

# Memorandum



**Date:** February 24, 2014  
**From:** Norman MacLeod, Executive Director  
**To:** CASA Directors & Alternates  
**Subject:** CASA Board Meeting – March 13, 2014

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

Ph (780) 427-9793  
Fax (780) 422-3127  
E-mail [casa@casahome.org](mailto:casa@casahome.org)  
Web [www.casahome.org](http://www.casahome.org)

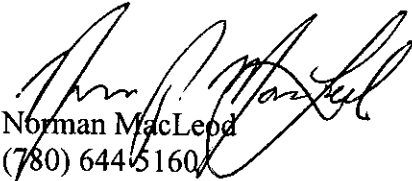
Attached are the draft agenda and briefing materials for the next meeting of the CASA Board of Directors, which is scheduled from **9:30 am to 4:00 pm** on Thursday, March 13, 2014. The meeting will be held at:

**McCrae Room, 2nd Floor  
105th Street Building  
10242 – 105th Street  
Edmonton**

Please note that there will be a supplementary package emailed out and also hard copies provided at the meeting. This material was unavailable at the time of printing.

We look forward to seeing you at the meeting.

Sincerely,

  
Norman MacLeod  
(780) 644-5160

**March 13, 2014**  
**Board of Directors Meeting**

# ABOUT CASA

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## **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.**

**Clean Air Strategic Alliance – Board Meeting  
McCrae Room, 2nd Floor  
105th Street Building  
10242 – 105th Street  
Edmonton**

**March 13, 2014  
Draft Agenda**

	<b>1.0</b>	<b>ADMINISTRATION</b>	<b>1</b>
9:30 – 10:00 (30 min)	<b>1.1</b>	<b>Convene Business Meeting and Approve Agenda</b> <i>Objective: Convene business meeting and approve agenda.</i>	
	<b>1.2</b>	<b>New Representatives</b> <i>Objective: Introduce and welcome new CASA board representatives.</i>	
	<b>1.3</b>	<b>Electronic Approvals from February 2014</b> <i>Objective: Review the decisions approved via electronic means.</i>	
	<b>1.4</b>	<b>CASA Executive Committee Membership</b> <i>Objective: Confirm the members of the CASA executive committee.</i>	
	<b>1.5</b>	<b>Minutes and Board Action Items from December 12, 2013</b> <i>Objective: Approve minutes and review the action items from the December 12, 2013 board meeting.</i>	
	<b>1.6</b>	<b>Executive Director's Report/Financial Statements</b> <i>Objective: Receive a report on secretariat activities, income and expense statements and provide any feedback.</i>	
	<b>1.7</b>	<b>2013 Audited Financial Statements</b> <i>Objective: Approve the 2013 audited financial statements.</i>	
	<b>2.0</b>	<b>STATEMENT OF OPPORTUNITY</b>	<b>2</b>
10:00 – 10:45 (45 min)	<b>2.1</b>	<b>Non-Point Source Air Emissions</b> <i>Objective: Receive an update and discuss the Non-Point Source Air Emissions file to determine next steps.</i>	
10:45 – 11:00 (15 min)		<b>BREAK</b>	
	<b>3.0</b>	<b>PROJECT MANAGEMENT</b>	<b>3</b>
11:00 – 12:00 (60 min)	<b>3.1</b>	<b>Performance Measures Committee</b> <i>Objective: Receive and approve the annual report and recommendations.</i>	
12:00 – 1:00 (60 min)		<b>LUNCH</b>	
	<b>3.0</b>	<b>PROJECT MANAGEMENT CONTD.</b>	<b>3</b>
1:00-2:00 (60 min)	<b>3.1</b>	<b>Performance Measures Committee Contd.</b> <i>Objective: Receive and approve the annual report and recommendations.</i>	

2:00 – 2:45  
(45 min)      **3.2 Status Reports**  
*Objective: To receive information on project activity.*

- Electricity Framework Review
- Odour Management Team
  
- Alberta Airshed Council
- Alberta Capital Airshed
- Calgary Region Airshed Zone
- Fort Air Partnership
- Palliser Airshed Society
- Parkland Airshed Management Zone
- West Central Airshed Society
- Wood Buffalo Environmental Association

2:45 – 3:00  
(15 min)      **BREAK**

	<b>4.0</b>	<b>STRATEGIC PLANNING</b>	<b>4</b>
3:00 – 3:45 (45 min)	<b>4.1</b>	<b>Risk Management Framework</b> <i>Objective: Receive for approval the Risk Management Framework</i>	
	<b>5.0</b>	<b>COMMUNICATIONS</b>	<b>5</b>
3:45 – 3:50 (5 min)	<b>5.1</b>	<b>2013 Annual Report</b> <i>Objective: To authorize the CASA Executive Committee to finalize CASA's 2013 Annual Report.</i>	
	<b>1.0</b>	<b>ADMINISTRATION CONTINUED</b>	<b>1</b>
3:50 – 3:55 (5 min)	<b>1.8</b>	<b>Remaining 2014 CASA Board Meeting Dates</b> <i>Objective: Hear a recommendation from the Executive Committee with respect to CASA Board meeting dates in the fall of 2014.</i>	
	<b>6.0</b>	<b>NEW/OTHER BUSINESS</b>	<b>6</b>
3:55 – 4:00 (5 min)	<b>6.1</b>	<b>New/Other Business</b> <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	<b>6.2</b>	<b>Updated Mailing and Membership Lists</b> <i>Objective: Provide up-to-date information on CASA board members.</i>	
	<b>6.3</b>	<b>Evaluation Forms</b> <i>Objective: Receive the results from the last evaluation and provide time for board members to fill out their evaluation forms.</i>	
	<b>6.4</b>	<b>Appointment of New Signing Officer</b> <i>Objective: Approve adding David Lawlor as a signing officer for CASA.</i>	

***Administration***

***Statement of Opportunity***

***Project Management***

***Strategic Planning***

***Communications***

***New/Other Business***

## INFORMATION SHEET

**ITEM:** 1.2 New Representatives

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

**STATUS:** **Bill Werry** from Alberta Environment & Sustainable Resource Development has been appointed as the President & Director representing Provincial Government – Environment. Bill will replace Dana Woodworth.

**Cheryl Baraniecki** from Environment Canada has been appointed as the Director representing Federal Government. Cheryl will replace Christine Best.

**Al Kemmere** from AAMDC has been appointed as the Director representing Local Government – Rural. Al will replace Carolyn Kolebaba.

**ATTACHMENTS:** A. Biography of New Member(s)

**Biography**

**Deputy Minister**

**Bill Werry  
Alberta Environment and Sustainable Resource Development (ESRD)**

Bill Werry was appointed Deputy Minister of Environment and Sustainable Resource Development on December 18, 2013.

Throughout his 30-year career, Bill has earned a reputation for getting results through his emphasis on the three Cs: cooperation, collaboration and consensus. His personal commitment to building relationships among diverse stakeholders has benefitted a wide range of public and not-for-profit sectors in Alberta and Saskatchewan, including advanced education and technology commercialization; tourism, parks, recreation, sport and culture; aboriginal relations and human services.

A strong advocate of the Alberta Public Service's Vision and Values, Bill is a firm believer in fostering continuous improvement at both institutional and personal levels. He applies that belief to ensure that programs for which he is responsible are not only client focused, but also client driven.

Prior to his appointment as Deputy Minister of Environment and Sustainable Resource Development, Bill was Deputy Minister of Aboriginal Relations, Advanced Education and Technology. He also served as Deputy Minister of Tourism, Parks and Recreation, as well as Assistant Deputy Minister for the Parks, Conservation, Recreation and Sport Division in Alberta Tourism, Parks, Recreation and Culture. In addition, Bill served as the Executive Director of Resource Consultation and Traditional Use in the Department of Alberta Aboriginal Affairs and Northern Development. He has also been a sessional lecturer at the University of Regina and is a frequent presenter at national, regional and provincial conferences.

Bill has a Bachelor's degree in Recreation Administration from the University of Alberta and a Master of Science degree in Physical Activity Studies from the University of Regina. He and his wife, Joyce, have three children and four grandchildren.



**Biography****Director**

**Cheryl Baraniecki**  
**Associate Regional Director General, West & North**  
**Environment Canada**

Cheryl Baraniecki has been working with Environment Canada since October of 2000 and is based out of Edmonton. Currently the Associate Regional Director General for West and North with responsibilities for a number of key departmental initiatives and files including the Lake Winnipeg Basin Initiative, the Prairie Provinces Water Board, the Mackenzie River Basin Board in addition to serving as a departmental contact point for stakeholders across the region. Previously she has had responsibilities in Prairie and Northern Region on a number of environmental protection files including environmental assessments and compliance promotion of key environmental Acts and Regulations. As former Regional Director of Environmental Protection Operations (2009-2013) she has had the opportunity to work on a number of environmental assessment reviews for oil sands and northern development projects. Cheryl completed a BSc and MSc in Microbiology and Cell Biotechnology at the University of Alberta with a focus on environmental microbiology.

**Biography****Director**

**Al Kemmere**  
**AAMDC Director: District 2 - Central**

Al Kemmere was elected to his first term on the AAMDC Board as Director of District 2 (Central Zone) in the fall of 2010.

He was elected Councillor and Reeve of Mountain View County in 2004 and has since been re-elected as Councillor for a fourth term in 2013. In his nine years on council, Al has been involved in numerous committees as the Central Alberta Economic Partnership (CAEP) as Chair, Central Alberta-Access Prosperity (founding Chair), Municipal Area Partnership (founding member), Mountain View Waste Commission as Chair, Vice Chair of the AAMDC Mayor/Reeves committee, and a member of the AAMDC Standing Issues Committee on Social Issues to name a few. To add to his positions on council and AAMDC board he is also a rural committee member for the Federation of Canadian Municipalities

Al has a strong background in agriculture with experience running a purebred dairy farm as well as farmed with a combination of mixed and custom farming and trucking. He and wife Kathy have raised their three children on their farm north of Olds.

Al has always tried to take a leadership approach when it comes to municipal partnerships and collaborations. AAMDC Committee Appointments include; AAMDC Resolutions Committee (Chair), AAMDC Standing Issues Committee (SIC) on Social Issues & Concerns, Agricultural Operation Practices Act (AOPA), Alberta Water Council (AWC) Board, AUMA-AAMDC Strategic Alliance: Operating Committee, Land Agent Program, Industry Advisory Committee, Spatial Data Warehouse & TRAVIS

## INFORMATION SHEET

**ITEM:** 1.3 Board Electronic Approvals from February 2014

**ISSUE:** Several important decisions were sent to board members for approval via electronic means.

**BACKGROUND:** The CASA Board has an Executive Committee that is comprised of a representative from each stakeholder group; government, industry and non government. Executive member Dana Woodworth resigned from his position in January 2014. Board members were asked to vote electronically to approve Bill Werry as President (GOV) for a two year term.

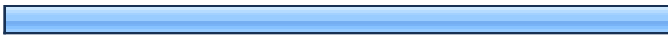
With the resignation of signing officer Dana Woodworth there were no designated directors to sign cheques over \$5000. CASA bylaws require that new signing officers be approved by the CASA board. The board was asked to electronically vote to approve Bill Werry and Rick Blackwood as signing officers for the organization.

**ATTACHMENTS:** A. Board approvals for Bill Werry & Rick Blackwood.


## Board Approval: Executive Committee/Signing Authority




### 1. Do you approve Bill Werry as CASA's President to March 2016?

		Response Percent	Response Count
Yes		100.0%	20
No		0.0%	0
answered question			20
skipped question			0

### 2. Do you authorize the Executive Director to establish Bill Werry as a signing officer for CASA?

		Response Percent	Response Count
Yes		100.0%	20
No		0.0%	0
answered question			20
skipped question			0

### 3. Do you authorize the Executive Director to establish Rick Blackwood as a signing officer for CASA?

		Response Percent	Response Count
Yes		100.0%	20
No		0.0%	0
answered question			20
skipped question			0

## **DECISION SHEET**

**ITEM:** 1.4 **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 in March 2014.

**BACKGROUND:** The Industry caucus is recommending that **David Lawlor** remain as CASA vice president for an additional two year term. David has been serving as vice president since January 2013.

**Chris Severson-Baker's** position of vice president (NGO) expires June 2015.

**Bill Werry's** position of president expires March 2016.

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

**ATTACHMENTS:** None

**DECISION:** Reaffirm **David Lawlor** as vice president of CASA to March 2016.

## ***DECISION SHEET***

***ITEM:***                    1.5     **Minutes and Action Items from December 12, 2013**

***ISSUE:***                    Minutes from the December 12<sup>th</sup> board meeting are subject to approval.

***STATUS:***                    Members have received the minutes from the December 12, 2013 board meeting and are invited to report any errors or omissions to the board at its March 13, 2014 regular meeting. Board members will be asked to give final approval to the minutes of December 12, 2013 and the final version will be posted to the website as per usual practice.

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

***ATTACHMENTS:***        A.     Draft meeting minutes from December 12, 2013 board meeting.  
                                  B.     Board Action Items

***DECISIONS:***             Approve the minutes from the December 12, 2013 board meeting.

## *CASA Board of Directors*

**December 12, 2013**

**Edmonton, Alberta**

### **In attendance:**

#### **CASA Board Members and Alternates:**

Leigh Allard, NGO Health  
Humphrey Banack, Agriculture  
Ann Baran, NGO Rural  
Rob Beleutz, Mining  
Elise Bieche, Oil & Gas Large Producers  
Rick Blackwood, Provincial Government  
Environment  
Bill Calder, NGO Urban  
Claude Chamberland, Oil & Gas Large  
Producers  
Dawn Friesen, Provincial Government Health  
Brian Gilliland, Forestry  
Jim Hackett, Utilities  
Carolyn Kolebaba, Local Government Rural  
David Lawlor, Alternate Energy  
Yolanta Leszczynski, Chemical  
Manufacturers  
Audrey Murray, Provincial Government  
Energy  
Keith Murray, Forestry  
Peter Noble, Petroleum Products  
Al Schulz, Chemical Manufacturers  
Chris Severson-Baker, NGO Industrial  
Rich Smith, Agriculture  
David Spink, NGO Urban  
Don Wharton, Utilities  
Scott Wilson, NGO Consumer  
Transportation  
Ruth Yanor, NGO Industrial

#### **Presenters:**

Norman MacLeod, CASA  
*Item 1.4 - Executive Director's  
Report/Financial Statements*  
Michelle Riopel, CASA  
*Item 2.1 – NPS Workshop*  
Ruth Yanor, Mewassin Community Council  
*Item 3.1 – Human and Animal Health*  
Tim Weis, Pembina Institute

#### *Item 3.2 – Electricity Framework Review*

Gary Redmond, ACA

#### *Item 4.1 – Alberta Capital Airshed*

Leigh Allard, The Lung Association

#### *Item 5.1 – Communications*

#### **CASA Secretariat:**

Karen Bielech  
Celeste Dempster  
Sarah Hanlon  
Alison Hughes  
Norman MacLeod  
Michelle Riopel

#### **Guests:**

Bob Scotten, WCAS/PAS  
Fred Picard, Alberta Capital Airshed  
Mike Mellross, Alberta Capital Airshed  
Raquel Feroe, Alberta Capital Airshed  
Martina Krieger, ESRD  
Dale Friesen, ATCO Power  
Merry Turtiak, Alberta Health

#### **Regrets:**

Brian Ahearn, Petroleum Products  
Tom Burton, Local Government Rural  
Martin Chamberlain, Provincial Government  
Energy  
Holly Johnson-Rattlesnake, Aboriginal  
Government First Nations  
Linda Mattern, Provincial Government  
Health  
Mary Onukem, Aboriginal Government  
Métis  
Janis Seville, NGO Health  
Don Szarko, NGO Consumer Transportation  
Dan Thillman, Mining  
Martin Van Olst, Federal Government  
Tim Whitford, Local Government Urban  
Dana Woodworth, Provincial Government  
Environment

**Clean Air Strategic Alliance  
Board of Directors Meeting  
December 12, 2013**

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**Executive Summary**

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The CASA board welcomed the following new members: Claude Chamberland from Canadian Association of Petroleum Producers, Linda Mattern from Alberta Health and Peter Noble from Imperial Oil.

The board approved CASA's 2014 core funding budget with the understanding that existing funding levels will not sustain current operations beyond 2015.

The board received an update on the outcome of the Non-point Sources Workshop. The Government of Alberta, in consultation with other interested parties, will champion the preparation of a Statement of Opportunity for discussion at the March board meeting.

The board accepted the final report and recommendations of the Human and Animal Health Team and agreed to disband the team.

Status reports were provided on the following project activity:

- CASA & AAC Joint Standing Committee
- Electricity Framework Review Team
- Odour Management Team

The board heard from the Alberta Capital Airshed and approved their request to be recognized as a CASA Airshed Zone.

The board received a report from the Communications Committee on communication activities in 2013 and the planning of the CASA 20<sup>th</sup> Anniversary celebration event to be held in 2014. The board then agreed to delegate authority to the Communications Committee to make decisions with respect to the organization of CASA's 20th Anniversary celebration.

The Secretariat is undergoing some staffing changes, with the upcoming departure of Alison Hughes and the recent hire of Sarah Hanlon.

**Clean Air Strategic Alliance  
Board of Directors Meeting  
September 19, 2013**

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**Draft Minutes**

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1 Administration

**1.1 Convene Business Meeting and Approve Agenda**

David Lawlor convened the meeting at 9:10 a.m.

*The agenda was approved by consensus*

**1.2 New Representatives**

The board welcomed the following new members and invited them to introduce themselves:

- **Claude Chamberland**, President of Chamberland Consulting Ltd. and consultant at the Canadian Association of Petroleum Producers, was appointed as the director representing Industry – Oil & Gas Large Producers. Claude has participated on many multi-stakeholder committees, including the former CASA Electricity Project Team and the PM and Ozone Team and has been active in several industry associations, including CAPP.
- **Linda Mattern**, who was not able to attend this meeting, is the Assistant Deputy Minister, Acute Care and Population Health Division, Alberta Health. She will replace Neil MacDonald as the director representing Provincial Government – Health.
- **Peter Noble**, of Imperial Oil was appointed as the alternate director representing Industry – Petroleum Products and replaces Cindy Christopher. As a senior regulatory affairs manager, Peter is responsible for Imperial Oil's refining and chemical businesses, supporting public policy development. Peter is also the Responsible Care Coordinator for Imperial's petrochemicals business.

Biographies were provided for Claude Chamberland, Linda Mattern and Peter Noble.

**1.3 Minutes and Board Action Items from September 19, 2013**

*The minutes and action items from the September 19, 2013 board meeting were approved by consensus*

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

CASA's bylaws require that its directors review the performance of the society every three years. Each time the review has been done it has been conducted using different approaches, ranging from the use of an external consultant through to very simple caucus-based discussions. As the last performance evaluation was completed in 2011, the Board is required to conduct another review in 2014, probably in the early part of the year. At their next meeting,



the Executive Committee will discuss how best to proceed and will report back at the March 2014 board meeting.

Project Manager, Kaylyn Airey has moved on to pursue other opportunities. Given the near term requirement to plan for the 2014 CASA Anniversary, CASA has retained the services of FREE Advertising to oversee the planning and roll-out of the event and related products. Once early design work on the principal events (i.e. the symposium and the following reception) is sufficiently advanced, the Secretariat will ask for further guidance from the Communications Committee.

The secretariat has completed its work to create a searchable database to track the implementation of recommendations and board decisions. An extensive amount of information needs to be entered into the database before it is fully functional. The Secretariat will provide a progress report to the board in March of 2014.

Activity has been accelerating quickly at the project team & subgroup level and as a result, CASA will come in close to budget for 2013. Grant funds received previously will cover operating costs until approx. March 1, 2015, transferring \$80,000 in excess funds from CASA's wind-down fund to core operational funds.

There have been two staff changes at the secretariat: After seven years with the Secretariat, Executive Assistant, Alison Hughes will be moving on to pursue new challenges in Calgary. CASA has hired a temporary replacement, Sarah Hanlon, who will work closely with Alison until the end of January, before taking over her role.

*Discussion:*

- The value of moving \$80,000 out of the wind-down fund was questioned, if it would need to be replaced in subsequent years. Norm indicated that the Executive Committee assessment of the wind-down fund is done annually to adjust fund amounts. There would be adequate notice to make any necessary changes.
- It was noted that four half day meetings aren't very cost effective and that two full meetings a year may be better. Norm indicated that the two half day meetings in the last half of 2013 were an anomaly; a product of CASA's older project teams being disbanded. With the current and planned project team and subgroup activity in 2014, there will likely be a requirement for full day meetings again. The secretariat was asked to review the meeting schedule and bring potential solutions to the March 2014 board meeting. Further discussion was deferred until Item 1.6 on the agenda.

**Action: (See action under Item 1.6)**

## **1.5 Core Budget for 2014**

Norm introduced the budget and asked for board approval of CASA's 2014 core operating budget which includes: board and project support and coordination, administration and operating expenses, statements of opportunity, strategic planning, and communications. The total budget is \$1,178,389 and represents a net increase of 9.5% from the revised 2013 budget submitted in July of 2013. Norm noted that although total wages have decreased, the budget has increased by \$100,000 in order to provide support for stakeholders attending the increased number of project team meetings.

Alberta Energy had previously provided \$850,000 for 2014 core funding, however, with this budget there will be a shortfall, requiring CASA to draw down bridging funds intended to cover January 1<sup>st</sup>, 2015 to March 31, 2015.

***By consensus, the board approved CASA's 2014 core operating budget.***

## **1.6 Proposed Schedule for 2014 Board Meetings**

The CASA Executive Committee proposed that the board continue holding four meetings per year. The June 5<sup>th</sup> board meeting date was set to coincide with the CASA 20<sup>th</sup> anniversary celebration, booked for June 6<sup>th</sup> in Calgary, and would begin with a brief annual general meeting. The proposed CASA board meeting dates for 2013 were:

### **Option 1:**

1. March 13 (Calgary)
2. June 5 – Board Meeting and Special Reception (Calgary)  
June 6 – CASA 20 Year Celebration Event (Calgary)
3. September 11 (Edmonton)
4. December 4 (Edmonton)

### **Option 2 (Wednesdays):**

1. March 27(Calgary)
2. June 5 – Board Meeting and Special Reception (Calgary)  
June 6 – CASA 20 Year Celebration Event (Calgary)
3. September 18 (Edmonton)
4. December 11 (Edmonton)

### *Discussion:*

- The board noted that March 27<sup>th</sup> fell during spring break and that it would not be desirable.
- The question was raised as to why CASA doesn't book board meetings to coincide with the Alberta Water Council dates (facilitator's note – CASA currently books board meetings to specifically avoid AWC dates). Board members who sit on both boards commented that it would be inconvenient to be away from their office for up to three days to attend both meetings.
- Some members suggested that, notwithstanding the earlier proposal to meet twice per year, three meetings a year might be more appropriate. Chris Severson-Baker observed that there have been complaints in previous years that the CASA process is too slow and by limiting the number of board meetings to three per year it may affect CASA's ability to reach timely decisions.
- The board chose March 13, 2014 and June 5-6, 2014 as the next meeting dates and asked that the Executive Committee meet to discuss the scheduling of one or two more meeting dates and report back at the March meeting.
- The board noted that the March meeting should be held in Edmonton, not Calgary.

