised the Performance Measures Strategy to strengthen the feedback loop of performance measurement, so that stakeholders are better able to examine how CASA's collaborative process influences provincial air quality. The working group was able to strike a balance between ensuring applicable data were being tracked and eliminating metrics that were no longer useful or useable. They focused on what is the value of a specific parameter, could it be measured and, if so, can CASA do something about it. The group provided examples of changes made, in particular to surveys used to determine stakeholder satisfaction, and noted specific lessons learned from this exercise. Other, detailed changes to both performance measures and performance indicators were indicated in the handouts.

Decision: The board approved the proposed changes to CASA's performance measures in principle.

Decision: The board agreed to instruct the Performance Measures Committee to undertake the annual review of CASA's performance measures based on the updated measures and report to the board in June 2016.

2.4 Performance Measures Committee Update

Keith Denman briefly noted that the revised system for performance measures and indicators will be used in the new report. The board's approval in principle will enable the committee to begin its work on 2015 performance using these new metrics. The committee still needs an industry member.

2.5 2015 Annual Report

Warren Greeves advised that the secretariat and Communications Committee are working with a designer and directed the board to the annual report draft table of contents and timeline in the board book. The board will see the report for approval at the June meeting.

2.6 Odour Management Team (OMT)

With reference to the decision sheet in the board book, Amanda Stuparyk noted that the OMT's communications pieces are now all complete with the official release of the Good Practices Guide and other deliverables that were approved by the board last September. The communications plan was implemented and follow up will be completed by the secretariat, including the continued promotion of the Good Practices Guide. Board members were asked to continue distributing and promoting the guide within their networks. The secretariat still has hard copies of the printed Guide and bundles of the Highlight Sheet available for board members to distribute or use.

The only remaining item was to officially disband the OMT. The board thanked the team for its contributions, with several board members commenting that their sectors have been quite interested in this work.

Decision: The board agreed to disband the Odour Management Team.

3 Strategic Planning

3.1 Tactical Plan

Keith Denman introduced this item by noting that the traditional rhythm in CASA's planning processes has been altered as a result of various decisions and changes in leadership in the last two years. 2015 would normally have seen a review of CASA's strategic plan but the executive felt that was not the best use of resources. Rather, it was decided that the strategy work done in 2014 remains valid and applicable, and it would be best to develop tactics to advance those ideas. Specifically, we need a process to determine what CASA's next piece(s) of work should be, as well as how ideas for such work come forward. The CASA process is valuable and offers a lot of expertise, and the current government is interested in moving ahead on the environmental files. The fact that finances are constrained could make an even stronger case for multi-stakeholder collaboration. Keith put forward the following ideas to the board, recognizing that this is a sampling only and that more work would be required prior to moving forward on any of these ideas:

- What actually happens when an air quality trigger or limit is exceeded, and does this action do what it was intended to do?
- The Air Monitoring Strategic Plan Review was done in 2009, with a review proposed for 2012, which did not occur. A lot of things have changed since 2009 and perhaps this review could be done in partnership with AEMERA and the airsheds.

- The AAC has identified the need for an updated airsheds document. Many things have changed since the pamphlet was prepared and there is some urgency since there is interest in seeing new airsheds established. This would be a fairly short piece of work.
- Could CASA provide guidance and assistance to AEMERA in developing parameters for the evaluation and reporting part of their work as it pertains to air?
- The GoA has said energy efficiency is a priority and CASA has already done work in this area.
- A science symposium or other learning event.

Discussion

- The board described a need to select future work that is a high priority at a senior level for one of the three sectors, likely the GoA. Energy efficiency ties into the climate levy that will start in 2017. A potential short-term collaborative project might examine how financial resources could be used to advance energy efficiency, green energy, and related components.
- Alberta has received national attention for its air quality concerns, so the board needs to identify things we can do to address pressing issues. The NPS work will help but is not enough. Other ideas: a) look in more detail at our frameworks and how to respond when a trigger is reached; b) how to implement the climate change policy to maximize air quality benefits in the most affected areas—where can we exert leverage to get the biggest bang for the buck; c) focus an event on air quality and health so we can update our knowledge. An event could be aligned with the first two ideas.
- Climate change discussions tend to focus on CO₂, but there are also many short-lived compounds involved, which can have both health and environmental impacts. The focus to date has been mainly on mitigation, but adaptation is also needed. This could be beyond CASA's mandate but brainstorming might identify a smaller piece of work.
- Much of the climate change work within the GoA is moving very quickly so CASA would not be the right forum for much of this discussion.
- CASA needs to consider where it can add value in resolving complex issues.
- CASA could start a conversation with the public about various air quality issues; this could help determine where there is support for certain initiatives and where more education is needed.
- Is there a role for CASA as the federal government develops and rolls out its plans, to look at the federal and provincial plans together and where they are headed?
- AEP is considering bringing in representatives from across the GoA to determine what are their key policy drivers and how the GoA is getting to where it needs to go in terms of air quality management. The revised Clean Air Strategy was created under a different government, so work is also needed to ensure it reflects current priorities and direction.
- There are likely opportunities for CASA to work with watersheds and AEMERA to establish better links between air and water. Radon and other indoor air quality issues may also warrant further discussion.
 - Generally, CASA has not pursued indoor air quality because it has more to do with building codes and other aspects that are beyond its mandate.
- There are opportunities to provide higher level policy advice as well as more detailed work, but the board needs to decide and act quickly to provide benefits to both the GoA and CASA.

- The board should be open to the idea that new work may not be a traditional CASA project; e.g., collaboration with the Climate Change office on potential measures to deliver improved air quality as well as greenhouse gas reductions.
- Up-front work to identify projects can be done at little cost, but additional funds from the GoA in the current economic climate will be very challenging.

The GoA offered to come back to CASA by mid to late April with a list of pressing and timely issues for which it wants CASA's advice. This list will be discussed by the executive to determine which topics are most appropriate given CASA's strengths and value added, and would give the most useful results for both the GoA and CASA. The initial list will be pared down to two or three issues, which would then be given to a small group with representatives from each sector. They would develop one or more statements of opportunity for consideration and project selection at the June board meeting. These statements of opportunity would include a rough estimate of costs and timelines and potential sources of external funding if needed. Working group(s) could be formed at the June meeting to prepare project charter(s) by September.

Keith Denman will forward a link to the Clean Air Strategy to board members along with an annotated list of areas of potential work. He reminded the board that he is more than willing to speak to sector meetings and conferences about CASA.

4 Status Updates

4.1 CAAQS Management Planning

Lisa Avis with Alberta Environment and Parks provided a regional air quality management update; staff are organized in alignment with the Land Use Framework regions. Her presentation will be made available to the board after the meeting. For the various regions, she referenced the team in each region, the key drivers, existing frameworks, work done to date, and next steps. Current work is leading to a better understanding of the pressures in each region. Lisa briefly described the situation in each region, noting that there is a big gap in the Upper Peace in terms of monitoring data. CAAQS is a cautionary approach so that whichever station is highest in any region is how the region is rated.

Management activities or responses have been initiated and future priorities identified, with local stakeholders playing a key role. As integration proceeds, there will be more coordination in response to CAAQS. Non-point sources are a challenge in a number of regions. The regions can influence management of NPS, but we need policy tools to manage NPS on a provincial scale with transportation emissions being key.

Discussion

Q: When more data are available, is it possible that the Upper Athabasca region could drop from orange to yellow, or are there more localized influences?

Lisa Avis (LA): CAAQS raises our awareness so we can do more detailed analysis to see what's causing the situation and can flag issues for further investigation. Additional work could drop it down.

Q: Do you look at industrial monitoring being done in a region?

LA: Yes.

Q: What is the situation around the release of the PM Management Report in the Red Deer region? Have next steps started?

LA: Red Deer is the only zone that exceeded CAAQS and the Minister will be making an announcement shortly. We are looking at potential actions by industry and municipalities. More work is needed on the science as well as more engagement to change behaviours. Next steps may include some grants to advance the work. For this region, the air portion of the plan may be done ahead of the regional plan itself.

4.2 Integrated Resource Management System

Rick Blackwood advised that little has changed with the IRMS since the last update. Deputy Ministers and CEOs have restructured and pulled the secretariat and Policy Management Office (PMO) together with some structural changes. The merger means the secretariat now reports to the DMs of AEP and Energy, but other departments and agencies are involved (e.g., AEMERA and AER). Others can be brought in as needed and subject to demand. A new director has been recruited for the secretariat and could perhaps be invited to address the next CASA board meeting. Key subject areas include indigenous relations, regional planning, caribou range planning, and the Duvernay/Montney area and associated area-based regulation.

Q: Will this office engage directly with stakeholders?

Rick Blackwood (RB): Engagement will still go through the appropriate ministry or agency and they are expected to bring issues back to the IRMS. The secretariat plays mainly a coordination role, not an engagement or “doing” role.

Q: Is there a need for CASA to get to know this group if the expectation is that engagement will be done through a department? The original PMO did have a stakeholder engagement requirement so this makes things a little confusing. Who do you talk to?

RB: PMO engagement activity was very specific to getting the AER up and running. If a policy has broader impacts, this group provides oversight and ensures people are talking to each other internally in the GoA and not creating policy pieces in isolation.

4.3 Alberta Airsheds Council (AAC)

Gary Redmond, AAC co-chair, reviewed the role and purpose of airsheds. Alberta now has nine airsheds but gaps remain. The AAC was formed in 2006 to advocate for the common interests of airsheds, share best practices and support the development of new airsheds. On March 21, the AAC signed a memorandum of understanding with AEMERA to clarify respective roles and responsibilities. The AAC is holding a forum later this year that will include all the key players (e.g., CASA, AER, AEP, AEMERA) to discuss roles and activities.

Various airsheds are establishing new monitoring stations, increasing their portable monitoring, and testing a citizen science approach. They are also doing more education and outreach with both formal and informal education systems, and are actively addressing air quality issues

through collaboration with others, involvement in PM management plans, working with communities, and continuing to participate in CASA project teams.

5 New/Other Business

5.1 New/Other Business

The board returned to a discussion of the process for identifying new projects and reached a conclusion, which appears in section 3.1 where it was first discussed.

In response to an action item, the board briefly discussed whether AEMERA should be allocated and offered a seat on the CASA board, with members noting the following points:

- Like the AER and many other organizations, AEMERA could participate on appropriate project teams without having a representative on the board.
- Like airsheds, it is unclear to which caucus they would belong.
- AEMERA has not asked for a seat on the CASA board.

The board agreed that it is not necessary or appropriate to invite AEMERA to join the CASA board at this time.

5.2 Evaluation Forms

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

The meeting adjourned at 2:20 p.m.

The next CASA board meeting will be June 15, 2016 in Calgary.

Action items	Meeting	Status
4.1 – Non-Point Sources Industry and Government caucuses will convene to discuss funding for the NPS project, and advise the board about next steps at the December board meeting.	September 18, 2014	Complete. Sufficient funding is in place to begin work.
2.2 – Performance Measures Committee PMC to review wording of Performance Measure 9 to more appropriately reflect increased team knowledge of the CDM process.	March 12, 2015	Complete.
3.1 – CASA Priorities – E-scan The Secretariat will put out a call for members to sit on the ad-hoc committee. The group will work over the summer to plan content and process to be followed in the workshop.	June 17, 2015	Complete.
3.1 – CASA Priorities – IRMS Roadmap Secretariat will work with stakeholders to initiate an IRMS Roadmap working group and develop a Project Charter, to be presented to the board in September or December 2015.	June 17, 2015	On hold
1.1 – Alberta Environment and Parks / AEMERA presentations The Secretariat will research the history behind the proposal of AEMERA sitting on the CASA board and bring back to the board in December.	September 17, 2015	Complete. No documentation could be found. The board agreed that it is not necessary or appropriate to invite AEMERA to join the board at this time.
1.1 – Alberta Environment and Parks / AEMERA presentations The Secretariat to organize a meeting between the AEMERA and CASA Executives.	September 17, 2015	Complete.
2.1 – State of the Air Discussion The Secretariat will organize a workshop on how CASA can assist with exceedances coming out of the CAAQS report. The workshop should focus on preventative measures for management areas using modelling and examine gaps and efficiencies that could be achieved.	September 17, 2015	Not completed but will be addressed through other approaches.
2.1 – State of the Air Discussion The Secretariat will organize a meeting or workshop with board members and others once the climate change report is released.	September 17, 2015	This discussion has not yet taken place. This may be addressed when the GoA provides the climate change update to the board.
4.2 Non-Point Source Secretariat will canvass board members for project team participants.	September 17, 2015	Complete

Item 1.2 – Attachment B – Board Action Items from March 24, 2016 board meeting

Action items	Meeting	Status
5.1 – Government initiatives Keith Denman to start initial discussions with Gord Edwards from the Alberta Water Council on possible synergies between the AWC and CASA.	September 17, 2015	Complete.

Executive Director's Report for June 2016 Board Book

Overall Comments

CASA's recent work has been focused on the Non-Point Source Project Team, working with Airsheds on Clean Air Day activities and in determining what role, if any, CASA and the Airsheds may be able to play as monitoring work is brought back within government.

I was able to meet with Graham Mitchell, the Energy Minister's Chief of Staff, to explain what CASA is, what we have done and what we can do to assist the government in policy development. This information was well received as he had heard a number of references to CASA (much of it in conjunction with the electricity sector) and was glad to have more information. I very briefly met the Minister as well. There was a meeting scheduled with the Environment Minister, (courtesy of the Lung Association), but it was cancelled at the last minute due to the rapidly developing fire situation in Fort McMurray. We are hoping that this will be rescheduled in the near future.

The conversation with the Alberta Government on new tasks for CASA remains underway, and, although we are not where we might have been at this time, there is a good foundation for future work being built. Details will be discussed at the Board meeting – there may be some details that do not make it in time for the Board Package.

Staff

There are no changes in the staffing at this time. We are in good shape for vacation cover over the summer. The budget allows for the addition of one more project manager mid-year if they are required. This will depend in large part on the status of new work.

Financial

CASA is on track with our 2016 budget, perhaps even a bit ahead. As we may not ramp up the number of projects as early as had been hoped, we may shift a few dollars from salaries into an update to the Website. This would not change the look dramatically but would upgrade the underlying structure and make it much easier for staff to update the website and for stakeholders to find documents. The cost of this is not in the 2016 budget, and would be in the 5 – 10 thousand dollar range – less than half of what was paid for the work the previous time. This should not be difficult to absorb within the existing budget and will significantly reduce the staff time required to make routine updates.

The Auditor's report, which you will have received at the March meeting, will be put to the Board for acceptance at this meeting. You will also see a recommendation that we renew Hawkings Epp Dumont LLP as our Auditor for the 2016 year, based on a request for Quote that was sent out to a number of companies.

Committees of the Board

The Performance Measures Review Team will present its final report to the Board at the June meeting. The revisions were agreed to in principle at the March meeting, and the new measures have been used for some of the 2015 performance measurement.

The Performance Measures Committee will present its report on CASA's 2015 performance at the June meeting.

The Performance Measures Committee does not have Industry membership at this time, despite repeated requests for a member. In order to keep some of this work moving a decision was made to proceed in the absence of an Industry member. This is unusual and far from ideal, and we would welcome industry participation on the team.

The Communications Committee has assisted in the design and preparation of the Annual Report, and also in the Clean Air Day activities. The message maps, which were presented at the March Meeting, have already proven to be useful in planning meetings with political folks and in handling media requests. The committee is once again looking for an Industry Member.

Projects

The Non-Point Source team and its technical task group are working very hard and are doing high quality work. The team has a good mix of skills, and has both people who are new to the CASA process and a number of veterans. They will continue to give updates at every Board meeting. There has been some loss of membership due to changes in employment and financial challenges at the organizations and departments for which the members work, including the inability of some members to travel between Edmonton and Calgary. We are working to set up conference calls as needed to assist those people who are unable to travel. (Note: The team has been holding every third meeting in Calgary to accommodate the team members from that city.)

Other

The Draft Annual Report, which you will find in your Board package, is ready to go as soon as we receive the go-ahead from the Board. Thank you to Warren Greeves and to the Communications Committee for their assistance. We will once again rely on electronic distribution of the report, with a minimal number of hard copies printed for distribution to libraries and a few individuals.

Initial discussions have taken place with the Airsheds Council and Inside Education on the three organizations jointly sponsoring a teacher training session in the fall based on Inside Education's "Clean Air Responsible Students" (CARS) Program. <http://www.insideeducation.ca/cars/> Details will follow once they are known.

At the September 2015 Board meeting it was asked if CASA had looked at what efficiencies and synergies could be gained from working more closely with the Alberta Water Council. The Executives of the Alberta Water Council (AWC) and CASA met in January to discuss this question, which has arisen several times over the life of the two organizations. This work has been slowed a little due to the change

at the DM level in AEP, but is continuing. The discussion has focused on what the “technology” used at CASA and the AWC is, what might be done to expand its use to land and biodiversity issues, and where efficiencies might be found through the organizations working together more closely. Any significant actions that might come out of these discussions will be brought back through the Boards prior to decisions being made.

<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
Total Grants Received in 2009	\$1,250,000	
Total Internal Expenses 2009	-\$836,590	Year-end actual
Balance End of 2009	\$991,658	
Revenue 2010 -Alberta Energy	\$850,000	Funding to to March 31, 2011
Total Internal Expenses 2010	-\$928,661	Year end actual
Balance End of 2010	\$912,997	
Revenue 2011-Alberta Energy	\$850,000	Funding to March 31, 2012
Total Internal Expenses 2011	-\$983,319	Year end actual
Balance End of 2011	\$779,678	
Revenue 2012-Alberta Energy	\$850,000	Funding to March 31, 2013
Total Internal expenses 2012	-\$1,010,114	Year end actual
Balance End of 2012	\$619,564	
Revenue 2013/2014- Alberta Energy	\$1,700,000	Funding to December 2014
Total Internal expenses 2013	-\$1,056,842	Year end actual
Balance End of 2013	\$1,262,722	
Total Internal expenses 2014	-\$1,035,096	Year end actual
Balance End of 2014	\$227,626	
Revenue 2014/2015- Alberta Energy	\$850,000	Funding to December 2015
Total Internal expenses 2015	-\$829,683	Year end actual
	\$247,943	
Revenue 2016-Alberta Energy	\$850,000	Funding to December 2016
Forecasted internal expenses 2016	-\$850,851	
	\$247,092	

as of March 31, 2016

Expense Account	Expenditure to date	Budget Jan 2016	% of budget
Supplies & Services			
Advertising	0	5,000	0
Bank and Finance Charges	286	1,650	17
Computers & IT	6,964	32,485	21
Courier	0	400	0
Depreciation	0	0	0
Development- Stakeholders	0	0	0
Furniture & Display	0	4,000	0
Office Reconfiguration	0	0	0
Honoraria - Stakeholders	9,356	71,591	13
Insurance	946	4,605	21
Meeting Expenses	3,288	24,228	14
Office Supplies	1,730	4,300	40
Print & Reproduction Services			
Annual Report	0	5,000	0
General	372	3,201	12
Repairs & Maintenance	0	500	0
Records Storage	383	1,500	26
Subscriptions	982	4,500	22
Telecommunications	1,426	8,676	16
Travel			
Consultants	0	0	0
Stakeholders	5,644	31,290	18
Staff	788	18,358	4
Total Supplies & Services	32,165	221,284	15
Professional Fees			
Legal Fees	0	3,000	0
Audit	10,600	11,130	95
Consulting Expense			
Alberta Environmental Network	5,250	21,000	25
Consulting for Board/Projects	0	21,518	0
Total Professional Fees	15,850	56,648	28
Human Resources			
Salaries & Wages	104,104	453,587	23
Employer Contributions	7,882	23,326	34
Group Benefits	8,402	45,531	18
Group Retirement Savings Plan	7,115	32,600	22
Performance Pay	0	0	
Employee Recognition	180	2,000	9
Staff Development			
Membership Fees	50	175	29
Training	351	6,000	6
Temporary Staff & Contract Labour	0	6,000	0
Recruitment	0	3,000	0
Total Human Resources	128,084	572,219	22
Uncategorized expense			
Total Expenses	176,099	850,151	21

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 David Lawlor expires at the end of June 2016.

ATTACHMENTS: None

DECISION: Appoint a member of the Industry Caucus to the Executive Committee.

INFORMATION SHEET

ITEM: 2.5 New Representatives

STATUS: At the time of printing, new representative names had not been received.

ATTACHMENTS: None

Strategic Plan Evaluation
2013 - 2015

2013		2014		2015	
June	December	June	December	June	December
%	%	%	%	%	%

Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.

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

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

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

1.2.1. Periodically determine and prioritize emerging air quality issues and related stakeholders.						
1.2.2. Expand the screen and scope activity associated with a Statement of Opportunity to include explicit identification and exploration of the best ways and means to address a particular air quality issue. This could include: <ul style="list-style-type: none"> • Commissioning reviews by outside experts. • Producing independent research reports and developing discussion papers for use by others. • Facilitating interaction among scientists and other experts to create background information and viable broad policy alternatives. • Assessing the immediacy of the issue. • Identifying if CASA can address all aspects of the issue and if the issue (or parts of it) is a good candidate for a consensus process. 						

Goal 1 Total:

2013		2014		2015	
June	December	June	December	June	December
100%	100%	100%	100%	/	75%

Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.

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

2.1.1. Foster a dialogue amongst CASA stakeholders to identify candidates from regional/place-based initiatives that: <ul style="list-style-type: none"> - Would benefit from strategic intervention - Align with CASA's vision and mission 						
2.1.2. Explore the best ways/means to foster more effective engagement of aboriginal communities in air quality discussions. (This function also has application for 2.3)						

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

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

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

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

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

2.4.1. Convene stakeholders to provide advice on the implementation of the Clean Air Strategy, including attributes, scope, and direction.						
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Goal 2 Total:

2013		2014		2015	
June	December	June	December	June	December
100%	100%	100%	60%	/	78%

Goal 3: To contribute to the development of a reliable, comprehensive, objective knowledge system with respect to air quality (E.g. information on emissions, ambient air quality, health, and environmental impacts, and management and mitigation mechanisms).

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

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

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

3.2.1. Provide strategic advice on the attributes, scope, accessibility, and direction of the CASA Data Warehouse.						
3.3. Assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.						
3.3.1. Create a repository for information from other jurisdictions.						
Goal 3 Total:	2013		2014		2015	
	June	December	June	December	June	December
	0.6	0.6	0.6	0.4	/	0

Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.						
4.1 Establish CASA as a model that exemplifies the application of collaborative multi-party processes.						
4.1.1. Develop a practitioners' guide for managing collaborative processes that combines effective project management, strategic decision-making, and collaborative dialogue.						
4.1.2. Develop communities of practice and mentor other consensus practitioners or groups. (This function also has application for 4.3)						
4.1.3. Provide orientation and training in consensus decision-making and other collaborative tools.						
4.1.4. Develop communities of practice.						
4.2. Increase awareness of air quality information and specific CASA activities and projects through targeted outreach to all interested sectors.						
4.2.1. Maintain an effective and functional website						
4.2.2. Publish a newsletter, brochures and reports.						
4.2.3. Develop fact sheets.						
4.2.4. Partner with CASA stakeholders on communications about initiatives and activities related to air quality (e.g., partner with Environment Canada to provide information on the Air Quality Health Index).						
4.3 Build air quality partnerships and working relationships and facilitate the exchange of air quality information among practitioners and decision-makers. (Link to 4.1)						
4.3.1. Convene periodic air forums for exchanging technical and other information on air research and management practices (e.g. science symposia).						
4.3.2. Convene information-sharing workshops with parties interested in collaborative dialogue.						
4.3.3. Seek synergies with other organizations and sectors/groups that have not traditionally participated in CASA air quality discussions.						
4.3.4. Establish contact/liase and exchange information with other jurisdictions on air related initiatives, policies and research projects.						
Goal 4 Total:	2013		2014		2015	
	June	December	June	December	June	December
	75%	63%	67%	50%	/	58%

Status Report

PROJECT/ITEM: Non-Point Source (NPS) Project Team

BACKGROUND: Through 2013 and 2014, the Board directed the secretariat to work with various interested stakeholders to scope out potential areas where CASA could provide high-value in addressing non-point source air emissions in Alberta. A Statement of Opportunity was developed and a technical NPS workshop was held that further refined areas of work. The NPS Project Charter was developed by a Working Group who discussed ways to strike a balance between addressing regional issues and addressing NPS on a provincial scale with cross-cutting actions. The group considered what could realistically be accomplished by a CASA project team in approximately 22 months and agreed to some limitations as documented in the charter, including limiting the scope to NPS of PM_{2.5}, and PM_{2.5} and O₃ precursors (SO_x, NO_x, VOCs, and NH₃) and focused on the Canadian Ambient Air Quality Standards (CAAQS) Framework management levels (included those at or approaching non-achievement).

The Board approved the NPS Project Charter in September 2014, but delayed convening a Project Team to allow time to secure funding that may be provided in phases. In September 2015 \$130K was confirmed (\$80,000 reallocation from CASA funds and \$25,000 each from Industry and Government). The projected budget in the charter were estimated at \$213K. The Board approved the secretariat to convene a NPS Project Team begin work. The projects goal and objectives are as follows:

Project Goal: To help address non-point source air emissions contributing to non-achievement of ambient fine particulate matter and ozone standards in Alberta.

Objective 1: Compile and review information and agree on a common understanding of non-point source air emissions in Alberta.

Objective 2: Identify non-point source air emissions reduction opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.

Objective 3: Identify and recommend management actions, which could include policy change, to address the highest value non-point source air emissions reduction opportunities in Alberta (from Objective 2).

Objective 4: Develop and implement a strategy and action plan for communicating with and engaging stakeholders and the public.

This work should result in a list of recommended management actions and advice for implementation to address NPS of interest in targeted areas or province-wide.

STATUS:

The Non-Point Source (NPS) Project Team priority continues to be on the work for Objective #1, while beginning concurrent work on Objective #2. The team committed to assessing all efficiencies and using in-kind expertise for the work to proceed, including forming the Technical Task Group for Objective #1 through their internal networks. The deliverable will include a technical report with a refined list of NPS in Alberta recommended for further work in Objective #2. This beneficial product will be presented to the Board and is needed to work on their other objectives.

The Technical Task Group first met in March and has been working on synthesizing existing information on emissions inventories, ambient air monitoring, receptor modelling source apportionment, and air modelling studies. For concurrent activity, the task group identified to the project team initial NPS to consider based on their knowledge and expertise. The task group is working towards September in producing their deliverables to the team.

The Team has been meeting monthly through the first half of 2016, January to June, will take a short summer break, and continue their monthly meetings in August through November.

The Team and Task Group have not spent any project budget to date on Objective #1 or as they begin to explore objective #2 and #4 work. They anticipate a small contract for editing of the task group technical report. Based on their draft workplan, the team anticipates the majority of its budget will be spent on Objectives #3 (testing and refining management actions) and #4 (communications).

The Team will provide an update to the CASA Board at every meeting to ensure consistent communications and regular opportunities for feedback.

ATTACHMENTS:

None.

A presentation from the NPS Project Team will be given at the Board Meeting.

