

Memorandum



Date: November 23, 2012
From: Norman MacLeod, Executive Director
To: CASA Directors & Alternates
Subject: CASA Board Meeting – December 13, 2012

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

Ph (780) 427-9793
Fax (780) 422-3127
E-mail casa@casahome.org
Web 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 **9:00 am to 3:40 pm** on Thursday, December 13, 2012. The meeting will be held at:

10th Floor Boardroom
Centre West
10035 – 108th Street
Edmonton, Alberta

We look forward to seeing you at the meeting.

Sincerely,

Norman MacLeod
(780) 644 5160

December 13, 2012

Board of Directors Meeting

ABOUT CASA

Vision:

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

Mission:

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

Administration

Government Initiatives

Statement of Opportunity

Project Management

New/Other Business

**Clean Air Strategic Alliance
Centre West
10th Floor Boardroom
10035 – 108 Street
Edmonton, Alberta
December 13, 2012**

Draft Agenda

1.0 ADMINISTRATION PART I		1
9:00 – 9:30 (30 min)	<p>1.1 Convene Business Meeting and Approve Agenda <i>Objective: Convene business meeting and approve agenda.</i></p> <p>1.2 New Representatives <i>Objective: Introduce and welcome new CASA board representatives.</i></p> <p>1.3 Minutes & Action Items from September 27, 2012 Board Meeting <i>Objective: Approve minutes and review the action items from the September 27, 2012 board meeting.</i></p> <p>1.4 Executive Director's Report/Financial Statements <i>Objective: Receive a report on secretariat activities and income and expense statements.</i></p> <p>1.5 New Accounting Standards for Not-for-Profit Organizations <i>Objective: Approve the new accounting standards for Not-for-Profit Organizations.</i></p>	
2.0 GOVERNMENT INITIATIVES		2
	<p>"The following four agenda items, together or individually, will be followed by a discussion focused on the following two questions (individual caucuses may wish to do some preparatory work)</p> <ol style="list-style-type: none"> 1. Are there opportunities for CASA to contribute to, and align its work with, each of the presented initiatives? 2. What is the best way for CASA to explore/analyze these opportunities, in the aggregate, within CASA's governance structure?" 	
9:30 – 10:15 (45 min)	<p>2.1 Clean Air Strategy <i>Objective: Hear a presentation from Alberta Environment and Sustainable Resource Development about the new Renewed Clean Air Strategy</i></p>	
10:15 – 10:45 (30 min)	<p>2.2 AESRD – New Environmental Monitoring System <i>Objective: Hear an update from Alberta Environment & Sustainable Resource Development on the new environmental monitoring system.</i></p>	
10:45 – 11:00 (15 min)	BREAK	
11:00 – 11:45 (45 min)	<p>2.3 Regulatory Enhancement Project <i>Objective: Hear an update from Alberta Environment and Sustainable Resource Development on the Regulatory Enhancement Project.</i></p>	
11:45 – 12:15 (30 min)	<p>2.4 Land Use Framework <i>Hear an update from Alberta Environment and Sustainable Resource Development on the Land Use Framework.</i></p>	

12:15 – 1:15 (1 hr)	LUNCH	
	3.0 STATEMENT OF OPPORTUNITY	3
1:15 – 1:35 (20 min)	3.1 Electricity Framework Review <i>To receive a statement of opportunity on the next scheduled Five-Year Review of the Emissions Management Framework for the Alberta Electricity Sector.</i>	
	4.0 PROJECT MANAGEMENT	4
1:35 – 2:20 (45 min)	4.1 Performance Measures Review Working Group <i>Objective: Approve the final report and recommended strategy.</i>	
2:20 – 2:35 (15 min)	4.2 Status Reports <i>Objective: To receive information on project activity.</i> <ul style="list-style-type: none"> • Communications Committee • Confined Feeding Operations (CFO) Project Team • Odour Management Framework • Particulate Matter and Ozone • Statement of Opportunity –Transportation Emissions 	
2:35 – 2:45 (10 min)	BREAK	
	1.0 ADMINISTRATION PART II	1
2:45 – 3:25 (40 min)	1.6 Core Budget for 2013 and Core Funding Background Information <i>Objective: Approve the proposed budget for 2013.</i> <i>Objective: Comment on the background document regarding CASA core funding and provide direction to the Executive</i>	
3:25 – 3:35 (10 min)	1.7 Proposed Schedule for 2013 Board Meetings <i>Objective: Determine meeting dates for 2013.</i>	
	5.0 NEW/OTHER BUSINESS	5
3:35 – 3:45 (10 min)	5.1 New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	5.2 Updated Board Mailing and Membership Lists <i>Objective: Provide up-to-date information on CASA board members.</i>	
	5.3 Project Team & Committee Membership Lists <i>Objective: Provide a current list of members on project teams and committees.</i>	
	5.4 Evaluation Forms <i>Objective: Provide time for board members to fill out their evaluation forms.</i>	