***By consensus, the board approved March 13, 2014 (Edmonton) and June 5-6, 2014 (Calgary) as the next meeting dates.***

**Action: The Executive Committee will review the remaining 2014 board meeting dates to determine if one or two meetings will be required and will provide a recommendation to the board at the March meeting.**

## **1.7 Appointment of New Signing Officer**

*By consensus, the board appointed Celeste Dempster as a signing officer of CASA.*

## 2 Statements of Opportunity

### **2.1 Non-Point Sources Workshop Update**

Michelle Riopel provided a summary of the NPS Workshop held in Calgary on Oct. 22<sup>nd</sup>. The workshop was well attended by a broad cross section of interested stakeholder organizations. Presentations from the Government of Alberta, the CASA NGO caucus, the Canadian Fuels Association and the CASA Secretariat set the stage for intensive group discussions, designed to address key questions raised by the Board.

A subsequent plenary session resulted in the consolidation of group work and the identification of 3 priority opportunities for NPS work by a CASA project team. They are:

- Understanding the NPS issue, through development of an emissions inventory, exploring data management provisions, identification of information/data gaps, and modelling. These activities would be directed at building confidence in available information.
- Assessing options for action, through the development of templates and tools that equip organizations and individuals to address important NPS air quality issues and by providing guidance regarding management options. This work may be complimentary to implementation of the Clean Air Strategy and Regional Land Use Plans.
- Engaging the public and stakeholder groups to build awareness of NPS air quality issues and support for related actions.

Workshop participants felt that CASA's neutral, multi-stakeholder approach may provide an appropriate forum to address the NPS issue, in light of the range of interests and information sources. Participants noted that a two track approach should be considered, consisting of a technical group that would work closely with a multi-stakeholder oversight committee.

The group identified a number of related challenges that CASA should be aware of as discussions on NPS continue. Namely:

- The NPS issue is very broad and resource limitations should be considered in further scoping work
- Data will come from a range of sources
- The project should be directed at generating ownership

- Some of the work will be very technical
- An easy, or “pet” project may not necessarily be the best choice
- Avoid duplication of work
- Learn from other jurisdictions
- There is no perfect time to begin
- Concern with respect to potential health impacts drives the NPS issue.

At the conclusion of the workshop, participants had an expectation that a new Statement of Opportunity will be presented to the Board.

*Discussion:*

- The phrase “act immediately” is perhaps a reflection of a shared sense that it is time to address the NPS issue. PM and Ozone exceedances are happening now and require a response so if CASA wishes to inform or contribute to management choices it should do so soon.
- The three listed opportunities are not listed in order of priority but the order does suggest that there is a sequence to the work. The work will also be of an iterative nature.
- For stack emitters, knowing the contribution of NPS is important, in order to build viable management plans.
- NPS discussions should also take into account naturally occurring sources

**Action: The Government of Alberta, in consultation with other interested parties, will champion the preparation of a Statement of Opportunity for discussion at the March board meeting. Oct 22 workshop outcomes will inform preparation of the Statement. Drafts of the Statement will be shared with other interested parties.**

### 3 Project Management

#### 3.1 Human and Animal Health Team

Ruth Yanor provided a summary report outlining the history of the HAHT, the status of all outstanding team recommendations, the 2013 recommendations to the Board and associated advice to the Board.

*Discussion:*

- It was observed that it was perhaps not realistic to expect that a CASA project team would have the capacity to undertake significant research with respect to human health and air quality. However, academic institutions, such as the Univ. of Calgary are active in this area.
- It was also noted that when the Human Health Project Team and the Animal Health Project Team were established when human health wasn’t part of the conversation about air quality. That has changed. Health is now viewed as a key consideration in determining the need for project work (e.g. the Non-point Source discussion)

Decisions put before the Board included:

1. Approve the 2013 Final Report from the Human and Animal Health Team.

***By consensus, the board agreed to approve the 2013 Final Report from the Human and Animal Health Team***

2. Accept the recommendation to disband the team

***By consensus, the board agreed to disband the Human and Animal Health Team***

3. Accept the advice from the team and direct the secretariat to proceed with implementation.

***By consensus, the board agreed to approve the advice from the team and direct the secretariat to proceed with implementation, subject to the advice being amended as follows:***

**“Industry, Government & NGO’s are encouraged to share information with the Board on any current & new initiatives focused on human health considerations.**

**Updates on ongoing initiatives (from industry, government & NGO’s) should include a specific focus on health considerations and linkages to other initiatives, if applicable. If possible, presenters should address how their initiatives support the availability of air quality data to the public and decision makers, as well as connections to human health.**

**Ensure that ecological health be considered in the preparation of terms of references for any new project teams.”**

Finally, it was observed that once the HAHT is disbanded, there may be a requirement for CASA to address important health concerns related to air quality at some point in the future. That may be determined, in part, by the extent to which the above advice is successfully implemented in the next few years.

### **3.2 Status Reports**

No questions were raised regarding either the CASA/AAC Joint Standing Committee or the Odour Management Team.

On behalf of the Electricity Framework Review Team, Tim Weis provided a brief summary of the team’s progress, focusing on the results of a recent Nov 28-29 workshop. The workshop was directed at exploring options to address potential issues related to the implementation of the federal GHG Regulations together with the CASA framework.

#### *Discussion:*

- Tim confirmed that the team’s work is guided by a set of principles. These can be accessed on the CASA website.
- Tim confirmed that the extraordinary circumstances posed by the GHG regulation has led the team to discuss options for rationalizing that regulation with the CASA Framework, in addition to the usual review requirements.

## 4 Airshed Zones

### 4.1 Alberta Capital Airshed

Gary Redmond, Executive Director of the Alberta Capital Airshed requested CASA's endorsement to be recognized as Alberta's ninth airshed zone. Gary provided a comprehensive presentation detailing the airshed's activities, and described measures it has taken that would support CASA endorsement. These include, engaging a range of stakeholders, reaching decisions by consensus, working within established boundaries and being guided by a business plan.

#### *Discussion:*

- Norm MacLeod noted that CASA endorsement is unlikely to have any real impact on the nature of CASA's working relationship with the ACA. Because CASA and the ACA are based in the same city, CASA liaises more frequently with the ACA and its members and this is unlikely to change. Endorsement really only confirms that the applicant has met certain basic requirements prescribed by CASA.

***By consensus, the board approved the Alberta Capital Airshed as a CASA Airshed Zone.***

## 5 Communications

### 5.1 Report on 2013 Activities

### 5.2 CASA's 20-Year Celebration

Norm MacLeod provided a brief summary of Communications Committee activities in 2013, describing CASA's communications goals and highlights. More work needs to be done with respect to assessing the effectiveness of CASA's communications tools, something the group hopes to remedy in 2014 with contracted help.

The following five communications activities were highlighted:

- Education and outreach activities
- Planning for CASA's 2014 celebration
- Completion of the searchable database "architecture"
- Current and future application of social media platforms
- Changing Annual Report format

2014 is expected to be dominated by: 1) the roll-out of the 2014 celebration plan and related products, 2) concurrent development and launch of a "refreshed" CASA brand, and 3) the need to service a growing demand for more sophisticated training in interest-based negotiation.

He concluded by noting that sponsors for the celebration must be resolved in January to facilitate event planning.

#### *Discussion:*

- In response to a number of questions Norm said that the Telus Sparks Centre in Calgary has been booked for June 6, 2014, an initial estimate of 250 attendees is

being used for planning purposes, and a preliminary budget of \$50K-\$60K has been set for all facility and food costs for both the symposium and the following reception.

*By consensus, the Board agreed to delegate the authority to the Communications Committee to make decisions on the Board's behalf with respect to the organization of CASA's 20th Anniversary celebration, including all related products.*

6 New/Other Business

**6.1 New/Other Business**

No new/other business was introduced.

**6.2 Updated Board Mailing and Membership Lists**

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

**6.3 Evaluation Forms**

Members were asked to complete evaluation forms for the December 12, 2013 meeting. These responses are valued and will be reviewed by the Executive Committee at its next meeting.

The meeting adjourned at 12:45 p.m.

The next CASA board meeting will be on March 13, 2014 in Edmonton.

## Board Action Items For Discussion – March 13, 2014

Action items	Meeting	Status
<p><b>1.6 - Proposed Schedule for 2014 Board Meetings</b> The Executive Committee will review the remaining 2014 board meeting dates to determine if one or two meetings will be required and will provide a recommendation to the board at the March meeting.</p>	December 12, 2013	To be provided at the Mar 13, 2014 Board meeting.
<p><b>2.1 - Non-Point Sources Workshop Update</b> The Government of Alberta, in consultation with other interested parties, will champion the preparation of a Statement of Opportunity for discussion at the March board meeting. Oct 22 workshop outcomes will inform preparation of the Statement. Drafts of the Statement will be shared with other interested parties.</p>	December 12, 2013	To be provided at the Mar 13, 2014 Board meeting

### Carried Forward

Action items	Meeting	Status
<p><b>1.4 – Executive Director’s Report/Financial Statements</b> Norm will develop a funding plan/options to address core funding beyond 2014, including partners other than the Government of Alberta, to share with the Board in spring 2014. (Based on the discussion on funding in Agenda Item 3.1, this plan should include options for project funding and the possibility of a more coordinated approach across projects.)</p>	September 19, 2013	Carried Forward. This topic has also been raised during one-on-one meetings between Board members and the ED. These inputs will be included in a document for review at the June Board meeting.



## ***INFORMATION SHEET***

***ITEM:***                    1.6    **Executive Director's Report/Financial Statements**

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

***ATTACHMENTS:***    A.     Executive Director's Report  
                                  B.     Legal Requirements to December 31, 2013  
                                  C.     Stakeholder Support to December 31, 2013

***ISSUE:***                    2.      **Financial Reports**

***ATTACHMENTS:***    D.     Statement of Revenue and Grants – January 31, 2014  
                                  E.     Consolidated Core Expenses – January 31, 2014

# Executive Director's Report

## Key Events and Initiatives

### Overview

- The Executive Director is continuing to meet with all CASA Directors through early 2014. These meetings are directed at gathering feedback on the Secretariat's performance, ensuring that CASA activities are aligned with member priorities and understanding the unique circumstances and challenges of each member organization. So far, discussions with members have reinforced much of what we do as an organization, while suggesting improvements that would "elevate our game". Specifically:
  - Members seem generally satisfied with CASA's agenda and believe that we are dealing with the right issues. Each member, of course, has a particular interest in those air quality issues that affect their own stakeholders and not all of these are being addressed by CASA. These issues will be captured in a summary note once the one-on-one meetings are complete and they will be subject to the usual board discussion. Members offer a general caution that CASA's reach should not exceed its capacity.
  - There is an ongoing interest in CASA finding ways to work smarter while still producing collaborative outcomes and building relationships between members. Members feel that CASA is very efficient at the work we do, but there is an obligation to consider ways that we might address some issues without necessarily convening a standing project team and associated subgroups. This idea of CASA using a "broader toolkit" has been discussed by the board on several other occasions, but we have yet to test other approaches. Any new approach could be determined on an issue-specific basis, and perhaps piloted for subsequent board review. There is some speculation that alternative approaches may reduce the cost of addressing air quality issues, but that has yet to be demonstrated.
  - Several members have made a point of mentioning the significant skills of Secretariat staff and an appreciation for their professional approach to their work.
  - There has been considerable discussion about what, if any, role CASA might play when regional issues emerge (e.g. the odour hearings in NW Alberta). There is an appreciation that CASA's mandate is to develop policy recommendations for air quality issues that are provincial in scope. Still, some members feel that there is the potential for CASA to develop information and/or tools that could inform

emerging air quality issues and management strategies at the regional level. These observations are consistent with earlier board observations about CASA's potential contribution to Regional Land Use Plans.

- Preparations continue for CASA's 20<sup>th</sup> Anniversary celebration. Under the guidance of the Communications Committee, FREE advertising is continuing to work on the CASA's new communications strategy and a "refresh" of CASA's brand as a precursor to drafting related hard copy products. The strategy and refresh will be presented to the Communications Committee at their Feb. 11 meeting.

An event plan is nearing completion. Stephen Lewis has been retained to deliver our keynote speech during the symposium portion of the celebration. Other speakers are being pursued to round out symposium content.

### Projects

- Detailed descriptions of CASA's principal projects are included in this Executive package for review and discussion

### Finance

- Financial statements for the year ended December 31, 2013 have been completed as part of our annual audit by Hawkings Epp Dumont. Core fund expenditures for 2013 totaled \$1,123,132, an increase of 1.4% over 2012.
- This difference between expenditures in 2012 and 2013 were largely a result of secretariat staff changes, increased project activity and an associated increase in stakeholder support.
- 2013 expenditures exceeded the budget by 4.3%, all of which is a result of increased consulting fees to support stakeholder training and up-front costs associated with the 2014 celebration and related communications products.
- Costs for 2014 are projected to remain very similar, subject to any board direction to undertake more or fewer activities. CASA continues to have sufficient funding to support secretariat and project team core functions in 2014.

### The Secretariat

- The transition in admin support from Alison Hughes to Sarah Hanlon will be complete by mid February. Sarah has accepted a full time position with CASA.

## CASA Update

### 1. Board and Standing Committees

#### **Board**

The next regularly scheduled Board meeting is March 13, 2014 in Edmonton.

#### **CASA and AAC Joint Standing Committee**

On March 6<sup>th</sup> the JSC met with representatives from the Environmental Monitoring Group and ESRD, including Ernie Hui, to determine how the JSC can provide input and help to inform emerging policy. Following this meeting, the JSC prepared a letter for the environmental monitoring agency to express two requests:

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

The JSC received a response from Ernie Hui in July which noted that Ernie has met with many of the airsheds individually to discuss several of the issues raised in the JSC letter, including the role of community-based associations and the concern with respect to sustainable funding for airsheds. Ernie also mentioned that he would like to meet with the JSC again in early 2014.

#### **Communications Committee**

Design work and preparations continue for CASA's upcoming 20<sup>th</sup> Year Anniversary celebration on June 6, 2014. Stephen Lewis has been retained to deliver a keynote speech at the symposium. Premier Redford and key ministries have also received invitations.

#### **Operations Steering Committee**

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

#### **Performance Measures Committee**

The Performance Measures Committee is preparing CASA's performance measures and indicators for the 2013 annual PMC report.

## 2. Project Teams

### **2013 Electricity Framework Review**

In November 2013 and January 2014, the team held meetings that focused on options to adapt the Framework to reflect current circumstances. The outcome of these meetings was a range of options that attempted to address the breadth of interests at the table and meet the original spirit and intent of the Framework. However, the team also acknowledged that the economic and environmental triggers (Recommendation 34 or 35) would need to be considered before the Framework could be formally opened for a structural review. Concerns were raised that discussions about the economic trigger would lead to an impasse. The team subsequently asked the secretariat to suggest a path forward that would facilitate productive team discussions and a clear and timely outcome. The secretariat has provided this advice, to be discussed at the next team meeting on February 24.

### **Human & Animal Health Implementation Team**

This team was disbanded at the December 2013 Board meeting.

### **Odour Management Team**

The Odour Management Team has held 6 meetings since they convened in June. The team has prioritized three areas of work – complaints, odour assessment, and health. The team has prepared workplans for these three task groups and the task groups have begun meeting. The team will meet next on 11 March 2014.

## 3. Statement of Opportunity Development

### **Non-Point Source Air Emissions**

A workshop was held in Calgary on October 22 to explore the potential for CASA to have a role in NPS management in Alberta. From these discussions, three priority opportunities were identified:

- Understanding the NPS issue: emissions inventory, data management, and modeling
- Assessing options for action: templates and tools
- Building awareness and support

The outcomes of the workshop were presented to the Board at their December meeting. At this time, GoA indicated an interest in championing the issue, and plans to develop a new SoO to bring to the Board at the March Board meeting. An invitation was extended for any other parties who wish to influence the SoO to come forward with their interests as soon as possible.

## 4. Other Initiatives

### **Guide to Managing Collaborative Processes**

The Guide to Managing Collaborative Processes is available online and the secretariat is exploring the possibility of a hard copy workbook.

### **Strategic Planning**

Secretariat tasks for 2013 include reviewing and assessing the current Strategic Plan and developing a 2014 operational plan and a risk management plan. A draft risk management plan will be presented at the Board meeting on March 13.

### **CASA Case Studies**

The CASA secretariat has been developing case studies that highlight the CASA process and significant accomplishment that have been achieved by project teams. Draft case studies have been written about the Electricity Project Team and The Flaring and Venting Project Team.

**Clean Air Strategic Alliance  
Legal Requirements Completed for 2013  
January 1 to December 31 2013**

<b>Description</b>	<b>Requirements</b>	<b>Completion Date</b>
Revenue Canada	Annual Filing of Return & Audited Financial Statements	March 2014(for 2013)
Annual General Meeting	Annual Meeting of Members of the Alliance.  Presentation of CASA's Audited Financial Statements	June 6, 2013  June 6, 2013
Revenue Canada – GST Return	Return Filed Quarterly	April 25, 2013 July 30, 2013 October 31, 2013 January 28, 2014
Revenue Canada – Payroll Deductions	Payment is made on about the 15 <sup>th</sup> of the following month	Jan 25&Feb 11/13- Ceridian- for Jan Feb 25&Mar 11- Ceridian- for Feb Mar 25&April 10- Ceridian- for Mar Apr 25& May 10-Ceridian-for Apr May 27& June 10- Ceridian-for May June 25& July 10- Ceridian- for June July 25& Aug 12- Ceridian- for July Aug 26& Sept 10-Ceridian -for Aug Sept 25& Oct 10-Ceridian -for Sept Oct 25 & Nov 12-Ceridian -for Oct Nov 25& Dec 10-Ceridian-for Nov Dec 27& Jan 10/14-Ceridian-for Dec
Board of Directors Liability Insurance	Annual Payment for Liability Insurance	January 1, 2013 (for 2013)
Alberta Tax Return	Annual Filing	March 2014(for 2013)

**Stakeholder Support  
January 1 to December 31, 2013**

<b>Name</b>	<b>Organization</b>
Leigh Allard	The Lung Association
Kristi Anderson	Mewassin Community Council
Ann Baran	Southern Alberta Group for the Environment
Bill Calder	Prairie Acid Rain Coalition
Raquel Feroe	Alberta Environmental Network
Leonard Standing on the Road	Ponoka Fish and Game
Eugene Mohareb	Pembina Institute
Tom Marr-Laing	Pembina Institute
Janis Seville	The Lung Association
Chris Severson-Baker	Pembina Institute
David Spink	Prairie Acid Rain Coalition
Benjamin Thibault	Pembina Institute
Wayne Ungstad	Ponoka Fish & Game Association
Tim Weis	Pembina Institute
Ruth Yanor	Mewassin Community Council

Note: The above stakeholders received stakeholder support from CASA during 2013. This list also includes stakeholders who received travel support.



<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
<b>Grants Carried Forward from 2008</b>	<b>\$578,248</b>	Includes Pre-payment for 2009 Operations from Alberta Environment
Grants Received in 2009		
Alberta Energy - 2nd Quarter Pre-Payment	<b>\$250,000</b>	Intended to be carried forward to future years
Alberta Energy - Annual Contribution	<b>\$1,000,000</b>	Intended for operations to March 31, 2010
<b>Total Grants Received in 2009</b>	<b>\$1,250,000</b>	
<b>Total Expenses 2009</b>	<b>-\$836,590</b>	Year-end actual
<b>Balance End of 2009</b>	<b>\$991,658</b>	
<b>Revenue 2010 -Alberta Energy</b>	<b>\$850,000</b>	For operations to March 31, 2011
<b>Total Expenses 2010</b>	<b>\$928,661</b>	Year end actual
<b>Balance End of 2010</b>	<b>\$912,997</b>	
<b>Revenue 2011-Alberta Energy</b>	<b>\$850,000</b>	For operations to March 31, 2012
<b>Total Expenses 2011</b>	<b>\$983,319</b>	Year end actual
<b>Balance End of 2011</b>	<b>\$779,678</b>	
<b>Revenue 2012-Alberta Energy</b>	<b>\$850,000</b>	For operations to March 31, 2013
<b>Total expenses 2012</b>	<b>\$1,010,114</b>	Year end actual
<b>Balance End of 2012</b>	<b>\$619,564</b>	
<b>Revenue 2013/2014- Alberta Energy</b>	<b>\$1,700,000</b>	Funding commitment to March 31, 2015
<b>Total expenses 2013</b>	<b>\$1,105,504</b>	Year end actual
<b>Balance 2013</b>	<b>\$1,214,060</b>	
<b>Forcasted budget expense 2014</b>	<b>\$1,178,389</b>	Forecast
<b>Balance End of 2014</b>	<b>\$35,671</b>	Forecast

as of January 31, 2014

## THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

## SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEARS ENDED DECEMBER 31, 2013

	<u>2013</u> (Budget) (Note 12)	<u>2013</u> (Actual)	<u>2012</u> (Actual)
Supplies and Services			
Travel	\$ 48,585	\$ 53,424	\$ 47,702
Computer equipment	38,205	29,877	29,419
Meetings	15,860	25,604	28,597
Stakeholder honoraria	61,537	49,129	26,449
Printing	21,176	14,169	25,119
Amortization of intangible assets	-	14,085	11,665
Telecommunications	7,309	6,918	7,006
Subscriptions	5,000	4,058	6,825
Office supplies	6,000	5,925	6,359
Stakeholder development	-	-	4,984
Amortization of property and equipment	-	3,543	4,710
Insurance	3,895	3,954	3,894
Advertising	5,000	1,633	3,312
Bank charges	2,000	1,756	2,105
Records storage	2,361	3,067	2,079
Furniture and equipment	4,000	1,578	1,826
Courier	<u>2,100</u>	<u>1,767</u>	<u>1,240</u>
	<u>223,028</u>	<u>220,487</u>	<u>213,291</u>
Professional Fees			
Consulting	124,000	211,916	220,260
Audit	<u>9,500</u>	<u>10,000</u>	<u>9,551</u>
	<u>133,500</u>	<u>221,916</u>	<u>229,811</u>
Human Resources			
Salaries and wages	598,743	566,583	552,229
Benefits	99,732	90,106	86,146
Staff development	15,825	8,579	16,938
Recruiting	3,000	1,327	4,528
Employee recognition	2,500	3,443	4,475
Contracted services	<u>-</u>	<u>10,691</u>	<u>-</u>
	<u>719,800</u>	<u>680,729</u>	<u>664,316</u>
Total Expenses	<u>\$ 1,076,328</u>	<u>\$ 1,123,132</u>	<u>\$ 1,107,418</u>

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

## **DECISION SHEET**

**ITEM:** 1.7 2013 Audited Financial Statements

**ISSUE:** Approve the 2013 Audited Financial Statements.

**STATUS:** During the last week of January 2014, Hawkings Epp Dumont LLP began a yearly analysis of CASA records. On February 13, 2014 Krystal MacLay, C.A., Hawkings Epp Dumont LLP met with the Executive Committee to review the financial statements, to answer questions, and to clarify the financial information in the statements.

The financial statements are approved at this time to allow for inclusion in the 2013 Annual Report. As a legal requirement, the statements will be tabled at the Annual General Meeting in June of this year.

The CASA Executive Committee recommends board approval of the 2013 audited financial statements.