DECISION SHEET

ITEM:	4.2 CASA Performance Measures Review Working Group
ISSUE:	The Performance Measures Review Working Group (PMWRG) is submitting their final report with recommendations and their main deliverable, an updated draft Performance Measures Strategy to the CASA board for approval.
BACKGROUND:	As directed in the 2012 Performance Measures Strategy, a review of performance measurement at CASA should be completed every 3 years, with reviews scheduled to occur in 2015, 2018, 2021, etc. The review is led by the Performance Measures Committee (PMC). In the past, members of the CASA board have volunteered to participate in the review process alongside the PMC. Any changes that are made to performance measurement as a result of the review are updated in the CASA Performance Measures Strategy (upon approval by the board). The Performance Measures Strategy is used by the PMC as they complete their annual report on CASA's performance.
STATUS:	<p>The PMWRG convened in the fall to review the Performance Measures Strategy, initially anticipating completion of deliverables in November. The PMRWG identified a need to consult with CASA's Communications Committee in the evaluation of surveys used in data collection for the measures.</p> <p>The results of the review are included in the 2015 PMRWG Final Report, and have been incorporated into the 2015 Performance Measures Strategy.</p> <p>The participants in this board committee have reached consensus on three (3) recommendations:</p> <ul style="list-style-type: none"> • Approve the 2015 Performance Measures Review Report • Approve the Performance Measurement Strategy • Request that an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of this performance indicator undertaken in 2018 <p>Deliverables from the PMRWG are listed below.</p>
ATTACHMENTS:	<p>A. 2015 Performance Measure Review Working Group Final Report</p> <p>B. 2015 Performance Measures Strategy</p>
DECISIONS:	<p>1. Approve proposed changes to CASA's Performance Measures Strategy.</p>

2015 Performance Measures Review Working Group
Final Report



Prepared by the
Performance Measures Review Working Group
for the
Clean Air Strategic Alliance
Board of Directors

March 24, 2016

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Acknowledgements

The 2015 Performance Measures Review Working Group would like to acknowledge the Air Policy Group in the Policy and Planning Division of Alberta Environment and Parks for providing suggested improvements to various measures and indicators. The group would also like to thank Nancy Bateman in the Engagement Section of the Strategy Division of Environment and Parks. Finally, the group would also like to thank the CASA Secretariat for facilitation of the group's work.

Members of the 2015 Performance Review Working Group are:

Martina Krieger	Alberta Environment and Parks
David Lawlor	ENMAX
Ruth Yanor	Mewassin Community Council
Keith Denman	CASA
Warren Greeves	CASA
Amanda Stuparyk	CASA

Executive Summary

In December 2012, the CASA Board approved the new CASA Performance Measurement Strategy. As prescribed within the Performance Measures Strategy, the Performance Measures Review Working Group (PMRWG) undertook the regularly scheduled 3-year review of the Strategy in 2015 with intention to ensure the relevancy of mechanisms for continuous improvement. The updated 2015 Strategy contains updates to existing performance measures and indicators for the Secretariat, the Board, and goals from CASA's Strategic Plan as well as project teams.

There were two objectives for the PMRWG as prescribed within the group's workplan (Appendix D) including:

1. Form a multi-stakeholder group with appropriate representation to conduct a review and update CASA's Performance Measurement Strategy every 3 years; identify further actions as required.
2. Complete a Working Group Final Report detailing the 3-year review of CASA's Performance Measurement Strategy as applicable, providing recommendations to the Board where necessary.

Examining past results when available, the PMWRG reviewed and updated the measures and indicators, taking into consideration previous conversation at the Board level, supplemented with previous discussion by the Performance Measures Committee (PMC). Following the suggested steps provided within the original Performance Measures Strategy, the PMRWG solicited input from the Board and reviewed CASA's Strategic Plan to ensure the performance measures and indicators remained relevant.

Suggested changes to the performance measures, indicators and overall Strategy are included as recommendations to the CASA Board.

After completing the 2015 performance measurement review, the PMRWG recommends that:

1. The Board approve the 2015 Performance Measures Review Final Report;
2. The Board approve the Performance Measurement Strategy and its implementation beginning as of the 2015 reporting period, and;
3. The Board request an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of performance indicator 4 to be undertaken in 2018.

The Performance Measures Committee is anticipated to report on the Strategy as they look back on 2015 and present to the CASA Board in June, 2016.

Introduction

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA. This report presents the results of the third performance measurement strategy review in 2015.

In December 2012, the CASA Board approved the new CASA Performance Measurement Strategy. The Strategy adopts new definitions of performance measure and performance indicator which differentiate between areas where CASA has a high degree of control over results (measure) and areas where CASA has a lower degree of control over results (indicator).

Following the completion of the annual review in 2014, the Performance Measures Committee completed Recommendation 3 from the 2012 Performance Measures Review Working Group requesting a review of the Performance Measurement Strategy. Adjustments made during this work are summarized in Appendix A, and were examined in the 2015 review to ensure comprehensiveness. This report presents the results of the 2015 performance measurement review.

In 2015, a similar group was struck to review CASA's Performance Measures and Indicators using the suggested review process outlined by the 2012 PMWRG. Because substantial changes had been made in previous reviews, the group ensured that the integrity of the measures and indicators remained intact, and modified elements of the Strategy that were no longer relevant. Changes made to the Performance Measures Strategy can be seen in the revision table at the foremost part of the PM Strategy.

There were two objectives for the PMRWG as prescribed within the Strategy including:

1. Form a multi-stakeholder group with appropriate representation to conduct a review and update CASA's Performance Measurement Strategy every 3 years; identify further actions as required.
2. Complete a Working Group Final Report detailing the 3-year review of CASA's Performance Measurement Strategy as applicable, providing recommendations to the Board where necessary.

Performance Measurement is the mechanism through which CASA ensures consistent value, and through the course of the review, the PMRWG worked to ensure that the process is transparent and illustrates accountability. Changes to the measures were made with the intention of ensuring all information gathered was useful and useable.

The PMRWG met four times over the course of 2015/2016 to complete this review. This report acts a guide explaining revisions the PM Strategy, includes lessons learned and provides recommendations to the board.

Methodology:

As prescribed within the 2012 Performance Measures Strategy, in 2015 the Performance Measures Review Working Group undertook the regularly scheduled 3-year review of the Strategy with intention to ensure the relevancy of mechanisms for continuous improvement. The revised 2015 Strategy contains updates to existing performance measures and indicators for the Secretariat, the Board, and goals from CASA's Strategic Plan as well as project teams.

The Performance Measures Review Working Group reviewed and revised the Performance Measures Strategy to strengthen the feedback loop of performance measurement, so that stakeholders are better able to examine how our collaborative process influences provincial air quality.

Review process

A review of the PM Strategy has been conducted every 3 years, with reviews scheduled to occur in 2015, 2018, 2021, etc. The review is led by the PMC. In the past, members of the CASA Board have volunteered to participate in the review process alongside the PMC. Given the length of time this process can take, it is recommended to begin the process early in the year, potentially even in the early fall prior to the year the results are due. In terms of timing, the review should follow the review and approval of CASA's Strategic Plan. Any changes that are made to performance measurement as a result of the review should be updated in the CASA Performance Measurement Strategy (upon approval by the Board).

The performance measurement review should include the following steps:

- review the relevancy of the existing performance measures and indicators to the CASA mission, vision, and goals from the Strategic Plan;
- review the consistency of the existing performance measures and indicators with the Principles and Criteria;
- solicit input from the Board on all aspects of the performance measures and indicators, including the Principles and Criteria, the existing performance measures and indicators and desirable additional measures and indicators;
- solicit input from CASA teams and review past team reports regarding all aspects of the performance measures and indicators;
- review relevant reports and documents for ideas and information on all aspects of performance measurement;
- review, and update if required, the CASA Logic Model Diagram (Appendix A, Performance Measures Strategy);
- review whether a qualitative or quantitative metric (or combination of both) is the most appropriate way to present results;
- review targets and initiatives associated with each performance measure and indicator;
- from information gathered in these ways decide what measures and indicators should be dropped, revised or added;
- develop calculation protocols for new and revised measures and indicators; and
- report to the Board.

Soliciting input: Engagement for the review process

The steps outlined in the review process state that the CASA board and CASA project teams should be solicited for input on performance measurement. The method and extent of consultation is at the discretion of the reviewers who are expected to incorporate consultations whenever it is suitable in order to complete a comprehensive review. In the past, consultations have consisted of a survey to project team members, questionnaires to project team co-chairs, presentations and discussion questions delivered at the CASA Board meetings and consultations with the Communications Committee.

A request for feedback was sent to CASA's board, and that feedback was incorporated into the discussion of the PMRWG as they revised the PM Strategy.

Because of the availability of internal resources within the Government of Alberta, a technical expert on survey creation was utilized to provide high-level feedback on CASA's PM Strategy. Feedback provided was considered in the development of a revised project team survey and subsequent changes in numerous performance measures.

Examining past results when available, the Performance Measures Review Working Group reviewed and updated the measures and indicators, taking into consideration previous conversations at the Board level supplemented with previous discussion by the Performance Measures Committee. Following the suggested steps provided within the original Performance Measures Strategy, the Working Group solicited input from the board and reviewed CASA's Strategic Plan to ensure the performance measures and indicators remained relevant.

Considerations for future reviews

As the PMRWG performed its review of CASA’s performance measures and indicators, the group realized that it was not appropriate to modify some measures and indicators based on the positioning of the group in the current strategic planning cycle. The following measures and indicators have been flagged for subsequent reviews, and includes discussion on steps forward. Please note that the following recommendations are not recommendations to CASA’s board, but suggested focus areas to incorporate into future reviews.

Performance Measure/Indicator	Recommended steps forward
PM 1 “Ensure that CASA is financially efficient and accountable”	After a review in 2015/2016, the PMRWG recognized that a more purposeful metric for CASA’s financial efficiency and accountability could be developed. The PMRWG recommends that the development of CASA’s operational plan and strategic plan should incorporate financial efficiency and accountability.
PM 2 “Percentage of objectives from individual goals within the Strategic Plan listed as in progress or complete (according to the secretariats colour coded rating system)”	<p>Previous board-level discussions have indicated that CASA has prioritized some strategic plan goals over others due in part to CASA’s role as facilitator of air quality issues, and AEMERA’s emerging role in air quality data monitoring. The PMRWG recognized that there may be a better way to accurately reflect CASA’s priorities, and incorporate that into performance measurement.</p> <p>The PMRWG also recommends incorporating performance measurement into future revisions of the strategic plan as there may be a better way to nest performance measures within the goals of CASA’s strategic plan.</p>
PI 3 “Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement”	Numerous data collection responsibilities are currently in flux. In future reviews of the PM Strategy, the PMRWG recommends that a multi-stakeholder sub-group of technical experts review these metrics, ensuring that information reported is consistent year-to-year, yet relevant to CASA’s stakeholders.
PI 4.a “The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP)”	See above recommendation for PI 3.

Recommendation 3: The PMRWG requests that an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of performance indicator 4 in 2018.

Lessons learned

The PMRWG has summarized the main lessons learned from its work over the past several months, with the hope that this information will benefit future reviews of CASA's performance measures.

- Throughout the review, the need to maintain a focus on CASA's core values was realized, where the connection between the collaborative process and the development of impactful air quality policy is strengthened through improvements in the overall process. Through keeping the broader goals in mind, the PMRWG was able to ensure consistency of the measures reported, meanwhile keeping measures both useful and useable.
- The development of the PM Strategy in 2012 provided a solid foundation for the 2015 PMRWG to complete their work. A more focused effort was given in 2015 to ensure that performance measures were impactful and purposeful.
- As with all committees and project teams, recruitment of board members and team members can be more easily justified if a clear outline of expected time commitment and responsibilities is prepared prior to commencing group work.
- Techniques in compiling numerous edits to the performance worked well. As the material was complex and interconnected, it proved useful to explore the measures and indicators using differing facilitation exercises.
- The connection between performance measurement and the progression of project teams proved to be valuable. As a result, the group was able to create supporting materials for project teams to ensure consistency and continuity.
- The review itself could have aligned closer with CASA's strategic planning cycle. The next update of CASA's strategic plan and operational plan should take performance measurement into consideration, and ensure that all elements are interconnected. From a logistical standpoint, a comprehensive review alone should be expected to take a year to complete. In order to present the PMC Annual report at its regular reporting time in March 2016, a review should have been initiated immediately following completion of the 2015 PMC Report.
- The underlying reason for the review was not immediately apparent. While a review was mandated every 3 years, the opportunity for improvement was not realized until the measures were thoroughly examined. Once modifications to the measures were underway, it eventually became apparent how CASA could effectively track its progress and better position itself to make well-informed policy recommendations.

Conclusion and recommendations

Revisions to the PM Strategy

1. Body of PM Strategy streamlined to read like a “how-to document”
2. Change of CASA’s performance measures and indicators (see Appendix C)
3. *Exit Survey* and *Biannual Survey* eliminated in favour of a *Project Team Meeting Feedback Survey* and *Project Team Wrap-Up Focus Group*

Suggested changes to the performance measures, indicators and overall Strategy are included as recommendations to the CASA Board, and are included in detail in Appendix C.

The Performance Measures Committee is anticipated to report on this Strategy as they look back on 2015 and present to the CASA Board in March, 2016. The next scheduled review is scheduled to take place in 2018.

Recommendation 1: Approve the 2015 Performance Measures Review Final Report

The Performance Measures Review Working Group recommends that the Board approve the 2015 Performance Measures Review Final Report.

Recommendation 2: Approve the Performance Measurement Strategy

The Performance Measures Review Working Group recommends that the Board approve the 2015 Performance Measurement Strategy and its implementation beginning as of the 2015 reporting period.

Recommendation 3: Air monitoring reports

The PMRWG requests that an annual report be sent from AEP or AEMERA describing the number and location of air monitoring sites until the revision of performance indicator 4 to be undertaken in 2018.

Appendix A: Summary of changes in 2014 review

#	Description
<i>2nd Edition – April 25, 2014</i>	
1	All mentioned references to the Energy Resources Conservation Board (ERCB) have been corrected to the organizations new name, the Alberta Energy Regulator (AER).
2	All mentioned references to Alberta Environment have been corrected to the organizations new name, Alberta Environment and Sustainable Resource Development.
3	Description for data collection pertaining to the CASA Particulate Matter and Ozone Management Framework (PI 3) have been updated to reflect the implementation of the Canadian Ambient Air Quality Standards.
4	Responsibilities for data collection updated in Appendix 2 and Appendix 3.
5	Description of the Performance Measures and Indicators in Appendix 2 and Appendix 3 updated for further clarification.
6	Reporting frequency for PM 7 has been changed from “As required” to “Annually (as required)”.
7	Baseline for PM 8 has been changed from 2013 to 2014.
8	Methodology for calculating PM 4.a modified to reflect changes in 3-year stakeholder satisfaction survey.
9	Methodology for calculating PM 4.b modified to indicate that separate survey links should be sent to each individual project team.
10	Methodology for calculating PM 5.a modified to indicate that if a seat is vacant, this counts as a “0” and is to be omitted.
11	Methodology for calculating PM 5.b modified to indicate that N/A responses are not included in total # of respondents because they are Board members.
12	Methodology under PI 4.b modified to include the Alberta Capital Airshed, which is 13,742.38 km ² .
13	Appendix 7: CASA Stakeholder Survey modified to include image of the survey

Appendix B: Summary of changes in 2015 review

#	Description
3 rd Edition – February 11, 2016	
1	All mentioned references to Alberta Environment have been corrected to the organizations new name, Alberta Environment and Parks
2	Section 2 “History of Performance Measurement at CASA” removed
3	Section 3 “Guidance for Performance Measurement at CASA” combined with Section 4 “Methodology”
4	Section 3.1 “Purpose” and section 3.2 “Audience” removed
5	Framework located in the appendix
6	Appendix 4: Guidelines for Project Teams combined into main body of the document (section 3.2: Guidelines for Project Teams)
7	Meeting wrap-up meeting process implemented
8	Biannual survey and exit survey combined into Project Team Meeting Feedback Survey to be collected after each project team meeting
9	All performance measures and indicators labelled in the convention #.a, #.b, #.c, etc.
10	PM 1.a eliminated as financial accountability is a basic requirement of CASA’s functioning as a legal entity.
11	PM 2 modified to examine each individual goal of CASA’s strategic plan
12	PM 3 split into tracking of low-rated recommendations (a) and implementation of administrative and operational recommendations (b)
13	PM 4.a to incorporate interview conducted by Executive Director
14	PM 4.b modified to reflect use of meeting feedback survey
15	PM 6 eliminated as measure was not deemed useful or useable by the PMRWG.
16	PM 7 modified to reflect project team meeting feedback survey, changed to PM 6
17	PM 8 eliminated as measure was not deemed relevant with CASA’s current operations
18	PM 9 modified to reflect availability of IBN training, changed to PM 7
19	PM 10 modified to align with CASA’s newly released communications plan, changed to PM 8
20	PI 1 modified to incorporate all implemented recommendations from CASA project teams
21	PI 3 modified to reflect feedback from AEP Air Policy Unit

Appendix C: Changes made to CASA's performance measures and indicators

Objective		Performance Measure	Revised Performance Measure		Comments							
<i>Secretariat</i>												
1.	Ensure that CASA is financially efficient and accountable.	a. Annual operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP). b. Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.	1. Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.		<i>1.a eliminated as financial accountability is a basic requirement of CASA's functioning as a legal entity.</i>							
2.	Implement the CASA Strategic Plan.	Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system).	Current wording <u>Performance Measure:</u> Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system)	Revised wording <u>Performance Measure:</u> Percentage of objectives from individual goals within the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system).	Changed in meeting 2 by the PMRWG							
			<u>Target:</u> 100%	<u>Target:</u> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Goal 1</td> <td>100 %</td> </tr> <tr> <td>Goal 2</td> <td>100 %</td> </tr> <tr> <td>Goal 3</td> <td>100 %</td> </tr> <tr> <td>Goal 4</td> <td>100 %</td> </tr> </table>		Goal 1	100 %	Goal 2	100 %	Goal 3	100 %	Goal 4
Goal 1	100 %											
Goal 2	100 %											
Goal 3	100 %											
Goal 4	100 %											
3.	Monitor the	Percentage of low-rated	a.	<i>Percentage of low-rated</i>	<i>Changed in</i>							

Objective		Performance Measure		Revised Performance Measure		Comments
	implementation of CASA recommendations.		recommendations being monitored.	b.	<i>recommendations being monitored</i> <i>Percentage of administrative and operational recommendations from the previous four years that have been implemented</i>	meeting 4 by the PMRWG.
4.	Provide support to CASA stakeholders.	a.	Degree of CASA members, partners and stakeholders' satisfaction with CASA.	<i>Data collection protocols modified to reflect change in survey procedure.</i>		<i>Data collection responsibilities for 4.a changed to CASA Executive Director and PMC Project Manager; will now focus on interviews with CASA board members.</i> <i>Data collection for 4.b modified to reflect regular "Meeting Feedback Survey"</i>
		b.	Project teams' degree of satisfaction with support provided by Secretariat.	a.	<i>Degree of CASA stakeholders' satisfaction with CASA.</i>	
				b.	<i>Project teams' degree of satisfaction with support provided by Secretariat.</i>	
<i>Board</i>						

Objective		Performance Measure		Revised Performance Measure		Comments
5.	Encourage Board member participation in CASA.	Percentage of Board attendance at Board meetings by sector.	Target: 75%		<i>No change</i>	PM 5 was the subject of great discussion for the group, however there was consensus that the measure was adequate in its current form as it incorporated vacancies in the attendance of board meetings by sector.
		Project teams' degree of satisfaction with support provided by Board member counterparts, by sector.	Maintain or increase			
<i>Strategic Plan Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.</i>						
6.	Influence and inform AQ policy.	Documents produced to inform GoA & other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.		<i>**Measure eliminated**</i>		<i>Measure not found to be a useful or useable measure; should be eliminated.</i> <i>Measure eliminated</i>
<i>Strategic Plan Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.</i>						
7.	Develop reports	Degree of satisfaction with	Current wording	<i>Revised wording</i>		<i>Data collection</i>

	Objective	Performance Measure	Revised Performance Measure		Comments
	and recommendations using the CDM process.	project team work by team: <ul style="list-style-type: none"> ○ The Project Charter was completed. ○ The work was completed in a timely manner. ○ The process was collaborative. ○ The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations. 	Objective: Develop reports and recommendations using the CDM process. Measure: Degree of satisfaction with project team work by team: <ul style="list-style-type: none"> ○ The Project Charter was completed. ○ The work was completed in a timely manner. ○ The process was collaborative. ○ The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations 	<i>Objective: Develop reports and recommendations adhering to CASA's MCP Guide.</i> <i>Degree of satisfaction with project team work by team:</i> <ul style="list-style-type: none"> ○ <i>The Project Charter was completed.</i> ○ <i>The process was collaborative.</i> ○ <i>The team developed recommendations using the SMART (Specific, Measurable, Actionable, Realistic, Time-bound) model.</i> 	<i>for PM 7 modified to reflect regular "Meeting Feedback Survey" and "Wrap-up meeting"</i> Changed to "PM 6". Now incorporates a "Yes/No" answers to measure SMART recommendations for each project team.
<i>Strategic Plan Goal 3: To contribute to the development of a reliable, comprehensive, objective knowledge system with respect to air quality, health, and environmental impacts, and management and mitigation mechanisms.</i>					
8.	Provide available	a) Number of visits to CASA's	<i>**Measure eliminated**</i>		Measure not

Objective		Performance Measure	Revised Performance Measure		Comments
	AQ information.	b Information Portal webpage. Number of phone inquiries for information.			<i>relevant with CASA's current operations; should be eliminated.</i> Measure eliminated
<i>Strategic Plan Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.</i>					
9.	Improve project team knowledge of the CDM process.	Project teams' degree of satisfaction with capacity to participate in collaborative processes.	Current wording <u>Objective:</u> Improve project team knowledge of the CDM process. <u>Performance measure:</u> Project teams' degree of satisfaction with capacity to participate in collaborative processes.	<i>Revised wording</i> <u>Objective:</u> <i>Improve project team knowledge of CASA's MCP Guide.</i> <u>Performance measure:</u> <i>Project teams' degree of satisfaction with ability to participate in collaborative processes.</i>	<i>Changed in meeting 2 by the PMRWG.</i>
10	Increase awareness of CASA, CASA projects and CDM.	a. Number of 3 rd party requests for CASA assistance. b. Number of return and unique visitors to website. c. Number of news stories	Current wording <u>Objective:</u> Increase awareness of CASA, CASA projects and CDM.	<i>Proposed wording</i> <u>Objective:</u> <i>Increase awareness of CASA, CASA projects and MCP Guide.</i>	<i>Performance measure modified to focus on target audiences.</i> <i>Finalized in</i>

Objective	Performance Measure	Revised Performance Measure	Comments
	about CASA.	<u>Performance measures:</u> a. Number of 3 rd party requests for CASA assistance. b. Number of return and unique visitors to website. c. Number of news stories about CASA.	<u>Performance measure:</u> Speaking engagements and meetings undertaken by CASA's Executive Director <i>meeting 4.</i>

Objective		Current Performance Indicator	Revised Performance Indicators	Comments
1.	Implement CASA recommendations.	Percentage of substantive recommendations from 4 years prior that have been implemented.	<i>Percentage of substantive recommendations from 4 years prior that have been implemented.</i>	<i>Administrative and Operational recommendations now measured by PM 3.b</i>
2.	Measure impact of completed project team work.	Each completed project team comes up with one specific metric to measure success of team 5 years in the future.	No change	<i>CASA Secretariat have reaffirmed that all recommendations developed are SMART.</i>
3.	Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.	<p>a. Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition</p> <p>b. Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene</p> <p>c. Percent hourly exceedances of: NO₂, SO₂ and H₂S</p> <p>d. Percentage of stations assigned to all management levels defined by the Canadian Ambient Air Quality Standards based on annual three-year data assessments completed by Alberta Environment and Parks.</p> <p>e. Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury</p> <p>f. The change in flaring and venting associated with solution gas, well test</p>	<p><i>Revised wording</i></p> <p>a. <i>Number of increasing trends for annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃ and benzene</i></p> <p>b. <i>Number of increasing trends for peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene</i></p> <p>c. <i>Number of hourly exceedances of: NO₂, SO₂ and H₂S</i></p> <p>d. <i>Annual percentage of stations assigned to each management level defined by the Canadian Ambient Air Quality Standards for PM_{2.5} and O₃</i></p> <p>e. <i>Percentage of modelled grid cells falling within each acid deposition load level defined by the Alberta Acid Deposition Management Framework</i></p> <p>f. <i>Trends in annual total emissions from</i></p>	<p>Note to Board:</p> <p>g. Flaring and venting indicator to remain</p>

			and coalbed methane	g. <i>power generation for NO_x, SO_x, PM_{2.5}, and mercury</i> <i>The change in flaring and venting associated with solution gas, well test and coalbed methane</i>	<i>unchanged until clear direction provided from the GoA regarding the impending climate change review</i>
4.	Improve capacity to monitor AQ in Alberta.	a. b.	The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP). Geographic percentage of province covered by airshed zones.	No change	<i>Data collection responsibilities still being defined. Discussion currently underway between AEP, AEMERA and CASA.</i>

APPENDIX D: PMRWG Workplan

Performance Measures Review Working Group Workplan

Version 1 September 2015

Background

Performance measurement at CASA tracks overall performance of the organization as well as progress made towards CASA's vision, mission and goals from the Strategic Plan.

Performance measurement is a safeguard for many of the recommendations completed by CASA projects in the past, and the group work described in the following workplan will ensure that the proper mechanisms for continuous improvement and review are in place.

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA with the first review being completed in 2007, the second in 2009 and the third in 2012. The 2012 review resulted in the creation of CASA's Performance Measurement Strategy which guides performance measurement at CASA.

A review of the PM Strategy (*CASA's Performance Measurement Strategy: A "how to" guide to performance measurement at CASA*) has been directed to be conducted every 3 years by the PMC, with reviews scheduled to occur in 2015, 2018, 2021, etc. In the past, members of the CASA Board have volunteered to participate in the review process alongside the PMC. Any changes that are made to performance measurement as a result of the review should be updated in the CASA Performance Measurement Strategy (upon approval by the Board).

Objectives

There are two objectives for the PMRWG as prescribed within the Strategy including:

1. Form a multi-stakeholder group with appropriate representation to conduct a review and update CASA's Performance Measurement Strategy every 3 years; identify further actions as required.
2. Complete a Working Group Final Report detailing the 3-year review of CASA's Performance Measurement Strategy as applicable, providing recommendations to the Board where necessary.

Project deliverables

A revision of the Performance Measurement Strategy and a final report with recommendations to the Board as necessary.

Membership

The Working Group will consist of the 3 members of the PMC (each a member from Government, Non-Government, and Industry) with additional membership at the discretion of the Executive Committee and volunteers from the CASA Board.

Members of the PMRWG should expect to attend two scheduled meetings and provide follow-up support as agreed upon at the onset of the convening of the group. Working group members are also expected to have read the Performance Measures Strategy (2nd ed.) and come prepared to provide feedback and contribute in a full and active discussion. Should any members require assistance prior to, or during the review process, those members are asked to contact the Secretariat.

The Performance Measurement Strategy provides direction for the PMRWG to conduct the performance measurement review but notes that the process should be flexible.

Resources and Budget

The internal budget of the Working Group (ie. Stakeholder support for meetings, project management, and other core functions) are provided by CASA's internal budget. The Secretariat does not anticipate any requirement of external funds for this work.

The PMRWG requires in-kind support from members to meet at the CASA office to complete the review of the Strategy. This will include review of materials and active participation for feedback and recommendations from each member and associated caucuses.

Timelines

The PMRWG will be required to meet at least 2 times for in-person working meetings. Based on review outcomes there may be further time requirements to complete the working group objectives.