INFORMATION SHEET

ITEM: 1.2 New Representatives

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

STATUS: **Audrey Murray** of Alberta Energy has been appointed to replace Jennifer Steber as the alternate director representing Provincial Government – Energy.

Janis Seville of The Lung Association, AB & NWT has been appointed to replace Eileen Gresl Young as the alternate director representing NGO – Health.

Alternate director, Tim Whitford has been appointed by the Alberta Urban Municipalities Association to replace Cindy Jefferies as director.

ATTACHMENTS: A. Biographies of New Members

Biography**Alternate Director**

**Audrey Murray
Executive Director
Alberta Energy**

Audrey Murray is the Executive Director of the Environment and Resource Services Branch, Resource Development Policy Division of Alberta Energy. The branch participates in policy development and implementation related to land use and environmental policy (air, water, biodiversity) to support responsible resource development. The branch is also the custodian of Crown mineral rights ownership data and provides geological and engineering analysis to support operational and policy development needs.

Audrey has been involved in land use and environment policy for the past 8 years and moved into her current role in 2009. Audrey has been with Alberta Energy for 30 years and has served in various capacities, including leading Alberta Energy's participation in the Land-use Framework and regional plans and Water for Life implementation. Prior to her involvement in land use and environmental policy, Audrey served in various capacities in managing Alberta's petroleum and natural gas tenure system.

Biography**Alternate Director**

**Janis Seville RRT, FCSRT
Director, Health Initiatives
The Lung Association – Alberta & NWT**

Janis Seville has served as the Director, Health Initiatives of The Lung Association, AB & NWT (TLA) since 2009. She is a graduate of what is now known as the Dalhousie School of Respiratory Therapy (1985) and received her Fellowship with the Canadian Society of Respiratory Therapy (FCSRT) in 2012. Janis spent the early part of her career in pediatric and neonatal respiratory care. Prior to joining TLA, she worked in the public and private healthcare sectors; most significantly serving as Western Canada Clinical Services & CQI Manager for a Respiratory Homecare company (17 years) and lead teams in Western Canada and across the country in achieving full Accreditation status with Accreditation Canada.

Janis leads multidisciplinary teams in population health based programming and support services including: tobacco prevention and cessation, environment related to air quality and lung health, infectious disease, and chronic disease. She represents TLA on a number of coalitions including Campaign for a Smoke-free Alberta (CSFA) and Alberta Policy Coalition for Chronic Disease Prevention (APCCP). Her proven leadership in designing and integrating programs and services related to population health based needs and business objectives serves as an asset to TLA and the committees on which she serves.

DECISION SHEET

- ITEM:*** **1.3 Minutes and Action Items from September 27, 2012**
- ISSUE:*** Minutes from the September 27, 2012 board meeting are subject to approval.
- STATUS:*** Members have received the minutes from the September 27, 2012 board meeting and are invited to report any errors or omissions to the board at its December 13, 2012 regular meeting. Board members will be asked to give final approval to the minutes of September 27, 2012 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 will be reviewed immediately following the minutes.
- ATTACHMENTS:*** A. Draft meeting minutes from September 27, 2012 board meeting.
 B. Board Action Items
- DECISIONS:*** Approve the minutes from the September 27, 2012 board meeting.