**ATTACHMENTS:**

- A. 2013 Audited Financial Statements
- B. Management Letter
- C. Engagement Letter

**DECISION:** Approve the 2013 Audited Financial Statements for the purpose of including them in the 2013 Annual Report.

**THE CLEAN AIR STRATEGIC  
ALLIANCE ASSOCIATION**

**EDMONTON, ALBERTA**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED DECEMBER 31, 2013**

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, 2013 and the statements of operations and changes in fund balances and cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

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

### *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, 2013 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  
February 13, 2014

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  
February 13, 2014

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Norman MacLeod  
Executive Director

## THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

## STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2013

	<u>ASSETS</u>			
	<u>Core</u>	<u>External Projects</u>	<u>Total 2013</u>	<u>2012</u>
Current Assets				
Cash and cash equivalents (Note 3)	\$1,670,089	\$ 555,823	\$2,225,912	\$1,192,358
Accounts receivable (Note 4)	18,376	32,531	50,907	11,401
Interfund receivable (payable)	(1,860)	1,860	-	-
Prepaid expenses	<u>9,808</u>	<u>-</u>	<u>9,808</u>	<u>3,260</u>
	1,696,413	590,214	2,286,627	1,207,019
Tangible Capital Assets (Note 5)	4,827	5,097	9,924	12,200
Intangible Assets (Note 6)	<u>4,251</u>	<u>37,964</u>	<u>42,215</u>	<u>35,552</u>
	<u>\$1,705,491</u>	<u>\$ 633,275</u>	<u>\$2,338,766</u>	<u>\$1,254,771</u>
 <u>LIABILITIES AND FUND BALANCES</u>				
Current Liabilities				
Accounts payable and accrued liabilities	\$ 58,381	\$ 15,750	\$ 74,131	\$ 70,829
Deferred contributions (Note 7)	<u>1,257,871</u>	<u>574,462</u>	<u>1,832,333</u>	<u>756,030</u>
	1,316,252	590,212	1,906,464	826,859
Long-term Liabilities				
Deferred contributions - tangible capital and intangible assets (Note 8)	<u>9,078</u>	<u>43,063</u>	<u>52,141</u>	<u>47,751</u>
	<u>1,325,330</u>	<u>633,275</u>	<u>1,958,605</u>	<u>874,610</u>
Fund Balances				
Internally restricted (Note 2 (b))	290,000	-	290,000	290,000
Unrestricted (Available for operations)	<u>90,161</u>	<u>-</u>	<u>90,161</u>	<u>90,161</u>
	<u>380,161</u>	<u>-</u>	<u>380,161</u>	<u>380,161</u>
	<u>\$1,705,491</u>	<u>\$ 633,275</u>	<u>\$2,338,766</u>	<u>\$1,254,771</u>

## ON BEHALF OF THE BOARD:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**  
**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES**  
**FOR THE YEARS ENDED DECEMBER 31, 2013**

	<u>Core</u>	<u>External Projects</u>	<u>2013</u>	Total <u>2012</u>
Revenue				
Grants (Note 7)	\$ 1,014,783	\$ 66,896	\$ 1,081,679	\$ 1,070,969
Other Income	364	-	364	5,932
Amortization of deferred contributions - tangible capital assets and intangible assets (Note 8)	3,542	14,086	17,628	16,375
Interest	<u>22,840</u>	<u>621</u>	<u>23,461</u>	<u>14,142</u>
	<u>1,041,529</u>	<u>81,603</u>	<u>1,123,132</u>	<u>1,107,418</u>
Expenses (Schedule 1)				
Projects	351,607	-	351,607	384,453
General and administrative	382,355	-	382,355	393,265
Board support	101,740	-	101,740	100,583
Communications	166,917	-	166,917	99,848
Other	38,910	-	38,910	20,299
External projects	<u>-</u>	<u>81,603</u>	<u>81,603</u>	<u>108,970</u>
	<u>1,041,529</u>	<u>81,603</u>	<u>1,123,132</u>	<u>1,107,418</u>
Excess of Revenue over Expenses	-	-	-	-
Fund Balances, Beginning of Year	<u>380,161</u>	<u>-</u>	<u>380,161</u>	<u>380,161</u>
Fund Balances, End of Year	<u>\$ 380,161</u>	<u>\$ -</u>	<u>\$ 380,161</u>	<u>\$ 380,161</u>



## THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

## STATEMENT OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2013

	<u>2013</u>	<u>2012</u>
Operating Activities		
Excess of revenues over expenses	\$ -	\$ -
Items not affecting cash:		
Amortization of tangible capital assets	3,543	4,710
Amortization of intangible assets	14,085	11,665
Amortization of deferred contributions - tangible capital assets and intangible assets	<u>(17,628)</u>	<u>(16,375)</u>
	-	-
Change in non-cash working capital balances related to operations:		
Decrease in accounts receivable	(39,506)	1,381
Decrease in accrued interest receivable	-	1,876
Decrease in prepaid expenses	(6,548)	-
Increase (decrease) in accounts payable and accrued liabilities	3,302	12,834
Increase (decrease) in deferred contributions	<u>1,076,306</u>	<u>(103,269)</u>
	<u>1,033,554</u>	<u>(87,178)</u>
Financing Activities		
Deferred contributions received - tangible capital assets and intangible assets	<u>22,017</u>	<u>19,083</u>
Investing Activities		
Purchase of tangible capital assets and intangible assets	<u>(22,017)</u>	<u>(19,083)</u>
Change in Cash and Cash Equivalents During the Year	1,033,554	(87,178)
Cash and Cash Equivalents, Beginning of Year	<u>1,192,358</u>	<u>1,279,536</u>
Cash and Cash Equivalents, End of Year	<u>\$ 2,225,912</u>	<u>\$ 1,192,358</u>
Additional Cash Flow Information:		
Interest received	<u>\$ 23,461</u>	<u>\$ 14,142</u>

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2013**

**1. NATURE OF OPERATIONS**

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

**2. ACCOUNTING POLICIES**

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

(a) Basis of Presentation

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

(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 Equivalents

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

(d) Tangible Capital Assets

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

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

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

(CONT'D)

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION****NOTES TO FINANCIAL STATEMENTS (CONT'D)****DECEMBER 31, 2013****2. 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 straight line basis at a rate of 30%.

**(f) Non-Monetary Support**

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

**(g) Revenue Recognition**

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

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

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

**(h) Measurement Uncertainty**

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

**(i) 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. 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 income.

## THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

## NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2013**3. CASH AND CASH EQUIVALENTS**

	<u>2013</u>	<u>2012</u>
Guaranteed Investment Certificates	\$ 1,614,573	\$ 910,697
Operating accounts	519,402	176,260
Savings accounts	<u>91,937</u>	<u>105,401</u>
	<u>\$ 2,225,912</u>	<u>\$ 1,192,358</u>

Guaranteed Investment Certificates bear interest at 1.48% (2012 - 0.90% - 1.4%) and mature between May 21, 2014 and September 4, 2014.

**4. RECEIVABLES**

	<u>2013</u>	<u>2012</u>
Grants	\$ 31,500	\$ -
Accrued interest	13,950	5,709
Goods and Services Tax	<u>5,457</u>	<u>5,692</u>
	<u>\$ 50,907</u>	<u>\$ 11,401</u>

**5. TANGIBLE CAPITAL ASSETS**

	<u>Cost</u>	<u>Accumulated Amortization</u>	Net Book Value	
			<u>2013</u>	<u>2012</u>
Computer equipment	\$ 48,021	\$ 40,073	\$ 7,948	\$ 9,377
Furniture and equipment	<u>8,819</u>	<u>6,843</u>	<u>1,976</u>	<u>2,823</u>
	<u>\$ 56,840</u>	<u>\$ 46,916</u>	<u>\$ 9,924</u>	<u>\$ 12,200</u>

**6. INTANGIBLE ASSETS**

	<u>Cost</u>	<u>Accumulated Amortization</u>	Net Book Value	
			<u>2013</u>	<u>2012</u>
Website	\$ 14,582	\$ 10,331	\$ 4,251	\$ 6,073
Data warehouse	<u>65,131</u>	<u>27,167</u>	<u>37,964</u>	<u>29,479</u>
	<u>\$ 79,713</u>	<u>\$ 37,498</u>	<u>\$ 42,215</u>	<u>\$ 35,552</u>

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

**DECEMBER 31, 2013**

**7. DEFERRED CONTRIBUTIONS**

(a) Core Fund

During the year, the Association received grants totaling \$1,700,000 (2012 - \$850,000) from the Province of Alberta to cover the 2013 and 2014 calendar years. 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>2013</u>	<u>2012</u>
Balance, Beginning of Year	\$ 574,284	\$ 698,674
Grants received and receivable during the year	1,700,000	850,000
Transfer to deferred contributions - tangible capital assets and intangible assets	(1,630)	-
Revenue recognized to cover expenses during the year	<u>(1,014,783)</u>	<u>(974,390)</u>
Balance, End of Year	<u>\$ 1,257,871</u>	<u>\$ 574,284</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>2013</u>	<u>2012</u>
Balance, Beginning of Year	\$ 181,746	\$ 160,625
Grants received and receivable during the year	480,000	136,783
Transfer to deferred contributions - tangible capital assets and intangible assets	(20,388)	(19,083)
Revenue recognized during the year	<u>(66,896)</u>	<u>(96,579)</u>
Balance, End of Year	<u>\$ 574,462</u>	<u>\$ 181,746</u>

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

**DECEMBER 31, 2013**

**8. 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>2013</u>	<u>2012</u>
Balance, Beginning of Year	\$ 10,990	\$ 15,700
Transfer from internal deferred revenue (Note 7)	1,630	-
Less: amounts recognized during the year	<u>(3,542)</u>	<u>(4,710)</u>
Balance, End of Year	\$ <u>9,078</u>	\$ <u>10,990</u>

(b) External Projects Fund

	<u>2013</u>	<u>2012</u>
Balance, Beginning of Year	\$ 36,761	\$ 29,343
Transfer from external deferred revenue (Note 7)	20,388	19,083
Less: amounts recognized during the year	<u>(14,086)</u>	<u>(11,665)</u>
Balance, End of Year	\$ <u>43,063</u>	\$ <u>36,761</u>

**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, 2013.

*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 (CONT'D)**

**DECEMBER 31, 2013**

**11. CONTRACTUAL OBLIGATIONS**

The Association is committed to lease and maintenance costs under lease agreements for computer hardware and software. Lease payments due over the term of the lease area as follows:

2014	\$	27,114
2015		27,114
2016		<u>24,855</u>
Total	\$	<u>79,083</u>

**12. BUDGET FIGURES**

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

DRAFT

## THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

## SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEARS ENDED DECEMBER 31, 2013

	<u>2013</u> (Budget) (Note 12)	<u>2013</u> (Actual)	<u>2012</u> (Actual)
Supplies and Services			
Travel	\$ 48,585	\$ 53,424	\$ 47,702
Computer equipment	38,205	29,877	29,419
Meetings	15,860	25,604	28,597
Stakeholder honoraria	61,537	49,129	26,449
Printing	21,176	14,169	25,119
Amortization of intangible assets	-	14,085	11,665
Telecommunications	7,309	6,918	7,006
Subscriptions	5,000	4,058	6,825
Office supplies	6,000	5,925	6,359
Stakeholder development	-	-	4,984
Amortization of property and equipment	-	3,543	4,710
Insurance	3,895	3,954	3,894
Advertising	5,000	1,633	3,312
Bank charges	2,000	1,756	2,105
Records storage	2,361	3,067	2,079
Furniture and equipment	4,000	1,578	1,826
Courier	<u>2,100</u>	<u>1,767</u>	<u>1,240</u>
	<u>223,028</u>	<u>220,487</u>	<u>213,291</u>
Professional Fees			
Consulting	124,000	211,916	220,260
Audit	<u>9,500</u>	<u>10,000</u>	<u>9,551</u>
	<u>133,500</u>	<u>221,916</u>	<u>229,811</u>
Human Resources			
Salaries and wages	598,743	566,583	552,229
Benefits	99,732	90,106	86,146
Staff development	15,825	8,579	16,938
Recruiting	3,000	1,327	4,528
Employee recognition	2,500	3,443	4,475
Contracted services	<u>-</u>	<u>10,691</u>	<u>-</u>
	<u>719,800</u>	<u>680,729</u>	<u>664,316</u>
Total Expenses	<u>\$ 1,076,328</u>	<u>\$ 1,123,132</u>	<u>\$ 1,107,418</u>

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



February 13, 2014

The Clean Air Strategic Alliance Association  
10<sup>th</sup> Floor, 10035 - 108 Street NW  
Edmonton, Alberta  
T5J 3E1

**Attention: Board of Directors**

Dear Board Members:

**RE: 2013 AUDIT**

The purpose of this communication is to summarize certain matters arising from the audit that we believe would be of interest to the Board of Directors (the “Board”). Additionally, during the course of our audit we identified matters that may be of interest to management.

This communication should be read in conjunction with the financial statements and our report thereon, and it is intended solely for the use of the Board and should not be distributed to external parties without our prior consent. Hawkings Epp Dumont LLP accepts no responsibility to a third party who uses this communication.

**AUDITOR RESPONSIBILITIES**

It is important for Board to understand the responsibilities that rest with the Clean Air Strategic Alliance Association (the “Association”) and its management and those that belong to the auditor in relation to the financial statement audit.

Our audit of the Association’s financial statements was performed in accordance with Canadian generally accepted auditing standards (“CAS”). These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, results of operations and fund balances, and cash flows of the Association in accordance with Canadian accounting standards for not for profit organizations.

Accordingly, we planned and performed our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the financial statements taken as a whole, including illegal acts whose consequences have a material effect on the financial statements.

The audit included consideration of internal control relevant to the preparation 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 internal control.

CAS does not require the auditor to design procedures for the purpose of identifying supplementary matters to communicate to the Board. Accordingly, our audit would not necessarily identify all such matters that may be of interest to the Board and management and it is inappropriate to conclude that no such matters exist.

### **MANAGEMENT RESPONSIBILITIES**

Management is responsible for the preparation of the 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.

### **AUDIT APPROACH**

In gathering our audit evidence, we utilized a combined approach to the audit of the Association. A combined approach is more appropriate when an entity processes a high volume of transactions and has adequate internal controls. In utilizing a combined approach we will obtain our assurance from a combination of substantive procedures (analysis of data and obtaining direct evidence as to the validity of the items such as third party confirmation) and tests of internal controls. By obtaining some of our assurance through tests of controls, we can reduce the substantive procedures that are required.

### **MATERIALITY**

Materiality in an audit is used as a guide for planning the nature and extent of audit procedures and for assessing the sufficiency of audit evidence gathered. It is also used in evaluating the misstatements found and determining the appropriate audit opinion to express.

A misstatement, or the aggregate of all misstatements in financial statements, is considered to be material if, in the light of surrounding circumstances, it is probable that the decision of a person who is relying on the financial statements, and who has a reasonable knowledge of business and economic activities (the user), would be changed or influenced by such misstatement or the aggregate of all misstatements. The materiality decision ultimately is based on the auditors' professional judgment.

CAS requires the use of both quantitative and qualitative factors in determining materiality. In planning our audit, we have concluded that a materiality level of 2% of expenses is appropriate. However, we anticipate that management will record any adjustments that we propose that are of a non-trivial nature.

### **SIGNIFICANT FINDINGS FROM THE AUDIT**

Our objective is to communicate appropriately to the Board and management deficiencies in internal control that we have identified during the audit and that, in our professional judgment, are of sufficient importance to merit being reported to the Board.

The audit findings contained in this letter did not have a material effect on the Association's financial statements, and as such, our audit report is without reservation with respect to these matters.

### **Significant Deficiencies in Internal Control**

Our audit procedures did not reveal any significant deficiencies in internal control.

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### **Significant Qualitative Aspects of Accounting Practices**

Management is responsible for determining the significant accounting policies. The choice of different accounting policy alternatives can have a significant effect on the financial position and results of the Association. The application of those policies often involves significant estimates and judgments by management.

We are of the opinion that the significant accounting policies, estimates and judgments made by management, and financial disclosures do not materially misstate the financial statements taken as a whole. However, we provide the following observations.

#### *Computer Equipment Lease*

During 2013 the Association entered into a second lease for computer equipment and support. Canadian accounting standards for not for profit organizations requires a lease to be accounted for as either an **operating** lease or a **capital** lease. There are several criteria to consider in making a determination as to which method is the appropriate accounting treatment. In our opinion, this lease meets the criteria of a **capital lease**. Accordingly, the correct accounting treatment would be to treat the transaction as a purchase (as opposed to a rental arrangement). This would involve recording an addition to property and equipment as well as a liability for the lease obligation. The property and equipment would be amortized and the obligation would be reduced over the term of the lease as the payments (principal and interest components) are made. Due to this, accounting for a lease as a capital lease is inherently more complex than accounting for a lease as an operating lease.

We previously discussed this matter with the Association management who indicated that their preference was to account for this as an operating lease due to this being less complicated. We understand this reasoning and it is our opinion that doing so does not materially misstate the Association's financial statements.

### **Uncorrected Misstatements**

Uncorrected misstatements accumulated by our Firm, for the year ended December 31, 2013, amount to a \$4,218 overstatement of expenses (see the discussion in the preceding paragraph).

After considering both quantitative and qualitative factors with respect to the unrecorded misstatements we accumulated during the audit, we agree with management that the financial statements are not materially misstated.

### **Significant Difficulties Encountered During the Audit**

We encountered no significant difficulties during our audit that should be brought to the attention of the Board.

### **Management Representations**

Management's representations are integral to the audit evidence we will gather. Prior to the release of our report, we will require management's representations in writing to support the content of our report.

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**OTHER MATTERS**

*Credit Card Statement Approval*

Previously, we noted that the credit card statements of the Executive Director are currently reviewed by an employee who reports to him.

We are pleased to inform you that current year credit card statements of the Executive Director are currently reviewed by the Board.

*Bank Reconciliations*

Previously, we noted that bank reconciliations were not being dated when they were approved. We are pleased to report that this procedure was implemented in November 2013.

*Employment contracts*

We noted that there is no signed contract with Diversified Staffing Services regarding Sara's Hanlon's hourly rate. Having a signed contract would provide evidence that Association is paying a correct approved rate.

*Software Upgrade*

The Association is currently using QuickBooks 2010. This version has been acceptable for the last few years as the Association does not use QuickBooks to generate its payroll. However, this version is no longer supported by Intuit and recently computers with new operating systems have become incompatible. There is a risk of losing data when the software is eventually upgraded. The more updates made to the software (through new versions) the more likely this data loss could be.

To reduce the possibility of losing data we recommend that the accounting software be updated during the 2014 fiscal year.

*Whistleblower Program*

A whistleblower program can be a low-cost fraud deterrent / identification method. According to studies, 43% of fraud is detected through whistleblower programs. For a whistleblower program to be successful it needs to be accessible to employees, employees need to be aware of it, and there needs to be anonymity. The Association may want to consider implementing a whistleblower program.

**AUDITOR INDEPENDENCE**

We have been engaged to audit the financial statements of the Association for the year ending December 31, 2013.

CAS recommends that we communicate, at least annually, with you regarding all relationships between the Association and our Firm that, in our professional judgment, may reasonably be thought to bear on our independence.

---

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the Institute of Chartered Accountants of Alberta and applicable legislation, covering such matters as:

- (a) holding a financial interest, either directly or indirectly, in a client;
- (b) holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) economic dependence on a client; and
- (e) provision of services in addition to the audit engagement.

We have prepared the following comments to facilitate our discussion with you regarding independence matters.

We are not aware of any relationships between the Association and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence that have occurred from January 1, 2013 – February 13, 2014.

The total fees charged to the Association for audit services were \$10,000 during the period from January 1, 2013 to December 31, 2013. There were no fees for non-audit services during this period.

We appreciate the opportunity to be of service to the Association. Thank you to thank Karen Bielech, Norm MacLeod, and Robyn Leigh-Jacobsen for all of their assistance during the audit. It was a pleasure to work with them.

Yours very truly,

**HAWKINGS EPP DUMONT LLP**

Philip J. Dirks, CA  
Partner

PJD/dh

February 13, 2014

10476 Mayfield Road  
Edmonton, Alberta  
T5T 6C6

Dear Sirs:

This representation letter is provided in connection with your audit of the financial statements of The Clean Air Strategic Alliance Association for the year ended December 31, 2013 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

We confirm that (to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves):

**Financial statements**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated September 26, 2013, for the preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations; in particular, the financial statements are fairly presented in accordance therewith.
- Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable. (CAS 540)
- Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian accounting standards for not-for-profit organizations.
- All events subsequent to the date of the financial statements and for which accounting standards for not-for-profit organizations require adjustment or disclosure have been adjusted or disclosed. (CAS 560)
- The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is attached to the representation letter. (CAS 450)

**Information provided**

- We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters,
  - Additional information that you have requested from us for the purpose of the audit, and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain evidence.
- All transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud. (CAS 240)
- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - Management,
  - Employees who have significant roles in internal control, or
  - Others where the fraud could have a material effect on the financial statements. (CAS 240)



- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others. (CAS 240)
- We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements. (CAS 240)
- We have disclosed to you the identity of the entity's related parties and all the related-party relationships and transactions of which we are aware. (CAS 550)

## General

1. We have responded fully to all inquiries made to us and have made available to you all accounting and financial records and related data of the Association during your audit.
2. There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements. All financial statement misstatements identified and discussed with us in the course of the examination have been recorded (except for those summarized in the accompanying schedule of proposed adjusting journal entries not recorded. In our opinion, the effects of not recording such identified financial statement misstatements are, both individually and in the aggregate, immaterial to the financial statements of the Association taken as a whole).
3. We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
4. We are unaware of any violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
5. We have identified to you all known related parties and related party transactions, including guarantees, non-monetary transactions and transactions for no consideration.
6. We have no knowledge of fraud or suspected fraud affecting the entity involving management; employees who have significant roles in internal control; or others, where the fraud could have a nontrivial effect on the financial statements.
7. We have no knowledge of any allegations of fraud or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
8. We believe the effects of the uncorrected financial statement misstatements summarized in the accompanying schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.
9. All related party transactions have been appropriately measured and disclosed in the financial statements.
10. The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
11. We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
12. The Association has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
 

Where the value of any asset has been impaired, an appropriate provision has been made in the financial statements. This includes:

  - a) Appropriate provisions for idle, abandoned, destroyed or obsolete assets or where site restoration costs will be necessary; and
  - b) Impairments in the value of goodwill or intangible assets.
13. We have disclosed to you, and the Association has complied with, all aspects of contractual agreements that would have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.



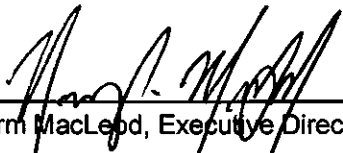


14. There have been no events subsequent to the balance sheet date up to the date hereof that would require recognition or disclosure in the financial statements. Further, there have been no events subsequent to the date of the comparative financial statements that would require adjustment of those financial statements and the related notes.

**Other**


Yours truly,

**THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION**



\_\_\_\_\_  
Norm MacLeod, Executive Director

\_\_\_\_\_  
February 13, 2014  
Date signed



\_\_\_\_\_  
Karen Bielech, Finance Administrator

\_\_\_\_\_  
February 13, 2014  
Date signed



## **DECISION SHEET**

- ITEM:** 1.8 **Proposed Schedule for Remaining 2014 Board Meetings**
- ISSUE:** The Board of Directors asked the Executive Committee to review the September and December 2014 board meeting dates and determine if both meetings were warranted.
- BACKGROUND:** In 2000, board members agreed that four meetings per year would help to keep the agenda from becoming overburdened and ensure that there was adequate time to thoroughly consider and discuss all the issues presented to the board.
- STATUS:** The CASA Executive Committee is proposing that the board continue holding four meetings per year. The confirmed dates for 2014 are March 13<sup>th</sup> in Edmonton and June 5<sup>th</sup> & 6<sup>th</sup> in Calgary. The Executive Committee recommends that the following meeting dates also be approved:
- **September 18<sup>th</sup>, Edmonton**
  - **December 4<sup>th</sup>, Calgary**
- ATTACHMENT:**
- A. Original option 1 Calendar with candidate dates highlighted for 2014
  - B. Original option 2 Calendar with candidate dates highlighted for 2014
- DECISION:** Approve the above proposed (bolded) September and December meeting dates for 2014.