Meeting Description	Dates	Notes
Meeting #1	October 7 th , 2015	<i>Meeting materials are sent out 1 week prior</i>
Meeting #2	November 5 th , 2015	<i>Meeting materials are sent out 1 week prior</i>
Potential teleconference to finalize materials/submission to the board.	November 2015 (TBD)	
Approval of PMC Strategy by Board	December 3, 2015	

Consensus

The working group will strive for consensus. If consensus cannot be reached, the procedure for dealing with impasse will apply as follows:

- The parties who can't work together should work together to propose alternate solutions
- Those at impasse are responsible for documenting the perspectives and options to bridge differences
- The working group should bring the issue to the team who will strive to reach consensus

CASA's Performance Measurement Strategy:

A “how to” guide to performance
measurement at CASA



Prepared by the
Performance Measures Review Working Group
for the
Clean Air Strategic Alliance
Board of Directors

3rd edition, 24 March, 2016

Revision History

#	Description
3 rd Edition – March 24, 2016	
1	All mentioned references to Alberta Environment have been corrected to the organizations new name, Alberta Environment and Parks
2	Section 2 “History of Performance Measurement at CASA” removed
3	Section 3 “Guidance for Performance Measurement at CASA” combined with Section 4 “Methodology”
4	Section 3.1 “Purpose” and section 3.2 “Audience” removed
5	Framework located in the appendix
6	Appendix 4: Guidelines for Project Teams combined into main body of the document (section 3.2: Guidelines for Project Teams)
7	Meeting wrap-up meeting process implemented
8	Biannual survey and exit survey combined into Project Team Meeting Feedback Survey to be collected after each project team meeting
9	All performance measures and indicators labelled in the convention #.a, #.b, #.c, etc.
10	PM 1.a eliminated as financial accountability is a basic requirement of CASA’s functioning as a legal entity.
11	PM 2 modified to examine each individual goal of CASA’s strategic plan
12	PM 3 split into tracking of low-rated recommendations (a) and implementation of administrative and operational recommendations (b)
13	PM 4.a to incorporate interview conducted by Executive Director
14	PM 4.b modified to reflect use of meeting feedback survey
15	PM 6 eliminated as measure was not deemed useful or useable by the PMRWG.
16	PM 7 modified to reflect project team meeting feedback survey, changed to PM 6
17	PM 8 eliminated as measure was not deemed relevant with CASA’s current operations
18	PM 9 modified to reflect availability of IBN training, changed to PM 7
19	PM 10 modified to align with CASA’s newly released communications plan, changed to PM 8
20	PI 1 modified to incorporate all implemented recommendations from CASA project teams
21	PI 3 modified to reflect feedback from AEP Air Policy Unit

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The 2015 Performance Measures Review Working Group would like to acknowledge the Air Policy Group in the Policy and Planning Division of Alberta Environment and Parks for providing suggested improvements to various measures and indicators. The group would also like to thank Nancy Bateman in the Engagement Section of the Strategy Division of Environment and Parks. Finally, the group would also like to thank the CASA Secretariat for facilitation of the group's work.

Members of the 2015 Performance Review Working Group are:

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David Lawlor	ENMAX
Ruth Yanor	Mewassin Community Council
Keith Denman	CASA
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Amanda Stuparyk	CASA

Acronyms

AER	Alberta Energy Regulator
AMSP	Ambient Monitoring Strategic Plan
AQ	Air quality
AQM	Air quality management
CAMS	Comprehensive Air quality Management System
CASA	Clean Air Strategic Alliance
CC	Communications Committee
CDM	Collaborative decision making
ECCC	Environment Canada & Climate Change
AEP	Alberta Environment and Parks
GoA	Government of Alberta
NPRI	National Pollutant Release Inventory
PMC	Performance Measures Committee
PMF	Performance measurement framework
PMRWG	Performance Measures Review Working Group
ppm	Parts per million
SMART	Specific, Measurable, Action-oriented, Realistic, Time-bound
SoE	State of the Environment

List of Chemical Formulas

H ₂ S	Hydrogen sulphide
NO ₂	Nitrogen dioxide
NO _x	Nitrogen oxides
O ₃	Ozone
PM _{2.5}	Particulate matter of a size of 2.5 microns in diameter or less
SO ₂	Sulphur dioxide
SO _x	Sulphur oxides

Glossary

Activity	An operation or work process that is internal to an organization and uses inputs to produce outputs. ¹
Balanced Scorecard	An integrated framework for describing and translating strategy through the use of linked performance measures in four balanced perspectives: Customer, Internal Process, Employee Learning and Growth, and Financial. ²
CASA Stakeholder	Specific entities (e.g. organizations, departments, companies) that have a stake in the outcome and/or an interest in the particular air quality issue being addressed by CASA. ³
CASA Strategic Plan	This document sets out the vision, mission, and principles for CASA. It describes the purpose CASA will fulfill, outlines the organization’s four goals, and provides the blueprint for achieving those goals. The plan provides a structure that can be used to amend operating policy and make day-to-day decisions.
Criteria	The development and review of performance measures/indicators at CASA is governed by a set of Criteria and Principles that were developed and approved by the CASA Board in 2001. Criteria are defined as “must do”, while Principles are defined as “should do”.
Impact	The fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7 to 10 years. ⁴
Input	Resources available to do work.
Logic Model	Provides stakeholders with a road map describing the

¹Treasury Board of Canada Secretariat. (2010). *Supporting Effective Evaluations: A guide to Developing Performance Measurement Strategies*. Available Online <http://www.tbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr00-eng.asp>.

²Niven, Paul R. (2008). *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*, 2nd Edition. John Wiley & Sons, Inc.: New Jersey.

³CASA Procedural Guidelines Committee. (2009). *CASA Procedural Guidelines*.

⁴W.K. Kellogg Foundation. (2004). *W.K. Kellogg Foundation Logic Model Development Guide*. Available Online <http://www.wkcf.org/knowledge-center/resources/2006/02/WK-Kellogg-Foundation-Logic-Model-Development-Guide.aspx>.

sequence of related events connecting the need for the planned program with the program's desired results.⁴

Metric	A qualitative or quantitative standard of measurement.
Objective	A concise statement describing the specific things an organization must do well in order to execute its strategy. Objectives often begin with an action verb such as “increase”, “reduce”, “improve”, “achieve” and so on. ²
Outcome	Specific changes in behaviour, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a 4 to 6 year timeframe. ⁴
Output	The direct products of program activities and may include types, levels and targets of services to be delivered by the program. ⁴
Performance indicator	<p>A quantitative and/or qualitative metric that allows an organization to indirectly measure organizational goals/objectives in order to understand the impact of its activities on societal norms and behaviours. It differs from a performance measure in that the results go beyond the scope of the organization to describe the performance of a higher-level, complex system and are not compared to a desired target.</p> <p>Example: A pulp and paper mill located on a lake is undertaking an effluent reduction program. One objective of this program is to improve overall lake health and the mill chooses to monitor levels of a few key substances in the lake as a performance indicator. The mill has minimal control over this outcome as there are many other non-point sources of pollution on the lake, but this indicator can help to illustrate what is going on in the big picture, determine future areas requiring action and could potentially show the influence of the program on lake health over time.</p>
Performance measure	A quantitative and/or qualitative metric that measures the results from organizational goals/objectives and compares them to a desired target in order to assess organizational efficiency. It differs from a performance indicator in that it

measures results over which an organization has some degree of control.

Example: A pulp and paper mill located on a lake is undertaking an effluent reduction program. One objective of this program is to reduce effluent released into the lake and the mill chooses volume of effluent released into the lake per year as a performance measure with a target of a 50% reduction in effluent volume over the first 5 years. The mill has a high degree of control over this outcome and the measure directly shows the success/failure of the program.

Performance measurement

The ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals. It can serve as an early warning system to management and as a vehicle for improving accountability.⁵

Performance measurement framework

Sets out an objective basis for collecting information related to a department's programs. A PMF includes performance measures/indicators and associated targets, data sources and data collection frequency.⁵

Performance measurement strategy

The selection, development and ongoing use of performance measures to guide program or corporate decision making.⁵

Performance review

A periodic re-examination of a performance measurement system to ensure that the system is up-to-date, relevant and well-designed.

Principle

The development and review of performance measures/indicators at CASA is governed by a set of Criteria and Principles that were developed and approved by the CASA Board in 2001. Criteria are defined as "must do", while Principles are defined as "should do".

Qualitative

Qualitative indicators are expressed in expository form, e.g. assessment of research quality. As much as possible, qualitative indicators should be condensed into a rating scale, e.g. research quality is rated as "excellent," "average"

⁵ United States Government Accountability Office. (2011). *Performance Measurement and Evaluation: Definitions and Relationships*. Available Online <http://www.gao.gov/new.items/d11646sp.pdf>.

or "below average." allowing for comparability over time.⁵

Quantitative

Quantitative performance measures/indicators are composed of a number and a unit. The number indicates the magnitude (how much) and the unit gives the number its meaning (what), e.g. the number of written complaints received.⁵

Target

Represents the desired result of a performance measure. Targets make meaningful the results derived from measurement and provide organizations with feedback regarding performance.

1. Introduction

A performance measurement strategy is a results-based management tool that is used to guide the selection, development and ongoing use of performance measures and indicators. CASA's Performance Measurement Strategy (the Strategy) acts as a repository and guide about all aspects of performance measurement at CASA. The Strategy is based on the model from the Treasury Board of Canada with input from the Office of the Auditor General of Canada.

2. Methodology

This section briefly outlines the methodology that was used to develop CASA's performance measures and indicators which are presented in section 5 of the Strategy. The application of performance measurement theory to performance measurement at CASA adds legitimacy and credibility to the development and choice of performance measures and indicators. It increases the overall robustness of the Strategy.

Performance measurement at CASA draws from two theories of performance measurement: the Logic Model and the Balanced Scorecard. The Logic Model forms the backbone of performance measurement at CASA while select concepts from the Balanced Scorecard were incorporated to enhance the Logic Model.⁶ CASA's Logic Model Diagram is used as a tool to guide the selection of appropriate performance measures and indicators (see Appendix A).

The development and review of performance measures/indicators is governed by a set of Criteria and Principles that were developed and approved by the CASA Board in 2001 and updated in 2012. Criteria are defined as "must do", while Principles are defined as "should do".

2.1 Criteria

Performance measures/indicators must:

- Be defensible, open to independent scrutiny, and transparent in their selection and evaluation.
- Be understandable and meaningful.
- Clearly identify whether progress has been made.
- Be useful and useable.

⁶ Refer to the 2012 Performance Measures Review Report for details on the theory of the Logic Model and the Balanced Scorecard.

2.2 Principles

Performance measures/indicators should:

- Relate to CASA's vision, mission and goals from the Strategic Plan.
- Not be required to be comprehensive and need only apply to some measurable changes⁷ that can be expected as a result of CASA's activities.
- Be based on current knowledge and current measurements (or easily obtainable measurements).
- Use data that is readily available, accessible and reliable.
- Be cost effective.
- Use baseline information to assess progress.
- Where appropriate, incorporate existing measures/indicators rather than duplicate the effort and work of others.
- Assist analysis by focusing attention on key issues.

3 Performance Measurement Framework

The Performance Measurement Framework identifies the performance measures and indicators used to assess the performance of an organization. Additionally, it provides a blueprint that describes the collection, calculation and reporting of those measures and indicators.

3.1 CASA's Performance Measures and Indicators

For simplicity, the Comprehensive Performance Measurement Framework including targets, baselines, data collection and reporting as well as detailed Calculation Protocols for each measure and indicator. The Comprehensive Performance Measurement Framework is located in Appendix B.

Measures and indicators should be delivered to the CASA Board at the March Board meeting by the PMC in the form of a report and presentation so that the results can be approved for inclusion in the CASA annual report, if appropriate. Some performance measures are meant only for consideration by the CASA Board while others are relevant both to the CASA Board and beyond.

⁷ The principle that was actually approved by the board was stated as "the indicators need not be comprehensive and need only apply to some measurable changes in air quality that can be expected as a result of CASA's activities" but the words "in air quality" were subsequently deleted by the subcommittee to make the principle applicable for all performance indicators.

3.2 Guidelines for Project Teams

The performance measures and indicators outlined in Appendix B are for CASA as an organization. An important part of CASA's work is that of the Project Teams. Project Teams are responsible for their own performance measures and should also be aware of any requirements to provide data to CASA's performance measures and indicators.

Project Team Internal Performance Measures:

At CASA, project teams are responsible for creating team performance measures. Performance measures relating to timelines, budget, etc. are embedded in the team's project charter. The project charter provides detailed information about what the team should accomplish and by when. These specifications help the project team to track their progress, remain on task and remain accountable to the CASA board. One of the roles of the team's Project Manager is to regularly monitor these items. The Performance Measures Committee (PMC) encourages project teams to review their progress against their project charter on a regular basis. Information on the project charter as well as step-by-step advice for managing and participating on a successful project team can be found in CASA's managing collaborative processes guide.

If project teams have questions about performance measures or would like to create additional performance measures, they are encouraged to contact the PMC for advice.

Project Teams' Role in CASA's Performance Measurement:

While project teams are responsible for creating their own internal performance measures, project teams have two requirements to CASA with respect to performance measurement that must be satisfied.

1. First, when project teams craft recommendations they must ensure that they are SMART (Specific, Measurable, Action-oriented, Realistic, Time-bound). This facilitates tracking the implementation of recommendation by the PMC. When a project team is ready to begin crafting recommendations, they should contact the PMC for advice on creating SMART recommendations. The PMC is available to review draft recommendations to ensure that they meet the SMART standards.

Here is an example of a "SMART recommendation" as well as a recommendation that does not meet the SMART standards:
--

Example: The Alberta Department of Energy should extend the Otherwise Flared Solution Gas (OFSG) program to include bitumen wells by 2011.

The wording of this recommendation meets all the SMART standards. It states specifically who is the implementer, what they are expected to accomplish and by when. The action required is reasonable and can realistically be accomplished in the time allowed. In the future, when the recommendation is reviewed, there is no ambiguity as to whether the recommendation has been implemented.

Example: Alberta Agriculture, Food and Rural Development (ARD) improve the collection of animal health data respecting the impacts of solution gas flaring.

The wording of this recommendation does not meet the SMART standards. It is not time-bound. It does name the implementer and request an action but the action required is not specific or measurable. Rather it is ambiguous as to what needs to be accomplished in order to consider this recommendation implemented. What is considered improvement? What is considered *enough* improvement? How is this wording to be accomplished? As such the wording is not realistic either. In the future, when the recommendation is reviewed, it will be unclear whether the recommendation has been implemented and opinions on implementation will be subjective and possibly conflicting. A better solution would be to specifically describe what actions ARD will do to improve the collection of data and when this will be accomplished.

2. Project Team Wrap-Up:

Please see Appendix E for more information on closing out a project team.

3. Performance indicators:

Each completed project team come up with one specific metric to measure success of team 5 years in the future.

4. CASA Project Team 3-Year Survey:

Every 3 years, all stakeholders involved in a CASA project team will be provided with a survey intended to address level of satisfaction with the work completed and implemented.

4. Review of the Performance Measurement Strategy

A process has been developed to periodically review performance measurement at CASA, with the first review being completed in 2007 and every 3 years subsequently. Any changes to CASA's performance measures and indicators is subject to approval by CASA's board.

4.1 Review Process

A review should be conducted every 3 years, with reviews scheduled to occur in 2018, 2021, 2024, etc. The review is led by the PMC. In the past, members of the CASA Board have volunteered to participate in the review process alongside the PMC. Given the length of time this process can take, it is recommended to begin the process early in the year, potentially even in the early fall prior to the year the results are due. In terms of timing, the review should follow the review and approval of CASA's Strategic Plan. Any changes that are made to performance measurement as a result of the review should be updated in the CASA Performance Measurement Strategy (upon approval by the Board).

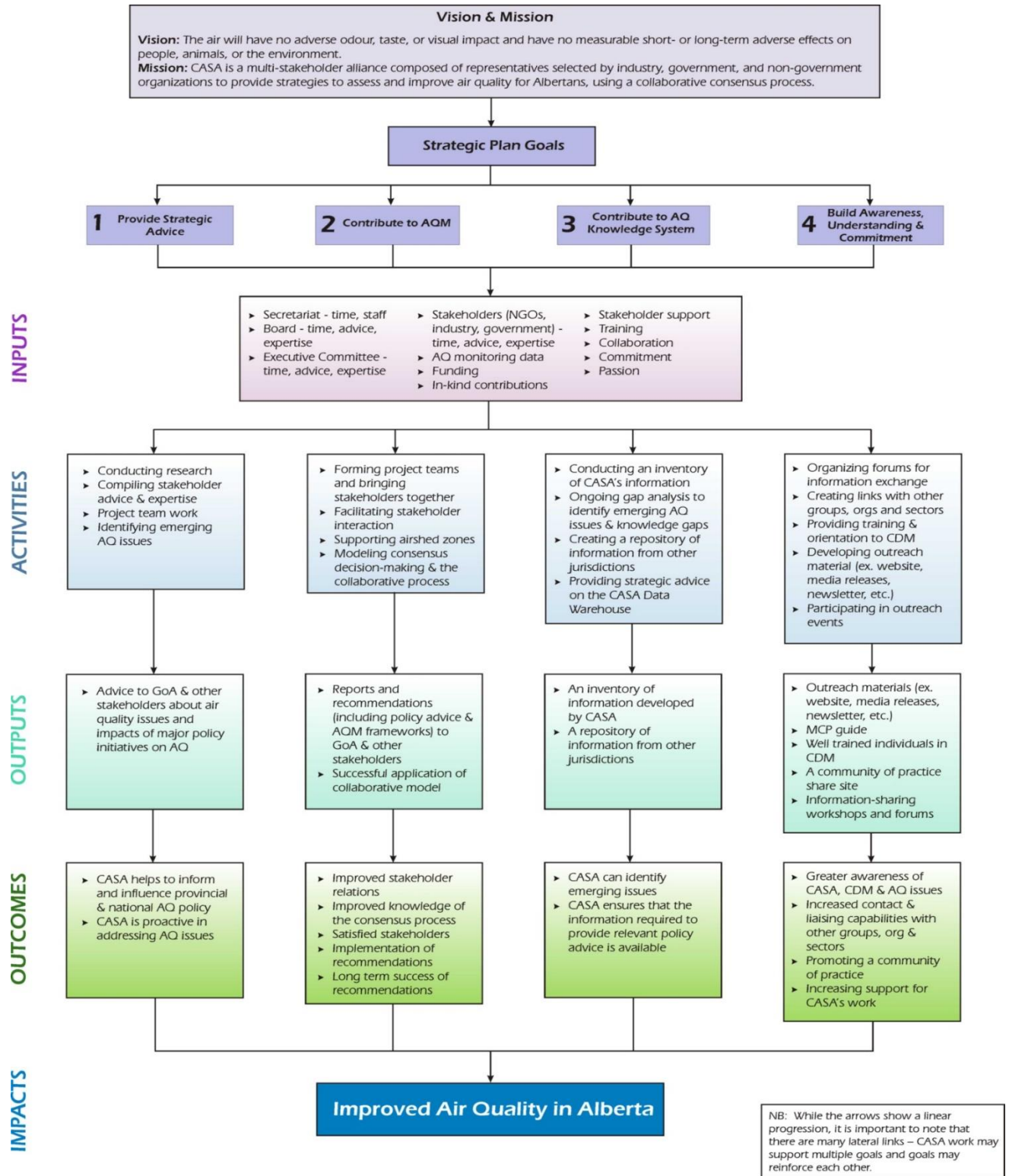
The performance measurement review should include the following steps:

- a. Review the relevancy of the existing performance measures and indicators to the CASA mission, vision, and goals from the Strategic Plan;
- b. Review the consistency of the existing performance measures and indicators with the Principles and Criteria;
- c. Solicit input from the Board on aspects of the performance measures and indicators, including the Principles and Criteria, the existing performance measures and indicators and desirable additional measures and indicators;
- d. Solicit input from CASA teams and review past team reports regarding aspects of the performance measures and indicators;
- e. Review relevant reports and documents for ideas and information on aspects of performance measurement;
- f. Review, and update if required, the CASA Logic Model Diagram (Appendix 1);
- g. Review whether a qualitative or quantitative metric (or combination of both) is the most appropriate way to present results;
- h. Review targets and initiatives associated with each performance measure and indicator;
- i. From information gathered in these ways decide what measures and indicators should be dropped, revised or added;
- j. Develop calculation protocols for new and revised measures and indicators; and
- k. Report to the Board.

4.2 Soliciting Input During the Review Process

The steps outlined in the review process state that the CASA Board and CASA project teams should be solicited for input on performance measurement. The method and extent of consultation is at the discretion of the reviewers. In the past, consultations have consisted of a survey to project team members, questionnaires to project team co-chairs, presentations and discussion questions delivered at the CASA Board meetings and consultations with the Communications Committee.

Appendix A: CASA's Logic Model



Appendix B: Comprehensive Management Framework

Performance Measure 1

Objective						Target	
1. Ensure that CASA is financially efficient and accountable.						3 months of operating funds	
PM							
Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.							
Initiatives							
CASA annual audit; Monthly bank reconciliation; Prepare and track budgets, etc.							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Secretariat	Annually	PMC annual report	2013	CASA Financial Administrator	PMC	0

Calculation Instructions

CASA's fiscal year ends in December while GoA's fiscal year ends in April. CASA keeps 3 months' worth of operating funds in reserve in order to bridge this gap as the GoA supplies CASA's funding grant. This measure is tracked by CASA's Financial Administrator. As the amount to operate may shift slightly from year to year, the measure is reported in terms on the number of months of operating funds in reserve rather than in dollars. Using the bank balance account from December 31 of the year in question (please note that this number is based on the unaudited bank balance because the audit will not yet have occurred), subtract the major monthly expenses (which are the payables and payroll) until there is insufficient monies remaining to meet monthly expenses. Note that the bank balance amount is from liquid accounts.

Performance Measure 2

Objective					Target										
2. Implement the CASA Strategic Plan.					<table border="1"> <tr> <td>Goal 1</td> <td>100%</td> </tr> <tr> <td>Goal 2</td> <td>100%</td> </tr> <tr> <td>Goal 3</td> <td>100%</td> </tr> <tr> <td>Goal 4</td> <td>100%</td> </tr> </table>			Goal 1	100%	Goal 2	100%	Goal 3	100%	Goal 4	100%
Goal 1	100%														
Goal 2	100%														
Goal 3	100%														
Goal 4	100%														
PM															
Percentage of objectives from individual goals within the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system).															
Initiatives															
Secretariat implements and monitors implementation of the Strategic Plan															
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost								
Annually	CASA Secretariat	Annually	PMC annual report	2013	CASA Secretariat	PMC	0								

Calculation Instructions

Each objective under the four goals from the CASA Strategic Plan is rated according to a colour coded scheme:

- Green – work is in progress and on track to be completed within the specified timeframe; work is complete
- Yellow – work is in progress, but may not be completed within the specified timeframe
- Red – project/initiative has not been initiated on time; work has been suspended and/or postponed
- White – Not applicable

This table is updated by the Secretariat. The PMC Project Manager will count the number of objectives that are rated yellow or green and use the following calculation for each goal:

$$\frac{\text{\# of objectives rated yellow or green}}{\text{Total \# of objectives}} \times 100\%$$

Results from the December calculation are reported, with the June results provided to the secretariat for the purposes of continuous improvement.

Performance Measure 3.a

Objective						Target	
3. Monitor the implementation of CASA recommendations.						100%	
PM							
a. Percentage of low-rated recommendations being monitored							
Initiatives							
PMC monitors and follows-up on low-rated recommendations and reports annually to Board; Board makes decisions regarding next steps on low-rated recommendations							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Secretariat	Annually	PMC annual report	2013	PMC	PMC	0

Calculation Instructions
<p>The PMC Project Manager will count the total number of recommendations in the low-rated recommendation matrix. The Project Manager will then count the number of low-rated recommendations in the matrix that are being monitored. To be considered in this category either the Project Manager has received an update on the status of that recommendation within the year (using template in Appendix G), has received an update on the status of the recommendation in the past that asks for implementation to wait until certain milestones are met (ex. this recommendation will be covered when the Clear Air Strategy is released), or the Project Manager has made a reasonable effort to obtain an update but has not been able to do so yet. A reasonable effort constitutes making a determined attempt to locate an implementer or other (according to the decision tree – see Appendix I) to obtain an update by email or telephone. Since many of the recommendations in the low-rated recommendation matrix are older, it can often be difficult to locate the correct person to provide an update.</p> <p>The Project Manager will then use the following calculation:</p> $\frac{\text{\# of recommendations being monitored}}{\text{Total \# of recommendations in matrix}} \times 100\%$

Performance Measure 3.b

Objective						Target	
3. Monitor the implementation of CASA recommendations.							
PM							
b. Percentage of administrative and operational recommendations from the previous four years that have been implemented						Administrative	100%
						Operational	100%
Initiatives							
PMC monitors and follows-up on recommendations and reports annually to Board							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Secretariat	Annually	PMC annual report	2013	PMC	PMC	0

Calculation Instructions
<p>In late fall, the PMC Project Manager will compile a list of project team recommendations that were approved by the Board in the last 4 years (ex. for the year 2011, examine 2007, 2008, 2009, & 2010 recommendations). This list can be compiled using the minutes and agendas from the CASA Board meetings. The PMC will then decide if each recommendation is operational, administrative or substantive.</p> <ul style="list-style-type: none"> • Administrative (decisions that relate to appointing directors, banking, budgeting, etc.) • Operational (decisions that relate to process. i.e. an operational decision is one step in a process toward a final product. Note that fund raising is operational and not administrative) • Substantive (decisions that result in a product that is directly related to air quality or air quality management). <p>The administrative and operational recommendation(s) will be sent to the implementer(s) for review using the form in Appendix F.. Review forms should be sent out in late fall and implementers should be given two weeks to complete the form. For more information on the timelines associated with the PMC Annual Review, see appendix J. If the implementer is not readily discernible it is important to make inquiries early so that the forms can be filled out in advance of the deadline. Once the forms are completed, the PMC should review the results and any recommendations rated 3 or lower will be considered low-rated and placed in the low-rated recommendation matrix for continued follow-up. Below is sample calculation for this indicator.</p>

Project Team (No. of substantive recommendations)	Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)										
	0	1	2	3	4	5	6	7	8	9	10
Flaring and Venting Project Team (42)						46, 47,		26, 35, 39		31,	2-13, 16-25, 28-34, 36-38, 40-44
Airsheds Project Team (2)					3		2				
EPT Greenhouse Gas Allocation Subgroup											
Transportation Demand Management Subgroup (3)			1			2				3	
Total number (47)			1		1	3	1	3		2	36
$1 \times 2 + 1 \times 4 + 3 \times 5 + 1 \times 6 + 3 \times 7 + 2 \times 9 + 36 \times 10 = 426$											
Overall (average rating) = 426 / 47 = 9.06 (91%)											
<u>Reviewers:</u> Airsheds Zone Project Team: Kevin Warren (PAMZ); PAS; Melanie Larsen, Keith Purves (FAP) Flaring and Venting Project Team: Andrew Higgins (CNRL); Michael Brown (ERCB) and Chris Severson-Baker (Pembina Institute) Transportation Demand Management Subgroup: Myles Kitagawa (Toxics Watch Society) and Alan Brownlee (City of Edmonton)											

Please note, this image was taken from a previous recommendation implementation assessment where substantive recommendations were strictly examined.

