

CASA

CASA 2016 ANNUAL REPORT



CONTENTS

ABOUT US..... 1

HIGHLIGHTS2

PRESIDENT’S MESSAGE.....3

EXECUTIVE DIRECTOR’S MESSAGE 4

BOARD OF DIRECTORS.....5

PAST MEMBERS AND SECRETARIAT6

COMMITTEES AND WORKING GROUPS..... 7

BOARD MEMBER PROFILES..... 9

BOARD MEMBER PROFILES.....10

CASH AND IN-KIND CONTRIBUTIONS 11

EVALUATING AND MEASURING CASA’S PERFORMANCE..... 12

PROJECT TEAMS..... 15

AIRSHED ZONES AND THE ALBERTA AIRSHEDS COUNCIL.....17

CASA PARTICIPATING ORGANIZATIONS..... 20

ABOUT US

Vision

The air will have no adverse odour, taste or visual impact and have no measurable short- or long-term adverse effects on people, animals or the environment.

Mission

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

Mandate

1. Implement the Comprehensive Air Quality Management System for Alberta,
2. Conduct strategic air quality planning for Alberta through shared responsibility and use of a consensus-building, collaborative approach, and
3. Prioritize concerns with respect to air quality in Alberta, and develop specific actions or action plans and activities to resolve those concerns.

The Clean Air Strategic Alliance (CASA) was established in March 1994 as a new way to manage air quality in Alberta. CASA is a multi-stakeholder partnership composed of representatives selected by industry, government and non-government organizations. Every partner is committed to a comprehensive air quality management system for Alberta.

CASA is a non-profit organization that facilitates multi-stakeholder consensus based negotiation to provide strategies to assess and improve air quality for all Albertans. Core funding for 2016 was provided by the Government of Alberta. Financial information for fiscal year 2016 is available on the CASA website. www.casahome.org

CASA supports three air quality management goals:

1. Protect the environment by preventing short and long-term adverse effects on people, animals and the ecosystem
2. Optimize economic efficiency
3. Promote pollution prevention and continuous improvement

Responsibility for specific air quality planning is shared among stakeholders. Regulatory implementation, licensing, compliance, control and enforcement remain with existing government agencies.



HIGHLIGHTS

Non-Point Sources

A great deal of progress occurred this year to document understanding of various non-point sources in Alberta. Key sources that need more detailed work were identified: mobile sources (personal vehicles, on-road heavy duty vehicles, off-road equipment); residential wood burning (fireplaces and wood-burning appliances); prescribed burning; agriculture; gasoline distribution (retail stations and terminals); construction and road dust; and urban form. A strategy to raise awareness and communicate impacts of non-point sources was developed and will be launched in 2017.

Performance Measurement

CASA completed a review of the system of performance measures and indicators this year, intended to ensure transparency; develop useful and usable measures; and assess stakeholder satisfaction with the value, relevance and awareness of CASA. Performance measures and indicators were revised in light of the review and will help stakeholders to better see how CASA's collaborative process influences provincial air quality. The key outcome was a new Performance Measurement Strategy with eight performance measures and four performance indicators, for a total of 22 combined metrics. This strategy was used to prepare the 2015 performance measures report, published in June 2016. Among other things, this report revealed that 75% of CASA's 330 substantive recommendations made since 1997 have been implemented.

CASA 2.0

Using the "Clearing the Air" Strategy and Action Plan, resources were devoted this year to identifying high priority projects that CASA is well-suited to undertake. Seventeen possible topics emerged and were winnowed down to three key areas based on sector feedback and individual knowledge. Given the changing landscape of air quality management in Alberta, the board agreed to first seek more clarity on roles, responsibilities and relationships of the various players by undertaking a systems mapping exercise early in 2017.