January 2014						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
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27	28	29	30	31		

February 2014						
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

March 2014						
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24	25	26	27	28	29	30
31						

April 2014						
M	T	W	T	F	S	S
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28	29	30				

May 2014						
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June 2014						
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30						

July 2014						
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28	29	30	31			

August 2014						
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September 2014						
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October 2014						
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November 2014						
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December 2014						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Option 1	
<b>CASA Board Meetings</b>	
March 13, 2014	Edmonton
June 5, 2014	Calgary (AGM)
June 6, 2014	CASA 20 <sup>th</sup> Year Anniversary
September 11, 2014	Edmonton
December 4, 2014	Calgary
<b>Alberta Water Council Meetings</b>	
January 23, 2014	Executive:
March 20, 2014	Board:
May 15, 2014	Executive
June 12, 2014	Board
October 2, 2014	Executive
October 29, 2014	Board Dinner
October 30, 2014	Board
<b>Stat Holidays</b>	

January 2014						
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February 2014						
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March 2014						
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31						

April 2014						
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May 2014						
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June 2014						
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July 2014						
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August 2014						
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September 2014						
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October 2014						
M	T	W	T	F	S	S
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27	28	29	30	31		

November 2014						
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December 2014						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Option 2	
<b>CASA Board Meetings</b>	
March 27, 2014	Edmonton
June 5, 2014	Calgary (AGM)
June 6, 2014	CASA 20 <sup>th</sup> Year Anniversary
September 18, 2014	Edmonton
December 11, 2014	Calgary
<b>Alberta Water Council Meetings</b>	
January 23, 2014	Executive:
March 20, 2014	Board:
May 15, 2014	Executive
June 12, 2014	Board
October 2, 2014	Executive
October 29, 2014	Board Dinner
October 30, 2014	Board
<b>Stat Holidays</b>	

**PLACEHOLDER**

**ITEM:**                    **2.1    Non-Point Source Air Emissions**

***ISSUE:***                    The document was unavailable at the time of printing. The statement of opportunity for Non-Point Source Air Emissions will be provided in the supplementary package.

## **DECISION SHEET**

- ITEM:** Performance Measures Committee 2013 Report
- ISSUE:** Approve the 2013 Performance Measures Committee Report.
- BACKGROUND:** In 2013, the Performance Measures Committee was charged with three tasks:
1. To calculate CASA's performance measures and indicators,
  2. To review the new Performance Measurement Strategy after the first calculation and reporting cycle was complete and make any adjustments as required, and
  3. To follow-up on low-rated recommendations from previous years.
- STATUS:** The results are presented in the 2013 Performance Measures Committee Report. There are six recommendations for the Board to approve.
- Overall, CASA met its performance measures targets. Performance indicators are not compared to a target, but rather provide context for the bigger picture in which CASA works.
- After completing the first calculation and reporting cycle, the Committee reviewed the Strategy to determine if any adjustments were required. The Committee has recommended six adjustments to help improve the Strategy for the 2014 reporting period.
- 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 recommends that: 1) one recommendation be closed because it is complete, 2) one recommendation be closed because it is being addressed in other ways, and 3) two recommendations be closed because there is no implementing agency.
- ATTACHMENTS:** 2013 Performance Measures Committee Report.
- DECISIONS:** 1. Approve the 2013 Performance Measures Committee Report.



## 2013 Performance Measures Committee Report



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

13 February 2014

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## **Acknowledgements**

The Committee would like to thank various CASA team members and implementers for their assistance reviewing the implementation of past CASA project team recommendations. The Committee would also like to thank Andrew Clayton, Crystal Parrell, Bob Myrick, and Richard Melick of Alberta Environment and Sustainable Resource Development for their help preparing this year's performance indicators.

The members of the Committee are: Martina Krieger (Alberta Environment and Sustainable Resource Development), Keith Murray (Alberta Forest Products Association), Ruth Yanor (Mewassin Community Council), and Celeste Dempster (CASA Secretariat) and former members Peter Darbyshire (Graymont Western Canada Inc.) and Crystal Parrell (Alberta Environment and Sustainable Resource Development).

## Executive Summary

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). The Strategy contains new performance measures and indicators for the Secretariat, the Board, the goals from CASA's Strategic Plan as well as project teams. These new measures and indicators were incorporated with CASA's pre-existing metrics and reorganized according to the new definitions of performance measure and indicator. 2013 will be the first year reporting on the new Strategy.

In 2013, the Performance Measures Committee was charged with three tasks:

1. To calculate CASA's performance measures and indicators,
2. To review the Strategy after the first calculation and reporting cycle is complete and make any adjustments as required, and
3. 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. Overall, CASA met its performance measures targets. Performance indicators are not compared to a target, but rather provide context for the bigger picture in which CASA works.

After completing the first calculation and reporting cycle, the Committee reviewed the Strategy to determine if any adjustments were required. The Committee has recommended six adjustments which are outlined in Table 3 to help improve the Strategy for the 2014 reporting period.

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 recommends that: 1) one recommendation be closed because it is complete, 2) one recommendation be closed because it is being addressed in other ways, and 3) two recommendations be closed because there is no implementing agency.

## Introduction

---

In December 2012, the CASA Board approved the new CASA Performance Measurement Strategy. The development of the Strategy involved investigating new trends and developments in the field of performance measurement, reviewing the relationship 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 performance measurement professional from Alberta Energy.

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). This provides a resolution to a longstanding Board concern that these two levels of performance assessment had been treated similarly.

The Strategy contains new performance measures and indicators for the Secretariat, the Board, the goals from CASA's Strategic Plan as well as project teams. These new measures and indicators were incorporated with CASA's pre-existing metrics and reorganized according to the new definitions of performance measure and indicator. 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. These three-year metrics were last calculated in 2010 and are reported, as scheduled, in this 2013 report. 2013 will be the first year reporting on the new Strategy.

In 2013, the Performance Measures Committee was charged with three tasks:

1. To calculate CASA's performance measures and indicators,
2. To review the Strategy after the first calculation and reporting cycle is complete and make any adjustments as required, and
3. To follow-up on low-rated recommendations from previous years.

## Performance Measures

Table 1 outlines the 2013 performance measures results. Additional information can be found in Appendix 1.

**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
<i>Secretariat</i>				
Ensure that CASA is financially efficient and accountable.	• Annual operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP).	In compliance	In compliance	
	• *Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.	3 months of operating funds	3 months	
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).	100%	81%	The Board designated the objectives under Goal 1 and 2 as the top priorities for CASA. The % of objectives under these two goals listed as in progress or complete is 100%. Most of the objectives not being acted upon are related to communications.
Monitor the implementation of CASA recommendations.	• *Percentage of low-rated recommendations being monitored.	100%	100%	
Provide support to CASA stakeholders.	• Degree of CASA members, partners and stakeholders' satisfaction with CASA.	Maintain or increase	50%	Satisfaction increased by 3% from 47% in 2010.
	• *Project teams' degree of satisfaction with support provided by Secretariat.	Maintain or increase	86%	This is the first year this measure has been calculated.
<i>Board</i>				

Objective	Performance Measure	Target	Actual		Notes
Encourage Board member participation in CASA.	<ul style="list-style-type: none"> <li>Percentage of Board attendance at Board meetings by sector.</li> </ul>	75%	Government – 53% Industry – 83% NGO – 95%		The target for government was not met. The government caucus consists of federal, provincial, municipal, First Nations, and Métis representatives.
	<ul style="list-style-type: none"> <li>*Project teams' degree of satisfaction with support provided by Board member counterparts, by sector.</li> </ul>	Maintain or increase	Government – 86% Industry – 90% NGO – 75%		This is the first year this measure has been calculated.
<b><i>Strategic Plan Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.</i></b>					
Influence and inform AQ policy.	<ul style="list-style-type: none"> <li>Documents produced to inform GoA &amp; other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.</li> </ul>	Demonstrate influence	Demonstrated influence		CASA produced seven documents that engaged stakeholders, shaped CASA's policy agenda and focus, and influenced air quality in Alberta. See Additional Information in Appendix 1.
<b><i>Strategic Plan Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.</i></b>					
Develop reports and recommendations using the CDM process.	<ul style="list-style-type: none"> <li>Degree of satisfaction with project team work by sector team: <ul style="list-style-type: none"> <li>The Project Charter was completed.</li> <li>The work was completed in a timely manner.</li> <li>The process was collaborative.</li> <li>The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations.</li> </ul> </li> </ul>	75%	PMOIT	HAHT	PMOIT – Particulate Matter and Ozone Implementation Team HAHT – Human and Animal Health Team The HAHT did not meet the target for completing work in a timely manner or that the team developed SMART recommendations.
			100%	86%	
			100%	29%	
			100%	86%	
		75%	100%	71%	
<b><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></b>					
Provide available AQ information.	<ul style="list-style-type: none"> <li>Number of visits to CASA's Information Portal webpage.</li> </ul>	Maintain or increase	No data available		The Information Portal webpage is still in development.

Objective	Performance Measure	Target	Actual	Notes
	<ul style="list-style-type: none"> <li>Number of phone inquiries for information.</li> </ul>	Maintain or increase	No data available	Data collection was unsuccessful. <sup>1</sup>
<b><i>Strategic Plan Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.</i></b>				
Improve project team knowledge of the CDM process.	<ul style="list-style-type: none"> <li>*Project teams' degree of satisfaction with capacity to participate in collaborative processes.</li> </ul>	Maintain or increase	90%	This is the first year this measure has been calculated.
Increase awareness of CASA, CASA projects and CDM.	<ul style="list-style-type: none"> <li>Number of 3<sup>rd</sup> party requests for CASA assistance.</li> </ul>	Maintain or increase	No data available	Data collection was unsuccessful. <sup>1</sup>
	<ul style="list-style-type: none"> <li>Number of return and unique visitors to website.</li> </ul>	Maintain or increase	Return – 2928 Unique – 4597	Return visits decreased from 3480 in 2012. This is the first year that unique visitors has been calculated.
	<ul style="list-style-type: none"> <li>Number of news stories about CASA.</li> </ul>	Maintain or increase	16	This is an increase from 8 in 2012.

**Recommendation 1: Approve performance measures results.**

The Performance Measures Committee recommends that the Board approve the results of the 2013 performance measures and the inclusion of the appropriate performance measures in the 2013 CASA Annual Report.

<sup>1</sup> The Secretariat is responsible for data collection for these two measures. The method used to collect the data was unsuccessful. The PMC has offered the Secretariat several suggestions to improve data collection for the 2014 reporting period.



## Performance Indicators

Table 2 provides a summary of the 2013 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.	<ul style="list-style-type: none"> <li>Percentage of substantive recommendations from 4 years prior (2009) that have been implemented.</li> </ul>	17%	See Additional Information in Appendix 2, Section 1. Note that this % is based on 3 recommendations that were classified as substantive (out of a total of 32 recommendations from 2009). It is also important to note that all 14 recommendations (classified as operational) from the Clear Air Strategy Project Team were incorporated into Alberta's Renewed Clean Air Strategy.
Measure impact of completed project team work.	<ul style="list-style-type: none"> <li>Each completed project team comes up with one specific metric to measure success of team 5 years in the future.</li> </ul>	N/A	No team metrics are scheduled for reporting in 2013.
Improve air quality in Alberta.	<ul style="list-style-type: none"> <li>Annual average ambient concentrations of: NO<sub>2</sub>, SO<sub>2</sub>, PM<sub>2.5</sub>, H<sub>2</sub>S, O<sub>3</sub>, benzene, and wet acid deposition.</li> </ul>	Decrease: Benzene, H <sub>2</sub> S, NO <sub>2</sub> , SO <sub>2</sub> , wet acid deposition Increase: O <sub>3</sub> N/R: PM <sub>2.5</sub>	Data looks at 1994-2012. See Additional Information in Appendix 2, Section 2. N/R: not representative - for this period, there is not enough data available to produce a meaningful trend due to the lack of a sufficiently long period of time using accepted methods at most stations.
	<ul style="list-style-type: none"> <li>Annual peak concentrations of: NO<sub>2</sub>, SO<sub>2</sub>, PM<sub>2.5</sub>, H<sub>2</sub>S, O<sub>3</sub>, and benzene.</li> </ul>	Decrease: Benzene, H <sub>2</sub> S, NO <sub>2</sub> , SO <sub>2</sub> , Increase: O <sub>3</sub> N/R: PM <sub>2.5</sub>	Data looks at 1994-2012. See Additional Information in Appendix 2, Section 2. N/R: not representative - for this period, there is not enough data available to produce a meaningful trend due to the lack of a sufficiently long period of time using

Objective	Performance Indicator	Actual			Notes
					accepted methods at most stations.
	<ul style="list-style-type: none"> <li>Percent hourly exceedances of: NO<sub>2</sub>, SO<sub>2</sub> and H<sub>2</sub>S.</li> </ul>	No significant trends			See Additional Information in Appendix 2, Section 3.
	<ul style="list-style-type: none"> <li>Percentage of stations assigned to action levels defined by the CASA Particulate Matter and Ozone Management Framework based on annual three-year data assessments completed by Alberta Environment.</li> </ul>	%	PM	O <sub>3</sub>	Data based on 2010-2012 3-year average. See Additional Information in Appendix 2, Section 4. B- Baseline; S-Surveillance; M-Management Plan; E-Canada-wide Standard (CWS) Exceedance
B		46	0		
S		25	100		
M		21	0		
	<ul style="list-style-type: none"> <li>Annual total emissions from power generation for NO<sub>x</sub>, SO<sub>x</sub>, PM<sub>2.5</sub>, and mercury.</li> </ul>	No significant trends			See Additional Information in Appendix 2, Section 5.
	<ul style="list-style-type: none"> <li>The change in flaring and venting associated with solution gas, well test and coalbed methane.</li> </ul>	Flaring: +13.2% from 2011 Venting: +28.7% from 2011			Latest data is from 2012. See Additional Information in Appendix 2, Section 6.
Improve capacity to monitor AQ in Alberta.	<ul style="list-style-type: none"> <li>The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP).</li> </ul>	Overall: 50%			See Additional Information in Appendix 2, Section 7.
	<ul style="list-style-type: none"> <li>Geographic percentage of province covered by airshed zones.</li> </ul>	46%			

**Recommendation 2: Approve performance indicators results.**

The Performance Measures Committee recommends that the Board approve the results of the 2013 performance indicators for inclusion in the 2013 CASA Annual Report.

## Review of Performance Measurement Strategy

When the new Performance Measurement Strategy was approved by the Board in December 2012, the Board also approved a recommendation that the Strategy be reviewed after the first calculation and reporting cycle is complete to determine if any adjustments are required.

### Recommendation 3: Adjustments to the Strategy.

The PMC recommends the Board approve the adjustments to the Strategy as outlined in Table 3:

**Table 3: Adjustments to the Performance Measurement Strategy.**

<b>Adjustment To:</b>	<b>Recommended Adjustment</b>	<b>Reason</b>
Measure, Secretariat - Degree of CASA members, partners and stakeholders' satisfaction with CASA.	Make the PMC responsible for administering the Stakeholder Satisfaction Survey (from which this measure is derived) rather than the Communications Committee.	Since the PMC must analyze and report this data, logistically, it is more straightforward if they are also responsible for data collection.
Measure, Goal 2 - Degree of satisfaction with project team work by sector.	Change "by sector" to "by team".	The PMC found that when the team survey responses were broken down by sector there were no longer enough responses to make the analysis significant. If reported by sector, it may also be possible to deduce who answered the survey compromising the anonymity of respondents. The breakdown by sector, however, will still be available for internal use as required.
Indicator - Percentage of stations assigned to action levels defined by the CASA PM and Ozone Management Framework based on annual three-year data assessments completed by Alberta Environment and Sustainable Resource Development.	Change "action levels" to "management levels" and change "CASA PM and Ozone Management Framework" to "Canadian Ambient Air Quality Standards".	In 2014, AESRD will begin reporting against the Canadian Ambient Air Quality Standards (CAAQS) rather than the CASA PM and Ozone Management Framework. This change will align the indicator with the new terminology.
Indicator - Geographic percentage of province covered by airshed zones.	Change "airshed zones" to "airshed zone organizations".	Under the Air Quality Monitoring System (AQMS) there is some confusion over new terminology, this change will align the indicator with

		the AQMS terminology and prevent confusion.
Performance Measurement Strategy, Section 6.2: Review Process	Add additional wording to this section: “In terms of timing, the review should follow the review and approval of CASA’s Strategic Plan.”.	CASA’s performance measures are linked to CASA’s Strategic Plan. Logistically, the performance measures review should follow the review and approval of CASA’s Strategic Plan in accordance with the strategic planning cycle.
Appendix 3 - Calculation Instructions	After completing the first round of calculations, the PMC was able to locate some additional detail to the calculation instructions which should be added to Appendix 3.	Detailed calculation instructions in the Strategy helps to add memory to the system and help ensure consistent calculation.

## **Review of Low-rated Recommendations**

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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 3). 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 Performance Measures Committee would like to submit four (4) low-rated recommendations to the Board for follow-up. The Committee recommends that one (1) recommendation be closed because it is complete, one (1) recommendation be closed because it is being addressed in other ways, and two (2) recommendations be closed because there is no implementing agency.

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?

**Recommendation 4: Close low-rated recommendation as is complete.**

The Performance Measures Committee recommends that the CASA Board deem the following one (1) low-rated recommendation closed because it is complete:

**Table 4: Low-rated Recommendation Complete**

Recommendation	Original Rating	Recommendation from PMC
2003		
<i>PM and Ozone Team</i>		
10. Science and Analysis Recommendations c) It is recommended that Environment Canada conduct research to investigate the vertical structure of ozone in the atmosphere to better determine the contribution of stratospheric intrusion and tropospheric mixing to ground level ozone. A report on this work to be delivered to the CASA Board in 2005.	3	<u>Recommendation</u> : Close.  <u>Reason</u> : Complete.  This research has been completed and the article “A modeling assessment of the origin of Beryllium-7 and Ozone in the Canadian Rocky Mountain” was published in the Journal of Geophysical Research in September 2013.

**Recommendation 5: Close low-rated recommendation as is addressed in other ways.**

The Performance Measures Committee recommends that the CASA Board deem the following one (1) low-rated recommendation closed because it is being addressed in other ways:

**Table 5: Low-rated Recommendation Addressed in Other Ways**

Recommendation	Original Rating	Recommendation from PMC
2005		
<i>Renewable and Alternative Project Team</i>		
Recommendation 16(b): Use and implementation of a tracking system in Alberta As soon as possible, and on an ongoing basis when the system is available to accept the data, AESO submit generation data for facilities registered with WREGIS (or a similar system).  [NB: WREGIS is the Western Renewable Energy Generation Information System and AESO and AESO is Alberta Electric System Operator.]	0	<u>Recommendation</u> : Close.  <u>Reason</u> : It is being addressed in other ways.  Renewable generators can voluntarily supply offset credits to the regulated Alberta carbon market. There is an Alberta registry, protocols and infrastructure for doing so developed and maintained by Environment and Sustainable Resource Development. This goes beyond what is required to track RECs (Renewable Energy Certificate) as it is a quantification of greenhouse gas emissions savings rather than only of MWh produced.

**Recommendation 6: Close low-rated recommendations as no implementing agency.**

The Performance Measures Committee recommends that the CASA Board deem the following two (2) recommendations closed because there is no implementing agency:

**Table 6: Low-rated Recommendation No Implementing Agency**

Recommendation	Original Rating	Recommendation from PMC
2003		
<i>Data Issues Group</i>		
<p>5-10 Regularly report pollution trends, together with correlated health effects.</p> <p>AND</p> <p>6-8 Link vehicle emissions to ambient data, human exposure and health effects.</p>	3	<p><u>Recommendation:</u> Close.</p> <p><u>Reason:</u> No agency to generate these links.</p> <p><u>Additional action by PMC:</u> The type of work referred to in these recommendations, while important, is most often addressed by researchers rather than CASA stakeholders. Both of these two recommendations are very broad and wide-reaching. In the spirit of CASA’s new policy of creating SMART recommendations (specific, measurable, actionable, realistic, and time-bound), the PMC would like to create a short document that could be provided to teams contemplated research-related recommendations. This document would outline general research methodology and needs around pollution and health trends that would allow teams to create SMARTer recommendations in the future. The PMC will design a letter outlining this request, send it to several researchers, compile the document, and make it available to teams.</p>

## Summary of Recommendations

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### **Recommendation 1: Approve performance measures results.**

The Performance Measures Committee recommends that the Board approve the results of the 2013 performance measures and the inclusion of the appropriate performance measures in the 2013 CASA Annual Report.

### **Recommendation 2: Approve performance indicators results.**

The Performance Measures Committee recommends that the Board approve the results of the 2013 performance indicators for inclusion in the 2013 CASA Annual Report.

### **Recommendation 3: Adjustments to the Strategy.**

The PMC recommends the Board approve the adjustments to the Strategy as outlined in Table 3.

### **Recommendation 4: Close low-rated recommendation as is complete.**

The Performance Measures Committee recommends that the CASA Board deem the following one (1) low-rated recommendation closed because it is complete:

- 2003 – PM and Ozone Team: #10c

### **Recommendation 5: Close low-rated recommendation as is addressed in other ways.**

The Performance Measures Committee recommends that the CASA Board deem the following one (1) low-rated recommendation closed because it is being addressed in other ways:

- 2005 – Renewable and Alternative Project Team: #16b

### **Recommendation 6: Close low-rated recommendations as no implementing agency.**

The Performance Measures Committee recommends that the CASA Board deem the following two (2) recommendations closed because there is no implementing agency:

- 2003 – Data Issues Group: #5-10 & #6-8

## Appendix 1: Additional Information for Table 1 (Performance Measures)

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:

<b>Document Title</b>	<b>Document Description</b>	<b>Anticipated Influence on Air Quality</b>
PM and Ozone Implementation Team 2013 Report	This document outlines the rationale for disbanding the team, progress made against the team's terms of reference and implementing the CASA PM and Ozone Framework, and offers advice to the Board on next steps.	The team has worked diligently since 2006 to support and when required, facilitate the timely implementation of the CASA Framework. The high level of implementation of the recommendations from the CASA Framework and the development of three Regional Management Plans testifies to this effort as well as the adoption of the CASA model at the national level (CAAQS). The final report is available on the CASA website.
Electricity Framework Review Project Charter	This document outlines the goals, objectives, and scope of work of the 2013 Electricity Framework Review Team.	The project charter was developed with extensive consultation and involvement from government, industry, and NGO CASA stakeholders. It is a tool that will shape CASA's policy agenda and focus. The outcomes from this project will have noteworthy impacts on Alberta's electricity generation sector. The project charter is available on the CASA website.
Odour Management Team Project Charter	This document outlines the goals, objectives, and scope of work of the Odour Management Team.	The project charter was developed with extensive consultation and involvement from government, industry, and NGO CASA stakeholders. It is a tool that will shape CASA's policy agenda and focus. The outcomes from this project will have noteworthy impacts on industry, government, and communities impacted by odour. The project charter is available on the CASA website.
Climate and Clean Air Coalition Overview	This document was developed for CASA's Executive Committee and provides an overview of UNEP's Climate and Clean Air Coalition and outlines areas of overlap and links between CASA and CCAC activities.	This document generated a protracted discussion by CASA's Executive Committee about CASA's policy reach and the need for integration across levels of government. This document will be refocused and brought to the Board for continued discussion – the outcome of which will shape CASA's policy agenda and focus.
Non-Point Source Emissions Statement	This document provides a summary of stakeholder commentary about the	This document was developed with extensive consultation and involvement from industry, government, and NGO stakeholders. It



of Opportunity	issue of NPS and groups these concerns thematically.	generated a rich Board discussion and shaped CASA’s agenda and focus – acting as the stimulus for a workshop to further scope the issue of non-point source emission management.
Non-Point Source Emissions Workshop Proceedings	This document outlines the discussions and top three priorities to address NPS that were identified at the workshop.	The workshop brought together a wide-range of interested players. The proceedings generated a dynamic Board discussion and will be used to develop a focused Statement of Opportunity for a CASA project team. The proceedings are available on the CASA website.
Human and Animal Health Team Final Report	This document contains the rationale for disbanding the team, outlines the current status of previously incomplete recommendations, and offers advice to the Board on next steps.	The team provided several pieces of advice to the Board to encourage updates around new and ongoing human health initiatives and ensure that ecological health (including animal health) is considered in the terms of references for new project teams. The final report is available on the CASA website.