Draft Minutes

CASA Board of Directors

September 27, 2012

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

In attendance:

CASA Board Members and Alternates:

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

CASA Secretariat:

Kaylyn Airey
Celeste Dempster
Robyn Jacobsen
Norman MacLeod

Guests:

Rhonda Lee Curran, AESRD
Dan Hall, Chemistry Industry Association of
Canada
Linda Jabs, AESRD
Sharon Willianen, AESRD

Regrets:

Tom Burton, Local Government Rural
Bill Clapperton, Oil and Gas Large Producers
Brian Gilliland, Forestry
Cindy Jefferies, Local Government Urban
Holly Johnson-Rattlesnake, Aboriginal
Government First Nations
Neil MacDonald, Provincial Government
Health
Keith Murray, Forestry
Mike Norton, Federal Government
Jennifer Steber, Provincial Government
Energy
Dan Thillman, Mining
Martin Van Olst, Federal Government
Tim Whitford, Local Government Urban
Bev Yee, Provincial Government
Environment

Presenters:

Norm MacLeod, CASA (*Item 3.1, CASA and Alberta Airsheds Council Joint Standing Committee*)

Ann Baran and Rich Smith, Southern Alberta Group for Environment (SAGE) and Alberta Beef
Producers (*Item 3.2, Confined Feeding Operations*)

Peter Darbyshire and David Lawlor, Graymont and ENMAX (*Item 3.3, Performance Measures
Working Group*)

Leigh Allard, Lung Association (*Item 4.1, Coordination Workshop*)

Robyn Jacobsen, CASA (*Item 5.1, Odour Management Statement of Opportunity*)

Item 1.3 – Attachment A

**Clean Air Strategic Alliance
Board of Directors Meeting
September 27, 2012**

Executive Summary

The CASA board welcomed Dana Woodworth (GOV) as its new President, Chris Severson-Baker (NGO) as a new Vice President and renewed Cindy Christopher (IND) as Vice President. It also welcomed the following new members: Brian Ahearn, Humphrey Banack, Martin Chamberlain, Neil MacDonald, and Tim Whitford. Norm MacLeod was renewed as CASA Secretary Treasurer until September 2014.

CASA's submission to the Government of Alberta for core 2013 funding of \$850,000 has been approved. As of June 2012, the CASA budget is on track, having spent slightly less than half of allocated funds for the year. For the previous 3 years CASA's core budget has exceeded our grant by approx. 150 K per year, by agreement. This shortfall is not sustainable beyond the end of 2013 and either new funds or a reduced program will be required. The Secretariat is looking into this and will prepare a discussion document for the Executive and Board soon.

The Secretariat is working with co-chairs to conclude the work of several longstanding CASA project teams. The board agreed to disband the Confined Feeding Operations Project Team. The Particulate Matter and Ozone Implementation Team and the Operations Steering Committee will discuss their Terms of Reference and consider any outstanding work this fall.

The board approved the 2012 CFO Project Team Report and agreed to disband the CFO Project Team. It also heard reports on the following:

- CASA and Alberta Airsheds Council Joint Standing Committee
- Performance Measures Review Working Group
- Electricity Framework Review
- Human and Animal Health Team
- Operations Steering Committee
- Particulate Matter and Ozone Implementation Team
- Coordination Workshop

The Secretariat presented the board with a Statement of Opportunity regarding the development of an odour management framework. Board members agreed to establish a multi-stakeholder working group that will further screen and scope the issue and develop a project charter for the board's consideration by December 2012.

The next CASA board meeting will be December 13, 2012 in Edmonton.

**Clean Air Strategic Alliance
Board of Directors Meeting
September 27, 2012**

Draft One Minutes

2 Administration

2.1 Convene Business Meeting and Approve Agenda

Dana Woodworth convened the business meeting at 9:20 a.m. and the agenda was approved by consensus.

2.2 Minutes and Action Items from March 29, 2012

The minutes and action items from the March 29, 2012 board meeting were approved by consensus.