PRESIDENT'S MESSAGE



Clear blue skies are one of the hallmarks of our province. Alberta prides itself on its good air quality and, for nearly 25 years, CASA and its stakeholders have contributed to that reputation. Since 1994, CASA has provided a forum for in-depth discussions and creative solutions to a wide variety of important air management issues. Its innovative consensus-based process means that ideas can be vetted and improved through respectful discussions among affected stakeholders, leading to outcomes and policy tools with a solid foundation and broad support.

CASA has not shied away from tackling tough issues over the years, from flaring and venting to emissions from electricity generation and odour management. The products range from regulatory advice and subsequent changes, to in-depth resources for use by those who deal with the problem on the front lines.

More recently, it has become apparent that emissions from non-point sources are a major component of fine particulate matter and ground level ozone, which are concerns in some areas of Alberta. Because these sources are not regulated directly, managing them poses some challenges. Drawing on the knowledge and expertise of its stakeholders, CASA has documented our understanding of these emissions and identified important and diverse sources that need more detailed analysis. We expect to see potential management tools emerging from this work in the next year.

Alberta's airsheds have filled an important niche when it comes to regional air quality. This concept grew out of early CASA activity and has proven to be a robust approach, as airsheds now cover most of Alberta's populated areas. Airsheds are expected to play a key role as the Government looks at enhancing its community monitoring program.

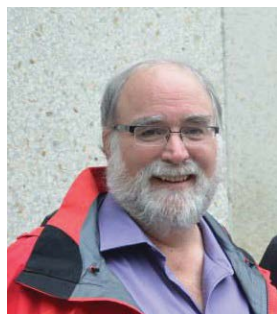
Having an organization where stakeholders with an interest in air quality can discuss and address current and emerging issues reflects Alberta's ongoing commitment to collaboration. Having industry, government and environmental leaders at one table demonstrates what is possible when people are willing to work together. We look forward to further development of the collaborative approach as CASA and the Alberta Water Council move to share space, staff and potential cross-media projects in the coming year.

Andre Corbould

A handwritten signature in black ink, appearing to read 'Andre Corbould'. The signature is fluid and cursive.



EXECUTIVE DIRECTOR'S MESSAGE



2016 was a busy year with staff changes, significant effort by the Non-Point Source Team and the work of the CASA 2.0 team to help identify areas of activity that can add value and advance the priorities of our stakeholders. Details are found in this annual report.

CASA's approach of assembling teams of informed and interested stakeholders to develop consensus recommendations on air quality topics has stood the test of time. The issues have shifted but the value added by the CASA process has not changed. Like all environmental problems, air quality issues are complex. There are science and technology questions as well as tougher questions, such as: What constitutes an acceptable level of impact from human activity on the landscape and who decides? Who will live with the impact of those decisions? What tools will be most effective in ensuring the desired outcomes are achieved? CASA's approach has been to bring the people affected to the table and, through our structured process, find solutions that work for all parties. While it takes time, considerable effort and often difficult conversations, the results are almost always better than what might have been arrived at through other means, and the broad agreement results in easier implementation.

CASA's focus is on air quality, and yet stakeholders are increasingly aware of the interactions of human impacts on air, land and water. The Alberta Government's approach to environmental management increasingly reflects this understanding. As we look ahead there will be a greater need to work with stakeholders and organizations active in other media. In the near term, CASA's offices are relocating to shared space with the Alberta Water Council in mid-2017. In addition to the change in location, CASA and the Water Council will be combining some of the day-to-day administration of our organizations, and some projects may emerge that include both air and water components.

Alberta is in the midst of challenging economic times and our stakeholders are successfully managing with fewer resources. For CASA this has meant drawing more heavily on the expertise and time of team members rather than hiring consultants. Members of the Non-Point Source Technical Task Group, in particular, put in many, many hours to develop their report on emissions of interest in various areas of the province. We are very grateful for their contributions but as we seek creative ways to manage with fewer dollars, CASA must ensure the workload is sustainable for our team members.

CASA finished 2016 in solid shape financially, with talented staff in place and a renewed set of possible future projects. CASA deeply appreciates the ongoing commitment and dedication of all our stakeholders, funders and staff.