Performance Measure 4.a

Objective					Target								
4. Provide support to CASA stakeholders.					<table border="1"> <tr> <td>Awareness</td> <td>See Appendices of Annual PMC Report</td> </tr> <tr> <td>Value</td> <td>Maintain or increase</td> </tr> <tr> <td>Relevance</td> <td>Maintain or increase</td> </tr> </table>			Awareness	See Appendices of Annual PMC Report	Value	Maintain or increase	Relevance	Maintain or increase
Awareness	See Appendices of Annual PMC Report												
Value	Maintain or increase												
Relevance	Maintain or increase												
PM													
a. Degree of CASA stakeholders' satisfaction with CASA.													
Initiatives													
Providing training and advice on the managing collaborative processes guide; Anticipating and monitoring issues; Coordinating the production of project team publications; Drafting and reviewing background, policy and communications materials; Tracking progress on workplans and "making things happen"; Facilitating meeting processes and arranging meeting logistics													
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost						
Annually	CASA Satisfaction Interview	Annual	PMC annual report, CASA annual report	2007	CASA Executive Director	PMC	0						

Calculation Instructions	
<p>Data collection is undertaken by the Executive Director in the form of an interview with at least 4 board members from each representative sector. This interview is conducted annually but was last completed in October 2013. This measure should be considered ahead of the normal review cycle as indicated in Appendix J. As this measure provides qualitative data, interview questions are to be purposeful to ensure that responses are meaningful, and accurately reflect awareness of CASA. A summary of the themes explored in this quantitative analysis shall be included as an appendix in the annual PMC report.</p> <p>Two quantitative metrics will be captured as part of this interview, addressing the stakeholder's satisfaction with CASA's value and stakeholder relevance respectively. These two questions are located below, and are aggregated to calculate this measure.</p> <p>Q1 How satisfied are you with the value CASA generates for its stakeholders?</p> <p>Q2 How satisfied are you with the relevance of CASA policy development to your organization?</p>	

Performance Measure 4.b

Objective						Target	
4. Provide support to CASA stakeholders.						Maintain or increase	
PM							
b. Project teams' degree of satisfaction with support provided by Secretariat.							
Initiatives							
Providing training and advice on the managing collaborative processes guide; Anticipating and monitoring issues; Coordinating the production of project team publications; Drafting and reviewing background, policy and communications materials; Tracking progress on workplans and “making things happen”; Facilitating meeting processes and arranging meeting logistics							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Project Team Meeting Feedback Survey	Annually	PMC annual report	2013	Project Managers	PMC	0

Calculation Instructions
<p>The CASA Project Team Meeting Feedback Survey is administered online (using an online service such as Survey Monkey) or through paper copy to all current CASA project teams following each meeting. If a stakeholder belongs to multiple project teams, they will be asked to fill out a survey for each team. A separate survey link should be send to each team. The results will be tracked over the year and will be factored into the PMC Annual Report. The survey should take no longer than 5 minutes to complete. All responses are anonymous. Question 2 from the survey corresponds to this measure. See Appendix D.</p> <p>All responses from teams should be combined and the following calculation should be completed for each sector (industry, government and NGO):</p> $\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$

Performance Measure 5.a

Objective						Target	
5. Encourage Board member participation in CASA						75%	
PM							
a. Percentage of Board attendance at Board meetings by sector.							
Initiatives							
Commitment from the Board to CASA; Regular liaising between the Secretariat, the Board and project team members.							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Secretariat	Annually	PMC annual report, CASA annual report	2013	PMC	PMC	0

Calculation Instructions

The PMC Project Manager will calculate this measure and information on Board attendance is available from the Board meeting minutes. Board attendance is calculated by sector (industry, government and NGO) for each Board meeting and averaged (special Board meetings are included).

Ex.
$$\frac{\% \text{ industry attendance at Board meeting \#1} + \% \text{ industry attendance at Board meeting \#2} + \dots}{\# \text{ of board meetings}}$$

To calculate the % attendance at each meeting, count the number of stakeholder groups (agriculture, federal, NGO health, etc.) under each sector (industry, government and NGO) and compare this to the list of attendees. If both the Director and Alternate Director for a sector are in attendance, this still counts as "1" towards the total count. Vacant seats are not included in the calculation of this measure. Divide the total numbers of attendees by the total number of possible sector attendees and multiply by 100% to create a percentage. Repeat for each sector.

Performance Measure 5.b

Objective						Target	
5. Encourage Board member participation in CASA.						Maintain or increase	
PM							
b. Project teams' degree of satisfaction with support provided by Board member counterparts, by sector.							
Initiatives							
Commitment from the Board to CASA; Regular liaising between the Secretariat, the Board and project team members.							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Project Team Meeting Feedback Survey	Annually	PMC annual report	2013	Project Managers	PMC	0

Calculation Instructions

The CASA Project Team Meeting Feedback Survey is administered online (using an online service such as Survey Monkey) or through paper copy to all current CASA project teams following each meeting. If a stakeholder belongs to multiple project teams, they will be asked to fill out a survey for each team. A separate survey link should be send to each team. The results will be tracked over the year and will be factored into the PMC Annual Report. The survey should take no longer than 5 minutes to complete. All responses are anonymous. Question 5 from the survey corresponds to this measure. See Appendix D.

All responses from teams should be combined and the following calculation should be completed for each sector (industry, government and NGO):

$$\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$$

Performance Measure 6

Objective						Target	
6. Develop reports and recommendations adhering to CASA's managing collaborative processes guide						75% 75% 100%	
PM							
Degree of satisfaction with project team work by team: <ul style="list-style-type: none"> ○The Project Charter was completed. ○The process was collaborative. ○The team developed recommendations using the SMART (Specific, Measurable, Actionable, Realistic, Time-bound) model. 							
Initiatives							
Foster dialogue amongst stakeholders; Effectively engage stakeholders; Coordinate the provision of policy advice through new and existing project teams							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
By completion of project team	CASA Project Team Wrap-Up Meeting and Project Team Meeting Feedback Survey	Annually (as required)	PMC annual report, CASA annual report	2013	Project managers	PMC	0

Calculation Instructions

Once a project team's final report has been approved by the Board and the team is disbanded, the corresponding project manager or contracted third-party (with assistance from the PMC) will conduct a wrap-up meeting. Data collection for this measure can be administered either through email or it can be completed in person on a hard copy. Questions 3 and 4 from this survey correspond to this measure. See Appendix D. The results of the survey are anonymous.

For each team and each question, the following calculation should be completed for each sector (industry, government and NGO):

$$\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$$

Consensus on the extent to which recommendations are SMART is to be provided during the project team wrap-up meeting. For more information, please see Appendix E.

Performance Measure 7

Objective						Target	
7. Improve project team knowledge of the managing collaborative processes guide.						Maintain or increase	
PM							
Project teams' degree of satisfaction with ability to participate in collaborative processes.							
Initiatives							
Orientation and training for project teams; Promote use of CASA's managing collaborative processes guide; Develop and maintain a community of practice ; Support from Secretariat and Board members							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Project Team Meeting Feedback Survey	Annually	PMC annual report	2013	Project Managers	PMC	0

Calculation Instructions
<p>The CASA Project Team Meeting Feedback Survey is administered online (using an online service such as Survey Monkey) or through paper copy to all current CASA project teams following each meeting. If a stakeholder belongs to multiple project teams, they will be asked to fill out a survey for each team. A separate survey link should be send to each team. The results will be tracked over the year and will be factored into the PMC Annual Report. The survey should take no longer than 5 minutes to complete. All responses are anonymous. Question 4 from the survey corresponds to this measure. See Appendix D.</p> <p>All responses from teams should be combined and the following calculation should be completed for each sector (industry, government and NGO):</p> $\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$

Performance Measure 8

Objective						Target	
8. Increase awareness of CASA, CASA projects and managing collaborative processes guide.						Maintain or increase	
PM							
Speaking engagements and meetings undertaken by CASA's Executive Director							
Initiatives							
Promote CASA's key messages; Maintain an effective and functional website; Explore various avenues for outreach and public awareness campaigns; Partner with other stakeholders on communications; Convene periodic air forums for exchanging information; Develop and maintain a community of practice; Promote CASA as a hub of information-sharing and networking							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
Annually	CASA Secretariat	Annually	PMC annual report, CASA annual report	2014	CASA's Executive Director	PMC	0

Calculation Instructions

The PMC Project Manager and CASA Executive Director will count the total number of formal meetings held with board members, current and potential stakeholders over the course of a calendar year. The calendar of the Executive Director will be utilized in the calculation of this metric.

Performance Indicator 1

Objective					Target		
1. Implement CASA recommendations.							
PM					Substantive		100%
Percentage of substantive recommendations from 4 years prior that have been implemented.							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	Various, see Appendix F	Annually	PMC annual report, CASA annual report	1997	PMC	PMC	0

Calculation Instructions

Similar to PM 3.b, in late fall, the PMC Project Manager will compile a list of project team recommendations that were approved by the Board in the last 4 years (ex. for the year 2011, examine 2007, 2008, 2009 & 2010 recommendations). This list can be compiled using the minutes and agendas from the CASA Board meetings. The PMC will then decide if each recommendation is operational, administrative or substantive.

- **Administrative** (decisions that relate to appointing directors, banking, budgeting, etc.)
- **Operational** (decisions that relate to process. i.e. an operational decision is one step in a process toward a final product. Note that fund raising is operational and not administrative)
- **Substantive** (decisions that result in a product that is directly related to air quality or air quality management).

Those recommendations that are substantive will be compared against the additional criteria:

1. **MCP** – the recommendation had to have been derived through CASA’s Managing Collaborative Process Guide.
2. **Approved/Actionable** – the recommendation had to have been approved by the board and it must represent a specific action that can be carried out. For instance, “approved in principle” is not considered actionable.
3. **Substantive** – the recommendation must result in a product that is directly related to air quality or air quality management.
4. **Final** – the recommendation must be in its final form. Sometimes teams come before the board more than once and the same recommendation may be presented to the board for approval more than once.
5. **Severable** – recommendations are often derived by a team as a package so that not approving one recommendation may mean that the whole package becomes invalid. But such packages of recommendations may contain some recommendations that are not substantive or have not come into effect 2 years prior to the assessment. The subcommittee decided that recommendations that do not satisfy all of the 5 other criteria may be deleted from the list if they are severable, i.e. if they can be removed from the package without destroying the essence of the package.
6. **Consensus**– The recommendation was approved by consensus.

The recommendation(s) will be sent to the implementer(s) for review using the form in Appendix F. Review forms should be sent out

in late fall and implementers should be given two weeks to complete the form. If the implementer is not readily discernible it is important to make inquiries early so that the forms can be filled out in advance of the deadline. Once the forms are completed, the PMC should review the results and any recommendations rated 3 or lower will be considered low-rated and placed in the low-rated recommendation matrix for continued follow-up. Below is sample calculation for this indicator.

Project Team (No. of substantive recommendations)	Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)											
	0	1	2	3	4	5	6	7	8	9	10	
Flaring and Venting Project Team (42)						46, 47,		26, 35, 39			31,	2-13, 16-25, 28-34, 36-38, 40-44
Airsheds Project Team (2)					3		2					
EPT Greenhouse Gas Allocation Subgroup												
Transportation Demand Management Subgroup (3)			1			2					3	
Total number (47)			1		1	3	1	3			2	36
$1 \times 2 + 1 \times 4 + 3 \times 5 + 1 \times 6 + 3 \times 7 + 2 \times 9 + 36 \times 10 = 426$												
Overall (average rating) = $426 / 47$ $= 9.06 (91\%)$												
<u>Reviewers:</u> Airsheds Zone Project Team: Kevin Warren (PAMZ); PAS; Melanie Larsen, Keith Purves (FAP) Flaring and Venting Project Team: Andrew Higgins (CNRL); Michael Brown (ERCB) and Chris Severson-Baker (Pembina Institute) Transportation Demand Management Subgroup: Myles Kitagawa (Toxics Watch Society) and Alan Brownlee (City of Edmonton)												

Performance Indicator 2

Objective						Target	
2. Measure impact of completed project team work.						N/A	
PM							
Each completed project team comes up with one specific metric to measure success of team 5 years in the future.							
Initiatives							
PMC monitors and follows-up on low-rated recommendations and reports annually to Board; Board makes decisions regarding next steps on low-rated recommendations							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	Unique to each project	Once, 5 yrs post project	PMC annual report, CASA annual report	5 years prior	PMC	PMC	0

Calculation Instructions

When a project team is completing its final team report and is ready to disband, the team should create one performance indicator that can be used to assess the overall success of the project team five years in the future. The team should consider: “Five years from now, how will we know if our work has been successful?”. The team should try to make their indicator as specific as possible, taking into consideration data availability. They should provide clear instructions for the PMC to follow-up on the indicator in the future. Project teams should contact the PMC for advice on creating the indicator and to review the final choice. Project teams can consult the guidelines in Appendix 4 as well as this Strategy.

Performance Indicator 3.a

Objective						Target	
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.						N/A	
PM							
a. Number of increasing trends for annual average ambient concentrations of: NO ₂ , SO ₂ , PM _{2.5} , H ₂ S, O ₃ and benzene							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	AEP	3 years	PMC annual report, CASA annual report	1994	AEP	AEP	0

Calculation Instructions

This indicator is calculated by AEP's air policy group. This metric would provide the number of increasing trends for each of the 6 pollutants. Trends are calculated from the inception of CASA (1994) to the most recent year of data available. Trends are reported regardless of whether or not they are statistically significant. Commentary should discuss which stations have increasing trends as well as the magnitude of increasing trends. Statistical significance should be noted if applicable. Any anomalies should be discussed, especially if data in recent years appear to exhibit an increasing tendency. This indicator is calculated in conjunction with AEP's annual SoE report, and calculated every 3 years (ex. 2010, 2013, etc.). If calculating for the year 2013, for example, data up to the year 2012 is included.

Performance Indicator 3.b

Objective						Target	
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.						N/A	
PM							
b. Number of increasing trends for peak concentrations of: NO ₂ , SO ₂ , PM _{2.5} , H ₂ S, O ₃ , and benzene							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	AEP SoE Report	3 years	PMC annual report, CASA annual report	1994	AEP	AEP	0

Calculation Instructions

This indicator is calculated by AEP's air policy group. This metric would provide the number of stations showing increasing trends for each of the 6 pollutants. Trends are calculated from the inception of CASA (1994) to the most recent year of data available. 99th percentile concentration data is used to determine the trend in data. Commentary should discuss which stations have increasing trends as well as the magnitude of increasing trends. Any anomalies should be discussed, especially if data in recent years appear to exhibit an increasing tendency. This indicator is calculated in conjunction with AEP's annual SoE report, and calculated every 3 years (ex. 2010, 2013, etc.). If calculating for the year 2013, for example, data up to the year 2012 is included.

Performance Indicator 3.c

Objective						Target	
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.						N/A	
PM							
c. Number of hourly exceedances of: NO ₂ , SO ₂ and H ₂ S							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	Industrial compliance data, all available ambient monitoring stations AEP	3 years	PMC annual report, CASA annual report	1994	AEP	AEP	0

Calculation Instructions

This indicator is calculated by AEP's air policy group. This metric provides the total number of exceedances of hourly Air Quality Objectives (AQO's) for NO₂, SO₂ and H₂S since the last time the metric was reported (i.e., number of exceedances over three years since last PMC report). Three numbers are reported; one for each pollutant. These metrics provide commentary on where exceedances occurred, context around the exceedances, and a comparison to the number of exceedances in the last report. The metric reports how many AQO exceedances in total occurred (since the last time the metric was reported) for each of the pollutants. The metric would not look at trends, however the commentary can include a discussion on any apparent trends in exceedances over time, as well as a comparison to past metric results (e.g., since last report, there are less exceedance of H₂S). Commentary should discuss where the exceedances are being recorded and any context known. Since it is calculated every 3 years, the metric would focus on 3-year periods rather than a running total or trend in exceedances, but would always look back to compare to past reports.

Performance Indicator 3.d

Objective						Target	
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.						N/A	
PM							
d. Annual percentage of stations assigned to each management level defined by the Canadian Ambient Air Quality Standards for PM _{2.5} and O ₃ .							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	AEP CAAQS Report	3 years	PMC annual report, CASA annual report	2011-2013	AEP	AEP	0

Calculation Instructions
<p>This indicator is calculated by AEP's air policy unit. This indicator is based on the action levels assigned on an annual basis to individual ambient monitoring stations, and shows the annual trend.. Assessments are normally complete one year after the year being assessed (e.g., 2012-14 assessment would be complete in 2015). However the first assessment (2011-13) was released quite late, so subsequent assessments may also be delayed. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.</p>

Performance Indicator 3.e

Objective					Target		
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.					N/A		
PM							
e. Percentage of modelled grid cells falling within each acid deposition load level defined by the Alberta Acid Deposition Management Framework.							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	AEP	3 years	PMC annual report, CASA annual report	1990	AEP	AEP	0

Calculation Instructions

A provincial assessment is completed every 5 years against this Framework by AEP/AEMERA. This indicator is similar to the current CWS indicator, comparing assessment results against the Framework triggers (in this case they are levels acid deposition loading rather than triggers). This metric, provides six values: percentage of grid cells falling within the Monitoring Load, Target Load and Critical Load for both the current emissions scenario and the future predicted emissions scenario. Assessments are based on modelled estimates of deposition using current and predicted emissions, and results are provided for 1° latitude x 1° longitude grid cells covering the province. Modelled acid deposition is compared to the soil sensitivity of each grid cell to determine which deposition load level and resulting management level the grid cell fall into. Calculation of this metric includes a count of grid cells falling into each deposition load category, then taking a percentage. Results are reported for the current emissions scenario and the future predicted load category. Please note that the Framework is under review and subject to change.

Performance Indicator 3.f

Objective						Target	
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.						N/A	
PM							
f. Trends in annual total emissions from power generation for NO _x , SO _x , PM _{2.5} , and mercury							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	NPRI report from EC	3 years	PMC annual report, CASA annual report	1990	AEP	AEP	0

Calculation Instructions

This indicator is calculated by AEP's air policy group and the data can be found in EC's NPRI report. Metric reports the direction of the each pollutant trend (either increasing, decreasing or no apparent trend). Statistically significance could be discussed in the commentary. The indicator is focuses on annual trend magnitude and direction in:

- i) total emissions of Criteria Air Contaminants (NO_x, SO_x, PM_{2.5}) from power generation,
- ii) total solution gas flared and vented from upstream oil and gas sectors as as as well test and coalbed methane. This indicator is calculated every 3 years (ex. 2010, 2013, etc.).

The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.

Performance Indicator 3.g

Objective						Target	
3. Track air quality in Alberta to enable CASA to respond when issues arise and to support continuous improvement.						N/A	
PM							
g. The change in flaring and venting associated with solution gas, well test and coalbed methane							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	ST60B report issued by the AER	3 years	PMC annual report, CASA annual report	2000	PMC	PMC	0

Calculation Instructions
<p>This indicator is taken from the AER ST60B report which is available online (usually published in the fall). The figures “Flared from all upstream oil and gas sources” and “Vented from all upstream oil and gas sources” are excerpted directly. Please consult the 2013 PMC Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time. For example, at the time of writing of the 2013 PMC Report, the ST60B-2012 report was available and used.</p>

Performance Indicator 4.a

Objective						Target	
4. Improve capacity to monitor AQ in Alberta.						N/A	
PM							
a. The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP).							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	AEP	3 years	PMC annual report, CASA annual report	2009	AEP	AEP	0

Calculation Instructions

This indicator is calculated by AEP's air policy group. The ambient monitoring indicator is given by the number of monitoring sites and instruments, as identified in the strategy and implementation plan, that have been implemented, divided by the number identified in the plan. The number is represented as a percentage. The formula is:

$$\frac{\text{Number of sites and instruments implemented}}{\text{Number of sites and instruments in plan}} \times 100\%$$

This is calculated using a table comparing the substances monitored for at each station in Alberta and citing if the location and substances coincide with the AMSP. There are seven monitoring subprograms recommended in the 2009 AMSP. The results from each will be aggregated. Please consult the 2013 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.

Performance Indicator 4.b

Objective						Target	
4. Improve capacity to monitor AQ in Alberta.						N/A	
PM							
b. Geographic percentage of province covered by airshed zones.							
Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for Data Collection	Responsible for Data Calculation	Cost
N/A	Airshed zones	3 years	PMC annual report, CASA annual report	2013	PMC	PMC	0

Calculation Instructions
<p>'Airshed zone' in this case is defined according to CASA's Airshed Zone Guidelines. The PMC Project Manager should add up the area of each airshed zone to get a total area of province covered by an airshed zone.</p> <p style="padding-left: 40px;">area (km²) airshed zone A + area (km²) of airshed zone B = total (km²)</p> <p>Then use this number to find a percentage:</p> $\frac{\text{Total area of province covered by airshed zones (km}^2\text{)}}{\text{Total area of province (km}^2\text{)}} \times 100\%$ <p>2012 data:</p> <p>Area of province = 661848 km²</p> <p>ACA = 13742.38 km²</p> <p>CRAZ = 32000 km²</p> <p>FAP = 4500 km²</p> <p>LICA = 16000 km²</p> <p>PAS = 45000 km²</p> <p>PAMZ = 42000 km²</p> <p>PAZA = 38000 km²</p> <p>WCAS = 46000 km²</p> <p>WBEA = 68454 km²</p>

Appendix D: Project Team Meeting Feedback Survey

Date:

1. Whom do you represent?

- Government
- Non-government organization
- None of the above
- Industry
- Airshed group

2. How satisfied are you with the support provided to you by the CASA Secretariat?

<i>Please rate your satisfaction with the support provided by the secretariat below:</i>	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied	N/A
1. Providing advisory support to, and close liaison with, the co-chairs;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Anticipating and monitoring issues;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Coordinating the production of project team publications;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Drafting and reviewing background, policy and communications materials;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Tracking progress on workplans and “making things happen”;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Facilitating meeting processes and arranging meeting logistics; and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Preparing agendas, and records of decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

3. How satisfied are you with the progress in completing the objectives outlined in the project charter?

- Very dissatisfied
- Dissatisfied
- Satisfied
- Very Satisfied
- N/A

Comments:

4. How satisfied are you that the meeting follows CASA’s collaborative process?

- Very dissatisfied
- Dissatisfied
- Satisfied
- Very Satisfied
- N/A

Comments:

5. How satisfied are you with the support provided to you by your sector counterparts?

<i>Please rate your satisfaction with the support provided by your sector counterpart below:</i>	Very dissatisfied	Dissatisfied	Satisfied	Very Satisfied	N/A
1. Providing advice on content and procedural issues;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Mentoring on how to be effective in a collaborative process;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Helping to overcome impasse; and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Helping to report back to constituents from their sector.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

About CASA's collaborative process:

The Clean Air Strategic Alliance (CASA) has a long and successful history of building collaborative solutions to important air quality issues, developing policy recommendations for the Government of Alberta's consideration. CASA provides a forum for our members to explore each other's interests, propose regulatory options, test and evaluate new approaches and secure a joint commitment to implementation. Most importantly, we reach agreement through consensus.

CASA project teams typically require a diverse group of stakeholders to work collaboratively, developing consensus agreements on complex public policy issues. There is an expectation that CASA teams will be run effectively, providing a forum for informed respectful discussion, consistent with the following guiding principles for collaborative consensus building.

Project teams typically have a set of ground rules which are to be consistently checked-in upon by the project manager. These are:

<i>Please rate your satisfaction with the groups' ability to follow the ground rules below:</i>	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied	N/A
1. Focus on interests, not positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Respect the values and interests of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Listen to learn – No distracting side conversations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Participation in good faith. This includes saying what you can't do and acknowledging limitations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. If you have a concern, speak up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Keep comments on topic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Contribute to an environment where people feel safe to be creative and take risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Come prepared to meetings and be accountable - honour commitments and be punctual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Set objectives for each meeting; receive meeting materials in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Discussion without prejudice: In a genuine effort to maintain creativity and ensure open and honest dialogue, all discussions will be "without prejudice"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Stakeholders who would like to learn more about CASA's collaborative process are encouraged to become familiar with CASA's managing collaborative processes (MCP) guide.

Appendix E: Project Team Wrap-Up Meeting Guide

Following completion of the group's deliverables, project teams are asked to participate in a wrap-up meeting where critical information is collected for continuous improvement. Whether performed in person, through a survey, or electronically; these wrap-up meetings provide an opportunity to ensure satisfaction with the collaborative process and ensure the success of future project teams.

The wrap-up meeting is pertinent for 3 reasons:

- Brings closure for the project team members
- Identifies lessons learned for the continued improvement of the secretariat and CASA's board
- Collection of data for CASA's Performance Measures

Role of the facilitator

Outside expertise may be required when completing the wrap-up of a project team. Given the relationship that has been built between the project team and the project manager, it is not recommended that the project manager facilitate the wrap-up meeting. The CASA Executive Director, another project manager or an outside 3rd party may be better positioned to complete the wrap-up meeting than the project team project manager.

Project closure

As described in CASA's managing collaborative processes guide, project closure serves to acknowledge and validate each team member's contribution and time commitment and to encourage them to continue to act as champions for the project and the collaborative decision-making process.

Lessons learned

The valuable lessons learned along the way can lead to more informed decisions in future projects. Team members should debrief, and discuss the experience and team dynamics – documenting any advice they would have for future project teams to make the process more efficient and effective. As part of this process, Co-Chairs and team members should provide candid feedback about the process and outcome.

Measuring Performance

The following questions are to be asked of the group prior to dissolving for the purposes of continuous improvement. All data collection should be incorporated with a larger overarching discussion on lessons learned and potential for improvement. Facilitators of the wrap-up meeting are suggested to review the existing project team meeting feedback survey statistics to have a focused discussion on the groups' progress throughout the life of the project.

The following questions were designed to be open ended and create a conversation around lessons learned. It is suggested that the discussion is summarized in a manner that will provide feedback for future project teams. It is suggested that the questions change based on the issues present within the group:

Project Charter

1. How satisfied are you that the team's project charter is complete?
2. How satisfied are you that the work was completed in a timely manner?

3. How satisfied are you that the team's recommendations are SMART (Specific, Measurable, Action-oriented, Realistic & Time-bound)?

Training

4. How satisfied are you with your ability to participate in the collaborative process?
5. Why are you satisfied with your ability to participate in the collaborative process?
6. When did you attend training?
7. Are there resources that could have been provided to help the group?

Process

8. What aspects of the CASA process worked for this particular project
9. How satisfied are you with the support provided to you by your sector counterparts?
10. How satisfied are you with the support provided to you by the CASA secretariat?
11. How could the collaborative process been improved?

Appendix F: Recommendation Implementation Assessment Questionnaire

Implementation Assessment Report

for recommendations made by the
XX Project Team
 in [Year]

Implementation is to be rated:

- 0 if nothing has been done
- 1, 2, 3, 4, 5, 6, 7, 8, 9 if something has been done
- 10 if everything has been done.

Recommendation	Assessed by:	Rating 0 to 10
1		
Briefly state the rationale for the Rating: _____ _____		
If rated from 0 to 3: 1. Is the recommendation still relevant? _____ 2. Does CASA have a team on working on this issue? _____ 3. Is there an obvious responsible implementing agency? _____ 4. Why wasn't the recommendation fully implemented, in your opinion? What were the challenges? _____		

Appendix G: Low Rated Recommendation Implementation Questionnaire

Low-rated Recommendation Implementation Assessment Questionnaire

for recommendations made by the
XX Team
in [Year]

Recommendation	
<i>[List recommendation here]</i>	
Question	Response
1. What work has been done to implement the recommendation?	
2. Please describe any future actions that are planned concerning the recommendation.	
3. To your knowledge, is the recommendation being addressed by another venue? If yes, please provide the contact information for the appropriate person to speak to this work.	
4. With respect to the future of the recommendation, do you believe that more work is warranted? Please provide your rationale.	

Appendix H: Low Rated Recommendations Decision Tree

After implementation, CASA assesses the implementation of recommendations by engaging stakeholders involved in the original team and/or the implementing agency. Assessors are asked to rate the degree of implementation on a scale of 0-10. Low rated recommendations are defined as recommendations receiving a 0-3 rating.

The Decision Tree, as illustrated on the next page, is intended to provide guidance on how to follow-up on low-rated recommendations. The Decision Tree will only be used for low-rated recommendations. The Committee will first follow-up with the implementer for information on why a recommendation was not implemented. If no implementer is discernable, the Committee approaches a CASA team (if available) for information. Should neither be available, the Committee can make a recommendation to the CASA Board. Recommendations, whether from the implementer, CASA team or Committee, could include:

- Close the recommendation, and document the explanation
- More work that could be required, such as an implementation team, new work for an existing team, Board involvement, etc.
- More information the Board would require to make its decision regarding follow-up or closure of the recommendation.