2.3 Board Decisions Approved in June

In June 2012, the board electronically approved Dana Woodworth (GOV) as CASA President, Chris Severson-Baker (NGO) as Vice President, and renewed Cindy Christopher (IND) as Vice President. It also approved Dana, Cindy and Bev Yee (AESRD) as signing officers. Norm explained that gaining board approval by email will be the exception rather than the rule. He noted that the process worked quite well and may be used from time-to-time to obtain approval when in-person meetings are not possible.

2.4 New Representatives

Three new directors and three new alternate directors have been chosen by their respective member organizations as representatives on the CASA board. Dana introduced and welcomed them, spoke of his own interest in being appointed board president, then asked the other new members present to address the board. The new members are:

Brian Ahearn, Vice President – Western Division, Canadian Petroleum Products Institute, appointed as the alternate director representing Industry Petroleum Products.

Humphrey Banack, 2nd Vice President, Wild Rose Agricultural Producers, appointed as the alternate director representing Industry Agriculture, replacing Dwayne Marshman.

Martin Chamberlain, Assistant Deputy Minister, Alberta Energy, appointed as the director representing Provincial Government Energy.

Neil MacDonald, Acting Assistant Deputy Minister, Alberta Health, appointed to replace Margaret King as the director representing Provincial Government Health.

Tim Whitford, Councillor, Town of High River, Alberta Urban Municipalities Association, appointed as the alternate director representing Local Government Urban.

Dana Woodworth, Deputy Minister, Alberta Environment and Sustainable Resource Development, appointed to replace Ernie Hui as the director representing Provincial Government Environment.

2.5 CASA Executive Committee Membership

The two-year term of CASA's secretary treasurer is up for renewal and the board has previously decided that this post should be held by CASA's Executive Director. Dana thanked Norm for his past service as secretary treasurer and asked the board for approval to renew him in this post for another two years.

By consensus, the board agreed to renew Norman MacLeod as secretary treasurer to September 2014.

2.6 Executive Director's Report/Financial Statements

Norm provided the board with highlights from the ED report. CASA's submission to the Government of Alberta for core 2013 funding of \$850,000 has been approved allowing the Secretariat to proceed with operational planning. As of June 2012, the CASA budget is on track, having spent slightly less than half of allocated funds for the year. For the previous 3 years CASA's core budget has exceeded our grant by approx. 150 K per year, by agreement. This shortfall is not sustainable beyond the end of 2013 and either new funds or a reduced program will be required. With the 850K grant commitment for 2013, CASA can support 1 or 2 new SOOs and maintain bridge funding (in place to bridge the gap between our fiscal year end in Dec. and government's new fiscal year Apr. 1) CASA also maintains a reserve fund of 300K sufficient to wind-down CASA operations, if required.

Jean Moses and Asia Szkudlarek are no longer with the Secretariat and Kaylyn Airey was hired to work as both a project manager and communications advisor. Kaylyn has a strong background in multi-stakeholder facilitation and communications. She was the Public Consultation Coordinator for the Eagle Point–Blue Rapids Council while it developed its management plan. Alison Hughes was recently recognized for five years of service with CASA, and her work has been greatly appreciated. The Secretariat is adopting a team-based approach to project team support. Individual project teams will be covered by both a lead project manager and a co-lead to provide in-meeting help. This approach will give the Secretariat better strategic capability between meetings and ensure there is continuity and Secretariat "memory" in the event of staff departures or reassignments.

The Secretariat is working with co-chairs to conclude the work of several longstanding CASA project teams, allowing CASA stakeholders to focus on a significantly reduced agenda of current air quality issues. The Confined Feeding Operations Project Team, the Particulate Matter and Ozone Project Team and the Operations Steering Committee may all finish their work this fall.

Other work of note includes:

- Two Statements of Opportunity being developed: one on the development of an odour management framework and the other regarding air quality implications of transportation/energy policy.
- Transferring over 18 years of CASA paper records to searchable electronic format after six months of work.
- Providing training this fall for CASA project managers and project teams on interest-based negotiations regarding air quality issues. A limited number of external stakeholders may be able to participate if there is room.

- Developing a web-based community of practice regarding consensus-based collaboration and air quality management in Alberta.