Keith Denman

A handwritten signature in blue ink that reads "Keith Denman".



BOARD OF DIRECTORS

The following were members of the CASA Board of Directors as of December 31, 2016. CASA is very grateful for the ongoing commitment and support of these individuals and the organizations they represent.

Stakeholder Group	Sector	Member	Director	Alternate Director
NGO	Consumer Transportation	Alberta Motor Association	Scott Wilson	Vacant
	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard	Vacant
	NGO Industrial	Pembina Institute	Vacant	Ruth Yanor
	NGO Rural	Southern Alberta Group for the Environment	Ann Baran	Vacant
	NGO Urban	Prairie Acid Rain Coalition	David Spink	Bill Calder
Industry	Agriculture	Alberta Beef Producers	Rich Smith	Humphrey Banack
	Alternate Energy		David Lawlor	Vacant
	Chemical Manufacturers	Chemistry Industry Association of Canada	Terry Rowat	Greg Moffatt
	Forestry	Alberta Forest Products Association	Brian Gilliland	Keith Murray
	Mining	Alberta Chamber of Resources	Rob Beleutz	Dan Thillman
	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	Claude Chamberland	Koray Onder
	Oil & Gas – Small Producers	Vacant	Vacant	Vacant
	Petroleum Products	Canadian Fuels Association	Brian Ahearn	Peter Noble
	Utilities	Electricity – Large Generation	Jim Hackett	Ahmed Idriss
Government	Federal	Environment and Climate Change Canada	Cheryl Baraniecki	Martin Van Olst



	Local Government – Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba	Vacant
	Local Government – Urban	Alberta Urban Municipalities Association	Vacant	Vacant
	Provincial Government – Energy	Alberta Energy	Steve Tkalcic	Wade Clark
	Provincial Government – Environment	Alberta Environment and Parks	Andre Corbould	Rick Blackwood
	Provincial Government – Health	Alberta Health	Vacant	Dawn Friesen
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake	Vacant
	Métis	Métis Settlements General Council	Mary Onukem	Vacant

PAST MEMBERS AND SECRETARIAT

CASA thanks the following board members who stepped down in 2016:

Dan Hall	Chemical Manufacturers
Doug Lammie	Provincial Government – Energy
Linda Mattern	Provincial Government – Health
Audrey Murray	Provincial Government – Energy
Al Sanderson	Provincial Government – Energy
Chris Severson-Baker	NGO Industrial

Keith Denman, Executive Director

Cara McInnis, Executive Assistant, Board Support, Communications Advisor

Karen Bielech, Financial Administrator

Katie Duffett, Project Manager

Matthew Dance, Contract Project Manager

Project managers Amanda Stuparyk and Warren Greaves, as well as Executive Assistant Sarah Hanlon were with the Secretariat for part of 2016.



COMMITTEES AND WORKING GROUPS

Communications Committee

Following board approval of the Strategic Communications Plan in December 2015, the Communications Committee began implementing components of the plan in 2016; this included developing a message map and expanding use of social media. Board members were encouraged to actively use CASA's social media accounts on Twitter™ and LinkedIn™. The committee organized CASA's participation in Clean Air Day on June 8, which saw the launch of a new air monitoring station in St. Albert. The website was revamped this year and committee members began investigating potential future activities, such as a community of practice and a science symposium.

Performance Measures Review Working Group

The Performance Measures Review Working Group was established to review and update CASA's Performance Measurement Strategy, identify further actions and make recommendations as required. The working group presented its final report and recommendations to the board in 2016, including a number of changes to CASA's performance measures and indicators to be incorporated into the Performance Measurement Strategy.