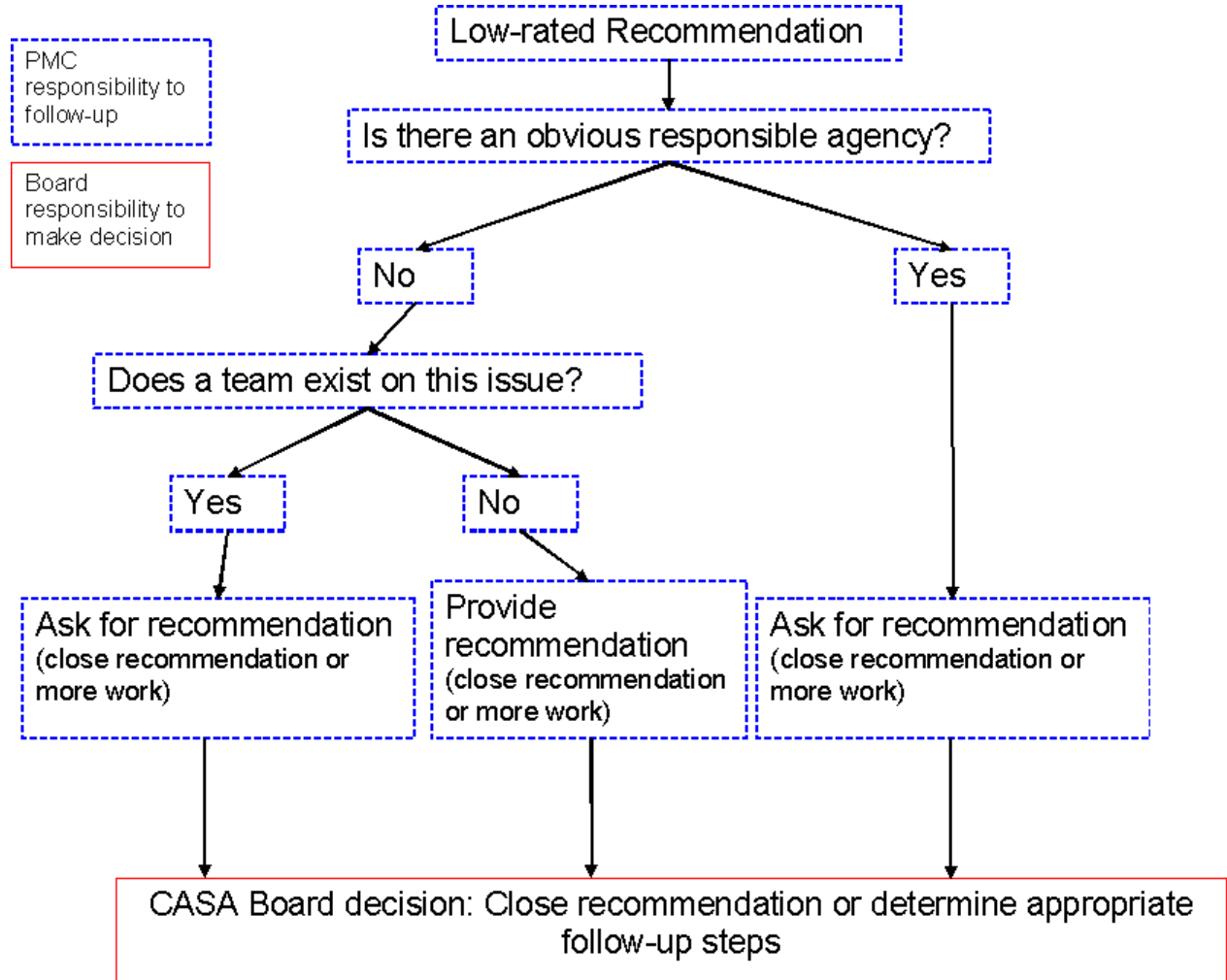
CASA Board Decision

The Performance Measures Committee will use the information to advise to the CASA Board on appropriate follow-up for the low-rated recommendation. The CASA Board has decision-making power whether to follow-up or to close the recommendation (i.e. render the recommendation no longer required).

There are three criteria to inform the board's decision to close a recommendation:

1. Priority level: Is the current importance of the issue and/or recommendation high, medium or low?
2. Need for the recommendation: Given legal, technological, societal, and economic changes since the recommendation was made, is the action prescribed still needed?
3. Practical challenges: Given the current work of the implementing body, are the necessary resources and capacity available to implement the recommendation

Appendix I: Low Rated Recommendation Decision Tree



Appendix J: Timeline for PMC deliverables

Timeframe	Deliverable	PMC Element	Prospective Dates	Person Responsible	Notes
March	Report to Board	All	March	PMC	
As needed	Project Team Wrap-Up Meeting	PM 6	As needed	Project Team Project Manager	Reported annually as part of regular PMC Report to the Board
Meeting-by-meeting basis	Project Team Meeting Feedback Survey	PM 4.b, PM 5.b, PM 6, PM 7	June 2015 (OMT/EFR), Dec 2015 June 2016, Dec 2016, [...]	Project Team Project Manager	Reported annually as part of regular PMC Report to the Board
Annually	Analysis of financials	PM 1	April	CASA Financial Administrator	Audited statements received in February
	Strategic Plan Objectives Implementation	PM 2	Q2 & Q4	CASA Executive Director and PMC Project Manager	Addressed in meeting 2
	Review of low-rated recommendations	PM 3.a	Q4-Q1	PMC Project Manager	Addressed in meeting 2
	Stakeholder satisfaction	PM 4.a	Q3 2016, 2019, 2022, etc...	PMC Project Manager, Executive Director	
	Calculate Board attendance	PM 5.a, 5.b	Q1	PMC Project Manager	Addressed in meeting 2
	Percentage of recommendations from 4 years prior that have been implemented	PM 3.b, PI 1	Q3	PMC Project Manager	Addressed in meeting 1
	5 – year performance measure	PI 2	Q3	PMC Project Manager	Addressed in meeting 1
3-year	Review of PMC Strategy	PM Strategy	Q1-Q3 2015, 2018, 2021, etc...	Performance Measures Review Working Group	
	Analysis of AQ	PI 3	Q3 2016, 2019, 2022, etc...	<ul style="list-style-type: none"> • AEP • CASA Secretariat • AER 	
	Calculate percentage of monitoring stations and/or parameters implemented from the 2009 AMSP	PI 4.a	Q3 2016, 2019, 2022, etc...	<ul style="list-style-type: none"> • AEP Air Policy Group 	
	Calculate geographic percentage of province covered by airshed zone organizations	PI 4.b	Q3 2016, 2019, 2022, etc...	PMC Project Manager	

DECISION SHEET

ITEM:	4.3 2015 Performance Measures Committee Report
ISSUE:	Approve the 2015 Performance Measures Committee Report
BACKGROUND:	<p>In 2015, the Performance Measures Committee was charged with three tasks:</p> <ol style="list-style-type: none"> 1. To calculate CASA’s performance measures and indicators, and 2. To follow-up on low-rated recommendations from previous years.
STATUS:	<p>The results are presented in the 2015 Performance Measures Committee Report. There are two recommendations for the board to approve.</p> <p>The committee calculated the results of CASA’s performance measures and indicators which are outlined in Table 1 and 2 of the attached report. Performance Measures are compared to a target; however, performance indicators are not compared to a target, but rather provide context for the bigger picture in which CASA works.</p> <p>The committee collected updates on the low-rated recommendations from previous years which are tracked in a living document called the low-rated recommendations matrix. In light of this information, the committee requests further direction from the board on four recommendations from the following past project teams:</p> <ul style="list-style-type: none"> • 2002 Acidifying Emissions Project Team (1 recommendation) • 2007 Renewable and Alternative Energy Project Team (1 recommendation) • 2009 Ambient Monitoring Strategic Planning Project Team (2 recommendations)
ATTACHMENTS:	A. 2015 Performance Measures Committee Report.
DECISIONS:	1. Approve the 2015 Performance Measures Committee Report.

2015 Performance Measures Committee Report



Prepared by the
Performance Measures Committee
for the
Clean Air Strategic Alliance
Board of Directors

15 June 2016

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Acknowledgements

The Committee would like to thank various CASA team members and implementers for their assistance in reviewing the implementation of past CASA project team recommendations.

The members of the Committee are: Martina Krieger (Alberta Environment and Parks); Ruth Yanor (Mewassin Community Council); Keith Denman and Warren Greeves (CASA Secretariat).

Executive Summary

In March 2016, the CASA board approved the new CASA Performance Measurement Strategy. The strategy ensures transparency and accountability in the performance measurement process, and reflects stakeholder satisfaction in elements of project team work. The strategy contains modified performance measures and indicators for the Secretariat, the Board, the goals from CASA's Strategic Plan as well as project teams. These modified measures and indicators were incorporated with CASA's pre-existing metrics and reorganized according to the definitions of performance measure and indicator achieved in the first revision of the strategy undertaken in 2012.

2015 will be the first year reporting on the new strategy. As a result, some performance measures and indicators could not be reported on in the current cycle.

In 2015, the Performance Measures Committee was charged with two tasks:

1. To calculate CASA's performance measures and indicators, and
2. To follow-up on low-rated recommendations from previous years.

The Committee calculated the results of CASA's performance measures and indicators which are outlined in Table 1 and Table 2 respectively. Performance indicators are not compared to a target, but rather provide context for the bigger picture in which CASA works.

The Committee collected updates on the low-rated recommendations from previous years which are tracked in a living document called the low-rated recommendations matrix. In light of this information, the committee requests further direction from the board on four recommendations from the following past project teams:

- 2002 Acidifying Emissions Project Team (1 recommendation)
- 2007 Renewable and Alternative Energy Project Team (1 recommendation)
- 2013 Ambient Monitoring Strategic Planning Project Team (2 recommendations)

Introduction

In March 2016, the CASA board approved the new CASA Performance Measurement Strategy in principle, pending final approval at the June 2016 board meeting. The review of the strategy involved investigating the alignment between performance measurement and CASA's audience, mission, vision, Strategic Plan, strategic plan goals, principles and criteria, as well as conducting consultations with current CASA project team co-chairs, the CASA Communications Committee, the CASA Board and a survey design expert from Alberta Environment and Parks.

The strategy provides definitions of performance measure (areas where CASA has a higher degree of control over results) and performance indicator (areas where CASA has a lower degree of control over results). This provides a resolution to a longstanding board concern that these two levels of performance assessment had been treated similarly.

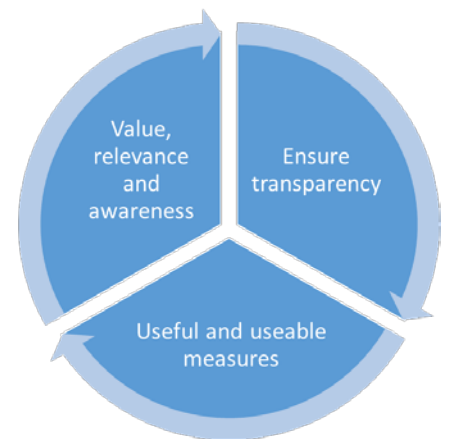
The 2015 strategy contains new performance measures and indicators for the secretariat, the board, the goals from CASA's Strategic Plan, and project teams. This combination of performance measures and performance indicators provides a well-rounded description of CASA as an organization and provides meaningful information that supports continuous improvement at CASA.

Some of CASA's performance measures and indicators are calculated annually and some are calculated every three years. The three-year metrics were last calculated and reported on, as scheduled, in the 2013 report.

2015 will be the first year reporting on the new strategy. As a result, some performance measures and indicators could not be reported on in the current cycle.

In 2015, the Performance Measures Committee was charged with two tasks:

1. To calculate CASA's performance measures and indicators, and
2. To follow-up on low-rated recommendations from previous years.



Performance Measures

Table 1 outlines the 2015 performance measures results.

Table 1: Performance Measures (* indicates that the measure will be included only in the PMC Annual Report and NOT in the CASA Annual Report. These measures are for internal consideration only. All other measures will be included in the PMC and CASA Annual Report)

Objective	Performance Measure	Target	Actual	Notes																
Ensure that CASA is financially efficient and accountable.	1. *Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.	3 months of operating funds	3 months	Based on estimated operating expenses for January through March.																
Implement the CASA Strategic Plan.	2. *Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system).	<table border="1"> <tr><td>Goal 1</td><td>100%</td></tr> <tr><td>Goal 2</td><td>100%</td></tr> <tr><td>Goal 3</td><td>100%</td></tr> <tr><td>Goal 4</td><td>100%</td></tr> </table>	Goal 1	100%	Goal 2	100%	Goal 3	100%	Goal 4	100%	<table border="1"> <tr><td>Goal 1</td><td>75%</td></tr> <tr><td>Goal 2</td><td>78%</td></tr> <tr><td>Goal 3</td><td>0%</td></tr> <tr><td>Goal 4</td><td>58%</td></tr> </table>	Goal 1	75%	Goal 2	78%	Goal 3	0%	Goal 4	58%	Some initiatives under Goal 1 and Goal 3 are currently not attainable in the current fiscal climate.
Goal 1	100%																			
Goal 2	100%																			
Goal 3	100%																			
Goal 4	100%																			
Goal 1	75%																			
Goal 2	78%																			
Goal 3	0%																			
Goal 4	58%																			
Monitor the implementation of CASA recommendations	a. *Percentage of low-rated recommendations being monitored.	100%	100%	Currently monitoring five low rated recommendations.																
	b. *Percentage of administrative and operational recommendations from the previous four years that have been implemented.	<table border="1"> <tr><td>Administrative</td><td>100%</td></tr> <tr><td>Operational</td><td>100%</td></tr> </table>	Administrative	100%	Operational	100%	<table border="1"> <tr><td>Administrative</td><td>100%</td></tr> <tr><td>Operational</td><td>100%</td></tr> </table>	Administrative	100%	Operational	100%	This is the first year this measure has been calculated. A period of the last four years has been examined by the PMC.								
Administrative	100%																			
Operational	100%																			
Administrative	100%																			
Operational	100%																			
Provide support to CASA stakeholders.	4. a. *Degree of satisfaction with support provided by Secretariat.	<table border="1"> <tr><td>Awareness</td><td>See Appendices of Annual PMC Report</td></tr> <tr><td>Value</td><td>Maintain or increase</td></tr> <tr><td>Relevance</td><td>Maintain or increase</td></tr> </table>	Awareness	See Appendices of Annual PMC Report	Value	Maintain or increase	Relevance	Maintain or increase	No data	No data collected for this measure as it was developed during the recent review of CASA's Performance Measurement Strategy.										
Awareness	See Appendices of Annual PMC Report																			
Value	Maintain or increase																			
Relevance	Maintain or increase																			

Objective	Performance Measure	Target	Actual	Notes	
	b.	Project teams' degree of satisfaction with support provided by Secretariat.	Maintain or increase	Increase - 75%	June (mid-year) results reported. Statistic does not reflect recent review of CASA's Performance Measurement Strategy. The 2016 report will reflect the new measurement methodology. Was 74% in 2014.
Encourage Board member participation in CASA.	5. a.	Percentage of Board attendance at Board meetings by sector.	75%	Government – 52% ¹ Industry – 92% ² NGO – 100%	The target for government was not met. The government caucus consists of federal, provincial, municipal, First Nations, and Métis representatives. 2014 Results: Government – 53.1% Industry – 83.3% NGO – 85%

¹ Government attendance:

Aboriginal (First Nations):	0%
Aboriginal (Metis):	0%
Federal:	66%
Local (Rural):	66%
Local (Urban): Vacant, not included in totals	
Provincial (Energy):	33%
Provincial (Environment):	100%
Provincial (Health):	100%

² Industry attendance:

Agriculture:	100%
Alternate Energy:	66%
Chemical Manufacturers:	100%
Forestry:	66%
Mining:	100%
Oil & Gas – Large:	100%
Oil & Gas – Small: Vacant, not included in totals	
Petroleum Products:	100%
Utilities:	100%

Objective	Performance Measure	Target	Actual	Notes												
	b. *Project teams' degree of satisfaction with support provided by Board member counterparts, by sector.	Maintain or increase	Maintained: Government – 100% ³ Industry – 100% NGO – 75%	June (mid-year) results reported. Statistic does not reflect recent review of CASA's Performance Measurement Strategy. 2014 results: Government – 80% Industry – 100% NGO – 100%												
Develop reports and recommendations adhering to CASA's managing collaborative processes guide.	6. Degree of satisfaction with project team work by team: o The Project Charter was completed. o The process was collaborative. o The team developed recommendations using the SMART (Specific, Measurable, Actionable, Realistic, Time-bound) model.	<table border="1"> <tr> <td>Project Charter complete</td> <td>75%</td> </tr> <tr> <td>Collaborative</td> <td>75%</td> </tr> <tr> <td>SMART Recomm.</td> <td>100%</td> </tr> </table>	Project Charter complete	75%	Collaborative	75%	SMART Recomm.	100%	<table border="1"> <tr> <td>Project Charter complete</td> <td>85%</td> </tr> <tr> <td>Collaborative</td> <td>77%</td> </tr> <tr> <td>SMART Recomm..</td> <td>71%⁴</td> </tr> </table>	Project Charter complete	85%	Collaborative	77%	SMART Recomm..	71% ⁴	Old CASA Project Team Exit Survey used for EFR and OMT Project Teams. Statistic does not reflect recent review of CASA's Performance Measurement Strategy. The 2016 report will reflect the new measurement methodology.
Project Charter complete	75%															
Collaborative	75%															
SMART Recomm.	100%															
Project Charter complete	85%															
Collaborative	77%															
SMART Recomm..	71% ⁴															
Improve project team knowledge of the managing collaborative processes guide.	7. * Project teams' degree of satisfaction with ability to participate in collaborative processes.	Maintain or increase	Decrease – 58% ⁴	Target was not met – was 74% in 2014. Old CASA Project Team Exit Survey used for EFR and OMT Project Teams. Statistic does not reflect recent review of CASA's Performance Measurement Strategy. The 2016 report will reflect the new measurement methodology.												

³ Government of Alberta has a different process for providing support to board member counterparts

⁴ Please refer to the Final Reports for the Odour Management Team and Electricity Framework Review

Objective	Performance Measure	Target	Actual	Notes
Increase awareness of CASA, CASA projects and the managing collaborative processes guide.	8. Speaking engagements and meetings undertaken by CASA's Executive Director.	Maintain or increase	20	Includes 16 meetings with external stakeholders, and 4 speaking engagements starting from March 2015. This is the first year this measure has been calculated.

Recommendation 1: Approve performance measures results.

The Performance Measures Committee recommends that the Board approve the 2015 performance measures results for inclusion in the 2015 CASA Annual Report.

Performance Indicators

Table 2 provides a summary of the 2015 performance indicator results. Additional information can be found in Appendix 2.

Table 2: Performance Indicators Summary (all indicators will be included in CASA's Annual Report)

Objective	Performance Indicator	Actual	Notes
Implement CASA recommendations.	1. Percentage of substantive recommendations from 4 years prior (2013) that have been implemented.	70%	See "Additional Information in Appendix 1 - Section 1". Note that this % is based on 1 recommendation that was classified as substantive (out of a total of 4 recommendations from 2011-2014).
Measure impact of completed project team work.	2. Each completed project team comes up with one specific metric to measure success of team 5 years in the future.	N/A	No team metrics were scheduled for reporting in 2015.

Recommendation 2: Approve performance indicators results.

The Performance Measures Committee recommends that the Board approve the results of the 2015 performance indicators for inclusion in the 2015 CASA Annual Report.

Review of Past CASA Recommendations

In June 2008 the CASA Board identified the need to follow-up on low-rated recommendations on a longer term basis, rather than just the one year snapshot provided in the related performance indicator. The Committee developed a matrix of all low-rated recommendations since 1997 as well as a Decision Tree for assessing low-rated recommendations which was approved by the Board in 2009 (see Appendix 2). The matrix is intended to be a living document that will be updated as the Committee gathers information from implementers. The Committee will then use this information to advise the CASA Board on appropriate follow-up for the low-rated recommendations.

The CASA Board has the final decision whether to consider a recommendation closed (i.e. CASA no longer pursues information on its implementation). There are three criteria to weigh in the decision that were approved by the Board in September 2009:

1. Priority level: Is the current importance of the issues and/or recommendation high, medium or low?
2. Need for the recommendation: Given legal, technological, societal and economic changes since the recommendation was made, is the action prescribed still needed?
3. Practical challenges: Given the current work of the implementing body, are the necessary resources and capacity available to implement the recommendations?

The Committee found that they require further guidance and information from the board in order to make a recommendation on the following four (4) CASA low-rated recommendations:

Recommendation	Recommendation from PMC
2002	
<i>Acidifying Emissions Project Team</i>	
3. Alberta Environment should lead an evaluation of the acidifying emissions management system every two to three years based on the evaluation process that has been established by AEMIT. Evaluation results should be reported to the CASA Board and the next evaluation should be done in 2003. This task would require Alberta Environment to complete the	<p>The Committee is requesting further direction from the Board on next steps for this recommendation.</p> <p><u>Reason:</u> The Acid Deposition Framework was created and has a 5-year review process. The Framework appendices contain two forms related to the bullets in the recommendation. In April 2013 the PMC sent a letter to ESRD requesting that each review include completion of the forms in the appendices, and that the results be shared with the CASA board.</p> <p>In February 2014, ESRD responded to the letter with copies of the completed forms from the appendices.</p>

<p>forms that AEMIT has developed and used to conduct its evaluation; these are:</p> <ul style="list-style-type: none"> • the goals, objectives and performance measures table, and • the evaluation protocols table. 	<p>The Acid Deposition Framework is currently being reviewed and the CASA board will be provided with an update.</p>
---	--

2007

Renewable and Alternative Energy Project Team

<p>1. The Renewable and Alternative Energy Project Team recommends that the Government of Alberta develop and implement a policy framework to increase the supply of and demand for renewable and alternative electrical energy in Alberta. This policy framework should be developed and implemented in a timely manner, and the Government should consider including in the policy framework the elements and policy options described in this report.</p>	<p>The Committee is requesting further direction from the Board on next steps for this recommendation.</p> <p><u>Reason:</u> The Climate Leadership Plan sets targets on greenhouse gas (GHG) emissions and will lead to performance standards for industry sectors, including electricity.</p> <p>Among the key outcomes:</p> <ul style="list-style-type: none"> • Phasing out coal emissions from coal-generated electricity and developing more renewable energy <ul style="list-style-type: none"> ◦ (up to 30 per cent renewable by 2030); • Implementing a new carbon price on greenhouse gas emissions; • A legislated oil sands emission limit; • Employing a new methane emission reduction plan.
--	--

2013

Ambient Monitoring Strategic Planning Project Team

<p>18. The AMSP team recommends that the MIC:</p> <ul style="list-style-type: none"> • Do a scientific, objective analysis to determine the appropriate network density for a province-wide network that will spatially represent air quality in Alberta. • Use industry, airshed and government monitoring stations where possible to address gaps in air monitoring. An assessment 	<p>The Committee is requesting further direction from the Board on next steps for this recommendation.</p> <p><u>Reason:</u> The passive air monitoring networks in Alberta have been plotted on a map showing where redundancies and gaps may be apparent. A formal analysis has not been completed. AEMERA/AEP Monitoring and Science intend to evaluate the existing passive monitoring program with airsheds and make recommendations for redistribution of passive monitoring in the province.</p>
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<p>of where these gaps are and what stations could be used to fill these gaps is required.</p>	
<p>26. The AMSP Project Team recommends that: Alberta Environment develop and maintain a comprehensive GIS-based provincial inventory of all relevant emission sources that influence provincial air quality commencing within one year following board approval.</p>	<p>The Committee is requesting further direction from the Board on next steps for this recommendation.</p> <p><u>Reason:</u> The provincial air emissions inventory has not yet achieved the desired level of comprehensiveness or geoanalytical capabilities. The provincial air emissions inventory is not currently being maintained by Alberta Environment and Parks, and does not include any emissions information after 2010. Comprehensive emissions inventory reporting requirements for EPEA approved industrial facilities are included in the proposed draft Chapter 9: Reporting of the Alberta Air Monitoring Directive and will require enhanced emissions reporting beginning in 2018/19. The collected emissions information would be used to update part of the provincial inventory.</p> <p>There are many actions planned to update and enhance the provincial air emissions inventory, however, none of the required resources have been allocated and likely won't be in the foreseeable future.</p> <p>While more up-to-date Alberta emissions inventories have been prepared for regional photochemical modelling and regulatory dispersion modelling, these are not adequate or sufficient to meet the AMSP recommendation for "a comprehensive GIS-based provincial inventory". This recommendation is therefore not being addressed by another venue.</p> <p>More work by Alberta Environment and Parks is certainly necessary. Additional work by CASA likely will not help to address the significant resource limitations of Alberta Environment and Parks.</p>

Recommendation 3: Create a list of recurring recommendations to be reviewed on a rotating basis.

The Performance Measures Committee recommends that monitoring of certain recommendations be completed on a rotating cycle as applicable/necessary.

The Committee found that the following low-rated recommendation requires continued tracking as implementation progresses:

2009	
<i>2008 Electricity Framework Review Team</i>	
<p>7. The following deemed credit thresholds for the 2011 BATEA standards be applied to new coalfired and gas-fired units:</p> <p>A. NO_x (coal-fired) – 0.38 kg/MWh net</p> <p>B. SO₂ – 0.55 kg/MWh net</p> <p>C. NO_x (gas-fired) – “A” factor = 0.07 kg/MWh net and “B” factor = 0.008 kg/GJ Non-Peaking Standard</p> <p>Formula: NO_x (kg/h) = [Net Power Output (MW net) x A] + [Heat Output (GJ/h) x B]</p>	<p><u>Reason to keep in the low-rated matrix / continue to monitor:</u> The 2013 EFR Team agreed that this recommendation has not been implemented. This is because it is felt that the renewed Climate Change Strategy (which should be finished soon) may affect parts of the Framework. Once the Strategy is complete, the recommendation will be revisited. The consensus recommendations are being used informally by ESRD but have not been formally incorporated into standards, in part because no new plants have been approved since January 1, 2011.</p>

Summary of PMC Recommendations

Recommendation 1: Approve performance measures results.

The Performance Measures Committee recommends that the board approve the 2015 performance measures results for inclusion in the 2015 CASA Annual Report.

Recommendation 2: Approve performance indicators results.

The Performance Measures Committee recommends that the board approve the results of the 2015 performance indicators for inclusion in the 2015 CASA Annual Report.

Recommendation 3: Create a list of recurring recommendations to be reviewed on a rotating basis.

The Performance Measures Committee recommends that monitoring of certain recommendations be completed on a rotating cycle as applicable/necessary.

Appendix 1: Additional Information for Table 2 (Performance Indicators)

Performance Indicator 1: Percentage of substantive recommendations in the last four years (2011 onwards) that have been implemented.

For 2015, the Performance Measures Committee considered the recommendations approved by the CASA Board in 2011, 2012, 2013 and 2014. In these years, the CASA board approved one recommendation from the Confined Feeding Operations Project Team, two recommendations from the PM and Ozone Implementation Team, and one recommendation from the Human and Animal Health Team. Of these, one recommendation from the PM and Ozone Implementation Team was deemed substantive by the committee. The remaining recommendations were deemed either administrative or operational and so are only recorded under performance measure 3.b.

Overall, the degree of implementation of CASA recommendations approved in 2015 is 70%. Table 1 shows the rating of the substantive recommendation and subsequent calculation of overall implementation of recommendations and Table 2 summarizes the results since 1997.