Board members asked two questions regarding the funding information provided in the Executive Director's report:

- Is CASA a charitable organization that can provide tax receipts? (A: *It isn't*)
- Has the federal government been asked to contribute? (A: *Not recently, but the Secretariat will confirm any earlier contributions and their focus*)

Action: The Secretariat is looking into future funding options and will prepare a discussion document for the Executive and Board soon.

3 Project Management

3.1 Confined Feeding Operations (CFO) Project Team

Ann Baran and Rich Smith provided highlights from the 2012 CFO Project Team Report. The initial CFO Project Team was established in 2005, and it submitted its final report with 10 recommendations in March 2008. The 10th recommendation asked the project team to reconvene and review the implementation of the report's other nine recommendations.

The project team was reconvened in 2012 and CASA held two workshops (March 15, May 24) to reach agreement on the team's findings regarding recommendation 10 and to advise the board on the future of the CFO Project Team. The project team agreed that its terms of reference have been met, so it requested that the board approve its final 2012 report and disband the team.

Concern was expressed about a lack of transparency regarding the results of the implementation of the recommendation, because many stakeholders are not aware of them. The Secretariat indicated that CASA has copies of the final reports stemming from the recommendations that can be provided to members. The reports were provided to all CFO project team members at the workshops in both electronic and hard copy.

An addendum will be added to the CFO Project Team Report with a list of the reports and where they can be found. The Secretariat will inquire about posting the reports on CASA's website.

Following the team's presentation, Ann Baran presented a statement on behalf of the NGO caucus in response to the work done by the CFO project team, including the following points:

- The work that has been done is valuable but the management of air emissions from CFOs will be an ongoing issue in Alberta.
- The need to implement best management practices continues as does the need to improve them
- Accurate animal statistics are not available
- The practice of grandfathering is an issue
- The cumulative effects of CFOs in high density areas are not known
- Better information is required on how CFOs affect human and animal health

By consensus, the board approved the 2012 CFO Project Team Report, with the addendum of the reports produced, as discussed.

By consensus, the board agreed to disband the CFO Project Team.

Concerns were raised with respect to the best procedure for presenters, who are presenting on behalf of a project team, to provide a related statement on behalf of a particular caucus. It was noted that board members must be free to express their opinions but it may be more appropriate to require a clear separation between team presenters and the subsequent introduction of caucus-specific remarks. The board referred this procedural issue to the Executive Committee for review.

Action:

- 1. The Secretariat to investigate if final reports resulting from implementation of recommendations can be posted on CASA's website.**
- 2. An addendum to be added to the CFO Project Team Report listing any reports related to the recommendations and their availability.**
- 3. Executive Committee to bring proposal to board on appropriate procedure for Board members to provide statements on behalf of their caucus.**

4 Statement of Opportunity

4.1 Odour Management

Robyn Jacobsen presented a Statement of Opportunity (SOO) regarding odour management to board members. Odour complaints related to industrial, municipal, and agricultural development are common, but there is no consolidated approach to addressing this issue in Alberta. Odour is a complex issue that is difficult to address because it's difficult to measure and its impact is subjective. A literature review on odour management indicated that there are few jurisdictions with comprehensive measurement frameworks. It was noted that Alberta has at least two regional initiatives directed at addressing odour, one led by the Cumulative Effects Management Association (CEMA) and the other by the Wood Buffalo Environment Association (WBEA). The SOO proposed the following next steps:

- Establish a working group
- Further screen and scope the issue
- Develop a project charter
- Gain board approval of project charter
- Form a project team

Both the Government of Alberta and the NGO caucus indicated their support for addressing odour issues (in response to a question raised about SOO sponsorship). Board members discussed the following points:

- The project's importance and priority should be assessed in light of CASA's other work.
- There is a need for more clarity on the focus and content of a Terms of Reference and the process that might move this project forward
- The scope as described in the SOO may be too broad but the convening of a Working Group is the appropriate next step.

- There may be value in having the Secretariat draft SOOs when there is a need to reflect a range of perspectives from multiple stakeholders. Odour has that requirement.
- Project outcomes could inform and guide work already underway on regional land-use planning, the monitoring system and the implementation of a single regulator
- There may be implications for the resurrection of right-to-farm legislation because of the importance of food production
- There is the possibility of addressing odour on a sectoral basis as has been done with confined feeding operations and flaring and venting
- There is a need to consider project timelines and this project's fit with CASA's strategic plan and the renewed Clean Air Strategy.