Performance Measures Committee

This year the Performance Measures Committee completed its 2015 report using the new Performance Measurement Strategy. The new strategy defines performance measures (areas where CASA has a higher degree of control over results) and performance indicators (areas where CASA has less control over results). It also contains new measures and indicators for the secretariat, board, project teams and goals in CASA's strategic plan. This combination provides a well-rounded description of CASA as an organization and meaningful information that supports continuous improvement of the organization. Some measures and indicators are calculated annually and some every three years. The committee calculated the results for 2015 and also collected updates on the low-rated recommendations from previous years, which are tracked in a living document.

CASA 2.0 Working Group

Recognizing the opportunity to take on new activity this year, the board struck a team with the task of developing a list of high priority work that CASA is well-suited to undertake. The group identified a number of air quality issues that were important, suited to the CASA process, could be completed in a useful timeframe, and were a high priority for CASA stakeholders. The "Clearing the Air" Strategy and Action Plan were used to develop the list, along with the group's knowledge of the state of the air and the air quality management systems in the province. Out of 17 potential projects, three priority areas for work were presented to the board: municipalities, monitoring strategy and goals, and relationships. With the changing landscape of air quality management in Alberta, the board agreed to first seek more clarity on roles, responsibilities and relationships by undertaking a systems mapping exercise early in 2017.



BOARD MEMBER PROFILES



Cheryl Baraniecki

Cheryl Baraniecki’s role as a CASA director fits well with her position as Associate Regional Director General for West and North at Environment and Climate Change Canada. Although many of her current day-to-day responsibilities relate to water, Environment and Climate Change Canada has a long history with CASA and Cheryl is very pleased to continue this tradition, having joined the board in 2013.

In her view, CASA’s greatest strength is its proven ability to bring people with divergent perspectives together at one table, leading to recommendations that everyone can live with. “There is tremendous value in everyone hearing the ideas and views of others, then finding common ground on which to build solutions that have broad support. While the conversations may be challenging at times, a consensus approach means that every voice is important.”

One example where CASA’s collaborative approach has had a wider influence was the work done to shape Canada’s Air Quality Management System. “Alberta was in a very good position to share the CASA experience of multi-stakeholder collaboration on air quality issues with Canada and the other provinces and territories through the Canadian Council of Ministers of the Environment. This helped shape key elements of that system.”

Cheryl would like to see CASA continue to prioritize and focus on important emerging air quality issues in Alberta, such as the work now being done on emissions from non-point sources, and to continue its tradition of enabling multi-stakeholder dialogue on these important issues.



BOARD MEMBER PROFILES



David Lawlor

David Lawlor has been part of CASA for more than ten years, getting involved initially with the first five-year review of the electricity framework. “My employer at the time viewed the framework as an important influence on our decisions regarding new assets and we wanted to be sure we understood the implications with respect to emissions,” he says. But more personally, David believes strongly in the goal of a healthy environment and a prosperous economy, which came partly as a result of his graduate work on sustainability issues at Dalhousie University. When the opportunity arose to apply his knowledge in a practical way through CASA, he took advantage of it.

Since then, he has become a strong advocate for CASA and its multi-stakeholder process, as both an industry and public representative. “Having a safe forum where a wide range of opinion can be shared is invaluable. We gain a better understanding of other perspectives and only then can common interests and creative consensus solutions emerge. The level of confrontation is reduced and typically everyone comes away with new respect for others.”


We know climate change is a critical and multi-faceted issue. David believes that policy makers need to look more closely at the connections among a wide range of air emissions, especially when it comes to impacts on human health. These aspects tend to get oversimplified but he sees air as a complex medium that differs from other environmental issues. “Carbon dioxide (CO₂) alone may not directly affect our health, but other pollutants such as fine particulates and oxides of nitrogen are often emitted from the same sources as CO₂. Both policy makers and the public need to understand the bigger ‘bang for the buck’ that we can get by reducing greenhouse gases.”




CASH AND IN-KIND CONTRIBUTIONS

In-kind support is a crucial factor in CASA's effectiveness and ability to undertake its work. Government, industry and non-government organizations all provide in-kind support. CASA has tried to assign a dollar value to this support by examining time and travel costs and other contributions, but is confident that the true value of these contributions is both under-recorded and underestimated. CASA's core funding is provided by the Government of Alberta and is not included in the contributions shown below. A link to CASA's 2016 Audited Financial Statements can be found [here](#).