Table 1: Rating of Substantive Recommendations

Project Team (No. of substantive recommendations)	Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)										
	0	1	2	3	4	5	6	7	8	9	10
PM & Ozone Implementation Team (1)								2			
Total number (1)								1			1
Mean Calculation: $7 \times 1 = 7$											
Overall (average rating) = $7/1 = 7$ or 70%											
<u>Reviewer:</u> PM & Ozone Implementation Team: Bob Myrick (AEMERA)											
<u>Comments:</u> This recommendation was essentially implemented as planned from a technical perspective. The technical expertise in the AEP Air Policy group was available and part of the development of the CAAQS. However, there were no additional CASA teams developed to assess the CAAQS during the transition from Canada-wide Standards to CAAQS.											

Table 2: Summary of Results for Recommendation Implementation

Year Approved by CASA Board	Number of Substantive Recommendations	Degree of Implementation of Substantive Recommendations (%)
1997	25	77
1998	54	76
1999	30	62
2000	0	n/a
2001	5	94
2002	53	74
2003	79	73
2004	47	91
2005	18	77.2
2006	1	100
2007	1	30
2008	2	90
2009	13	42
2010	1	100
2011	0	n/a
2012	0	n/a
2013	1	70
2014	0	n/a

Appendix 2: Decision Tree for Low-rated Recommendations

After three years of implementation, CASA assesses the implementation of recommendations by engaging stakeholders involved in the original team and/or the implementing agency. Assessors are asked to rate the degree of implementation on a scale of 0-10. Low rated recommendations are defined as recommendations receiving a 0-3 rating.

The Decision Tree, as illustrated on the next page, is intended to provide guidance on how to follow-up on low-rated recommendations. The Decision Tree will only be used for low-rated recommendations. The Committee will first follow-up with the implementer for information why a recommendation was not implemented. If no implementer is discernable, the Committee approaches a CASA team (if available) for information. Should neither be available, the Committee can make a recommendation to the CASA Board. Recommendations, whether from the implementer, CASA team or Committee, could include:

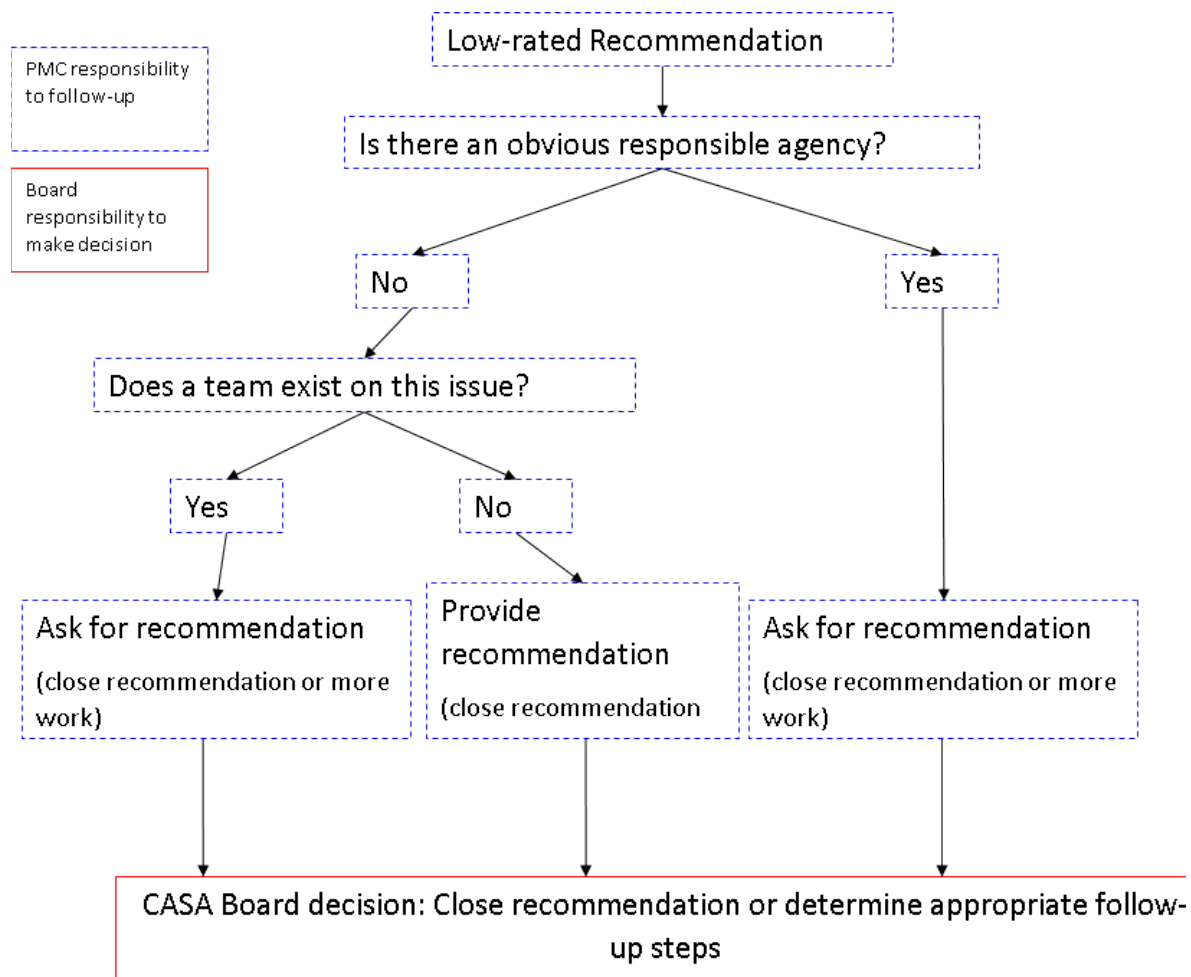
- Close the recommendation, and document the explanation
- More work that could be required, such as an implementation team, new work for an existing team, Board involvement, etc
- More information the Board would require to make its decision regarding follow-up or closure of the recommendation.

CASA Board Decision

The Performance Measures Committee will use the information to advise to the CASA Board on appropriate follow-up for the low-rated recommendation. The CASA Board has decision-making power whether to follow-up or to close the recommendation (i.e. render the recommendation no longer required).

There are three criteria to inform the board's decision to close a recommendation:

1. Priority level: Is the current importance of the issue and/or recommendation high, medium or low?
2. Need for the recommendation: Given legal, technological, societal, and economic changes since the recommendation was made, is the action prescribed still needed?
3. Practical challenges: Given the current work of the implementing body, are the necessary resources and capacity available to implement the recommendation?



Appendix 3: Summary of low-rated recommendations

Year	Project Team	Recommendation	Status
2002	Acidifying Emissions Project Team	<p>3. Alberta Environment should lead an evaluation of the acidifying emissions management system every two to three years based on the evaluation process that has been established by AEMIT. Evaluation results should be reported to the CASA Board and the next evaluation should be done in 2003. This task would require Alberta Environment to complete the forms that AEMIT has developed and used to conduct its evaluation; these are:</p> <ul style="list-style-type: none"> the goals, objectives and performance measures table, and the evaluation protocols table. 	Require further guidance
2007	Renewable and Alternative Energy Project Team	<p>1. The Renewable and Alternative Energy Project Team recommends that the Government of Alberta develop and implement a policy framework to increase the supply of and demand for renewable and alternative electrical energy in Alberta. This policy framework should be developed and implemented in a timely manner, and the Government should consider including in the policy framework the elements and policy options described in this report.</p>	Require further guidance
2009	Ambient Monitoring Strategic Planning Project Team	<p>18. The AMSP team recommends that the MIC:</p> <ul style="list-style-type: none"> Do a scientific, objective analysis to determine the appropriate network density for a province-wide network that will spatially represent air quality in Alberta. <p>Use industry, airshed and government monitoring stations where possible to address gaps in air monitoring. An assessment of where these gaps are and what stations could be used to fill these gaps is required.</p>	Require further guidance
2009	Ambient Monitoring Strategic Planning Project Team	<p>26. The AMSP Project Team recommends that: Alberta Environment develop and maintain a comprehensive GIS-based provincial inventory of all relevant emission sources that influence provincial air quality commencing within one year following board approval.</p>	Require further guidance
2009	2008 Electricity Framework Review	<p>7. The following deemed credit thresholds for the 2011 BATEA standards be applied to new coalfired and gas-fired units:</p> <p>A. NO_x (coal-fired) – 0.38 kg/MWh net</p> <p>B. SO₂ – 0.55 kg/MWh net</p> <p>C. NO_x (gas-fired) – “A” factor = 0.07 kg/MWh net and “B” factor = 0.008 kg/GJ</p> <p>Non-Peaking Standard Formula: NO_x (kg/h) = [Net Power Output (MW net) x A] + [Heat Output (GJ/h) x B]</p>	Continued monitoring

Appendix 4: Number and location of air monitoring stations

As requested under recommendation three of the 2015 Performance Measures Review, the PMC has been asked to provide a snapshot of the number and location of air monitoring stations in the province of Alberta.

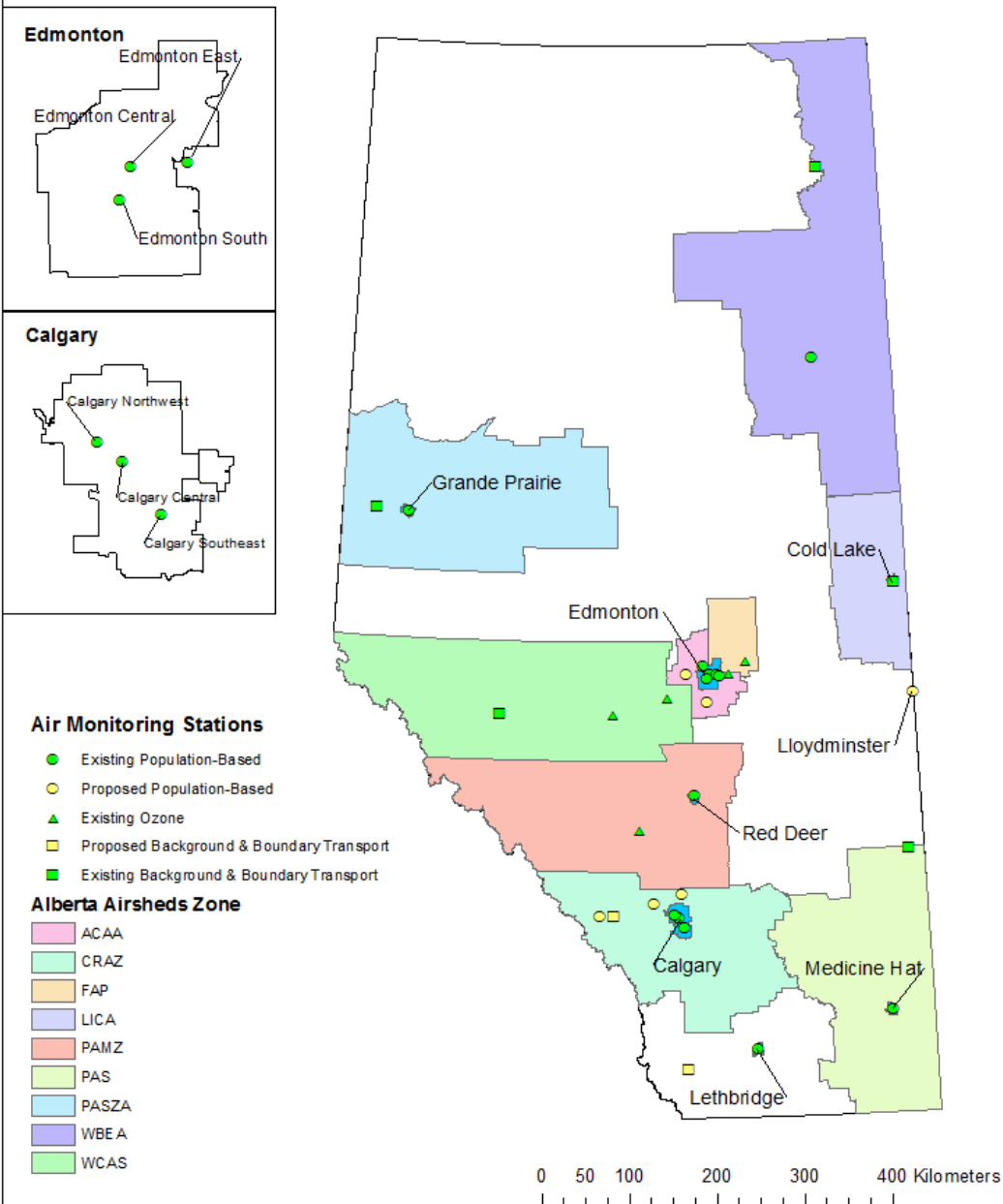
Monitoring Station	Station Type	Ozone	Oxides of Nitrogen	Carbon Monoxide	Sulphur Dioxide	Continuous Particulates (PM _{2.5})	Hydrocarbons	Hydrogen Sulphide	Ammonia	Total Reduced Sulphur	Continuous BTEX	Continuous Particulates (PM10)	Particulate Composition	Peroxyacetyl nitrate (PAN)	Volatile Organic Compounds	Semi Volatile Organic Compounds	Wind Direction and Speed	Temperature and/or Humidity	Data Logger	Data System	Shelter	Passive Ozone	Passive Nitrogen Dioxide	Passive Sulphur Dioxide	Passive Ammonia	Passive Hydrogen Sulphide	Proposed parameters	Not in place in 2015	Parameters in place in 2015	Comment																						
		Edmonton Central	PB*	X	X	X	X	X	X					X		X	X	X	X	X	X	X						11	0	11																						
Edmonton East	PB*	X	X	X	X	X	X	X			X			X	X	X	X	X	X	X	X						15	1	14																							
Edmonton South	PB*	X	X	X	X	X	X	X				X						X	X	X	X						13	1	12																							
Edmonton Portable Unit	PB	Unit will be able to monitor two or three selected parameters																																																		
Calgary Central	PB*	X	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X	X							14	1	13																						
Calgary Northwest	PB*	X	X	X	X	X	X											X	X	X	X						10	0	10																							
Calgary East	PB*	X	X	X	X	X	X	X										X	X	X	X						12	0	12	New station called Calgary Southeast																						
Calgary Portable Unit	PB	Unit will be able to monitor two or three selected parameters																																																		
Red Deer	PB	X	X	X	X	X	X	X							X	X	X	X	X	X	X							12	0	12																						
Strathcona County (Sherwood Park)	PB	X	X	X	X	X	X	X							X	X	X	X	X	X	X							14	5	9																						
Municipality of Wood Buffalo (Fort McMurray)	PB	X	X	X	X	X	X			X					X	X	X	X	X	X	X							14	0	14	VOCs and SVOCs measured at Patricia McInnes Station in Fort McMurray																					
Lethbridge	PB	X	X	X	X	X	X	X	X								X	X	X	X	X							13	0	13																						
St. Albert	PB	X	X	X	X	X	X										X	X	X	X	X						10	10	0	Station commissioned in April 2016																						
Medicine Hat	PB	X	X	X	X	X	X										X	X	X	X	X						10	0	10																							
Grande Prairie	PB	X	X	X	X	X	X			X							X	X	X	X	X						12	0	12																							
M.D. of Rocky View	PB	X	X	X	X	X	X	X									X	X	X	X	X						12	12	0																							
Parkland County	PB	X	X	X	X	X	X	X									X	X	X	X	X						12	12	0																							
Airdrie	PB	X	X	X	X	X	X	X									X	X	X	X	X						12	12	0																							
Leduc	PB	X	X	X	X	X	X	X									X	X	X	X	X						12	12	0																							
Portable Unit 1 (10-20K people)	PB	X	X	X	X	X	X	X	X	X							X	X	X	X	X						14	0	14																							
Portable Unit 2 (10-20K people)	PB	X	X	X	X	X	X	X	X	X							X	X	X	X	X						14	0	14																							
Portable Unit 3 (10-20K people)	PB	X	X	X	X	X	X	X	X	X							X	X	X	X	X						14	14	0	There are close to 10 portable units operated by airsheds. It may make sense to coordinate a provincial program using existing portables to address this objective																						
Portable Unit 4 (10-20K people)	PB	X	X	X	X	X	X	X	X	X							X	X	X	X	X						14	14	0																							
Portable Unit 5 (10-20K people)	PB	X	X	X	X	X	X	X	X	X							X	X	X	X	X						14	14	0																							
WCAS Upwind Station (Violet Grove)	O3	X	X			X									X	X	X	X	X	X							9	1	8																							
WCAS Downwind Station/ACAA Upwind Station**	O3	X	X			X								X	X	X	X	X	X	X							10	2	8	Genesee approximately serves this purpose																						
ACAA Downwind Station/FAP Upwind Station	O3	X	X			X								X	X	X	X	X	X	X							10	2	8	Androssan Station now in place																						
FAP Downwind Station (Elk Island)	O3	X	X			X								X	X	X	X	X	X	X							10	2	8																							
PAMZ Upwind Station (Caroline)	O3	X	X			X								X	X	X	X	X	X	X							8	1	7	PAMZ portable units have been used for monitoring upwind and downwind of the Red Deer Region																						
PAMZ Downwind Station	O3	X	X			X								X	X	X	X	X	X	X							9	9	0																							
CRAZ Upwind Station***	O3	X	X			X								X	X	X	X	X	X	X							9	9	0																							
CRAZ Downwind Station	O3	X	X			X								X	X	X	X	X	X	X							10	10	0																							
Northwest Alberta	BBT	X	X	X	X	X								X	X	X	X	X	X	X							10	10	0																							
Beaverlodge	BBT	X	X	X	X	X								X	X	X	X	X	X	X							10	1	9	Hightower Ridge has been decommissioned however Steeper is in place and has been deemed to be an equivalent station in terms of background ozone monitoring.																						
Hightower Ridge (Steeper)	BBT	X	X	X	X	X								X	X	X	X	X	X	X							10	1	9																							
Kananaskis	BBT	X	X	X	X	X								X	X	X	X	X	X	X							10	10	0																							
Pincher Creek/Waterton	BBT	X	X	X	X	X								X	X	X	X	X	X	X							10	10	0																							
Southeast Alberta	BBT	X	X	X	X	X								X	X	X	X	X	X	X							9	9	0																							
Ester	BBT	X	X	X	X	X								X	X	X	X	X	X	X							9	3	6																							
Cold Lake	BBT	X	X	X	X	X								X	X	X	X	X	X	X							9	0	9																							
Alta/Sask Border	BBT	X	X	X	X	X								X	X	X	X	X	X	X							9	9	0																							
Fort Chipewyan	BBT	X	X	X	X	X								X	X	X	X	X	X	X							9	0	9																							
40 Existing Passive Sampling Stations	PR																					40	40	40	40		40	10	30	10																						
40 New Passive Sampling Stations (SO ₂ , NO ₂ , O ₃)	PR																					40	40	40	40		40	40	40	40																						
20 New Passive Sampling Stations (SO ₂ , NO ₂ , O ₃ , H ₂ S)	PR																					20	20	20	20	20	20	20	16.8	4																						
PB - Population-based sub-program	BBT - Background and Boundary Transport sub-program																					552	254	298																												
O3 - Ozone sub-program	PR - Pattern Recognition sub-program																																																			

Green shading indicates that instrument or station was in place as of September 2009.	54%				
Yellow shading indicates that instrument or station was added after 2009.					
* At least one station in Edmonton and Calgary will monitor for BTEX, particulate composition, VOCs and PAHs.					
** The population-based subprogram suggests a station in Parkland County which could also be an ozone subprogram monitoring station.					
*** The population-based subprogram suggests a station in the M.D. of Rocky View which could also be an ozone subprogram monitoring station.					
			2015	2013	2010
PB Completed:		60%	60%	57%	
Eco Completed:		25%	25%	20%	
O3 Completed:		52%	41%	52%	
BBT Completed:		44%	44%	44%	
PR Completed:		47%	47%	40%	
Overall Completed:		54%	52%	54%	

Monitoring Station	Station Type	Wet Deposition	Dry Deposition	Intensive Meteorology	proposed	actual 2015	difference	Comment
		Acid Deposition Stations						
Ten Existing Wet Deposition Stations *	Eco	10			10	10	0	
Ten New Wet and Dry Deposition Stations **	Eco	10	10	10	30	4	-26	Includes New wet deposition site added at Elk Island Provincial Park, two WCAS operated Wet Deposition sites, and one dry deposition site at Anzac.
3 to 5 Year Wet Deposition Monitoring Program (temporary wet deposition monitoring program) (46 stations)	Eco	16			16	0	-16	
Eco - Ecosystem-based sub-program					56	14		
Green shading indicates that instrument or station was in place as of September 2009.							25%	
Yellow shading indicates that instrument or station was added after 2009.								
* Includes ten wet deposition stations operated by AENV and one operated by WCAS.								
** Includes one existing dry deposition station at Fort Chipewyan.								

2016 Provincial Air Quality Monitoring Stations

Date: 5/9/2016



Notes:

- The locations of proposed monitoring stations are only an approximate.
- Locations of 4 additional proposed stations for ozone sub-program are still to be determined.
- Locations of 2 additional proposed stations for background and boundary transport sub-program are yet to be determined.
- 5 portable units are intended to monitoring in communities with populations between 10,000 and 20,000 people.
- 100 passive samplers are intended to be distributed spatially (1 degree grid) across the province.
- 10 wet deposition monitoring stations and 20 wet and dry deposition stations are intended to be implemented in areas of high receptor sensitivity and high impact from emission sources.

Status Report

ITEM: **CASA Communications Committee Update**

BACKGROUND: The Communications Committee is a standing committee that provides advice to the Secretariat on CASA's communications priorities and activities.

The committee had not met for over year, and the previous meetings have focused on the re-branding and the 20th Anniversary celebration. During most of this time CASA has not had a staff person covering communications. With a communications staff now in place, the committee met in October of 2015. The 2016 communications plan received electronic approval from the board in December 2015 and was presented to the board at the March 2016 board meeting.

The CASA communications is guided by the following principles:

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

Objectives

1. CASA will develop relationships and communications with stakeholders & local MLAs to ensure they know the value of CASA.
2. CASA will provide support and assistance on communication campaigns with its stakeholders through our tools and resources.
3. CASA will participate in Clean Air Day in 2016, piggybacking on the activities of our partners and stakeholders.



STATUS:

The committee temporarily had an industry representative from the Canadian Fuels Association. The Communications Committee is once again looking for an Industry Representative. As of March, Leigh Allard has stepped down from her position on the CASA Communications Committee. Her contributions and enthusiasm will be missed.

CASA is currently looking into the possibility of updating the current webpage to a more functional and user friendly. Three companies have been contacted to provide quotes and information on site redesign. One quote has been received thus far, with a second expected at the beginning of June. The third has not provided a quote despite speaking directly with an account manager.

Clean Air Day will be on June 8th this year, and CASA will be participating in the launch event for a new Air Monitoring Station in St. Albert. Premier Rachel Notley has been contacted by both CASA and the Airsheds asking her to make an official proclamation of Clean Air Day in Alberta.

ATTACHMENTS:

None.

DECISION SHEET

ITEM: 4.5 2015 Annual Report

ISSUE: The 2015 CASA Annual Report is ready for publication in June of 2016.

BACKGROUND: Consistent with the approach taken in previous years, the 2015 Annual Report will use an abbreviated format, focusing on the work of existing CASA project teams. It will also incorporate commentary from the Executive Director, selected board members and will list stakeholders who participate in alliance activities. Detailed performance measures and a snapshot of the finances will be provided. The report is intended to be viewed online, and will be available on the CASA website.

STATUS: Over the last several months, the secretariat in conjunction with CASA's Communications Committee have worked alongside a graphic designer to construct an annual report for 2015. The 2015 Annual Report is tabled to give the board the opportunity to review it and finalize. Creation of the report was on time and budget.

ATTACHMENT: A. 2015 CASA Annual Report

DECISION: The CASA Board of Directors is asked to approve the 2015 Annual Report.

CASA

2015 ANNUAL REPORT



CLEAN
AIR
STRATEGIC
ALLIANCE

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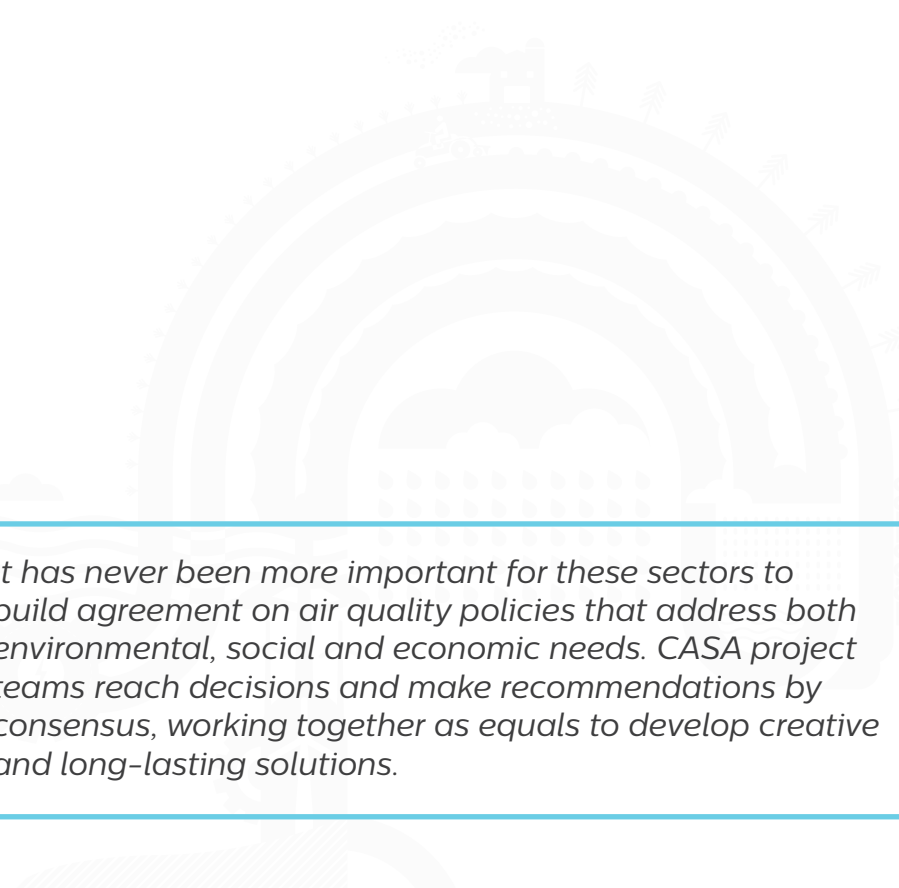
ABOUT US

MISSION

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.

VISION

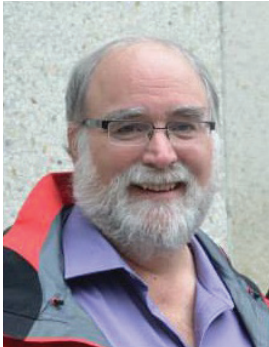
The Clean Air Strategic Alliance (CASA) is a multi-stakeholder alliance composed of representatives selected by industry, government and non-government organizations to develop strategies that improve air quality for Albertans, using a collaborative process.



It has never been more important for these sectors to build agreement on air quality policies that address both environmental, social and economic needs. CASA project teams reach decisions and make recommendations by consensus, working together as equals to develop creative and long-lasting solutions.



EXECUTIVE DIRECTOR'S MESSAGE



I joined CASA as Executive Director at the end of March 2015. I couldn't have chosen a more interesting time to make the move. 2015 was a busy and interesting year for CASA, with the wrap up of both the Electricity Framework Review and the Odour Management Team, the kick off of the Non-Point Source team, changes in CASA's staff, changes in governments at both the federal and provincial level, and big changes in Alberta's economy as the price of oil dropped throughout the year. Throughout all of it the staff and stakeholders produced excellent work that will benefit Albertans and the environment. The CASA model of working with multi-stakeholder groups to find creative and effective ways of managing air quality issues has proven time and again to be robust and credible, and is needed all the more in a fragile economy as we seek efficient and effective solutions to managing the environmental impacts of activity on the landscape.