It was proposed that a Project Charter could be presented to the board at the December 2012 meeting. There was concern expressed that this timeline would be too tight to allow for the appropriate level of engagement with Board members' constituencies.

The board thanked the Secretariat for work on the odour management SOO.

By consensus, the board agreed to form a multi-stakeholder working group that will further screen and scope the issue and develop a project charter. The Board will receive an update in December 2012.

3 Project Management Continued

3.2 CASA & AAC Joint Standing Committee

Norm provided an update on the work of the CASA and Alberta Airshed Council (AAC) Joint Standing Committee (JSC). This is a CASA standing committee that was struck to implement the recommendations made by the Airshed Zones Board Committee and strengthen the relationship between CASA, the AAC and individual airsheds.

Erlandson Consulting Inc. and R. Angle Consulting were contracted to write a report for the JSC on the roles, responsibilities and relationships in Alberta's Air Quality Management System. This is a consultant's discussion paper, not a consensus document, and it is meant to provide a snapshot of the current situation. The consultants did however canvass the JSC for feedback on several occasions and incorporated their comments. The discussion paper has been formally transmitted to the AAC, airshed directors, the Alberta Water Council, Watershed Planning and Advisory Councils, AESRD, and the government's new environmental monitoring group led by Ernie Hui. The JSC will meet late this fall to review the consultant's discussion paper and to determine the path forward to address remaining key tasks. Board members can still provide feedback on the discussion paper to the Secretariat or JSC members if it does not accurately capture their organization's interests.

The JSC has proven to be a useful forum for dialogue but further progress may require clarification with respect to government's roll-out of related initiatives (e.g. the Clean Air Strategy, provincial monitoring strategy, etc.).

A board member asked if the report was meant to clarify CASA's role. Norm said this was not its intent, but it will provide a foundation for that discussion. He also indicated that the report

provides a reasonable representation of government's and the airsheds' understanding of the division of responsibilities in Alberta's Air Quality Management System.

Discussion ensued about how CASA can effectively contribute advice to government on air quality matters. It was suggested that CASA should do quality work that frames air quality issues rather than wait for government to define CASA's role. Dana noted that sometimes the government takes time to consider and implement advice, but it values input from this board and has not lost sight of CASA's relevance. The government is aware of and still actively considering previous CASA submissions.

3.3 Performance Measures Review Working Group

Peter Darbyshire and David Lawlor provided an update on the status of the performance measures review. In 2007, the board approved a performance measures review process to be undertaken every three years. The last review was done in 2009 and the 2012 review is currently underway. The plan is to consolidate all CASA performance information and produce a performance measurement strategy for CASA that includes: a glossary, history, guidelines, methodology, a performance measures framework and a review strategy.

The Performance Measures Review Working Group has worked diligently to complete the steps outlined in the review. The group has focused on the relevance of the current performance measures to CASA's identity, mission, vision and strategic plan goals as well as researching and applying performance measurement theory. The group created a logic model diagram to provide context for CASA's performance measures. Based on logic model theory, the group has adopted new definitions of performance measure and performance indicators which differentiate between areas where CASA directly controls results and areas where CASA indirectly influences results. These definitions provide a tidy solution to concerns expressed by the board during previous discussions of this issue.

The group's next steps include completing consultations with project team co-chairs, completing the remaining steps in the performance measures review process, preparing the Performance Measurement Strategy and presenting it to the board for approval. Celeste and Robyn were thanked for their assistance with this work.

3.4 Status Reports

Norm introduced the project status reports.

Electricity Framework Review – While it was generally agreed that the prescribed CASA process for framework review is the right approach to review the Electricity Framework, some board members felt that the previous team could be reconvened, using the previous terms of reference and team membership list. Robyn indicated that taking the time to scope the project and to develop a new project charter would benefit the process. The Government of Alberta representative suggested that CASA should begin the five-year review in 2013 as planned. Other members observed that convening a working group as soon as possible would allow a full project team to begin work in 2013. The Secretariat will work with the interested parties to resolve any timing concerns so that work on this project can begin. The board may be asked to approve the initiation of the Electricity Framework Review between meetings (electronically), once process steps and timing are resolved.