2016 TOTAL CASH AND IN-KIND CONTRIBUTIONS	
InKind	\$352,372.50
Cash	\$25,000
\$	377,372.50



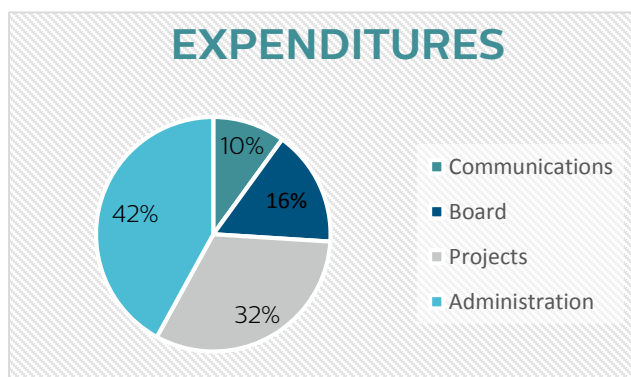
NGO	
InKind	\$150,675.00
\$	150,675.00



Government	
InKind	\$107,172.50
Cash	\$25,000
\$	132,172.50



Industry	
InKind	\$94,525.00
\$	94,525.00



EVALUATING AND MEASURING CASA'S PERFORMANCE

Every year CASA ensures that performance is measured to reflect the work completed to make adjustments so we can continue to improve. For ease of year-to-year comparison, the measures and indicators shown in the tables below are the same as those presented in the 2015 CASA annual report. Further details and a complete listing of performance measures and indicators can be found in the 2016 Performance Measures Committee Report, available on the CASA website.

CASA's Performance Measures Strategy, approved by the board in 2016, defines performance measures (areas where CASA has a higher degree of control over results) and performance indicators (areas where CASA has a lower degree of control over results). This combination of performance measures and performance indicators provides a well-rounded description of CASA as an organization and, by providing timely and meaningful information, supports continuous improvement at CASA.

CASA Performance Measures

(Areas where CASA has a higher degree of control over the results)

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	Three months of operating funds	Six months, as of Dec. 31, 2016	Based on estimated operating expenses for January through March
Encourage board member participation in CASA	2	Percentage of board member attendance at board meetings by sector	75%	Government: 57% Industry: 83% NGO: 73%	<ul style="list-style-type: none"> The targets for government and the NGO caucus were not met. The government caucus consists of federal, provincial, municipal, First Nations, and Métis representatives. Low attendance may reflect on a lack of current teams addressing issues for some stakeholders.

Objective	#	Performance Measure	Target	Actual	Notes
					<ul style="list-style-type: none"> • Sectors without current representation are not included in the calculations. • 2015 results: <ul style="list-style-type: none"> ◦ Government: 52% ◦ Industry: 92% ◦ NGO: 100%
Develop reports and recommendations adhering to CASA's Managing Collaborative Processes Guide	6	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. 	<ul style="list-style-type: none"> • Project Charter complete: 75% • Collaborative: 75% • SMART recommend actions: 100% 	<ul style="list-style-type: none"> • Project Charter complete: 75% • Collaborative: 75% • SMART recommend actions: 100% 	<ul style="list-style-type: none"> • The only team that completed its work in 2016 was the CASA 2.0 process, which was atypical and for which these measures only partially apply. • The Non-Point Source team adhered to its Charter's schedule and worked well throughout 2016.
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	70%	Reflects the Non-Point Source and CASA 2.0 teams 58% in 2015
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	18	Down slightly from last year; total of 20 in 2015



CASA Performance Indicators

(Areas where CASA has a lower degree of control over results)