Among the challenges CASA faces at the moment is working with fewer financial resources for project team work than has been the case in the past. The "external" budgets for project work have been provided by government and industry, both of which are under financial stress at the moment. Teams have often relied on consultants to provide technical information and analysis. There will be an increased focus on the expertise that can be found at the team level for much of this work. An example of this is the way in which the Health Task Group of the Odour Management Team reviewed and summarized a great deal of technical information in its report. The Non-Point Source Team may be looking at a similar approach as it tackles the available data and information. While the timelines and the level of detail may shift with fewer resources, CASA has shown that it can deliver its work in challenging times.

None of the products that CASA delivers would be possible without the hard work of many people: Board members, project team members, Secretariat staff, funders, and the many people who work behind the scenes to provide advice and technical support to CASA teams. One of the basic assumptions we make at CASA is that all of us together are smarter than any one of us – the work we have completed in 2015 has proven this once again. Thank you to all who have participated in CASA's work this year.

The CASA approach is most effective when there is clear direction on the environmental outcomes desired but lots of flexibility on how to achieve them. As the new provincial government finds its feet and outlines the priorities for the environment CASA looks forward to new opportunities to assist in developing sound and sustainable policies.

Keith Denman
Executive Director

A handwritten signature in black ink, appearing to read "Keith Denman". The signature is fluid and cursive, with a long horizontal line extending to the right.

HIGHLIGHTS

INTEREST-BASED NEGOTIATION TRAINING

In order to assist our stakeholders in their participation in the CASA process by building their understanding and skills for interest-based negotiation, CASA provides training for our members. In 2015 numerous stakeholders attended a two-day Interest-Based Negotiation workshop led by Ian Montgomerie. The group included representatives from airsheds, industry, government and the non-profit sector. The secretariat is looking to schedule further training sessions in 2016.

NON-POINT SOURCE KICKOFF

The announcement in September that significant areas of Alberta are facing exceedances of the Canadian Ambient Air Quality Standards (CAAQS) has lent some urgency to the work of the Non-Point Source Project Team. The team will be looking to identify those non-point sources that are relevant to the current and potential exceedances of the CAAQS and identify options to reduce them. The team began its work with a two-day kick-off in Red Deer in November.

The group was led through interest-based negotiation training by the CASA secretariat, and then proceeded to review the project charter and discuss next steps. Following the strong start in November, the team is looking forward to working throughout 2016.

ODOUR MANAGEMENT GUIDE

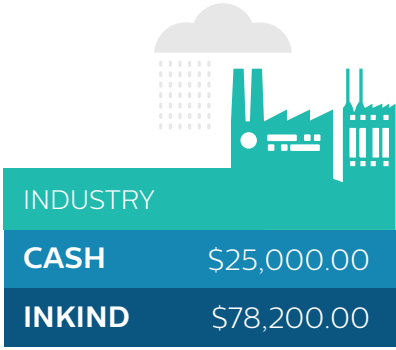
CASA's Odour Management Team wrapped up its work and presented its report and products at the September Board meeting. The project team is particularly proud of the Good Practices Guide, which will serve as a reference on odour issues and their management. The guide is available electronically on our website and also in hard copy. The Secretariat will be happy to provide information on the process and on the guide to anyone who is interested.





Note that CASA's core funding for 2015 was provided in 2014 by the Government of Alberta.

2015 CASH + INKIND BY SECTOR



\$103,200.00



\$73,925.00



\$87,275.00

2015 TOTAL CASH AND INKIND CONTRIBUTIONS



\$264,400

EXPENDITURES



BOARD COMMITTEES

PERFORMANCE MEASURES COMMITTEE (PMC)

The Performance Measures Committee (PMC) is charged with developing and maintaining a process for calculating and assessing CASA's performance. The committee also oversees the calculation of performance indicators related to those measures. In 2015, the PMC recommended six adjustments to the Performance Measures Strategy based on feedback provided by CASA's Board

PERFORMANCE MEASURES REVIEW WORKING GROUP (PMRWG)

A review of the Performance Measures Strategy has been directed to be conducted every three years by the PMC, with reviews scheduled to occur in 2015, 2018, 2021, etc.

COMMUNICATIONS COMMITTEE

Following CASA's 20th Anniversary, the Communications Committee became inactive due to the absence of a communications coordinator. The committee was revived in the fall of 2015 and created a new communications plan for the 2016 year.

The revised communications plan was created to strengthen relationships with:

- The CASA Board of Directors
- Stakeholders
- Members of Legislative Assembly (MLAs)

BOARD PROFILE

CASA STAFF WERE ABLE TO CATCH UP WITH A COUPLE BOARD MEMBERS TO ASK ABOUT THEIR EXPERIENCES WITH CASA, AND TO SEE WHAT THEY ARE EXCITED ABOUT GOING FORWARD.



David Spink

From the development of the Clean Air Strategy in 1991 to CASA's recent publication of the Good Practices Guide for Odour Management in Alberta, David has seen the genesis and evolution of CASA and is eager to explain the benefits of multi-stakeholder collaborative processes.

"The advantage of CASA is that it brings stakeholders together to develop common understandings and to work collaboratively on solutions to air quality issues," said David. "The early years of CASA were not without challenges as moving from "positional-based" to "interest-based" negotiations and establishing trust relationships between stakeholders didn't happen overnight. I see CASA now as being a very effective forum for establishing air quality management priorities and working collaboratively and cordially to tackle these priorities. The many successes of CASA are a clear demonstration that CASA works."

Going forward, David says there is an immense need to manage air quality emissions effectively and responsibly. "People recognize that in our current society some air quality impacts are inevitable but they also rightly expect that all reasonable measures will be taken to reduce those impacts. CASA, being a multi-stakeholder forum, can play an important role in this area as CASA developed air emission management frameworks, like the electricity framework, have a high level of public credibility. Also, currently there are expectations that in the future there will be a more integrated and comprehensive provincial air quality monitoring system, and CASA can help identify and recommend ways to enhance provincial air quality monitoring, evaluation and reporting."

"CASA came into existence out of a recognized need to find a better approach to managing air quality than through confrontation and argument. With the ongoing commitment of its members CASA will continue to be a success and significantly contribute to air quality management in Alberta."



Terry Rowat

Terry joined CASA's board in 2015, but is not new to multi-stakeholder collaboration. For the last 15 years, Terry has been involved in the development of air quality policy on behalf of the chemical industry, and currently is the Manager of Responsible Care at Methanex Corporation.

Over the last several years, the chemical industry has accomplished numerous agreements alongside partners in government. "The value of multi-stakeholder collaboration is that it creates lasting value for all parties involved," said Terry. "You create a network of mutual respect, so when an issue arises, you already have those relationships in place."

"Driving innovation and the reduction of emissions has been the goal of industry, as well as the provincial and federal government. We need all parties at the table to ensure there is buy-in, especially when it comes to data collection and analysis. We want to create mutually agreeable solutions, and I consider the development of the Air Quality Management System, Base-Level Industrial Emissions Requirements and Alberta permits for NOx as a major accomplishment in the recent years."

"The Non-Point Sources Project team is completing valuable work that is needed in the province right now. We need a clear understanding of the causes and effects of those particular contaminants," said Terry. "I am looking forward to seeing the development of the Climate Leadership Plan, and the potential development of pragmatic performance standards for industry, especially the value-added production in Alberta."



EVALUATING + MEASURING CASA'S PERFORMANCE

Every year, CASA ensures that performance is measured to reflect the work completed, and to make adjustments so that we can keep improving.

PERFORMANCE MEASURES AND INDICATORS

The CASA Board approved the new CASA Performance Measurement Strategy, which defines metrics where CASA has a high degree of control, and areas where CASA has a lower degree of control over results.

All performance measures and their calculated results were approved by the CASA Board as part of the 2015 CASA Performance Measures Review.

Performance measures look at where CASA has a high degree of control over the results and compares them to a desired target. They look at CASA's direct performance.

Performance indicators focus on areas where CASA has a lower degree of control or indirect control over the results. They help to place CASA within the bigger picture and help us, indirectly, to understand the impact of our activities on society.



PERFORMANCE MEASURES

	OBJECTIVE	PERFORMANCE MEASURE	TARGET	ACTUAL	NOTES						
Performance Measure 4.a	Provide support to CASA stakeholders.	Degree of CASA stakeholders' satisfaction with CASA.	<table border="1"> <tr> <td>Awareness</td> <td>See Appendices of Annual PMC Report</td> </tr> <tr> <td>Value</td> <td>Maintain or Increase</td> </tr> <tr> <td>Relevance</td> <td>Maintain or Increase</td> </tr> </table>	Awareness	See Appendices of Annual PMC Report	Value	Maintain or Increase	Relevance	Maintain or Increase	N/A	No data collected for this measure as it was developed during the recent review of CASA's Performance Measurement Strategy.
Awareness	See Appendices of Annual PMC Report										
Value	Maintain or Increase										
Relevance	Maintain or Increase										
Performance Measure 5.a	Encourage Board member participation in CASA.	Percentage of Board attendance at Board meetings by sector.	75%	Government – 52% Industry – 92% NGO – 100% †	The target for government was not met. The government caucus consists of federal, provincial, municipal, First Nations, and Métis representatives. 2014 Results: Government – 53.1% Industry – 83.3% NGO – 85%						
Performance Measure 6	Develop reports and recommendations adhering to CASA's managing collaborative process guide	Degree of satisfaction with project team work by team: <ul style="list-style-type: none"> The Project Charter was completed. The process was collaborative. The team developed recommendations using the SMART (Specific, Measurable, Actionable, Realistic, Time-bound) model. 	75% 75% 100%	85% 77% 71%	CASA Project Team Exit Survey used for EFR and OMT Project Teams. Statistic does not reflect recent review of CASA's Performance Measurement Strategy.						
Performance Measure 8.a	Increase awareness of CASA, CASA projects and managing collaborative processes guide.	Speaking engagements and meetings undertaken by CASA's Executive Director	Maintain or increase	20	Includes 16 meetings with external stakeholders, and 4 speaking engagements as of March 2015.						

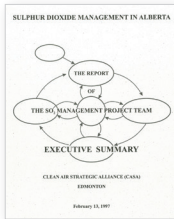
† dependent on PMC discussion on Tuesday.

PERFORMANCE INDICATORS

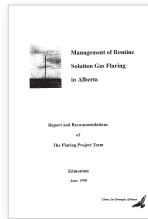
	OBJECTIVE	PERFORMANCE INDICATORS	ACTUAL	NOTES
Performance Indicator 1	Implement CASA recommendations	Percentage of substantive recommendations from 4 years prior that have been implemented	100%	See "Additional Information" in Appendix 1 of the 2015 Performance Measures Committee Annual Report
Performance Indicator 2	Measure impact of completed project team work.	Each completed project team comes up with one specific metric to measure success of team 5 years in the future.	N/A	No team metrics were schedule for reporting in 2015.

Note that some performance measures and indicators are measured annually, while some are only measured on a three-year cycle. Please refer to the Performance Measures Strategy for more information.

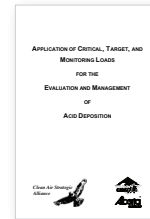
A LOOK BACK AT SOME PAST PROJECTS



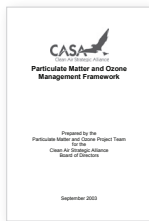
SO2 Management project, 1997



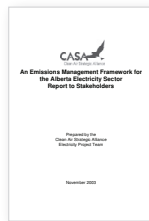
Flaring & Venting project, 1998
(winner of the 1999 Alberta Emerald Foundation's Emerald Award for Environmental Excellence)



Target Loading Report, 2000
(winner of the Premier's Award of Excellence)



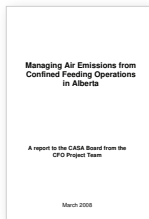
Particulate Matter and Ozone project, 2003
(winner of the 2001 Premier's Award for Excellence)



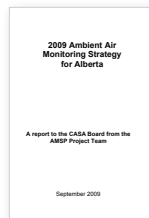
Electricity project, 2004
(winner of Alberta Emerald Foundation's Emerald Award for Environmental Excellence)



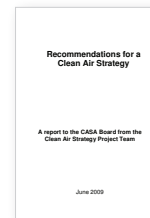
Consensus process, 2005
(winner of Carleton University's Arthur Kroeger Award for Policy Leadership)



Managing Air Emissions from Confined Feeding Operations in Alberta, 2008



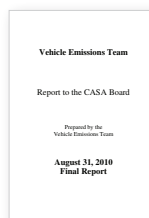
Ambient Monitoring Strategic Plan, 2009



Recommendations for a Clean Air Strategy, 2009



Flaring & Venting project, 2010
(winner of the 2005 Canadian Council of Ministers of the Environment (CCME) Pollution Prevention Award)



Vehicle Emissions Team, 2010



Odour Management Team, 2015

ELECTRICITY FRAMEWORK REVIEW

In March 2013, the CASA Board approved a project charter and established a multi-stakeholder project team to conduct the second five-year review of the framework. To maintain consistency and continuity, the project team used the same definitions as in the 2003 Framework.

To ensure a thorough review, the team established several task groups to consider specific aspects of its project charter in more detail. These were:

- The Implementation Assessment Task Group
- The Base Case Working Group
- The Control Technologies and Reduction Strategies Task Group
- The Health and Environmental Assessment Task Group
- The Communications Task Group
- The Particulate Matter Management Task Group

The team presented their final report to the Board at their March meeting. The Board accepted the consensus recommendations and directed the team to continue working for one more month to resolve the nonconsensus issues. The final reports for both the Particulate Matter Management Task Group and the Control Technologies and Reductions Strategies (CTRS) Task Group were forwarded to the Board for approval on April 28, 2015 and May 21, 2015 respectively.

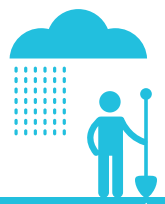
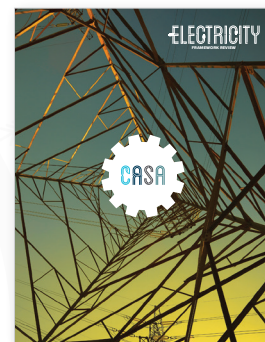
The PM group had considerable discussion on the general intent of the Framework in terms of PM management. The issue was whether or not, in the absence of a specific PM Management Plan, PM was to be treated similar to SO₂ and NO_x in terms of end of design life BATEA requirements. No consensus could be reached on this issue. The final report from the PM Management Task Group summarizes each sector's perspectives on the issue.

The CTRS task group was able to reach agreement on:

- Two recommendations regarding source standards and credit generation thresholds for new coal-fired thermal generation units.
- One recommendation on source standards for new reciprocating engines.
- One recommendation on biomass-fired generation (which was subsequently amended during the March 12, 2015 Board member discussion).

The CTRS Task Group could not agree on source standards for new gas fired thermal generation units. The group discussed standards based on either dry low-NO_x (DLN), ultra-dry low NO_x (UDLN) or selective catalytic reduction (SCR). The key area of disagreement was when DLN, UDLN or SCR should be applied, based on size and type of unit. Each sector provided their perspectives on the non-consensus issue. Additionally, ENGOs and industry submitted proposals regarding NO_x emission limits for gas-fired generation units that are presented in the appendices of the report.

The CASA Board approved 13 consensus recommendations from the Electricity Framework Review Project Team in March 2015.



ODOUR MANAGEMENT

In January 2013, the Odour Management Team was formed to engage in a focused discussion directed at advancing odour management in Alberta. The project goal is to create a good practice guide for assessing and managing odour in Alberta. Throughout 2014 and 2015, the Odour Management Team and five related subgroups worked collaboratively to meet the objectives of the following focus areas including:

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

At the September 2015 CASA Board Meeting the Odour Management Team submitted their final report with recommendations and their main deliverable, the Good Practices Guide for Odour Management in Alberta for approval by the board. The Board unanimously agreed by consensus to accept the team's recommendations and promoted the distribution of the Good Practices Guide during the Fall of 2015.

The Good Practices Guide for Odour Management in Alberta, developed by the Clean Air Strategic Alliance (CASA), explains some of the most common tools and practices used in assessing, preventing and managing odours. The guide brings together a wealth of information that industry, regulators and government can use to develop odour management plans or requirements.

The guide covers the following topics:

UNDERSTANDING ODOUR

An important step in managing odour is developing an understanding of its properties, frequency and duration of occurrence, sources, and impact on health and well-being.

ODOUR PREVENTION AND MITIGATION

Prevention and mitigation can be described as a suite of tools used to prevent or lower odorant emissions or reduce the occurrence of adverse odour effects.

ODOUR ASSESSMENTS

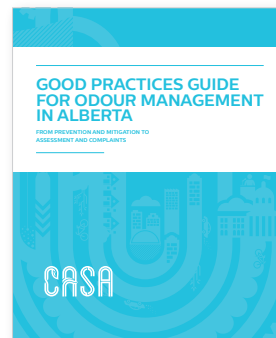
Odour assessments are conducted for a variety of reasons, and there are a wide variety of odour assessment tools and approaches available.

ODOUR MANAGEMENT

Odour management involves the application of the appropriate tools to understand and effectively manage odour.

ODOUR COMPLAINTS

Receiving, understanding and effectively addressing odour complaints is a very important part of odour management.



NON POINT SOURCES

A project to help address Non-Point Source (NPS) air emissions aligns with the CASA goals of providing strategic advice and contributing to the development and implementation of effective air quality management in Alberta.

After a 2-month convening period, project work began in November 2015. The project charter anticipates that the project will take approximately 22 months, with a completion date of September 2017. The work of the project team will be limited to NPS emissions of primary PM2.5, and precursors of secondary PM2.5 and O3 (SOx, NOx, VOCs, and NH3), although work to reduce these substances is likely to have the co-benefit of reducing other emissions. Limiting the scope in this manner creates a manageable piece of work, with the potential to complement existing initiatives. There are six major categories of sources of NPS emissions in Alberta (agriculture, transportation, construction, biogenic, road dust, and forest fires) and the project work will focus on anthropogenics. The NPS project charter was presented to the CASA Board at their September 2014 Board meeting and the NPS Project Team convened in November 2015 as funding was secured.

The NPS project charter outlines the following goals and objectives:

Project Goal

To help address non-point source air emissions contributing to non-achievement of ambient fine particulate matter and ozone standards in Alberta.

OBJECTIVE 1

Compile and review information and agree on a common understanding of non-point source air emissions in Alberta.

OBJECTIVE 2

Identify non-point source air emissions reduction opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.

OBJECTIVE 3

Identify and recommend management actions, which could include recommending policy change, to address the highest value non-point source air emissions reduction opportunities in Alberta (from Objective 2).

OBJECTIVE 4

Develop and implement a strategy and action plan for communicating with and engaging stakeholders and the public.

This work should result in a list of recommended management actions and advice for implementors to address NPS of interest in targeted areas or province-wide.

The CASA secretariat enlisted members for the Non-Point Source Project Team through board nomination and organized and executed the project team's kick-off meeting in November 2015. The team is working diligently throughout 2016 to progress their project work.



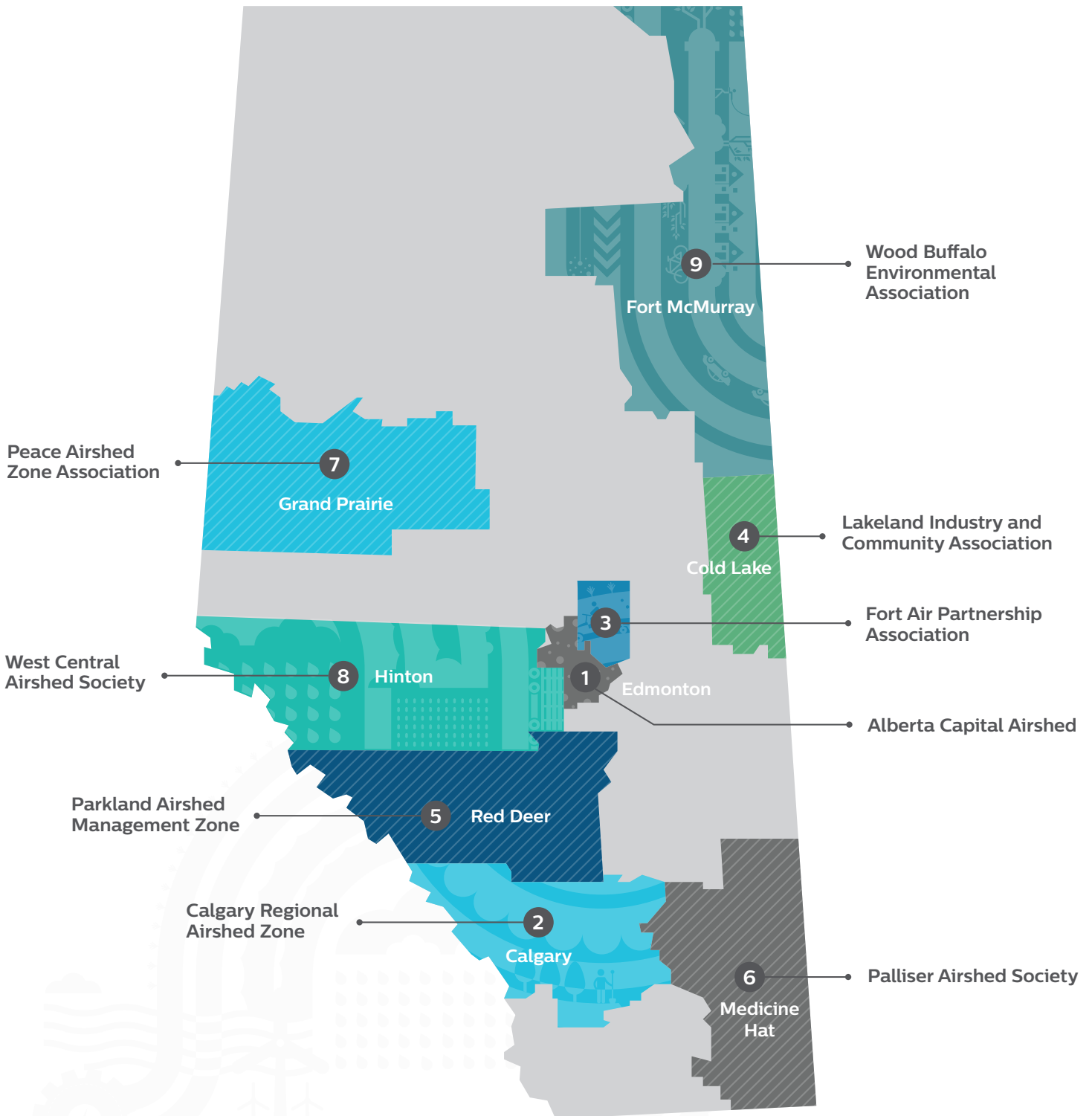
AIRSHED ZONES

In Alberta, not-for-profit societies conduct ambient air quality monitoring as well as regional education and outreach.

Airsheds bring together regional stakeholders using CASA guidelines for consensus decision-making.

The Alberta Airsheds Council is the voice of Alberta's airsheds facilitating communication and cooperation between airsheds and their stakeholders.

- 1 Alberta Capital Airshed
- 2 Calgary Region Airshed Zone
- 3 Fort Air Partnership Association
- 4 Lakeland Industry & Community Association
- 5 Parkland Airshed Management Zone
- 6 Palliser Airshed Society
- 7 Peace Airshed Zone Association
- 8 West Central Airshed Society
- 9 Wood Buffalo Environmental Association



ALBERTA AIRSHEDS COUNCIL

The Alberta Airsheds Council (AAC) provides a forum to identify and advocate for the common interests of the nine established airsheds in Alberta. The Council also facilitates communication and cooperation between the airsheds, and between airsheds and stakeholders.

The AAC has been working with Alberta's Environmental Monitoring, Evaluation and Reporting Agency (AEMERA) to develop a Memorandum of Understanding (MOU) as a formal commitment to work together to strengthen and better integrate province-wide and regional air quality monitoring, evaluation and reporting going forward.

In 2016, the AAC will concentrate on making the organization more robust, further strengthening its relationships with partner organizations including: the Alberta Environmental Monitoring, Evaluation and Reporting Agency; the Clean Air Strategic Alliance; Alberta Environment and Parks; and, the Alberta Energy Regulator. There will also be an increased focus on the implementation of the MOU Work Plan objectives, in collaboration with AEMERA, to support the development of an air monitoring system for the province.

ALBERTA CAPITAL AIRSHED

The Alberta Capital Airshed (ACA) welcomed the Pembina Institute and Inside Education into its NGO caucus. Working with their municipal caucus, the ACA developed a strategy to encourage remaining municipalities in the region to join the ACA, and connect with industry members to identify additional prospective members.

The ACA was once again active in community events – including Clean Air Day events, community energy forum and a variety of other local events interested in clean air. The ACA launched citizen science initiatives alongside the City of Edmonton and Inside Education using new AirBeam technology. This technology connects with in-school education programs in order to plant the seeds of awareness of clean air for future generations. The ACA is hopeful that they will be able to offer easy citizen science opportunities for all interested parties in the future.

The first regional monitoring plan for the Alberta Capital Region was developed by the ACA over the past two years and approved by Alberta Environment & Parks in 2015. This plan paves the way for additional monitoring by bringing stakeholders together within one strategic direction.

This past year, the ACA proudly participated in the opening of a new station in Ardrossan. Reporting on the Air Quality Health Index, this station is part of the Strathcona Industrial Association's air quality monitoring network and includes support from Strathcona County. The location addresses one of the notable gaps in monitoring within the ACA region. Another gap in monitoring will be addressed soon. The first station in St. Albert, which is part of AEMERA's air quality monitoring network, is in place and expected to be operational in early 2016. The ACA will be looking to address additional monitoring gaps in the region – notably west and south of Edmonton – in 2016.

ACA also continues to actively participate in the Capital Region Oversight Advisory Committee in the implementation of a Particulate Matter Response Plan.

CALGARY REGION AIRSHED ZONE

In April 2015, the Calgary Regional Airshed Zone (CRAZ) relocated the Calgary Central continuous monitoring station from the downtown location to a site approximately 100 metres northeast of the Inglewood Bird Sanctuary. Meteorological sensors for wind speed/direction and ambient temperature were installed at this station that had never been monitored at the downtown location. Additionally, this monitoring site hosts five educational display stations providing information and interesting facts about air pollution. In partnership with Inglewood Bird Sanctuary, CRAZ will promote various educational programs where students will get to visit the station and learn about air pollution. CRAZ hosted a Grand Opening of this air monitoring station in October 2015.

Passive air monitoring network was reviewed, which resulted in seven passive sites (SO₂, NO₂, O₃) being removed and three passive sites (SO₂, NO₂, O₃) relocated in October 2015, as per the CRAZ Network Assessment recommendations. In addition, five new passive sites were established in Calgary southeast quadrant to provide passive saturation monitoring for H₂S.

In 2015, CRAZ collaborated with Inside Education to develop a pilot project, Clean Air Responsible Schools (CARS) with 10 schools in Calgary, for grade 5 students. The CARS program aims to develop understanding of air quality with the students and encourages community stewardship.

Under the PM & O₃ Management Plan, a Community Based Social Marketing program called Commuter Connect was developed to respond to single occupant vehicles in the region. This toolkit was developed to help organizations foster a more efficient, healthy, and environmentally responsible way to travel to work. Commuter Connect will launch with our new website in Spring 2016.

FORT AIR PARTNERSHIP

A major project that the Fort Air Partnership (FAP) focused on in 2015 was the building and placement of a new monitoring station in the Town of Gibbons. The site will be active in February, 2016. The location for the new station was chosen based on one of FAP's primary monitoring objectives, which is to monitor for air quality where people live, as well as to fulfill recommendations made in network assessments done for both the FAP region and the larger Capital Region. Data collected at this station will enable the calculation of the Air Quality Health Index (AQHI).