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

Section 1: Percentage of substantive recommendations from 4 years prior (2009) that have been implemented.

For 2013, the Performance Measures Committee considered the recommendations approved by the CASA Board in 2009. In this year, the CASA Board approved ten recommendations from the Electricity Framework Review Team, fourteen recommendations from the Clean Air Strategy Project Team and eight recommendations from the Enhanced Collaboration with the Water Council Committee. Of these, three recommendations from the Electricity Framework Review Team were deemed substantive by the Committee. The remaining recommendations were deemed either administrative or operational and so are not subject to further evaluation. It is important to note that all 14 recommendations from the Clear Air Strategy Project Team were incorporated into Alberta's Renewed Clean Air Strategy.

Overall, the degree of implementation of CASA recommendations approved in 2009 is 17%.

Table 1 shows the rating of the three substantive recommendations 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
Electricity Framework Review Team (3)	7, 8					6					
Total number (3)	2					1					
Mean Calculation: $0 \times 2 + 5 \times 1 = 5$											
Overall (average rating) = $5 / 3 = 1.7$ or 17%											
Reviewer(s): Electricity Framework Review Team: Randy Dobko (ESRD)											

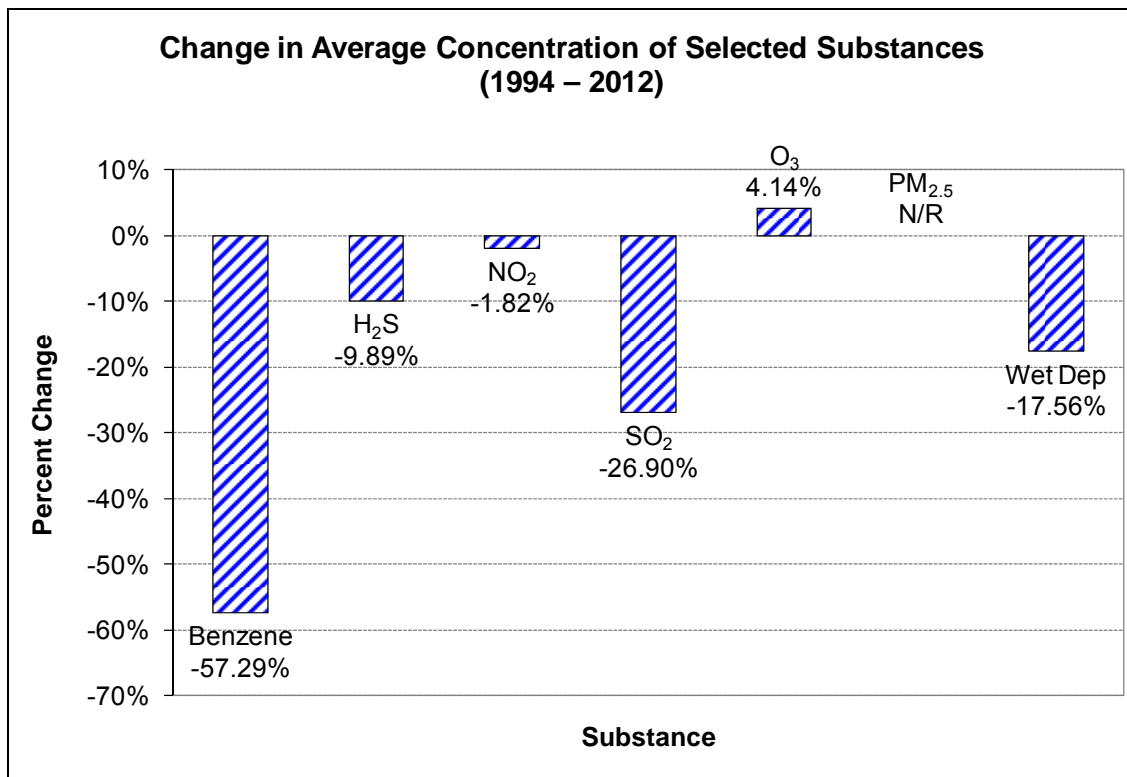
**Table 2: Summary of Results for Recommendation Implementation**

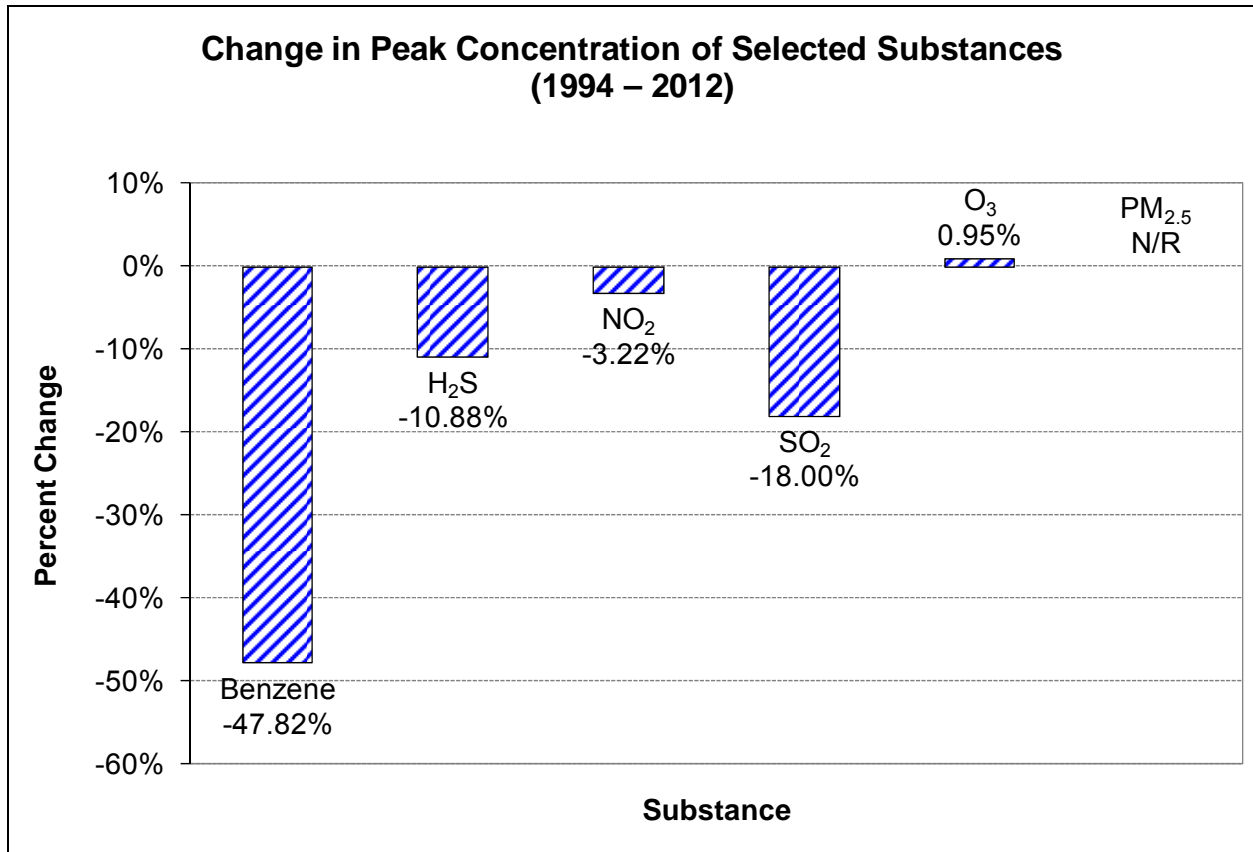
Year Approved by CASA Board	Number of Substantive Recommendations	Degree of Implementation of Substantive Recommendations (%)
1997	25	77
1998	54	76
1999	30	62
2000	0	n/a
2001	5	94
2002	53	74
2003	79	73

2004	47	91
2005	18	77.2
2006	1	100
2007	1	30
2008	2	90
2009	3	17

**Section 2:** Annual average ambient concentrations of: NO<sub>2</sub>, SO<sub>2</sub>, PM<sub>2.5</sub>, H<sub>2</sub>S, O<sub>3</sub>, benzene, and wet acid deposition.

Annual peak concentrations of: NO<sub>2</sub>, SO<sub>2</sub>, PM<sub>2.5</sub>, H<sub>2</sub>S, O<sub>3</sub>, and benzene.





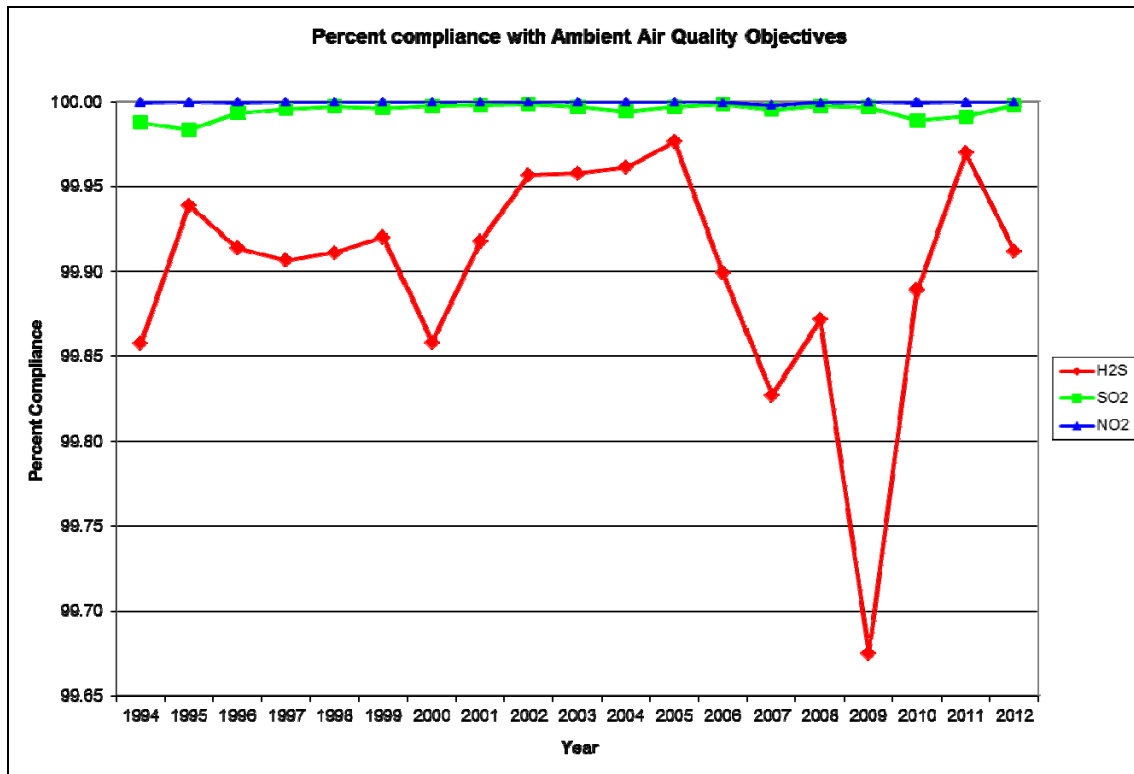
## Notes:

PM<sub>2.5</sub> can only be calculated from five out of thirty-five sites, two of which are continuous, three intermittent. This is because in 2009 and 2010, the monitoring technology was changed at most sites. The results from the new technology are not comparable to the old, so they cannot both be used in the test trend significance. Nor is there a sufficiently long time span with the new technology to be able to determine trend significance. Due to the small number of sites which are available, the results are considered not representative, and are noted with an "N/R" on the chart. Of the five sites that do have a long enough time span, there were no significant trends either increasing or decreasing.

The benzene trend uses data from three sites in Edmonton and Calgary. There is a continuous monitor now installed at Scotford 2 which monitors benzene and other VOCs, however it has only been operating for six years. This is long enough to determine trend significance, and a statistically significant increasing trend was detected in the annual average concentrations at this site, with a percent change of 1789%. However, the percent difference is calculated from a linearization of the trend, and determining the percent change from the first to the last year of this linearization. The linearization for this particular trend had a very low value for the initial year, which caused the percent difference to be very high. Also the absolute concentrations are lower than the other sites in the province for 5 of the 6 years. As such, Scotford 2 was not used in the change calculations for Benzene.

H<sub>2</sub>S may not have been included in the last report, as at the time of that report, there had been a short-term spike in H<sub>2</sub>S concentrations at some sites which had a large influence on the bar for H<sub>2</sub>S in the charts. This spike has shown itself to be a short-term effect, concentrations have fallen back, and the trends have returned to a more normal state.

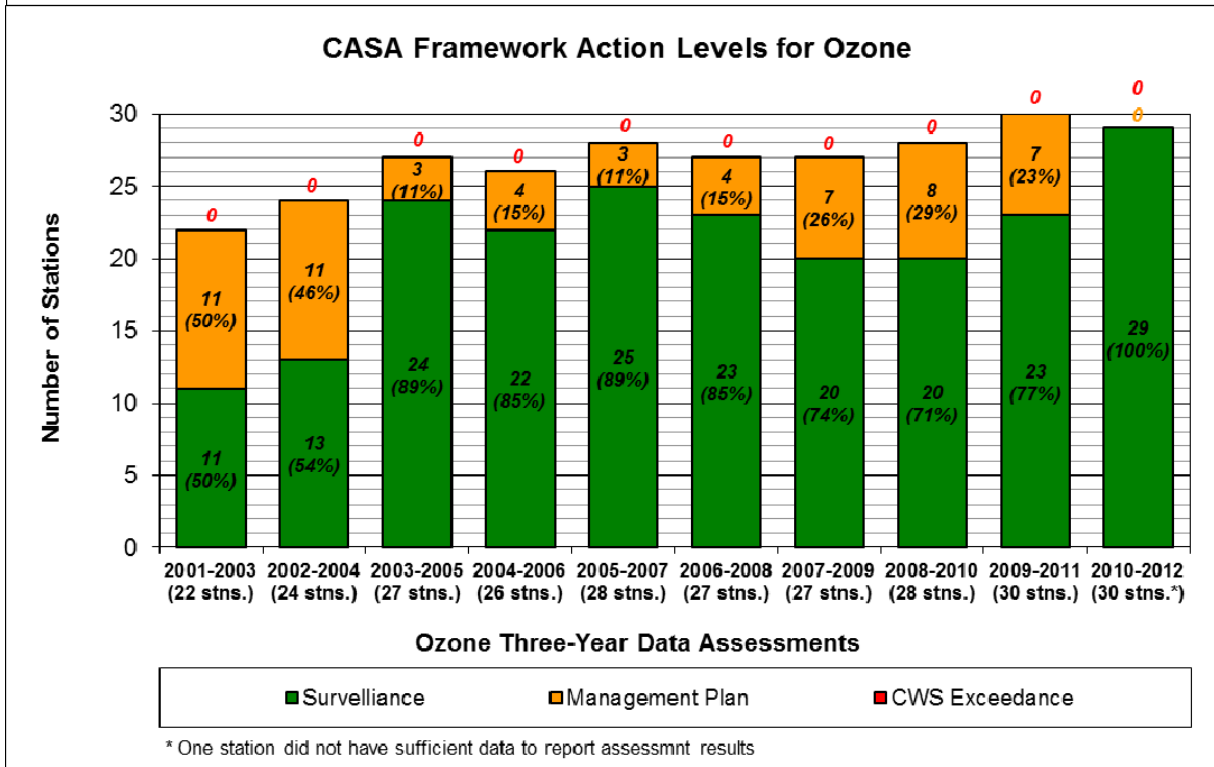
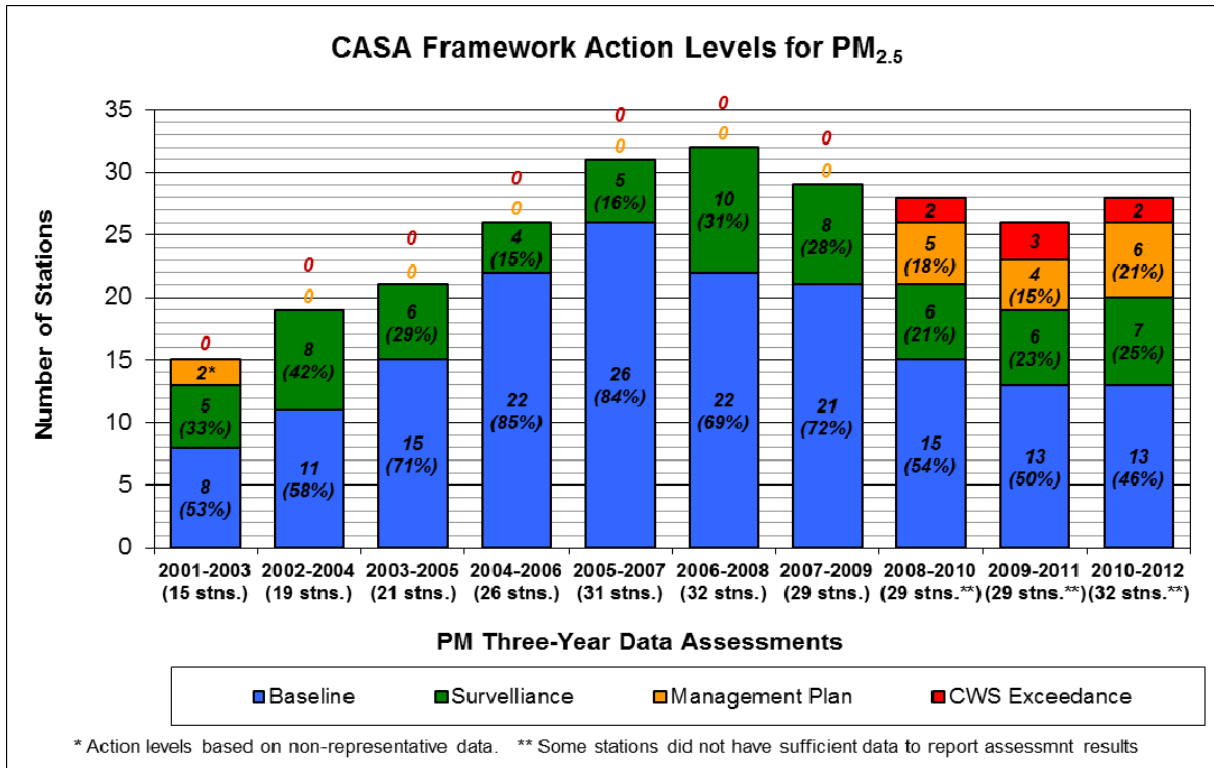
Section 3: Percent hourly exceedances of: NO<sub>2</sub>, SO<sub>2</sub> and H<sub>2</sub>S.



Notes:

There are no significant trends in percent compliance with any of the three objectives charted here.

Section 4: Percentage of stations assigned to action levels defined by the CASA Particulate Matter and Ozone Management Framework based on annual three-year data assessments completed by Alberta Environment.



**Notes:**

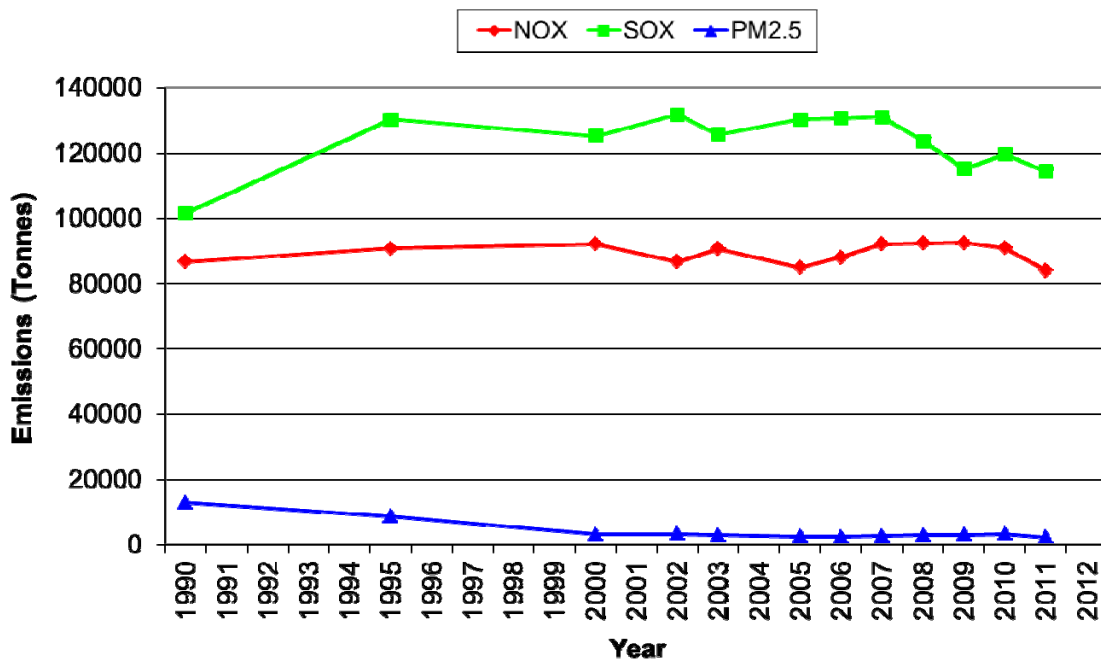
Total number of stations is indicated in the x-axis labels. This number may be higher than the total height of the bar. This is due to some stations having had insufficient data to calculate a three-year average concentration. The sites in question would still be active, and able in future to report a three year average and have an action level assigned to them, however they do not have

such an assignment for the three-year period in question. In 2009, ESRD also determined some sites to be industrial compliance sites, and not suitable for inclusion in the analysis, as they will not be used in Canadian Ambient Air Quality Standards (CAAQS) reporting in the future. As CAAQS reporting is to start with the 2011-2013 period, 2010-2012 is the last period for which ESRD will be assigning action levels under the CASA Framework.