Objective	#	Performance Indicator	Actual	Notes
Implement CASA recommendations	1	Percentage of substantive recommendations from the previous four years that have been implemented	57%	This percentage is based on four recommendations that were classified as substantive
Improve capacity to monitor air quality in Alberta	4.a	The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan	Overall 57%	
	4.b	Geographic percentage of province covered by airshed zones	46%	



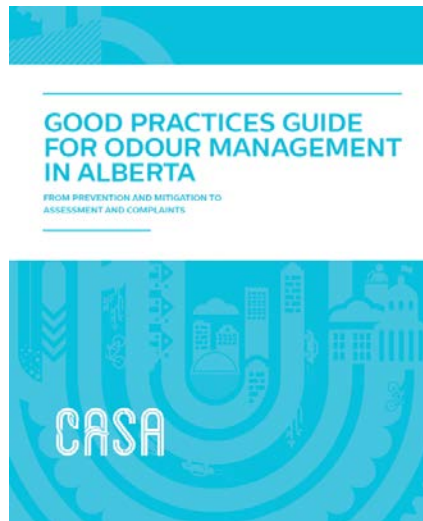
PROJECT TEAMS

CASA Guide to Odour Management

The CASA Odour Team finished its work in 2015, but the demand for the document created by the group has not diminished. There is continuing interest in the Guide and, as the Executive Director has been on speaking engagements around the province, copies of the Guide are usually snapped up by the people present. Communities want to understand more about odour and what they can do if they are encountering issues with odours related to human activity. The Guide, which is aimed at non-experts, has been warmly received.

In several cases people have stated that they wished they had had such a resource when they were attempting to deal with local odour issues.

The Guide remains available on the CASA website and hard copies may be obtained on request. The technical background documents are also available for those with an appetite for more in-depth understanding. CASA is happy to provide copies or make a presentation on this work.



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.

The goal of the NPS project is to help address non-point source air emissions contributing to non-achievement of ambient fine particulate matter and ozone standards in Alberta. The project has four objectives:

- Compile and review information and agree on a common understanding of non-point source air emissions in Alberta.
- Identify non-point source air emissions reduction opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.
- 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).
- 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.

After a two-month convening period, work began in November 2015. Work is limited to NPS emissions of primary PM_{2.5} and

precursors of secondary PM_{2.5} and O₃ (SO_x, NO_x, VOCs, and NH₃), although efforts to reduce these substances is likely to have the co-benefit of reducing other emissions. Limiting the scope creates a manageable piece of work, with the potential to complement existing initiatives.

The project team worked diligently through 2016 and completed objective 1 with a large contribution from a report generated by the Technical Task Group (a project team task group), titled "A Knowledge Synthesis of Non-Point Source Air Emissions and their Potential Contribution to Air Quality in Alberta." The team began work on objectives 2 and 3 in 2016 and is on schedule to complete its work in September 2017.

After refining the list of non-point sources identified in the Technical Task Group report, to ensure a manageable scope for the project, the project team discussed potential development of recommended management actions for the following non-point sources:

- Mobile sources (personal vehicles, on-road heavy duty vehicles, off-road equipment)
- Residential wood burning
- Prescribed burning
- Agriculture
- Gasoline distribution (retail stations and terminals)
- Construction and road dust
- Urban form

In 2017 the team will start drafting recommendations and will seek feedback from targeted stakeholders.



AIRSHED ZONES AND THE ALBERTA AIRSHEDS COUNCIL

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 to make consensus decisions. The Alberta Airsheds Council (AAC) is the voice of Alberta's airsheds, facilitating communication and cooperation between airsheds and their stakeholders.

The AAC is a partnership among all of Alberta's airsheds to support healthy air quality for Albertans and the environment. We provide a forum for airsheds to work and learn together, contribute to provincial policy development, provide leadership in the monitoring of air quality, and promote education and engagement on air quality issues that impact Albertans.

In 2016, we hired our first Executive Director. Our priorities include developing a new website and expanding our communication and education toolkit. In partnership with the Government of Alberta, we are developing approaches to educate Albertans about air monitoring and air quality, and about the current issue of fine particulate matter.