The Secretariat will work with interested parties to come to an agreement regarding the path forward for the Electricity Framework Review and will ask for board approval as required.

Human and Animal Health Implementation Team – This team has met three times since it was reconvened following the December 2011 board meeting. Accomplishments to date include:

- Reviewing the implementation of recommendations from the four previous reports. For recommendations that were not complete, the team discussed their current relevance and the path forward.
- Agreement to create an inventory of how all agencies currently contribute to the Comprehensive Human Health Monitoring System and discuss if/how these inputs can be better coordinated.

Operations Steering Committee – Despite the OSC not having met since September 2010, the oversight of the CASA Data Warehouse continues to proceed with a reduced range of players. OSC members have a particular interest in the architecture that government will use to deliver air quality monitoring which is dependent on outcomes from AQMS discussions, the federal-provincial monitoring agreement, reports from the fed/prov monitoring panels and AESRD's monitoring plans. Key government decisions are anticipated this fall that will allow all interested parties to proceed with implementation and may provide the clarification that the OSC requires.

Particulate Matter and Ozone Implementation Team – Celeste recently assumed the project manager's role for this team. The team last met in September 2011 where they prepared a document providing comment on the Proposed Guidance Document for the Achievement Determination of the PM_{2.5} and Ozone CAAQS which was transmitted to the Air Management Committee and the Canadian Council of Ministers of the Environment to contribute to their discussions on the development of CAAQS. The team also noted that, while the majority of the key tasks in its terms of reference had been completed, the impacts of the national AQMS on the framework should be considered. The Secretariat plans to meet with team co-chairs, followed by a meeting of the full team, to discuss the team's future, including:

- next steps with respect to outstanding recommendations from the framework
- progress towards completing the terms of reference

The team plans to provide an update to the board in December 2012.

5 Communications

5.1 Coordination Workshop

Leigh Allard gave a report on the outcomes of the 2012 Coordination Workshop held in Red Deer on May 29-30, 2012. The first day provided stakeholders with information about major initiatives that are shaping Alberta's regulatory landscape, through a series of presentations. Each presentation was followed by a facilitated, interactive discussion with participants. The second day engaged participants in a discussion about CASA's new *Managing Collaborative Processes Guide* and a World Café forum for small group discussion about the mechanics of effective collaborative dialogue and reaching consensus. The Communications Committee will meet on Oct. 2, 2012 to discuss lessons learned from the workshop and board reporting

requirements. The next Coordination Workshop is scheduled for 2014 and the Communications Committee will again consult with the board during the planning process. More information about the 2012 workshop is posted on the CASA website under *Learning*.

Board members asked what high-level learnings were immediately apparent after the event. Norm said he noted an appetite to learn more about techniques that could be used to tackle tough issues through interest-based negotiations. The first day was not as interactive as the second; presenters will need to provide more current information about stakeholder engagement plans if this element is to be included in 2014. The second day provided a dynamic exchange between stakeholders, but could include more take-away skills that participants can put into action immediately to deal with difficult issues.

The workshop cost to CASA was about \$20,000 (\$300/participant). Industry participation was higher at the 2010 Calgary event (105), but prior Coordination Workshops held in Red Deer and Edmonton drew about the same number (70) as 2012. Location appears to affect industry attendance. Another board member expressed disappointment at the lack of CASA board directors who attended.

6 New/Other Business

6.1 New/Other Business

No new/other business was introduced.

6.2 Review of CASA Board Membership

There was a discussion regarding the best approach to review CASA Board membership, in light of pending applications and the focus of upcoming air quality issues. Six months ago there were several empty seats at the CASA table. More recently, there is a renewed interest by organizations that would like to participate in CASA discussions. The PPA buyers group and the Canadian Energy Pipeline Association (CEPA) have both expressed an interest in joining the CASA board. In addition, Alberta Agriculture is not represented at the table, though it has been noted in the past that the GOA has said that it sees itself being represented corporately on many issues. The board has said previously that it needs to clarify which air quality issues are to be addressed before discussing board renewal criteria.