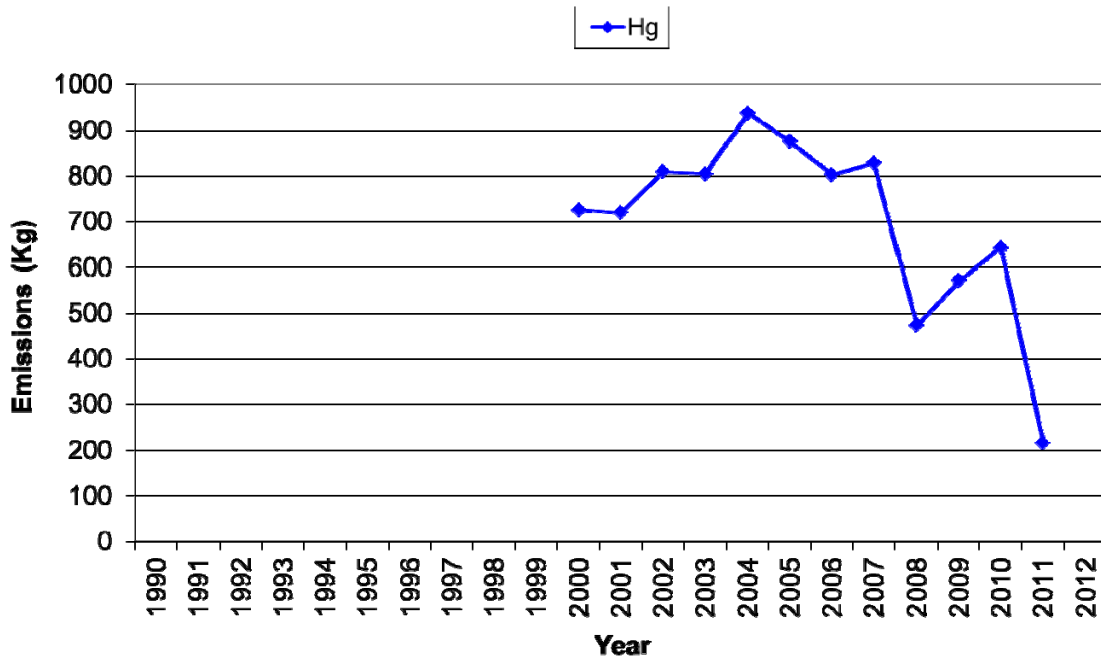
As this measure is based upon data which have been manipulated to remove natural, background, and transboundary influence, it is not appropriate to attempt to determine statistical significance on any trends.

Section 5: Annual total emissions from power generation for NO<sub>x</sub>, SO<sub>x</sub>, PM<sub>2.5</sub>, and mercury.

**CAC Emissions from the Electricity Generation Sector**



### Mercury Emissions from the Electricity Generation Sector



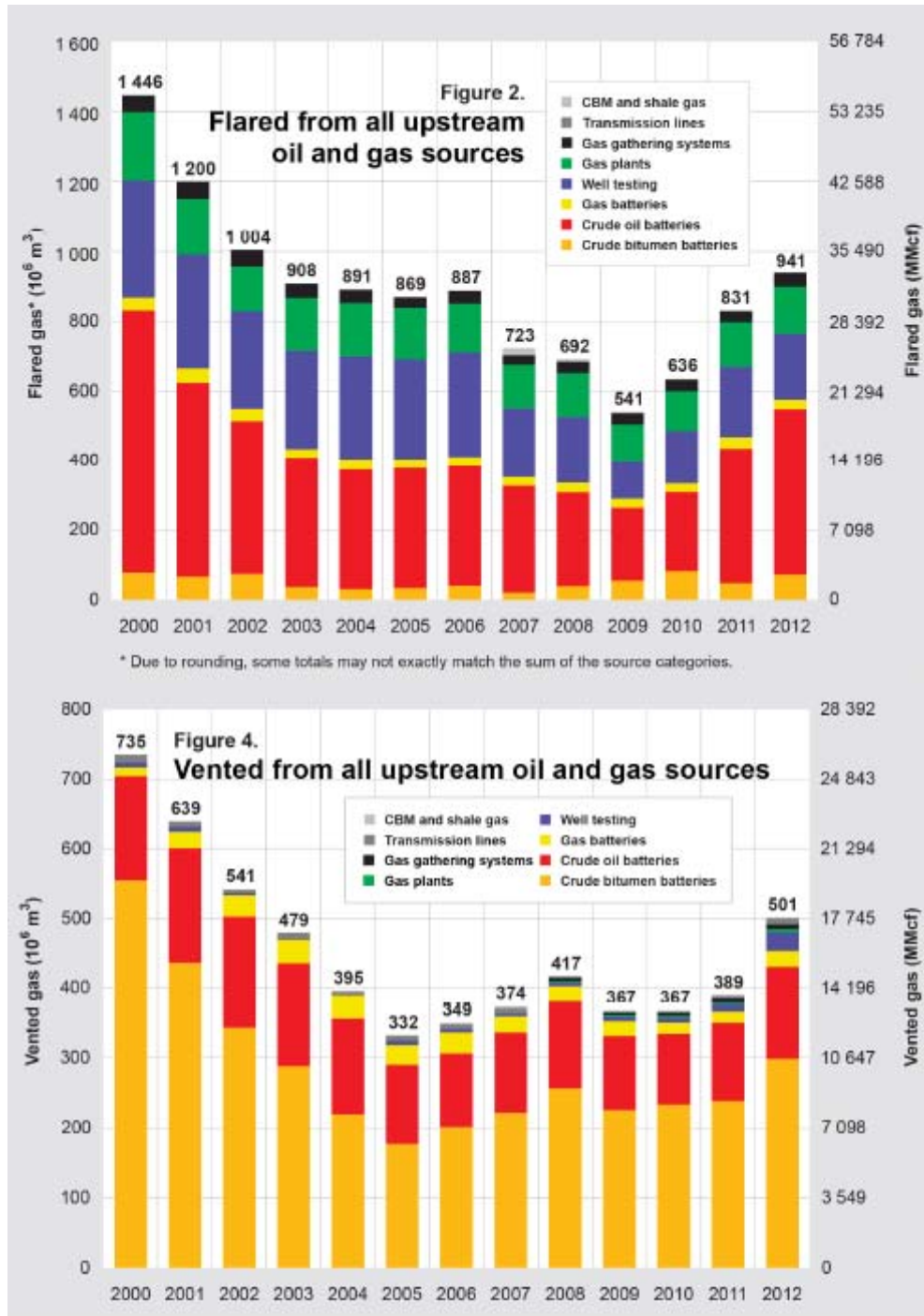
Notes:

Due to an increase in the amount of time taken for results to become available, 2012 data are not available for emissions from the electricity sector.

None of the trends depicted are statistically significant.

Section 6: The change in flaring and venting associated with solution gas, well test and coalbed methane.





Notes:

The total volume flared from all upstream oil and gas sources in 2012 was 941 10<sup>6</sup> m<sup>3</sup> (33 379 MMcf), an increase of 13.2% from 2011.

The total volume vented from all upstream oil and gas sources in 2012 was 501 10<sup>6</sup> m<sup>3</sup> (17 786 MMcf), an increase of 28.7% from 2011.

Section 7: The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP).

	2013	2010
<b>1 Population Based Completed:</b>	<b>55%</b>	<b>57%</b>
<b>2 Ecosystem Based Completed:</b>	<b>25%</b>	<b>20%</b>
<b>3 Ozone Completed:</b>	<b>41%</b>	<b>52%</b>
<b>4 Background and Boundary Transport Completed:</b>	<b>44%</b>	<b>44%</b>
<b>5 Pattern Recognition Completed:</b>	<b>47%</b>	<b>40%</b>
<b>Overall Completed:</b>	<b>50%</b>	<b>54%</b>

PLEASE NOTE: In general, this indicator is very subject to interpretation, and misses a lot of the expansion that has happened, simply because the new stations (St. Lina, Bruderheim, upgrades to Edson and Hinton, Anzac, Woodcroft (an Edmonton station operated by Lehigh)) aren't specified by the AMSP. Hopefully there will be some expansion into AMSP specified locations like St. Albert, and a recommissioning of Calgary East by the next PM cycle.

Notes:

1: In 2011, Calgary East was decommissioned in anticipation of relocation. It has unfortunately not yet been brought back online. It's very nearly ready, almost everything is in place, it's just not been finished yet. Hopefully this will be in place in 2014. If it were still in operation, the Population based subprogram would have shown a slight improvement over 2010 with the addition of some parameters at some sites.

2: The Ecosystem subprogram is for acid deposition, and there have been a few new stations including Elk Island, two in WCAS, and a Dry Deposition site at Anzac.

3: ACAA and PAMZ had been doing some work a few years ago in terms of upwind and downwind ozone, however this has not been an ongoing activity and no new permanent sites that would fall into these categories have been placed, therefore there is a decline in this measure.

4: No changes.

5: This count had been a bit of a rough estimate in the past, and has been re-counted for this 2013 report. The original concept was that the province would be covered in passive monitors on a 1° by 1° grid. The number of these grid points that have a passive site located nearer to them than to any other grid point were counted. The original count found that there were 100 such points, and so these were divided up as follows: 40 were estimated to already be covered with SO<sub>2</sub>, NO<sub>2</sub>, and O<sub>3</sub> passives, an additional 40 similar which should be created, and a further 20 which should also monitor H<sub>2</sub>S and NH<sub>3</sub>. The actual count is 110 but some of these (32) are on the border and so their covered area is only half within the province – therefore it's reasonable to leave the total number of stations at 100. According to the 2013 count, 30 grid points have a nearby SO<sub>2</sub>, NO<sub>2</sub>, O<sub>3</sub> monitoring site, in PAS, CRAZ, PAMZ, WBEA, FAP, and LICA. PAZA covers 11 with SO<sub>2</sub>, NO<sub>2</sub>, O<sub>3</sub>, and H<sub>2</sub>S, and WBEA covers 10 with SO<sub>2</sub>, NO<sub>2</sub>, O<sub>3</sub>, and NH<sub>3</sub>. The count found these 21 sites as being 80% implementation of the new ones, giving a total of 40% implementation for the Pattern Recognition program.

## **Appendix 3: 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:

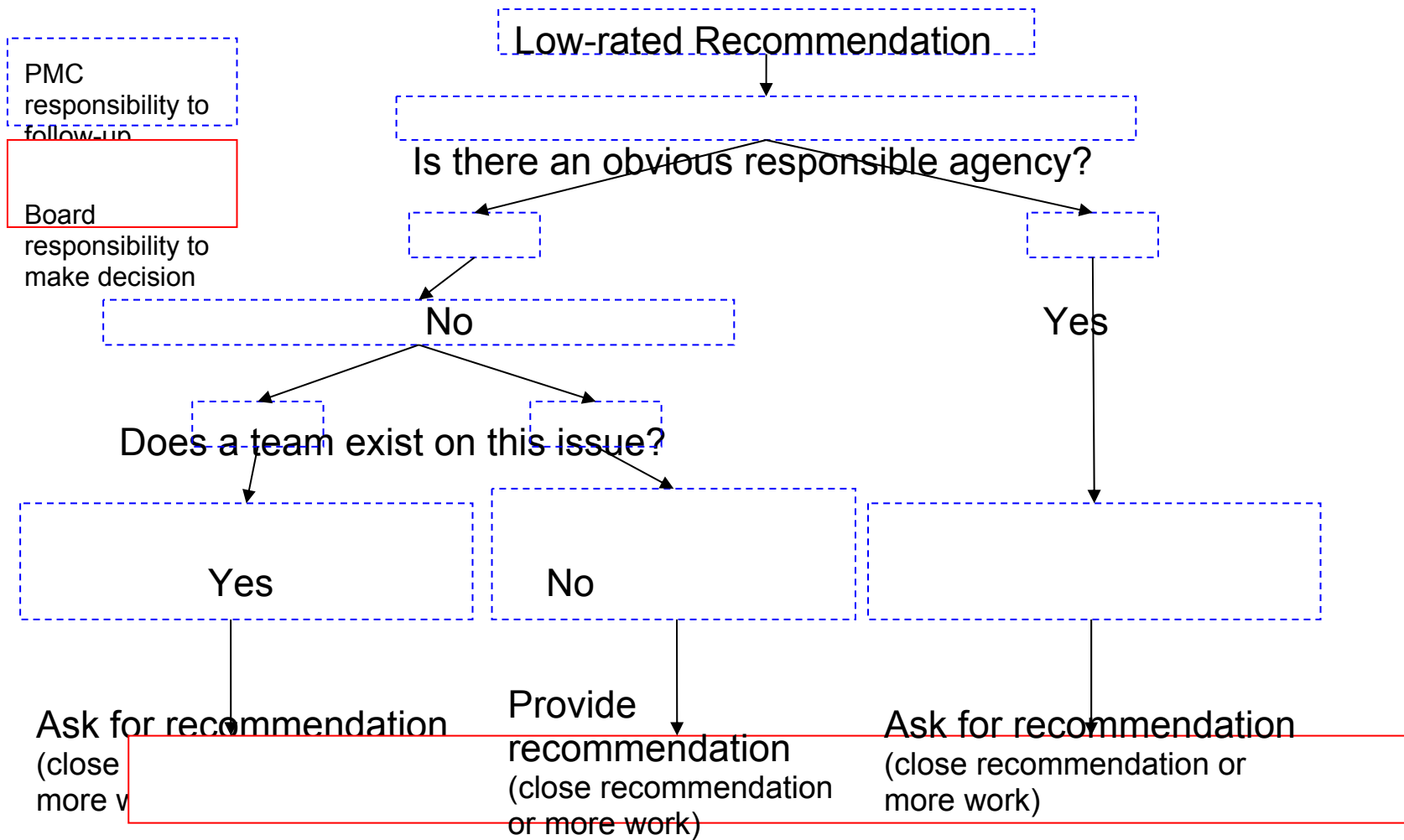
- Close the recommendation, and document the explanation
- More work that could be required, such as an implementation team, new work for an existing team, Board involvement, etc
- More information the Board would require to make its decision regarding follow-up or closure of the recommendation.

### **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?



CASA Board decision: Close recommendation or determine appropriate follow-up steps

## Status Report

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**Item:** 3.2 2013 Electricity Framework Review Project Team

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

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

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

A key objective for the initial meetings of the EFR project team was to determine if a review of the structure of the Framework itself was warranted. A structural review would involve a renewal of the Framework to reflect current circumstances, as appropriate. This initial assessment included a review of the economic and environmental "triggers" (Recommendation 34 and 35), as well as the implications of the implementation of the Federal GHG Regulations for coal-fired power plants.

After discussions about the economic trigger (Recommendation 35), stakeholders raised concerns about a potential impasse if the team continued to focus on the economic trigger. There was agreement to shift the team's focus to the implications of the implementation of the Federal GHG Regulation.

In November 2013 and January 2014, the team held meetings that focused on options to adapt the Framework to reflect current circumstances. The outcome of these meetings was a range of options that attempted to address the breadth of interests at the table and meet the original spirit and intent of the Framework. However, the team also



acknowledged that Recommendation 34 or 35 would need to be considered before the Framework could be formally opened for a structural review. Once again, concerns were raised that discussions about the economic trigger would lead to an impasse. The team subsequently asked the secretariat to suggest a path forward that would facilitate productive team discussions and a clear and timely outcome.

**Status:** The guidance from the secretariat is attached. The team will be meeting on February 24 to discuss the path forward. A verbal update on the outcome of this meeting will be provided at the Board meeting.

**Attachments:** Item 3.2 – Attachment A - Secretariat Guidance to the 2013 Electricity Framework Review Project Team, February 20, 2014.

## Secretariat Guidance to the 2013 Electricity Framework Review Project Team

### **The Original Framework**

The 2003 Electricity Project Team built a robust framework, anticipating and making provision for framework changes to reflect changing circumstances. Each five-year review of the framework gives CASA stakeholders the opportunity to determine if a change in circumstances warrants a full structural review of the framework. Beyond the specific recommendations that enable the review, it seems reasonable that the review process be directed at encouraging parties to consider how they might maintain the original spirit and intent of the framework.

### **The 2013 Five-Year Review**

The second five-year review commenced in 2013 and the first phase of work, as stipulated in the project charter, is an initial assessment to determine if a review of the structure of the Framework is warranted. The initial assessment includes three tasks:

1. Identify potential implications and emissions management issues for the Alberta Framework created by the implementation of federal *Reduction of Carbon Dioxide Emissions from Coal-Fired Generation of Electricity Regulations* (GHG Regulation).
2. Update the emissions forecast and determine if the emissions are 15% higher for a five-year period than projected in the previous Five-Year Review.
3. Determine if the economic assumptions underlying the framework are significantly different, as to adversely affect the viability of the electricity sector.

The project team's initial discussions focussed on task #2 and #3 – the “triggers” – identified in Recommendation 34 and 35 of the Framework.

After discussions about the economic trigger (Recommendation 35), stakeholders raised concerns about a potential impasse if the team continued to focus on the economic trigger. There was agreement to shift the teams focus to task #1 above, and to discuss options focussed on the implications of the implementation of the GHG Regulation. The options were to address the range of interests at the table and meet the original spirit and intent of the Framework<sup>1</sup>.

In November 2013 and January 2014, the team held meetings that focused on options to adapt the Framework to reflect current circumstances. The outcome of these meetings was a range of options, as well as acknowledgment that Recommendation 34 or 35 would need to be considered before the Framework could be formally opened for a structural review. Once again, concerns were raised that discussions about the economic trigger would lead to an impasse. The team subsequently asked the secretariat to suggest a path forward that will facilitate productive team discussions and a clear and timely outcome.

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<sup>1</sup> In interest-based negotiation the parties seek to articulate and develop a common understanding of each other's interests, develop options that reflect those interests and work actively to reach agreement on a shared outcome that accommodates all parties' interests.

## Relevant Board and Executive Committee Discussions

The CASA Executive Committee discussed this issue in August 2013 and agreed that the Electricity Framework Review is challenging, in part because of the diverse interests of the various industry operators. While that diversity is not unique to the electricity discussion, the Executive Committee suggested that the team may need to consider using “a broader tool-kit” to guide discussions.

This idea of a broader collaborative tool-kit was discussed at the June 2011 CASA Strategic Planning Retreat, where Board members emphasised the following points:

- Focussing discussions on consensus versus non-consensus may ignore the opportunity to employ a broader collaborative approach that allows stakeholders to:
  - Develop a better understanding of the issues;
  - Understand where we share common ground and where we disagree and why; and
  - Agree to disagree on some points.
- The identification and documenting of non-consensus items should not be viewed as failure. The process of gathering and describing the interests of stakeholders, and specific points of departure on important issues, is valuable to government and to all stakeholders.

The potential for applying a broader collaborative toolkit that encourages parties to work together in situations where consensus seems unlikely is explicitly provided for under Goal 2 of the 2012 CASA Strategic Plan.

The idea of employing a broader collaborative toolkit is not a new one and can be traced as far back as June 2009, when CASA developed recommendations for the Government of Alberta’s Renewed Clean Air Strategy. It was suggested that CASA provide policy advice for projects not well-suited to consensus. The development of such advice would occur within a defined period, at the end of which the team’s best advice would be forwarded to the decision maker. This idea was meant to capitalize on the strengths of the CASA secretariat, while acknowledging that stakeholders with divergent interests are usually the best equipped to frame their differences. It was not intended to replace CASA’s consensus work, but rather to enable a productive exchange in the face of apparent impasse.

## Next Steps

To the extent that discussions continue to focus on whether a full structural review of the Framework is warranted, the team seems headed toward a non-consensus outcome. Therefore, interested parties may find it helpful to employ a broader collaborative approach, as described above, to clearly document key issues, highlight areas of common ground, and identify points where the team agrees to disagree. Team members can be confident that such an approach would be consistent with the Board’s observations about the nature of CASA’s contribution in these kinds of challenging circumstances.

First, since no priority was given to the three tasks in the initial assessment phase of the team’s work, it may be useful for the team to work together to gather and describe the interests of stakeholders for each of these three topics, including specific points of departure. The regulator would likely value and consider this information in determining the continued utility and applicability of the existing Framework and related policies.



Secondly, the team will need to discuss the value of proceeding with the remaining tasks of the Five Year Review as described in Recommendation 29, and completing that work as appropriate.

Finally, the team should report their findings to the Board, as required by the project charter.

FOR DISCUSSION ONLY

# *Status Report*

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**Project:** Odour Management Team

**Background:** In March 2013, the Board approved the odour management project charter and directed the Secretariat to coordinate the formation of an odour management team. The project charter outlines seven areas of work for the team, and, in accordance with advice received from the Board, the team prioritized complaints, odour assessment, and health as the first areas where work would begin.

**Status:** The team prepared workplans for the three prioritized areas of work and convened three task groups to undertake the work. These task groups regularly report on their progress to the team, who provide additional direction and guidance as required. The task groups began meeting in October/November 2013. Tasks for the task groups include:

- Complaints Task Group:
  - Developing a baseline understanding of the complaints landscape in Alberta, including gaps and strengths.
  - Conducting a cross-jurisdictional review of best practices outside Alberta relating to complaint response and tracking mechanisms.
  - Developing tools to help address gaps and to highlight strengths in the Alberta system.
- Odour Assessment Task Group:
  - Evaluating odour assessment tools and their possible application in Alberta.
  - Developing a user-friendly tool that links different odour issues to appropriate odour assessment tools and practices.
- Health Task Group:
  - Developing tool(s) for tracking health-related impacts of odour.
  - Summarizing background material on odour and health.

The team is beginning discussions about how to action the remaining four areas of work: prevention/mitigation, enforcement/role of regulation, education/communication/awareness, and continuous improvement. Considerations include the timeline of 18-22 months outlined in the Project Charter and funding. The team has received a grant from Alberta Environment and Sustainable Resource Development for \$150,000 and CAPP has pledged \$15,000. This money has already been allocated, based on the work planned for the three current task groups. The team will consider the level of detail of the work that can be achieved under the



four remaining areas of work based on available time and resources. Initial discussions suggest that additional funding may be necessary and this issue will need to be addressed.

The team will meet next on March 11<sup>th</sup>. A verbal update will be provided at the Board meeting.

**Attachments:** None.

## *Status Report*

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**Item:** *Alberta Airshed Council Update*

**Task:** To provide an update to the CASA Board.

**Co-Chairs:** Jill Bloor and Bob Scotten

**Status:** The Alberta Airsheds Council provides a forum to identify and advocate for the common interests of the nine established airshed zones.

2013 continued to be challenging for the Airsheds. Uncertainty on multiple levels had the airshed zones planning a workshop with all decision makers for 2014. This workshop will focus on the future role of the airshed zones within the new initiatives that ESRD is developing. The AAC and its members look forward to the timely resolution of airshed roles and responsibilities so that we can effectively participate in Alberta's new monitoring program.

Financial sustainability continues to be a major issue for many of the Airsheds. Voluntary contributions are down and Government grants were slow to be approved. The need for sustainable funding is critical for the Airsheds to provide continuing service. Airsheds are seeking a mechanism to provide assured long term funding including clarity and certainty of government grants, consistent requirements for emitters to contribute and financial expectations of other stakeholders such as municipalities.

The CASA Joint Standing Committee (JSC) provides a good opportunity to discuss issues with CASA, AESRD, Industry and ENGOS. The JSC has helped the AAC identify solutions to some issues and has provided a communications conduit.

For more information, go to [www.albertairshedsCouncil.ca/](http://www.albertairshedsCouncil.ca/).

## *Status Report*

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**Item:** Alberta Capital Airshed Update

**Task:** To provide an update to the CASA Board.

**Executive Director:** Gary Redmond

**Status:** The Alberta Capital Airshed (ACA) made great strides in the past year, culminating in receiving endorsement as Alberta's ninth Airshed Zone from the CASA Board.

In early 2013, members of ACA engaged in an annual facilitated Strategic Planning workshop, which is an opportunity for all members to come together, discuss the ever-changing environment around us, and update the plan that steers the ACA's work.

One exciting development in 2013, was the launch of ACA's new website. This is a comprehensive site featuring air quality educational information, air quality management plans and for the first time in the region, live air quality monitoring data, accessible to everyone. The data streams are from nine air quality monitoring stations operated by three of our members – Strathcona Industrial Association (SIA), Alberta Environment and Sustainable Resource Development (AESRD), and Lehigh Cement.

The ACA also held its second annual Odour Management Workshop in 2013, which featured speakers from industry, government and NGOs sharing information on management plans, technology and issues related to managing odours. ACA also has representation on CASA's Odour Management Team, which is working toward a provincial framework.