We reviewed our AAC Membership Policy in 2016 to be ready to expand the airshed network in the province. Establishing an airshed requires significant commitment from community, industry and government and we work with groups to build organizational capacity where that commitment has been shown. To join the AAC, an air monitoring group must demonstrate that it meets membership criteria including: multi-stakeholder participation; consensus-based decision making; participation in air quality management for the region; ongoing air monitoring, analysis and reporting of ambient air quality data; and a commitment to conduct education and outreach activities. We are working with the Peace River Area Monitoring Program Committee and expect to welcome them as a member in 2017.

The AAC is a key contributor to CASA-led initiatives and is an active participant on the Non-Point Source Project Team (including the associated Technical Working Group and Communications Sub-Group), as well as the recently-formed Ambient Air Quality Objectives Team. We are working with CASA to create a Memorandum of Understanding that will clarify and support the relationship between the organizations and leverage the knowledge and resources that each contributes to air quality management.



We are proud of the successful work of Alberta's nine airsheds which operate more than 70 air monitoring stations and contribute to the Air Quality Health Index reported in 25 communities. Wood Buffalo Environmental Association (WBEA) demonstrated the high value of the airsheds' work during the time of the Horse River wildfire. Despite the challenging situation, WBEA staff continued the air monitoring activities, allowing for continuous air quality information to be shared with all stakeholders including communities, industry and emergency responders. During that time, there were more than 280,000 visits to the WBEA website for air quality information.

Airsheds have established networks and are important partners for responding to the local and regional air matters that affect Alberta communities. We look forward to continuing this important work with each regional airshed.