Also in 2015, FAP was made aware that its monitoring station in Bruderheim would have to be moved to accommodate new development by the town. The move, about 300 metres from its existing location, was scheduled for the Spring of 2016. Several pieces of major equipment were replaced during 2015 as part of our capital equipment replacement plan, including non-methane hydrocarbon, ozone, ethylene and PM_{2.5} analyzers in various stations, as well as a new temperature system and wind tower.

As a public organization, FAP understands it has a responsibility to be transparent about its work and inform the community about the air that they breathe. To raise awareness and community understanding, FAP increased the frequency of their e-newsletter and educational advertising, and continued to provide near real-time data through their website.

FAP continues to be an active partner in the Life in the Heartland organization, which is committed to enhancing communications with the community regarding industrial development. FAP also continues to actively participate in the Capital Region Oversight Advisory Committee in the implementation of a Particulate Matter Response Plan.

LAKELAND INDUSTRY AND COMMUNITY ASSOCIATION

In 2015, Lakeland Industry and Community Association (LICA) continued to operate a regional network consisting of passive, continuous, integrated, and soil acidification monitoring programs.

LICA's 27 passive stations are sampled every two months and follow a three-by-three township grid pattern. LICA's continuous monitoring network includes permanent stations in Cold Lake (Cold Lake station), southwest of St. Lina (St. Lina station), and near oil sands operations, southwest of Marie Lake (Maskwa station); a portable air monitoring system (PAMS) was dispatched to communities throughout the region. Integrated sampling of volatile organic compounds (VOCs) and polycyclic aromatic hydrocarbons is conducted at the Cold Lake and PAMS stations; special equipment can now automatically collect additional VOC samples at PAMS (during odour events for example). Sampled on a staggered four-year cycle, LICA's soil acidification monitoring plots at Moose Lake Provincial Park, Whitney Lakes Provincial Park, and Southwest of Tucker Lake.

LICA's monitoring network has evolved over time to meet changing regulatory and local stakeholder needs, while maintaining a high degree of scientific rigor. LICA will adopt new methods and deploy new, proven monitoring technologies when needed. This ensures the highest quality of data is collected to meet the needs of our partners and members.

In 2015 LICA took steps to refine and improve sampling and monitoring methods and standard operating procedures, particularly in the integrated monitoring programs. LICA also began the process of securing a site for the PAMS in the Town of Bonnyville for a one to two year monitoring project; the town is the second largest population centre in the region and a major service area for the oil and gas industry. Lastly, LICA developed its Air Quality DNA presentation tool which incorporates nearly 100,000 multi-year air quality measurements into colourful, easy to understand visualizations.

PALLISER AIRSHED SOCIETY

In 2015, the Palliser Airshed Society (PAS) maintained its existing network of air quality monitoring stations, including a continuous monitoring installation located within the municipal boundaries of Medicine Hat, and 22 passive monitoring sites distributed throughout SE Alberta. For the calendar year, all AHQI parameters remained below threshold AAAQO levels with the exception of PM2.5 for which exceedances were recorded on three separate occasions in June, July and August. All were attributed to smoke from wildfires originating outside of the region serviced by PAS rather than from sources within the airshed boundaries. The passive network monitors SO₂, NO₂ and O₃, for which samples are collected on a monthly basis. The sites are strategically placed with respect to air modelling indicators as well as in deference to potential concentration of emissions. At all sites, monthly and annual aggregate values were well below threshold.

In addition to the existing network pre 2015, capability for continuous air quality monitoring was expanded with the introduction of an airpointer+PMTM monitoring station. The airpointer is highly scalable, accommodating up to six analyzer modules in a comparatively portable format. The airpointer operated by PAS monitors NO, NO₂, NO_x, O₃, and PM2.5 as well as a slate of meteorological parameters. All parameters monitored by the airpointer remained below threshold AAHQO with the exception of PM2.5, which spiked on the same temporal pattern, attributed to wildfire smoke permeating the airshed, as at the Crescent Heights location.

The airpointer installation allows portability and was purchased with the intent to cover a range of strategic sites on a rationalized schedule and/or an as-needed basis. The airpointer will continue to operate at the Brooks site, recording a full calendar year of data. In the meantime, plans to relocate in late summer or early fall 2016 are to be based on defined priorities derived by PAS with the input of stakeholder partners with the airshed. Commissioning a reliable portable air monitor such as the airpointer represents action on a PAS commitment to provide wider and flexible air monitoring services to the residents of SE Alberta.

2015 saw a number of advances with the hiring of an Executive Director and revitalization of the Technical Advisory Committee as well as plans to structure a Communications Committee. PAS finalized a 5-year Air Monitoring Plan based on extensive airshed monitoring and incorporated upgrades at Crescent Heights to comply with updates to the Air Monitoring Directive, working with and appreciating the input of the regulators involved. Financial pressures with lower revenues from volunteer contributors, both corporate and municipal were issues. Judicious use of available funding allowed for a balanced budget to year end; however limited funding does impact the ability to launch comprehensive educational and outreach programs as well as applied research initiatives; possible action to manage particulate matter one example. Repair and replacement of aging equipment is an ongoing concern under such circumstances. Overall, PAS is dedicated to maintain a reliable and credible ambient air quality monitoring network to the benefit of all stakeholders in the airshed, most significantly the residents who work and live therein.

PARKLAND AIRSHED MANAGEMENT ZONE

2015 marked the eighteenth anniversary of the Parkland Airshed Management Zone (PAMZ) and the sixteenth year of operation for its Air Quality Monitoring (AQM) Program.

In December 2014, a second permanent air quality monitoring site was established in Red Deer at the Lancaster Reservoir. Data collection and reporting at the new site commenced January 1, 2015 and is helping provide a more comprehensive understanding of Red Deer's air quality.

As per new Air Monitoring Directive requirements, PAMZ submitted its updated AQM Plan to Environment and Parks (AEP) in March and it was accepted. The plan included the removal of two passive monitoring sites in Banff National Park and the decommissioning of one of PAMZ's two portable air monitoring trailers. The two passive sites were decommissioned July 1. The one remaining trailer, the Dr. Martha Kostuch AQM Station, is now being used for both issues response and population centre monitoring.

On May 13, PAMZ held its Annual Issues Identification Meeting in Big Valley. This town is located east of PAMZ's current boundaries in a region under consideration for future expansion. PAMZ plans to conduct air quality monitoring in the region in 2016.

PAMZ celebrated Clean Air Day 2015 on June 3 by hosting an eco-fair for local environmental organizations, a presentation ceremony and luncheon for its five 2015 Action HERO (Helping the Environment by Reducing Ozone) Award recipients, and a vehicle emission testing clinic, all at the Sheraton Hotel in Red Deer. PAMZ's 18th Annual General Meeting was held June 17 in Sylvan Lake.

Throughout, PAMZ continued its extensive involvement in the development of AEP's PM2.5 Response including the development of the associated Education and Engagement Strategy by the PAMZ Communication Committee. The release of the Response Plan is scheduled for the first quarter of 2016. With the September 2015 announcement that Red Deer had exceeded the Canadian Ambient Air Quality Standards (CAAQS) for Fine Particulate Matter in the 2011-13 Assessment, assistance in the implementation of the PM2.5 Response will be of paramount importance to PAMZ in future years.



PEACE AIRSHED ZONE ASSOCIATION

2015 began with the purchase of a new semi-portable continuous monitoring station for the Peace Airshed Zone Association (PAZA). In 2013, PAZA partnered with Long Run Exploration Ltd. to maintain and operate a voluntary industry initiated trailer in the Falher, AB area. Ownership of this trailer has since been transferred to PAZA and they now operate seven continuous stations and 46 passive air quality monitoring sites.

Funding for the Airshed has stabilized in recent years since PAZA initiated a sustainable funding model to ensure continued operation. PAZA's membership consists of regulatory approval holders and voluntary industry members, public, municipalities, government and NGOs.

Mid-year 2015, PAZA experienced an internal reorganization to better align PAZA's direction and future sustainability with the implementation of the Alberta Environmental Monitoring, Evaluation and Reporting Agency. PAZA has continued to work closely with the AAC to promote the value and contributions made by Airsheds to maintain regional representation in the provincial framework.

Throughout 2015, PAZA's monitoring network has seen multiple improvements. Wind instruments have been replaced to offer more reliability and consistency. PM2.5 analyzers have been upgraded at two stations, and some of our older SO2 and total reduced sulphur (TRS) analyzers have been refurbished to extend operating life.

PAZA's new monitoring plan was completed and submitted to AEP. The fall of 2015 saw the completion of a 3 year quality assurance program audit which concluded that our program required only minor updates. PAZA has also been involved in providing feedback on the revisions to the Air Monitoring Directive initiated by Alberta Environment and Parks, as well as working closely with the AAC Technical Working Group to provide integrated feedback on behalf of all Airsheds

WEST CENTRAL AIRSHED SOCIETY

The West Central Airshed (WCAS) celebrated its twentieth anniversary in September 2015. A number of stakeholders, old and new, provided their perspectives on the success of the airshed and the airshed model.

WCAS continues to grow the monitoring program. In 2015 a monitoring station was put into service in Fox Creek. WCAS, AEMERA, Fox Creek Operators Group and the Town of Fox Creek worked together to establish and operate the station for a one year period. For WCAS this is a first step in expanding WCAS boundaries to the north. WCAS is working with AEP and AEMERA to conduct an emission inventory in the area between the current WCAS northern boundary and the Peace Airshed southern boundary. The emission inventory will provide information needed to develop a draft monitoring plan. WCAS will use the plan to move the zone expansion plan forward.

WCAS in concert with AEP Upper Athabasca Region and AEMERA have agreed to commission the WCAS portable air monitoring station in Hinton. The Hinton region has been identified as an area of concern for pm or particulate. The second air monitoring station in Hinton will help verify regional air quality. February 2016 is targeted for commissioning the portable station.

WCAS continues active participation in the Capital Region Oversight Committee, CASA Non-Point Source project team, and AAC.

WOOD BUFFALO ENVIRONMENTAL ASSOCIATION

During 2015, Wood Buffalo Environmental Association (WBEA) was funded by AEMERA. The WBEA Board comprises 38 members representing Aboriginal, industry, ENGO, and government sectors.

Throughout the year, WBEA operated 18 fixed air monitoring stations using continuous and semi-continuous measurement techniques for a wide range of air pollutants. Each station reported continuous meteorology. The network measured 202 parameters using 102 analyzers, two tall meteorological towers, and an acoustic sounder at air monitoring station (AMS) 17 for continuous upper atmosphere meteorology at 100 metre levels to a height of 3,000 metres above ground. WBEA operated three portable air monitoring stations for compliance or community purposes. Shelters were installed for AMS 21 (Conklin Community) and WBEA initiated work on a new station at Janvier (AMS 22).

In terrestrial monitoring, 25 permanent jack pine forest health plots out to 150 km from the operations were assessed by Agriculture and Agri-Food Canada for tree condition (including insects and diseases). Six 30 m. tall, solar-powered forest health plot towers continued to stream hourly meteorology data from four levels. Passive sampling for SO₂, NO₂, O₃, NH₃, HNO₃ was completed on a bimonthly cycle at 23 forest/wetland plots, and five air monitoring stations. The low-flow/power denuder system for N (NH₃, HNO₃, fine PM) operating at four towers was validated for year-round measurement. The regional 23 site bulk/throughfall ion exchange resin network was operated and seasonal deposition data cation/anion data were produced.

For human exposure purposes, WBEA operated specialized odour measurement equipment at AMS 1 Fort McKay-Berta Ganter and in the AMS 104 portable station located in Anzac. The Community Odour Monitoring Project (COMP) was initiated in Anzac. WBEA initiated validation work on triggered, cartridge-based systems for quantitative, time-stamped remote sampling of short-duration odour events.

At the end of 2015, WBEA staff and data processing/management systems will be handling some 550 million air-related data points annually.

BOARD OF DIRECTORS

STAKEHOLDER GROUP	SECTOR	DIRECTOR, ASSOCIATION/ AFFILIATION	ALTERNATE DIRECTOR, ASSOCIATION/AFFILIATION
NGO	Industrial	Chris Severson-Baker , Managing Director – Pembina Institute	Ruth Yanor , Mewassin Community Council
	Health	Leigh Allard , President & CEO, The Lung Association – Alberta & NWT	Vacant
	Rural	Ann Baran , Southern Alberta Group for the Environment	Vacant
	Urban	David Spink , Prairie Acid Rain Coalition	Bill Calder , Prairie Acid Rain Coalition
	Consumer Transportation	Scott Wilson , Senior Policy Analyst – Alberta Motor Association	Vacant
Industry	Petroleum Products	Brian Ahearn , Vice President – Western Division Canadian Fuels Association	Peter Noble , Senior Regulatory Affairs Manager – Imperial Oil
	Oil & Gas – Large Producers	Claude Chamberland , Canadian Association of Petroleum Producers	Koray Onder , Canadian Association of Petroleum Producers
	Forestry	Brian Gilliland , Manager International Environmental Affairs Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs – Alberta Forest Products Association
	Mining	Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc.	Dan Thillman , Plant Manager – Lehigh Cement
	Alternate Energy	David Lawlor , Director Environmental Affairs – ENMAX	Vacant
	Chemical Manufacturers	Terry Rowat , Manager, Responsible Care at Methanex Corporation	Dan Hall , Regional Director – Chemistry Industry Association of Canada (CIAC)
	Agriculture	Rich Smith , Executive Director – Alberta Beef Producers	Humphrey Banack , Vice- President, Alberta Federation of Agriculture
	Utilities	Jim Hackett , Director, Health & Safety, Environment – ATCO Group, Utilities	Ahmed Idriss , Senior Advisor, Environment Policy – Capital Power Corporation
	Oil & Gas – Small Producers	Vacant	Vacant

STAKEHOLDER GROUP	SECTOR	DIRECTOR, ASSOCIATION/ AFFILIATION	ALTERNATE DIRECTOR, ASSOCIATION/AFFILIATION
Government	Federal	Cheryl Baraniecki , Associate Regional Director General, West & North – Environment Canada	Martin Van Olst , Senior Analyst – Environment Canada
	Provincial Government – Energy	Al Sanderson , Chief Assistant Deputy Minister Alberta Energy	Audrey Murray , Branch Head – Environment and Resource Services Alberta Energy
	Provincial Government – Health	Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division – Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
	Local Government – Rural	Al Kemmere , President - AAMDC	Vacant
	Local Government – Urban	Vacant	Vacant
	Provincial Government – Environment	Bill Werry , Deputy Minister – Alberta Environment and Parks	Rick Blackwood , Assistant Deputy Minister – Alberta Environment and Parks
Aboriginal Government	First Nations	Holly Johnson Rattlesnake , Samson Cree Nation	Vacant
	Métis	Mary Onukem , Environmental Coordinator – Métis Settlements General Council	Vacant



PAST MEMBERS + SECRETARIAT

NAME	MEMBER	DURATION ON BOARD	POSITION	SECTOR
Christine Best	Environment Canada	1 year	Alternate	Government
Martin Chamberlain	Alberta Energy	2 years	Director	Government
Tim Whitford	Alberta Urban Municipalities Association	2 years	Director	Government
Yolanta Leszczynski	Shell Scotford Manufacturing	4 years	Director	Industry
Don Wharton	TransAlta Corporation	5 years	Director	Industry

Keith Denman, Executive Director

Wendy Boje (until March), Interim Executive Director

Cara McInnis, Executive Assistant & Communications Advisor

Sarah Hanlon, Executive Assistant

Karen Bielech, Financial Administrator

Robyn-Leigh Jacobsen (until September), Senior Manager

Amanda Stuparyk, Project Manager

Warren Greeves, Project Manager



ORGANIZATIONS

CASA could not operate without the help of the many organizations who support those sitting at the board table and/or project teams. Thanks to these organizations for providing financial and in-kind contributions of time and expertise, ensuring CASA's continuing success.

AEMERA	Friends of Chain Lakes
Alberta Agriculture and Forestry	Graymont Western Canada Inc.
Alberta Association of Municipal Districts & Counties	Health Canada Alberta Region
Alberta Beef Producers	Hinton Pulp, A Division of West Fraser Mills Ltd.
Alberta Capital Airshed	Imperial Oil
Alberta Energy	Intensive Livestock Working Group
Alberta Energy Regulator	Lakeland Industrial and Community Association
Alberta Environment and Parks	Lehigh Cement
Alberta Federation of Agriculture	Maxim Power Corporation
Alberta Forest Products Association	Methanex Corporation
Alberta Health	Metis Settlements General Council
Alberta Health Services	Mewassin Community Council
Alberta Motor Association	Mother Rosalie Health Services Centre
Alberta Urban Municipalities Association	Natural Resources Conservation Board
Alta Gas	NOVA Chemicals Corporation
ATCO Power Canada Ltd.	Palliser Airshed Society
Calgary Region Airshed Zone	Parkland Airshed Management Zone
Canadian Association of Petroleum Producers	Peace Airshed Zone Association
Canadian Fuels Association	Pembina Institute
Canadian Natural Resources Limited	Petroleum Services Association of Canada
Canadian Society of Environmental Biologists	Prairie Acid Rain Coalition
Canadian Wind Energy Association	Saddle Hills Awarenesss Committee
Capital Power Corporation	Samson Cree Nation
Cenovus Energy Inc.	Shell Canada Ltd.
Chemistry Industry Association of Canada	Shell Scotford Manufacturing
City of Edmonton	Slave Lake Pulp
City of Lethbridge	Southern Alberta Group for the Environment
City of St. Albert	The Lung Association AB & NWT
COPD and Asthma Network	TransAlta Corporation
Devon Energy Corporation	TransCanada
Encana Corporation	University of Alberta
ENMAX	West Central Airshed Society
Environment Canada	Weyerhaeuser Company Ltd.
Fort Air Partnership	Wood Buffalo Environmental Association





2015 ANNUAL REPORT

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PLACEHOLDER

ITEM: **5.1 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
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	Peter Noble Imperial Oil PO Box 2480, Station M Calgary, Alberta T2P 3M9 Bus: (587) 228-7010 Fax: (403) 237-2168 Peter.c.noble@esso.ca	Petroleum Products
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	Vacant	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
Cheryl Baraniecki , Associate Regional Director General, West & North Environment Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8687 Fax: (780) 495-3086 Cheryl.Baraniecki@ec.gc.ca	Martin Van Olst , Senior Analyst Regional Analysis and Relationships Environment Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8958 Fax: (780) 495-3086 Martin.vanOlst@ec.gc.ca	Federal Government
Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc. 200, 10991 Shellbridge Way Richmond, BC V6X 3C6 Bus: (604) 249-1911 rbeleutz@graymont.com	Dan Thillman , Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com	Mining
Vacant	Vacant	Provincial Government - Energy
Claude Chamberland , Canadian Association of Petroleum Producers c/o Chamberland Consulting Ltd. #226, 30 Cranfield Link S.E. Calgary, AB T3M 0C4 Cell: (403) 824-6478 claudech@telus.net	Koray Önder , The Canadian Association of Petroleum Producers (CAPP) – Consultant Cell: (403) 618-4486 Koray.Onder@oender.onmicrosoft.com	Oil & Gas – large producers
Brian Gilliland , Manager, International Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 438-2569 Fax: (780) 780-3125 brian.gilliland@weyerhaeuser.com	Keith Murray , Director, Forestry & Environment Alberta Forest Products Association 900, 10707 100 Ave. Edmonton, AB T5J 3M1 Bus: (780) 392-0756, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca	Forestry

Member Representative	Alternate	Sector
Carolyn Kolebaba AAMDC, Vice President, Deputy Reeve, Northern Sunrise County Box 178 Nampa, Alberta T0H 2R0 Cell: (780) 617-2381, Fax: ckolebaba@aamdc.com	Vacant	Local Government - Rural
David Lawlor lawlor12345@gmail.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 – Samson Cree Nation
Terry Rowat , Manager Responsible Care Methanex Corporation P.O. Box 1100 Medicine Hat, AB T1A 7H1 Bus : (403) 527-8141 ext 154 trowat@methanex.com	Dan Hall , Regional Director Chemistry Industry Association of Canada 111 Aspen Meadows Court SW Calgary, AB T3H 4T2 Bus: (403)-246 -2699 danhall@shaw.ca	Chemical Manufacturers
Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health 24 th Floor, Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 422-2720 linda.mattern@gov.ab.ca	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	Provincial Government - Health
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	Vacant	Aboriginal Government - Metis
Chris Severson-Baker , Managing Director Pembina Institute Suite 200, 608 - 7th Street SW Calgary, Alberta T2P 1Z2 Bus: (403) 269-3344 ext. 101, Fax: (403) 269- 3377 chrissb@pembina.org	Ruth Yanor Mewassin Community Council Bus : (587) 357-6448 ruth.yanor@gmail.com	NGO Industrial
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	Bill Calder Prairie Acid Rain Coalition 139 Calico Drive Sherwood Park, AB T8A 5P8 Bus: (780) 464-9996 bacalder@telusplanet.net; bacalder@icloud.com	NGO Urban

Member Representative	Alternate	Sector
Rich Smith , Executive Director Alberta Beef Producers 165, 6815 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org	Humphrey Banack Alberta Federation of Agriculture RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com	Agriculture
Scott Wilson , Senior Policy Analyst Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5523 Fax: (780) 430-4861 scott.wilson@ama.ab.ca	Vacant	Consumer/Transportation
Andre Corbould , Deputy Minister Alberta Environment & Parks 11 th Floor, South Petroleum Plaza 9915 – 108 Street Edmonton, Alberta, T5k 2G8 Bus: (780) 427 1799, Fax (780) 427-0923 Andre.corbould@gov.ab.ca	Rick Blackwood , Assistant Deputy Minister Alberta Environment & Parks 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	Provincial Government - Environment
Jim Hackett , Director Health, Safety Security & Environment ATCO Power 800, 919 - 11 Avenue S.W. Calgary, AB T2R 1P3 Bus: (403) 245-7408, Fax: (403) 209-6920 jim.hackett@atcopower.com	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation 11th Floor Epcor Tower 1200, 10423 - 101 street Edmonton, Alberta T5H 0E9 Bus: (780) 392-5172, Fax: (780) 382-5140 Aldriss@capitalpower.com	Utilities
Vacant	Vacant	Local Government – Urban
Keith Denman , Executive Director Clean Air Strategic Alliance 10 th Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 644-5160, Fax: (780) 422-1039 kdenman@casahome.org		
Vacant	Vacant	Oil & Gas – small producers

*****Board Members with Different Courier Addresses:

Leigh Allard

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

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	Brian Ahearn , Vice President – Western Division Canadian Fuels Association	Peter Noble – Senior Regulatory Affairs Manager Imperial Oil
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Vacant
NGO	NGO Rural	Southern Alberta Group for the Environment	Ann Baran Southern Alberta Group for the Environment	Vacant
Industry	Mining	Alberta Chamber of Resources	Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc.	Dan Thillman , Plant Manager Lehigh Cement
Government	Federal	Environment Canada	Cheryl Baraniecki , Associate Regional Director General, West & North Environment Canada	Martin Van Olst , Senior Analyst Environment Canada
Government	Provincial Government – Energy	Alberta Energy	Vacant	Vacant
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Claude Chamberland , Canadian Association of Petroleum Producers	Koray Onder , Canadian Association of Petroleum Producers
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager International Environmental Affairs Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba , VP (Deputy Reeve, Northern Sunrise County) AAMDC	Vacant
Industry	Alternate Energy		David Lawlor	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	Vacant
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	Terry Rowat , Manager Methanex Corporation	Dan Hall , Regional Director Chemistry Industry Association of Canada (CIAC)

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

Government	Provincial Government – Health	Alberta Health	Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
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 Alberta Federation of Agriculture
NGO	Consumer Transportation	Alberta Motor Association	Scott Wilson , Senior Policy Analyst Alberta Motor Association	Vacant
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Andre Corbould , Deputy Minister Alberta Environment and Parks	Rick Blackwood , Assistant Deputy Minister Alberta Environment and Parks
Industry	Utilities	TransAlta Corporation	Jim Hackett , Director, Health, Safety, Security & Environment ATCO Power	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation
Government	Local Government – Urban	Alberta Urban Municipalities Association	Vacant	Vacant
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant

Non Point Source Project Team			
First Name	Last Name	Organization Name	Title
Brian	Ahearn	Canadian Fuels Association	Corresponding Member
Atta	Atia	Alberta Agriculture and Forestry (AAF)	Member
Tasha	Blumenthal	Alberta Association of Municipal Districts & Counties (AAMDC)	Member
Bill	Calder	Prairie Acid Rain Coalition	Member
Rhonda Lee	Curran	Alberta Environment and Parks (AEP)	Member
Mandeep	Dhaliwal	Calgary Region Airshed Zone	Member
Jim	Hackett	ATCO Power Canada Ltd.	Member
Rob	Hoffman	Canadian Fuels Association	Member
David	Lawlor	Industry	Member
Alison	Miller	Esso (Imperial Oil Ltd)	Member
Karen	Raven	Agriculture and Forestry	Alternate
Andrew	Read	Pembina Institute	Member
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Fiona	Slessor	Alberta Government	Alternate
Rich	Smith	Alberta Beef Producers	Corresponding Member
David	Spink	Prairie Acid Rain Coalition	Member
Amanda	Stuparyk	CASA	Project Manager
Susan	Valentine	Alberta Association of Municipal Districts & Counties	Corresponding Member
Martin	Van Olst	Environment Canada	Member
Scott	Wilson	Alberta Motor Association	Member
Ruth	Yanor	Mewassin Community Council	Member
Non-Point Source Technical Task Group			
Martin	Van Olst	Environment Canada	Member
Ike	Edeogu	Alberta Agriculture and Forestry	Member
Frauke	Spurrell	Alberta Environment and Parks	Member
Richard	Melick	Alberta Environment and Parks	Member
Rhonda Lee	Curran	Alberta Environment and Parks	Member
David	Spink	Prairie Acid Rain Coalition	Member
Randy	Angle	Prairie Acid Rain Coalition	Member
Victoria	Pianarosa	Parkland Fuel Corporation	Member
Patrick	Anderson	AAC - West Central Airshed Society	Member

Mandeep	Dhaliwal	AAC - Calgary Central Airshed Society	Member
Bob	Myrick	AEMERA	Member
Amanda	Stuparyk	CASA	Project Manager
Performance Measures Committee			
First Name	Last Name	Organization Name	Title
Martina	Krieger	Alberta Environment and Parks	Member
Ruth	Yanor	Mewassin Community Council	Member
Warren	Greeves	CASA	Project Manager
David	Lawlor	Indusry	Member
Communications Committee			
First Name	Last Name	Organization Name	Title
Ann	Baran	Southern Alberta Group for the Environment	Member
Ruth	Yanor	Mewassin Community Council	Member
Jason	Maloney	Environment and Parks	Member
Cara	McInnis	Clean Air Strategic Alliance	Project Manager



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

Meeting: CASA Board Meeting
Date of meeting: June 15, 2016
Meeting place: Centre West, 10th Floor
Room 10 A
10035 108 ST NW
Edmonton, AB T5J 3E1

1. Were the objectives as listed in the agenda accomplished? Yes
No

2. The objectives we did not accomplish are:

3. How can future meetings be improved?

4. Did the board book (decision sheets, attachments, reports) provide you with the information needed to make informed decisions? Yes
No

5. Do you have any other feedback you would like the Executive Committee to consider?

Yes
No

Comments/Suggestions:

6. How do you feel about the value of this meeting for the time you spent here?

Comments/Suggestions:

7. Do you feel the caucus meeting added value to the meeting?

Yes
No

Comments/Suggestions:

Name (optional): _____