The first draft Regional Monitoring Plan was developed by the ACA's newly formed Technical Working Group. This team features representatives from AESRD, industry and municipalities and their work is an important step in coordinating the efforts of the various stakeholders in air monitoring.

ACA participated in events such as Environment Week and provided presentations to school and community groups, providing general information on air quality and promoting the Air Quality Health Index (AQHI). This area is anticipated to grow with the formation of ACA's new Communications and Outreach team.

For more information, please visit [www.capitalairshed.ca](http://www.capitalairshed.ca)

## *Status Report*

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**Item:** Calgary Region Airshed Zone Update

**Task:** To provide an update to the CASA Board.

**Executive Director:** Jill Bloor

**Status:** CRAZ finalized the Emission/Facilities Based Funding Formula with the Industry members in 2013. In the fall, membership packages were sent to all industries listed in the emissions inventory. CRAZ will continue to engage with industries in the region to encourage their membership in the organization.

CRAZ continued to work on siting the Southeast ambient air monitoring station in 2013. The trailer was moved onto the site in October 2013. The Central station is also moving along as CRAZ works with the City of Calgary and AESRD on confirming a new location and incorporating the education/outreach component into this station. CRAZ, AESRD and the City of Airdrie are working together to secure a site for a fourth monitoring station in the CRAZ region. CRAZ has had discussions with a few industries in the region regarding their monitoring requirements and regional monitoring networks. We are hopeful that this will proceed to where CRAZ manages the monitoring on their behalf.

CRAZ has been asked to chair a community technical working group for the Lochend area near Calgary. AHS, AESRD, AER, the residents and the industry group are all involved as there are air quality health concerns. This initiative is new for CRAZ but one that the board feels we can contribute to resolution with all parties.

The Particulate Matter/Ozone Management Committee undertook the initiative to conduct a review of the plan with the consultant chosen in 2013. Work on this project will be extended into 2014.

CRAZ continued to engage with the Municipalities in the region with presentations to Councils. The organization commits to presenting to each council once every four years (election terms).

The Education/Outreach program continued this year. The Photo Contest and attending the Mayor's Environment Expo were among our efforts. CRAZ continued to offer the Gauge 'n Save program at gas stations in conjunction with Calgary Co-op. It is through the Education programs that we both increase the awareness of the organization by the public and



deliver specific techniques that anyone can incorporate into their life style to ensure we continue to enjoy the air quality we have.

In 2013, CRAZ partnered with the Alberta Winter Games Sustainability Committee to deliver an Idle Free program during the Games in 2014. The Mobile Air Monitoring Lab (MAML) was deployed to the Canmore High School and the Banff High School in 2013 to gather baseline data. Then in 2014 during the Games, the MAML will be deployed again in Canmore and Banff to collect data. As well, volunteers from CRAZ will be engaging with the public to discuss being idle free.

The CRAZ Board, staff and volunteers are excited about building on the accomplishments made in the coming year. Learn more at [www.craz.ca](http://www.craz.ca).

## *Status Report*

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**Item:** Fort Air Partnership Update

**Task:** To provide an update to the CASA Board.

**Executive Director:** Nadine Blaney

**Status:** FAP Monitoring Plan

In 2013 Fort Air Partnership (FAP) continued its transition toward a regional air monitoring network through the development of a long-term monitoring plan. A major benefit of regional monitoring is that it measures the cumulative impact of all sources – in addition to regulated industrial emissions. Non-regulated emission sources would include such things as oil and gas drilling, vehicles, and agricultural and urban activities. Regional monitoring also allows for a more accurate comparison to ambient air quality standards such as AAAQOs and CWSs. In the future, ambient air quality monitoring will play a role in triggering air quality management activities and assessing the efficacy of those activities. At the same time, stakeholders in FAP are interested in tracking the impact of emerging local issues, such as new facilities and regional development.

Communication of the elements of this plan will begin in early 2014, through presentations to stakeholder groups across the FAP airshed, as well as government bodies. It is FAP's intent to seek funding from a number of sources to enable the implementation of this plan. It is projected that it will take several years before all changes are in place.

### Equipment Upgrades

Equipment upgrades in 2013 included the installation of in-situ calibrators at two stations. FAP also acquired two new Particulate Matter analyzers with the intent of upgrading the entire FAP network to meet Federal Equivalency Method requirements for monitoring PM<sub>2.5</sub>.

In addition to this, FAP updated the wiring and tubing at many of the continuous monitoring stations throughout the network to ensure network uptime.

FAP also began the transition to a new data acquisition system. This system has been developed specifically for the ambient air monitoring





industry, and as such, takes full advantage of the digital communications the latest generation of ambient air analyzers are equipped with.

#### Live Data Feed for FAP website

FAP began the development of a live data feed from our continuous monitoring stations to our website in late 2013. Once finalized in early 2014, this system will allow anyone visiting the FAP website to see live air quality data from all of our continuous monitoring stations. People will be able to search by station or by substance to get hour-by-hour current or historic data in an easy to understand format.

#### Capital Region Air Quality Management Framework

Throughout the year, Fort Air Partnership was actively involved in the Capital Region Air Management Framework Oversight Committee. Stakeholders on this committee are working with Alberta Environment and Sustainable Resource Development to prepare a Fine Particulate Matter Response plan which must be developed by Fall 2014. Solutions to particulate matter exceedances in the Capital Region will be science-based and involve collaboration between municipalities, industry, non-governmental organizations, airsheds, and the federal and provincial government.

#### Public Communication

FAP's continuing communications included the distribution of annual reports, media relations, advertorials and a quarterly e-bulletin, plus presentations to industry groups and county councils. FAP also provided continued support for the Life in the Heartland (LITH) initiative which is a collaborative effort between organizations in the Industrial Heartland to keep residents informed about issues regarding industrial development.

# Status Report

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**Item:** *Palliser Airshed Society Update*

**Task:** To provide an update to the CASA Board

**Executive Director:** Bob Scotten

**Status:** The Palliser Airshed Society (PAS) Board has identified a progressive path forward to meet the challenges of balancing the budget and providing a responsible air monitoring network for the region. Committees have been organized to look into the technical program, the outreach program, and the evaluation of contractor performance. Planning is in place to add a portable air monitoring station that will provide an extra dimension of flexibility in locations where monitoring is needed. Odour complaints in the City of Medicine Hat and perceived high Nitrogen Oxides concentrations in the city are two issues that would be addressed with a portable air monitoring station.

With help from Alberta Environment and Sustainable Resource Development (AESRD), PAS has sufficient funds to continue with its work. Future plans of including the Lethbridge air monitoring station into the network are still under consideration. More discussion and negotiation will determine whether or not expansion is in the best interest of PAS.

## *Status Report*

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**Item:** Parkland Airshed Management Zone Update

**Task:** To provide an update to the CASA Board.

**Co-Chairs:** Kevin Warren

**Status:** 2013 marked the sixteenth anniversary of the Parkland Airshed Management Zone and the fourteenth year of operation of its Air Quality Monitoring (AQM) Program.

Monitoring continued at the Lancaster Reservoir in southeast Red Deer to assess this location's suitability as a second permanent station for Red Deer. Both the Martha Kostuch and David McCoy Portable AQM Stations were utilized for this monitoring. A summary report and decision on establishing a permanent site at the reservoir will be finalized in early 2014. The site would complement the existing Riverside Drive station and provide a more comprehensive understanding of air quality in Red Deer.

The two PAMZ portable stations were also employed for air quality investigations in the Ferrier subdivision west of Rocky Mountain House, the Cow lake area south of Rocky Mountain House, a residence west of Didsbury and in the town of Sylvan Lake. Monitoring was also conducted in Rocky Mountain House to characterize current air quality and assess any trends since previous monitoring conducted in 2003-2004 and 2008.

On June 5, Clean Air Day, PAMZ and The City of Red Deer held an "Action HERO" Awards event at Red Deer College that recognized a number of local industries, individuals and organizations including the college for their contributions to improving air quality. Later that week, to cap off its Environment Week celebrations, PAMZ working with partnership organizations Alberta Environment & Sustainable Resources Development (ESRD), The City of Red Deer, NOVA Chemicals and Parkland Mall, held a two-day motor vehicle emissions testing clinic at Parkland Mall. The event was even more successful than the previous year's with more vehicles tested despite inclement weather on both days.

Throughout 2013, PAMZ continued to monitor the progress of its members and partnership organizations in achieving the medium term objectives of the 2008 PAMZ Ozone Management Plan. ESRD's work on the development of a Fine Particulate Reduction Plan, working with area stakeholders including PAMZ, slated to begin in 2013 was deferred to 2014 due to the establishment of the new Alberta Energy Regulator and the associated reorganization of ESRD.

# Status Report

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**Item:** *West Central Airshed Society Update*

**Task:** To provide an update to the CASA Board

**Executive Director:** *Bob Scotten*

**Status:** West Central Airshed Society (WCAS) continues to operate its air monitoring network of twelve air monitoring stations. WCAS provides air quality data and information collected and reported live from twelve continuous air monitoring stations. This year Air Quality Health Index (AQHI) information was provided at five of the air monitoring stations. Promotion of the AQHI and WCAS air quality was broadcast weekly on Drayton Valley Big Country Radio Station as part of the WCAS outreach strategy.

WCAS has seen a substantial decrease in voluntary contributions in the past two years. Sustainable funding has become an urgent issue. With all the changes within Alberta Environment and Sustainable Resource Development (AESRD), and the development of the Environment Monitoring Agency for Alberta, WCAS has been vocal in expressing the need for a sustainable funding mechanism. It has become clear that the new Agency is focused on the Oil Sands region of the Province, and as the new land use framework develops, the Agency may have a new sustainable mechanism to fund Airsheds. In the mean time, Airsheds continue to seek largely voluntary funding from various emitters. WCAS and the Alberta Airshed Council (AAC) plan to meet with numerous industry and municipal organizations to solicit continuing support for the Airsheds.

Extreme weather conditions have challenged technical contractors; wind and heavy snow have created accessibility difficulties and power issues at many of the stations. Thanks to a diligent team, we still see a consistent 98% uptime. Future challenges will come from the need to update analyzers and the data acquisition system.



The West Central Airshed Society is now in its eighteenth year of operations. WCAS continues to operate twelve continuous air monitoring stations and fourteen passive sites. In 2012 the WCAS Board decided to decommission the Hightower air monitoring station. This was not an easy decision as the station had provided background data for many years. The deciding factors were related to the unreliability of the off grid power systems and the high cost of operating the station. AESRD agreed with the Board decision to designate the Steeper air monitoring station as the National Air Pollution Surveillance (NAPS) station. Steeper will be the new background station. The Steeper station data has been very similar to the Hightower station with the exception of ozone data, which differed due to elevation differences. The Hightower station was located at a much higher elevation than the Steeper station.

WCAS continues to participate in a number of regional and provincial initiatives. A great deal of time has been devoted to the Capital Region / Industrial Heartland Multi-stakeholder Air Forum steering Committee, the Capital Airshed Partnership (PM and Ozone Management), the Alberta Airshed Council and the CASA Joint Steering Committee. WCAS is committed to participate in the development of the future of air quality monitoring and management in the province.

WCAS continued to support a special ozone monitoring program in the Capital region. Three continuous monitoring stations with ozone and NO<sub>x</sub> analyzers plus meteorological equipment were operated, in Barrhead, New Serepta and Sedgewick. The Barrhead and New Serepta stations also sampled VOC's for the summer months in 2012.

Declining financial support continues to challenge the sustainability of the monitoring program. Under the current funding mechanism, WCAS can only plan to continue for two more years. This is a result of reduction of emissions, the rapid pace of tracking facility acquisitions, and the nature of voluntary contributions from most emitters in the region.

# CASA *Status Report*

**Item:** Wood Buffalo Environmental Association Update

**Task:** To provide an update to the CASA Board.

**Executive Director:** Dr. Kevin Percy

**Status:** 2013 was another year of evolution and growth for the Wood Buffalo Environmental Association. During 2013, WBEA was actively engaged in 2014/15 work planning under the Joint Canada/Alberta Implementation Plan for Oil Sands Monitoring (JOSM). This included participation in a large number of JOSM Component Advisory Committees (CAC), especially the Air CAC. WBEA also participated in the Water, Data, and Communications/Engagement CACs. In November, the CAC recommended work plans/budgets were completed and forwarded to the two governments for decision in January 2014.

In parallel to the JOSM process, WBEA operations/governance continued to follow established WBEA bylaws, policies and procedures. Along with scheduled quarterly WBEA Board meetings and one AGM, two Special Board meetings were held. One stakeholder meeting and one technical meeting were held in Fort McMurray with WBEA, LICA, EC, and ESRD attending.

WBEA members voted in December to change Bylaw 7.4. The financial year of the Association is now April 1 to March 31.

The WBEA Governance Committee (GC) which met monthly focused much time on examining existing WBEA 2014 work plans /budgets within the context of the JOSM process, as did the Board. The GC and Board also devoted time to considering the direction received in May from the CEO Environmental Monitoring to establish an aquatic monitoring program.

The Ambient Air Technical Committee (AATC), Terrestrial Environmental Effects Monitoring (TEEM), Human Exposure Monitoring (HEMP), and the Communications Advisory Committees met as scheduled. WBEA participated actively in the CASA Odour Management Task Group.

In 2013, WBEA welcomed 9 new members: four Aboriginal/Council members (Fort McMurray Métis 1935, Fort McMurray First Nation 468, Chipewyan Prairie Dene First Nation, Christina River Dene Nation Council); one Government member (Parks Canada); four industry



members (Athabasca Oil Corporation, Brion Energy, Connacher Oil and Gas, and Teck Resources)

During 2013 WBEA hired 10 new staff: 3 air technicians, 2 terrestrial field biologists, 1 permanent AATC/TEEM Program Manager, 1 additional bookkeeper, 1 office assistant, 1 Safety Advisor/FOC office assistant, and one Lead Scientist, with a speciality in water monitoring. A WBEA Safety Coordinator is now on staff.

From an operations perspective, WBEA members endorsed a Contracting Procedures Manual, an Employee Procedure manual and the GC now has in place a Succession Plan for staff. Members approved our application for COR (Certificate of Recognition, Alberta Construction Association) H&S certification. H&S procedures, including field level hazard assessments completed daily, have been developed and are now in place with full staff support. An H&S manual is complete and internal safety audit has been completed as a requirement for an external COR audit in 2014.

With growing air and terrestrial monitoring networks, and an expectation of continued expansion due to industrial development and JOSM needs, a third bay was acquired in the WBEA Field Operations Centre (FOC). The FOC was outfitted with new offices and workstations. A NIST certified gas calibration facility has been added to the instrument shop. The FOC is also accessed by visiting EC scientists who WBEA collaborates with on BTEX, Hg, and PAC monitoring.

Some of the key program achievements during 2013 include the following:

- In 2013, WBEA acquired three additional portable monitoring stations. Four are now in use for specialized odour speciation measurement, and short-medium term monitoring at industry sites or in communities. The mobile monitoring van was also active at the request of members.
- In 2013, under the JOSM enhanced deposition activity, WBEA installed and commissioned a dual purpose regional/compliance station called WAPASU (AMS 17) on the Husky Lease to the NE of Fort McMurray. AMS 1 Bertha Ganter-Fort McKay was enhanced with a larger compound to accommodate new EC enhanced deposition instrumentation.
- Continuous 1-hour and 5-minute data were quality assured and submitted to CASA as per AMD requirements.
- Overall network performance for the 15 (AMS 17 not operational until mid-December) stations in 2013 averaged 98.5% with many months being above 99%.

- A one year long Community Odour Monitoring Project (COMP) was initiated in the spring. Volunteers in Fort McMurray were trained in odour recognition and equipped with mobile app tools to report on a GIS location basis, the strength and type of odours, when detected. Two quarterly meetings have been held for reporting back to volunteers and compiling data.
- Specialized equipment continued to measure odour-causing compounds and calculates the odour units. An initial attempt was made to integrate these data with the TRS and CH<sub>4</sub>/NMHC co-located analyzer data.
- WBEA continued, with active collaboration from AESRD, to digitally stream the hourly AQHI values from 5 stations onto its web, the headquarters building, and several locations in town.
- The network of 25 “early-warning” forest edge plots was sampled in 2013, the first in a planned 3-year cycle of measurement. In 2016, both the 25 interior jack pine stand plots and edge plots will be re-sampled.
- Measurement of bulk deposition and throughfall to calculate deposition using ion exchange resins continued at jack pine plots.
- Passive monitoring for five pollutants at 23 tower sites continued. This included co-locates at several AMS.
- The TEK project led by the Fort McKay Berry Focus Group, with WBEA staff participation, held several planning workshops and visited berry patches in the region. Four patches were instrumented with passive monitors and berries sampled in August for chemical analysis.
- WBEA executed on an extensive communications/outreach work plan. Two community newsletters were produced and delivered to over 26,000 addresses in the region. The “WBEA@Work” electronic newsletter published four issues with a wide distribution to regional, provincial and national stakeholders. WBEA wrapped AMS 6, AMS 7 and two portable units for greater visibility.
- WBEA again supported and participated in the Wood Buffalo Regional Science Fair held in April. Staff also served as judges at high school science fairs. Several presentations and tours of WBEA facilities by school, college and university groups happened in 2013.





- A new air monitoring vignette was produced and subsequently translated into Cree and Dené.
- WBEA continues to engage and inform stakeholders through conference attendance, media releases and advertising. Our website ([www.wbea.org](http://www.wbea.org)) is continuously updated with data and reports.
- Media interviews were completed with print and radio media.
- WBEA staff held a one-day open house for Members. The tour visited a monitoring station, a forest health plot equipped with instrumented tower, and the FOC.
- WBEA hosted many visitors in 2013. Among them were an Edmonton high school, MLA's, and the Provincial/Federal Ministers of Environment.
- WBEA participated in the Alberta Airsheds Council.

## **INFORMATION SHEET**

**ITEM:**                    4.1     **Risk Management Framework**

**ISSUE:**                    The Risk Management Committee has devoted considerable time and energy to the development of a Risk Management Framework for CASA. The most recent version is being presented for the Board's review.

**STATUS:**                    The Board embarked on a strategic planning initiative in November 2010 to review its corporate mission and business plan. Among a number of related initiatives, this work included a strategic planning retreat in June 2011. As a result, the 2012 Strategic Plan was developed and subsequently approved by the Board at their March 2012 meeting. At this time, the Strategic Plan contained a placeholder for the development of a Risk Management Plan.

In September 2013, the Board struck a Risk Management Committee to develop CASA's risk management planning process. The committee held their first meeting in January 2014 and established the scope of their work as follows:

1. Develop a Risk Management Framework: this document will provide a uniform process to identify, measure, respond to, and report on risks as part of measuring CASA's performance (the how-to manual).
2. Develop a Risk Management Plan: this document describes the scope of the risks to be managed, as well as the risk assessment, and strategies for managing risks.

As such, the committee has completed an initial draft of the Risk Management Framework for the Board's review. The Committee has agreed to hold two additional meetings to finalize the Risk Management Framework and develop the Risk Management Plan.

**ATTACHMENTS:**     A.     Risk Management Framework

## Risk Management Framework ~ Clean Air Strategic Alliance, March 2014

### Introduction

The Clean Air Strategic Alliance (CASA) is a multi-stakeholder partnership composed of representatives selected by industry, government, and non-government stakeholders. As such, CASA is in a unique position in relation to our partner organizations, in that we are dependent on the support of our partners and are vulnerable to changes in this support.

CASA's success relies on the ability to both recognize and leverage opportunities as well as identify and manage risks on an ongoing basis. The key tools used to support this work will be strategic planning (identifying opportunities) and risk management planning (identifying risks). The results of this work will be integrated into one document – CASA's 5-Year Strategic Plan – respecting the inherent connection of the two.

The Risk Management Framework described in this document provides a uniform process to identify, measure, respond to, and report on risks as part of measuring CASA's performance. The risk management framework focuses on enterprise risk management rather than risks to specific projects and will look comprehensively at the organization and its activities.

### The Framework

Risk management is a continuous process based on an overall framework that consists of four stages, as shown in the following figure:



### 1. Risk Identification

Risk identification is the process of determining which risks may affect the organization and documenting their characteristics. Identifying risks is an iterative process, as new risks may evolve from year to year. Risks should be identified, grouped into categories, and recorded on a risk register that will be maintained and updated over the long-term.

In CASA's strategic planning cycle, risk identification should be undertaken in a comprehensive manner every 3 years, during the strategic plan renewal. A time-limited Strategic Planning Committee should be struck to oversee this process. In 2014, the risk identification and the preparation of the risk register will be undertaken by the Risk Management Committee, drawing on input from the September 2013 Board Meeting. After the initial development of the Risk Management Plan, it should become part of the Strategic Plan and be renewed as part of CASA's strategic planning process.

See Appendix A for a template to guide the identification of risks and the development of the risk register.

**1.1. Risk Register**

The risk register forms the central repository for information about each of the risks, their ranking, management strategies, and status. Every three years, during CASA’s strategic planning review, the existing risk register should be verified and supplemented as necessary by the Strategic Planning Committee, with input from all Board Members. New risks should be added and old risks archived when no longer applicable (e.g. because of overall changes in the external environment, or they have been fully mitigated).

**1.1.1. Information Gathering Techniques**

It may be important to use a variety of approaches, techniques, and participants to ensure the bases are covered and all pertinent risks are identified. Some possible options include:

- SWOT Analysis: A scan of the internal and external environment is an important part of the strategic planning process. Generally, a Strength-Weakness-Opportunity-Threat (SWOT) analysis occurs before the strategic plan is developed and/or renewed. The SWOT analysis provides information that is helpful in identifying the internal and external factors that are favourable and unfavourable to achieving the objective. Favourable factors (opportunities) would contribute to the renewal of the strategic plan and unfavourable factors (risks) would contribute to the renewal of the risk management plan.
- Brainstorming: The goal of brainstorming is to obtain a comprehensive list of risks. Ideas about risk should be generated under the leadership of a facilitator. Pre-determined categories of risk should be used as a framework.
- Delphi technique: A facilitator uses a questionnaire to anonymously solicit ideas about important risks. The responses are summarized and are then recirculated for further comment. Agreement may be reached in a few rounds of this process. The Delphi technique helps reduce bias in the data and keeps any one person from having undue influence on the outcome.
- Interviewing: Interviewing Board members and stakeholders can assist with identifying risks.

**1.2. Risk Register Categories**

In order to ensure that all applicable risks are “on the radar”, it may be helpful to consider categories of risks, such as:

External Risks	Strategic Risks	Operational Risks	Process Risks	Information Risks
<ul style="list-style-type: none"> <li>•Stakeholder needs</li> <li>•Public relations</li> <li>•Funding availability</li> <li>• Reputation</li> </ul>	<ul style="list-style-type: none"> <li>•Business model</li> <li>•Planning</li> <li>•Stakeholder support</li> <li>•Governance</li> </ul>	<ul style="list-style-type: none"> <li>•Physical assests</li> <li>•Human resources</li> <li>•Legal</li> <li>•Budget implementation</li> </ul>	<ul style="list-style-type: none"> <li>•Service delivery</li> <li>•Efficiency</li> <li>•Capacity</li> </ul>	<ul style="list-style-type: none"> <li>•IT Systems</li> <li>•Information management</li> </ul>

### 1.3. Outputs of Risk Identification

#### 1.3.1. Risk Register

The primary output of risk identification are the initial entries into the risk register. The risk register ultimately includes the results of all the phases of work, as they are conducted. However, the preparation of the risk register begins in the risk identification phase with the following information:

- Risk Categories: Risk categories provide a structure and systematic way of identifying risks. Risks can be categorized by sources of risk, the area of work the risk affects, or other useful categories to determine area's most exposed to the effects of uncertainty, or common root causes. Grouping risks by common root causes can assist with the development of effective risk responses.
- List of identified risks: The identified risks are described in as much detail as is reasonable. A simple structure for risks in the list may be applied, such as event-impact or cause-event-consequence.
- List of potential responses: Potential responses to risks may sometimes be identified during the risk identification phase. These responses may be useful as inputs into the last phase of work, managing risks.