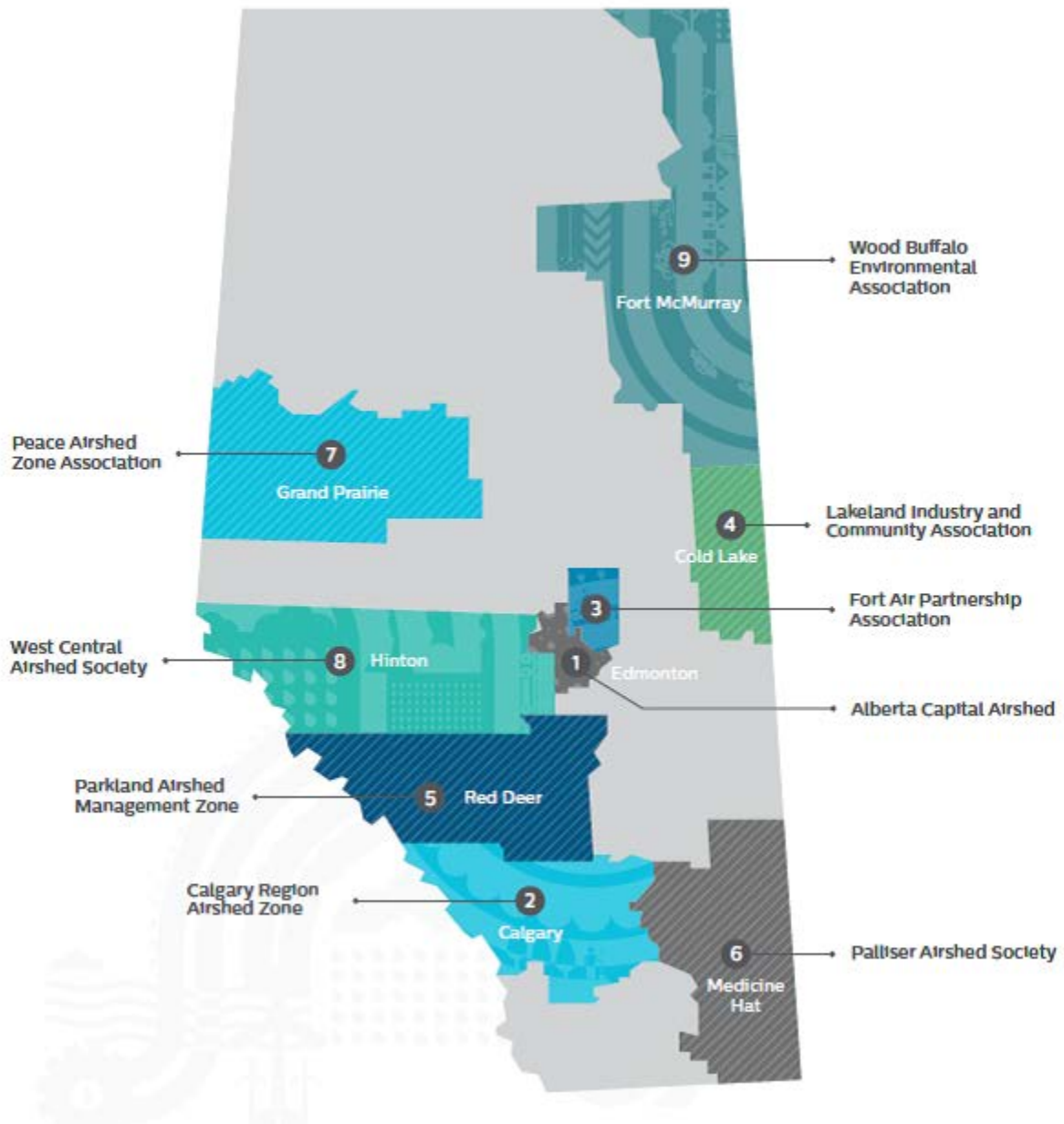
AAC Members

- Alberta Capital Airshed (ACA): www.capitalairshed.ca/
- Calgary Region Airshed Zone (CRAZ): www.craz.ca/
- Fort Air Partnership (FAP): www.fortair.org
- Lakeland Industry and Community Association (LICA): www.lica.ca
- Parkland Airshed Management Zone (PAMZ): www.pamz.org
- Palliser Airshed Society (PAS): www.palliserairshed.com
- Peace Airshed Zone Association (PAZA): www.paza.ca
- West Central Airshed Society (WCAS): www.wcas.ca
- Wood Buffalo Environmental Association (WBEA): www.wbea.org

For more information please visit:
www.albertaairshedscouncil.ca



Airshed Zones in 2016



CASA PARTICIPATING ORGANIZATIONS

CASA could not operate without the help of the many organizations that support participants on the board and project teams. CASA is very grateful to these organizations for providing financial and in-kind contributions of time and expertise.

Alberta Agriculture and Forestry	Alberta Airsheds Council
Alberta Association of Municipal Districts and Counties	Alberta Beef Producers
Alberta Canola Producers	Alberta Capital Airshed
Alberta Environment and Parks	Alberta Environmental Monitoring, Evaluation and Reporting Agency
Alberta Environmental Network	Alberta Federation of Agriculture
Alberta Forest Products Association	Alberta Health
Alberta Motor Association	ATCO Power Canada Ltd.
Calgary Region Airshed Zone	Canadian Association of Petroleum Producers
Canadian Fuels Association	Capital Power Corporation
Chamberland Consulting Ltd.	Chemistry Industry Association of Canada
City of Calgary	City of Edmonton
City of Red Deer	Environment and Climate Change Canada
Fort Air Partnership	Graymont Western Canada Inc.
Imperial Oil Ltd.	Methanex Corporation
Mewassin Community Council	NextEra Energy Canada
Palliser Airshed Zone	Parkland Airshed Management Zone
Parkland Fuel Corporation	Pembina Institute
Prairie Acid Rain Coalition	R. Angle Consulting
Southern Alberta Group for the Environment	The Lung Association Alberta and NWT
West Central Airshed Society	Weyerhaeuser Company Ltd.





2016 Annual Report
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