## 2. Risk Assessment

Risk assessment is the process of prioritizing risks for further analysis or action. Every three years, the Strategic Planning Committee should assess CASA's risks and develop a risk rating for each risk, based on the pre-determined criteria. Developing a risk rating for each identified risk is a means of establishing priorities for planning responses and managing risks. It should also be considered that risks are interconnected and that impact from one risk may affect the assessment of other risks.

### 2.1. Risk Assessment Criteria

A probability and consequence matrix will be used to prioritize risks according to their potential implications for having an effect on CASA's goals and objectives. Probability assessment investigates the likelihood that a specific risk will occur. Consequence assessment investigates the potential effect on CASA's objectives such as [CASA Criteria A, CASA Criteria B, CASA Criteria C].

As demonstrated in Appendix B, specific combinations of probability and consequence would lead to a risk being rated as "high", "moderate", or "low."

### 2.2. Expert Judgment

It is recognized that risk assessment and prioritization will be somewhat subjective and expert judgment should be incorporated in the assessment of each risk. Along with the quantitative risk rating, expert judgment will be a significant input into the risk prioritization process.

### 2.3. Outputs of Risk Assessment

#### 2.3.1. Risk Register Updates

The risk register was started during the risk identification phase. The risk register is updated with the information from risk assessment. The risk register updates include:

- Risk rating: The risk assessment criteria and expert judgment are used to classify risks according to their individual significance. Using combinations of each of the criteria, risks will be prioritized relative to each other by sorting them into groups of "high", "moderate", and "low." The prioritized list of risks will serve to focus attention on those items of high significance.

- Prioritized list of risks: This list includes those risks that pose the greatest threat for CASA. In the next phase of work, Manage Risks, risk responses should be developed for those risk determined to be of the highest priority (based the risk rating and expert judgment).
- List of low priority risks: Risks that are not assessed as being immediately threatening can be placed on a low-priority list for continued monitoring. This list should be reviewed annually by the CASA Executive Committee.
- List of risks requiring immediate attention: Those risks that require an urgent response and those that can be handled at a later date may be put into different groups.
- List of risks for additional analysis: Some risks might warrant further analysis before a decision can be made.

### 3. Manage Risks

Managing risks is the process of developing risk responses – the options and actions to reduce threats to CASA’s goals and objectives. This phase of work addresses risks based on their priority and includes the documentation of roles and responsibilities for implementing risk responses. The planned risk response should be appropriate to the significance of the risk, cost effective, realistic, agreed by all parties, timely, and owned by a responsible person.

#### 3.1. Strategies for Risk Responses

Several risk responses strategies are available. The strategy or mix of strategies most likely to be effective should be selected for each risk.

- Avoid: Make a fundamental change to eliminate the threat entirely (e.g. extending the schedule, changing the strategy, or reducing the scope). Some risks can be avoided by clarifying requirements, obtaining information, improving communication, or acquiring expertise.
- Transfer: Share some or all of the effects of the risk to a third party. Transferring the risk simply gives another party responsibility for its management – it doesn’t eliminate it. Transferring liability for risk is most effective in dealing with financial risks (e.g. insurance, warranties, or guarantees).
- Mitigate: Reduce the probability and/impact of the risk to be within acceptable threshold limits. This could include developing procedures with checks and balances to detect and reduce the severity of risks. Taking early action to reduce the probability and/or impact of the risk is often more effective than trying to repair the damage after the risk occurs.
- Accept: Accept that the risk may be realized and therefore accept the consequences. This strategy may be active or passive. Passive acceptance requires no action except to document the strategy. Active acceptance could include establishing a contingency reserve, including time, money, or resources.

#### 3.2. Plan Risk Responses

As a result of this process, the risk register should be updated to include the appropriate risk management strategies and the implications for resources (both monetary and human) is an important consideration. The cost of managing a risk should generally be compatible with its potential consequences. Components of the risk register at this point should include:

- Risk categories, identified risks, and their descriptions.
- Risk ownership, i.e. roles and responsibilities for each risk.
- Output from the risk assessment, i.e. the risk rating.
- Agreed-upon response strategies.
- Timeline for implementation of the chosen strategy.
- Timeline for review to evaluate the effectiveness of the response strategy.

## 4. Monitoring, Evaluation, and Reporting

Good risk management is part of a system of continuous improvement. For continuous improvement, feedback is essential. This means understanding the past, measuring what has happened, setting targets for improvement, and monitoring their progress.

Monitoring, evaluation, and reporting is the phase of implementing risk response plans, tracking identified risks, identifying new risks, and evaluating risk management process effectiveness.

### 4.1. Roles & Responsibilities

- The Board of Directors is responsible for:
  - *Risk governance*, including strategic decision-making and risk oversight.
- The Executive Committee is responsible for:
  - *Risk infrastructure*, including developing, implementing and maintaining an effective risk management plan.
  - Implementing risk responses and regular reviews of the risk register.
  - Initiating a Strategic Planning Committee to undertake a comprehensive review of the Strategic Plan and appended Risk Management Plan every three years.
- The secretariat is responsible for:
  - *Risk ownership*, including identifying, measuring, monitoring, and reporting on specific risks.
  - Day-to-day risk management.

### 4.2. Risk Management Plan Review

- A discussion on risk management will become a standing item on the Executive Committee agenda, to be discussed quarterly. The Executive Committee could bring issues to the attention of the Board as necessary.
- The Executive Committee will review the Risk Management Plan annually, including a report to the Board about whether anything has changed.
- As part of CASA's strategic planning process, the risk management plan will undergo a comprehensive review every 3 years, on the same cycle as the Strategic Plan.

## Appendix A: Risk Register Template

Category:			
Risk:			
Linkages to Strategic Plan goals and objectives:			
Risk Rating (H, M, L):			
Risk Response (actions required):			
Implications (money, human resources, etc.):			
Roles & Responsibilities:	Timeline for Implementation:	Timeline for Review:	Response Implemented and/or risk mitigated? (Y/N)



## Appendix B: Risk Assessment Criteria

**Probability Assessment:** probability/likelihood that an impact will occur.

	Level	Likelihood	Probability
1	Remote	Never or almost never	<2%
2	Low	Once/2-3 years	2-15%
3	Medium	Once/year	15-50%
4	High	Quarterly	50-85%
5	Certain	Monthly	85-100%

**Consequence:** if any of the conditions occur or can occur then rank them accordingly.

Level	Cost (example)	Schedule (example)	CASA Criteria A	CASA Criteria B	CASA Criteria C
1	Internal budget not affected.	Schedule not affected.			
2	Internal budget impacted by less than \$10,000.	Increase schedule by up to 1 month.			
3	Internal budget impacted by more than \$10,000 but less than \$25,000.	Increase schedule by 1 to 2 months.			
4	Internal budget impacted by more than \$25,000 but less than \$50,000.	Increase schedule by 2 to 3 months.			
5	Internal budget impacted by more than \$50,000.	Key event or milestone delayed by more than 3 months.			

**Risk Rating:** Rank the probability and the consequence to determine the risk rating.

Probability	Consequence				
	5	4	3	2	1
5	High	High	High	Medium	Medium
4	High	High	High	Medium	Medium
3	High	High	Medium	Low	Low
2	High	Medium	Low	Low	Low
1	High	Medium	Low	Low	Low

## **DECISION SHEET**

- ITEM:** 5.1 2013 Annual Report
- ISSUE:** The 2013 CASA Annual Report must be ready for publication in June of 2014.
- BACKGROUND:** Consistent with the approach taken in 2012, the 2013 Annual Report will use an abbreviated format, focusing on the work of existing CASA project teams. It will also describe CASA's forward-looking agenda and will list the stakeholders who participate in alliance activities. A more detailed account of performance measures and the audited financial statements will be included in an online version available on the CASA website.
- STATUS:** Annual report highlights are attached for your consideration. The auditor's report will also be added to the final draft.
- ATTACHMENT:** A. 2013 CASA Annual Report highlights
- DECISION:** Authorize the CASA Executive Committee to approve the 2013 Annual Report for final content and format after comments from the Board are received and incorporated.

## 2013 Annual Report Highlights

### Odour Management Team

A multi-stakeholder working group was established to screen and scope the issue of odour management in Alberta and to develop a project charter to guide ongoing and future work of a CASA project team. The project team was directed to focus on developing recommendations that address:

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

The team will continue its collaborative work through 2014

### Non-Point Source Air Emissions Workshop

The Government of Alberta defines Non-Point Sources (NPS) as “*those sources which are numerous, widespread, and not easily regulated through traditional approval methods.*” Though the World Health Organization collectively ranked Canada’s cities as having very good air quality in a recent global assessment, Albertans are becoming more aware of potential health effects from non-point sources, especially in urban centers. In October of 2013 CASA convened a workshop for 35 stakeholders with an interest in developing a prioritized NPS agenda for stakeholder collaboration.

### Training in Interest-based Negotiation

Since the release of CASA’s Managing Collaborative Processes Guide in 2012, stakeholders in government, industry and non-government organizations have continued to seek training in interest-based negotiation, the foundation of CASA’s approach to building consensus on complex air quality issues. Two sessions have been offered to project team members who are actively engaged in negotiations. Additional sessions are planned for 2014 to meet growing demand.

### A New Searchable Database

The Secretariat has completed its work to create a searchable database that can be used to: inform stakeholder inquiries, report to CASA members and conduct periodic performance measurement. This searchable database will significantly improve CASA’s ability to generate information about the work of past project teams, bring forward outstanding implementation requirements and provide context for current air quality discussions.

## **Planning for CASA's 20<sup>th</sup> Anniversary**

CASA is 20 years old in March of 2014. There are few, if any, multi-stakeholder organizations in Canada with CASA's record of accomplishment. The work of CASA project teams continues to shape the policy and regulatory landscape in both Alberta and Canada. Over 960 stakeholders have participated on project teams in that time. CASA will mark this anniversary to acknowledge the remarkable collaborative work of so many Albertans. Planning for this celebration began in 2013 and will continue through 2014.

## **A New Performance Measures Strategy**

In 2013 CASA developed a new Performance Measurement Strategy; a results-based management tool that is used to guide the selection, development and ongoing use of performance measures and indicators. The Strategy acts as a repository for and guide to all aspects of performance measurement at CASA and is based on a model from the Treasury Board of Canada with input from the Office of the Auditor General of Canada.

**PLACEHOLDER**

**ITEM:**                    **6.1    New/Other Business**

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

**CASA Board of Directors  
Mailing List**

<b>Member Representative</b>	<b>Alternate</b>	<b>Sector</b>
<b>Brian Ahearn</b> , Vice President – Western Division Canadian Fuels Association 2100, 350 – 7th Avenue SW Calgary Alberta T2P 3N9 Bus: (403) 266-7565 brianahearn@canadianfuels.ca	<b>Peter Noble</b> Imperial Oil PO Box 2480, Station M Calgary, Alberta T2P 3M9 Bus: (403) 237-4144 Fax: (403) 237-2075 Peter.c.noble@esso.ca	Petroleum Products
<b>Leigh Allard</b> 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	<b>Janis Seville</b> Director of Health Initiatives The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2234 Fax: (780) 488-7195 jseville@ab.lung.ca	NGO Health
<b>Ann Baran</b> Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com	<b>Vacant</b>	NGO Rural
<b>Cheryl Baraniecki</b> , 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	<b>Martin Van Olst</b> , 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
<b>Rob Beleutz</b> , Environmental, Health and Safety Manager Graymont Western Canada Inc. 200, 10991 Shellbridge Way Richmond, BC V6X 3C6 Bus: (604) 249-1911 rbeleutz@graymont.com	<b>Dan Thillman</b> , Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com	Mining
<b>Martin Chamberlain</b> , Assistant Deputy Minister Resource Development Policy Division Alberta Energy 8th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 422-1045, Fax (780) 427-7737 Martin.chamberlain@gov.ab.ca	<b>Audrey Murray</b> , Branch Head Environment and Resource Services Alberta Energy 12th Floor, Petroleum Plaza North Tower 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 427-6383, Fax (780) 422-3044 Audrey.murray@gov.ab.ca	Provincial Government - Energy
<b>Claude Chamberland</b> , President Canadian Association of Petroleum Producers c/o Chamberland Consulting Ltd. #226, 30 Cranfield Link S.E. Calgary, AB T3M 0C4 Cell: (403) 824-6478; Fax (403) 261-4622 claudech@telus.net	<b>Elise Bieche</b> , Manager Natural Air Issues Canadian Association of Petroleum Producers 2100, 350-7th Ave SW Calgary, AB T2P 3N9 Bus: (403) 776-1412, Fax: (403) 542-3898 Elise.bieche@capp.ca	Oil & Gas – large producers
<b>Brian Gilliland</b> , Manager, Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 733-4205, Fax: (780) 733-4238 brian.gilliland@weyerhaeuser.com	<b>Keith Murray</b> , 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
<b>Al Kemmere</b> AAMDC District 2 Director 2510 Sparrow Drive, Nisku, AB T9E 8N5 Bus: (403) 507-3345, Fax: (780) 955-3615		Local Government - Rural

Member Representative	Alternate	Sector
akemmere@aamdc.com		
<b>David Lawlor</b> , Director, Environmental Affairs ENMAX 141 50th Avenue SE Calgary, Alberta T2G 4S7 Bus: (403) 514.3296, Fax: (403) 514.6844 dlawlor@enmax.com	<b>Vacant</b>	Alternate Energy
<b>Holly Johnson Rattlesnake</b> Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax: (780) 585-2256 hjrattlesnake@gmail.com	<b>Vacant</b>	Aboriginal Government - First Nations
<b>Yolanta Leszczynski</b> , P.Eng SD/ Env Regulatory Coordinator Shell Scotford Manufacturing PO Bag 22 Fort Saskatchewan, AB T8L 3T2 Bus : (780) 992-3972 Yolanta.Leszczynski@shell.com	<b>Al Schulz</b> , Regional Director Chemistry Industry Association of Canada 97-53017, Range Road 223 Ardrossan, Alberta T8E 2M3 Bus: (780) 922-5902, Fax: (780)-922-0354 alschulz@telusplanet.net	Chemical Manufacturers
<b>Linda Mattern</b> , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health 24 <sup>th</sup> Floor, Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 422-2720 linda.mattern@gov.ab.ca	<b>Dawn Friesen</b> , 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
<b>Mary Onukem</b> , 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	<b>Vacant</b>	Aboriginal Government - Metis
<b>Chris Severson-Baker</b> , 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	<b>Ruth Yanor</b> Mewassin Community Council RR 1 Duffield, AB T0E 0N0 Bus : (780) 504-5056 ruth.yanor@gmail.com	NGO Industrial
<b>David Spink</b> , 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	<b>Bill Calder</b> Prairie Acid Rain Coalition 139 Calico Drive Sherwood Park, AB T8A 5P8 Bus: (780) 464-9996 bacalder@telusplanet.net; bacalder@icloud.com	NGO Urban
<b>Rich Smith</b> , 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	<b>Humphrey Banack</b> Alberta Federation of Agriculture RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com	Agriculture
<b>Don Szarko</b> , Director Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5733, Fax: (780) 430-4861 don.szarko@ama.ab.ca	<b>Scott Wilson</b> , 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	Consumer/Transportation

<b>Bill Werry</b> , Deputy Minister Alberta Environment & Sustainable Resource Development 11 <sup>th</sup> Floor, South Petroleum Plaza 9915 – 108 Street Edmonton, Alberta, T5k 2G8 Bus: (780) 427 1799, Fax (780) 415-9669 Bill.werry@gov.ab.ca	<b>Rick Blackwood</b> , Assistant Deputy Minister Alberta Environment & Sustainable Resource Development 11th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-1139, Fax: (780) 427-8884 rick.blackwood@gov.ab.ca	Provincial Government - Environment
<b>Don Wharton</b> , Vice President Sustainable Development TransAlta Corporation 110 - 12th Avenue SW P.O. Box 1900, Station M Calgary, Alberta T2P 2M1 Bus: (403) 267-7681, Fax: (403) 267-7372 don_wharton@transalta.com	<b>Jim Hackett</b> , Director, Aboriginal Relations, Health & Safety, Environment ATCO Group, Utilities 1000, 909 - 11 Avenue S.W. Calgary, AB T2R 1N6 Bus: (403) 245-7408, Fax: (403) 245-7265 jim.hackett@atcopower.com	Utilities
<b>Tim Whitford</b> , Councillor Town of High River Alberta Urban Municipalities Association 435 Riverside Green NW High River, AB T1V 2B6 Bus: (403) 336-1137 tfwhit@telus.net	<b>Vacant</b>	Local Government – Urban
<b>Norman MacLeod</b> , Executive Director Clean Air Strategic Alliance 10 <sup>th</sup> Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 427-9193, Fax: (780) 422-1039 nmacleod@casahome.org		
<b>Vacant</b>	<b>Vacant</b>	Oil & Gas – small producers

**Board Members with Different Courier Addresses:**

Leigh Allard  
 Carolyn Kolebaba  
 Yolanta Leszczynski  
 Don Szarko  
 Scott Wilson

**Board Members Electronic Version Only:**

Brian Ahearn  
 Dawn Friesen  
 Jim Hackett  
 Chris Severson-Baker  
 Don Szarko  
 Martin Van Olst  
 Tim Whitford

**Board Support to Receive Board Book:**

Martina Krieger (to receive Bill Werry, Rick Blackwood and Sharon Willianen's Board Books)  
 Sharon Willianen  
 CASA Staff

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



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

<b>Stakeholder Group</b>	<b>Sector</b>	<b>Member</b>	<b>CASA Board Representative</b>	
			<b>Director, Association/Affiliation</b>	<b>Alternate Director, Association/Affiliation</b>
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	<b>Brian Ahearn</b> , Vice President – Western Division Canadian Fuels Association	<b>Peter Noble</b> Imperial Oil
NGO	NGO Health	The Lung Association - Alberta & NWT	<b>Leigh Allard</b> , President & CEO The Lung Association - Alberta & NWT	<b>Janis Seville</b> , Director of Health Initiatives The Lung Association – Alberta & NWT
NGO	NGO Rural	Southern Alberta Group for the Environment	<b>Ann Baran</b> Southern Alberta Group for the Environment	<b>Vacant</b>
Industry	Mining	Alberta Chamber of Resources	<b>Rob Beleutz</b> , Environmental, Health and Safety Manager Graymont Western Canada Inc.	<b>Dan Thillman</b> , Plant Manager Lehigh Cement
Government	Federal	Environment Canada	<b>Cheryl Baraniecki</b> , Associate Regional Director General, West & North Environment Canada	<b>Martin Van Olst</b> , Senior Analyst Environment Canada
Government	Provincial Government – Energy	Alberta Energy	<b>Martin Chamberlain</b> , Assistant Deputy Minister Alberta Energy	<b>Audrey Murray</b> , Branch Head Environment and Resource Services Alberta Energy
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	<b>Claude Chamberland</b> , President Canadian Association of Petroleum Producers	<b>Elise Bieche</b> , Manager Canadian Association of Petroleum Producers
Industry	Forestry	Alberta Forest Products Association	<b>Brian Gilliland</b> , Manager Environmental Affairs Canada Weyerhaeuser Co. Ltd.	<b>Keith Murray</b> , Director Environmental Affairs Alberta Forest Products Association
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	<b>Al Kemmere</b> , District 2 Director AAMDC	<b>Vacant</b>
Industry	Alternate Energy		<b>David Lawlor</b> , Director Environmental Affairs ENMAX	<b>Vacant</b>
Aboriginal Government	First Nations	Samson Cree Nation	<b>Holly Johnson Rattlesnake</b> Samson Cree Nation	<b>Vacant</b>
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	<b>Yolanta Leszczynski</b> , SD/ Env Regulatory Coordinator Shell Scotford Manufacturing	<b>Al Schulz</b> , Regional Director Chemistry Industry Association of Canada (CIAC)

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

Government	Provincial Government – Health	Alberta Health	<b>Linda Mattern</b> , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health	<b>Dawn Friesen</b> , Executive Director Health Protection Alberta Health
Aboriginal Government	Métis	Métis Settlements General Council	<b>Mary Onukem</b> , Environmental Coordinator Métis Settlements General Council	<b>Vacant</b>
NGO	NGO Industrial	Pembina Institute	<b>Chris Severson-Baker</b> , Managing Director Pembina Institute	<b>Ruth Yanor</b> Mewassin Community Council
NGO	NGO Urban	Prairie Acid Rain Coalition	<b>David Spink</b> Prairie Acid Rain Coalition	<b>Bill Calder</b> Prairie Acid Rain Coalition
Industry	Agriculture	Alberta Beef Producers	<b>Rich Smith</b> , Executive Director Alberta Beef Producers	<b>Humphrey Banack</b> Alberta Federation of Agriculture
NGO	Consumer Transportation	Alberta Motor Association	<b>Don Szarko</b> , Director Alberta Motor Association	<b>Scott Wilson</b> , Senior Policy Analyst Alberta Motor Association
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	<b>Bill Werry</b> , Deputy Minister Alberta Environment and Sustainable Resource Development	<b>Rick Blackwood</b> , Assistant Deputy Minister Alberta Environment and Sustainable Resource Development
Industry	Utilities	TransAlta Corporation	<b>Don Wharton</b> , Vice President Sustainable Development TransAlta Corporation	<b>Jim Hackett</b> , Director, Aboriginal Relations, Health & Safety, Environment ATCO Group, Utilities
Government	Local Government – Urban	Alberta Urban Municipalities Association	<b>Tim Whitford</b> , Councillor Town of High River Alberta Urban Municipalities Association	<b>Vacant</b>
Industry	Oil & Gas – Small Producers	Vacant	<b>Vacant</b>	<b>Vacant</b>

# Meeting evaluation form



Meeting: CASA Board Meeting  
Date of meeting: March 13, 2014  
Meeting place: McCrae Room, 2<sup>nd</sup> Floor,  
105<sup>th</sup> Street Building,  
10242 – 105<sup>th</sup> Street, Edmonton

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

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

2. The objectives we did not accomplish are:

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3. How can future meetings be improved?

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

Comments/Suggestions:

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5. Do you have any other feedback you would like the Executive Committee to consider? Yes  
No

Comments/Suggestions:

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

Comments/Suggestions:

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Name (optional): \_\_\_\_\_

## **DECISION SHEET**

**ITEM:** 6.4 New Signing Officer

**ISSUE:** CASA bylaws require that new signing officers be approved by the CASA board. The board is asked to approve David Lawlor, CASA Vice President, as a signing authority for the organization.

**BACKGROUND:** At the March, 1994 CASA board meeting, it was agreed by consensus that signing authority on behalf of the Alliance be established as follows:

- 1) For cheques over \$5,000, one of two designated staff persons, combined with one of two designated directors, are required to sign.
- 2) For cheques under \$5,000, two CASA staff persons, or one designated staff person and one designated director, are required to sign.

**STATUS:** Other CASA signing officers include board members Bill Werry, Rick Blackwood and staff persons, Robyn-Leigh Jacobsen, Celeste Dempster and Norman MacLeod.

**ATTACHMENTS:** None.

**DECISION:** Authorize the Executive Director to establish David Lawlor as a signing authority for CASA.