2011-2012 has seen the completion of a board retreat, the sign-off of a new strategic plan and the pending announcement of GOA initiatives. All of these provide more clarity. CASA bylaws set the maximum number of seats allowed on the board at 22, though this number has been raised from 20 to 22 in the past. A comment was made that membership discussions should consider *how* organizations are engaged, rather than just board membership.

Norm suggested that any new applications for board membership be forwarded to the Executive and that they be evaluated systematically, on the basis of a discussion document to be prepared by the Executive for board discussion.

By consensus, the board approved referring new applications for board membership to the Executive Committee.

ACTION: The board asks that the Executive Committee prepare a proposal for reviewing CASA membership to be presented at the December 2012 meeting.

6.3 Updated Mailing and Membership Lists

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

6.4 Evaluation Forms

Evaluation results from the previous board meeting March 29, 2012 were provided and members were asked to complete evaluation forms for the September 27, 2012 meeting. These responses are valued and will be reviewed by the Executive Committee at its next meeting.

The next CASA board meeting will be December 13, 2012 in Edmonton.

The meeting adjourned at 2 p.m.

Board Action Items For Discussion – December 13, 2012

Action items	Meeting	Status
2.6 – ED’s Report/Financial Statements The Secretariat is looking into future funding options and will prepare a discussion document for the Executive and Board soon.	September 27, 2012	Completed - Discussion backgrounder on funding provided for the Dec. 2012 board meeting
3.1 – CFO Project Team <ol style="list-style-type: none"> 1. The Secretariat to investigate if final reports resulting from implementation of recommendations can be posted on CASA’s website. 2. An addendum to be added to the CFO Project Team Report listing any reports related to the recommendations and their availability. 3. Executive Committee to bring proposal to board on appropriate procedure for Board members to provide statements on behalf of their caucus. 	September 27, 2012	<ol style="list-style-type: none"> 1. Completed – any relevant implementation report will be posted on the CASA website, once approved by GoA. 2. Completed. 3. Carried forward. Executive to discuss this procedure concurrent with membership discussion.
6.2 – Review of CASA’s Membership The board asks that the Executive Committee prepare a proposal for reviewing CASA membership to be presented at the December 2012 meeting.	September 27, 2012	Carried forward. Executive has scheduled discussion for presentation to board in March 2013.

Carried Forward Action Items

Action items	Meeting	Status
1.5 – Core Budget for 2012 The Board charged Norm and the Executive Committee with exploring alternative funding mechanisms and models and bring back their finding to a subsequent Board meeting.	December 1, 2011	Completed – see 2.6 above. To be discussed at a forthcoming Executive Meeting.

INFORMATION SHEET

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

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

ATTACHMENTS: A. Executive Director's Information Update

ISSUE: 2. **Financial Reports**

ATTACHMENTS: B. Status of Revenue and Grants – September 30, 2012
C. Consolidated Core Expenses – September 30, 2012

Executive Director's Report

Overview of Key Events and Initiatives

Announcement of Alberta's Renewed Clean Air Strategy

On Oct 10, 2012 the Government of Alberta announced cabinet approval of a renewed Clean Air Strategy (CAS) for Alberta. The renewed CAS was accompanied by a more specific action plan. For three days following the launch of the CAS, the GoA, CASA and our stakeholders used social media (e.g. Twitter, Facebook, Youtube), linked webpages, pre-recorded video, e-mail and other platforms to raise awareness of the new strategy and air-related issues. On the first day of the launch N MacLeod provided some pre-recorded remarks that focused on:

- 1) the considerable work done by CASA stakeholders to develop recommendations;
- 2) CASA's consensus-based approach to developing policy advice; and
- 3) the implications of a renewed policy for CASA's work.

Anticipating CASA stakeholder interest in the release, the Secretariat provided board members with an internal link to a table that compared the 14 CASA recommendations to the resulting Government of Alberta policy as well as links to CASA's original *Recommendations for a Clean Air Strategy* and CASA's Strategic Plan. We invited our members to help us raise awareness of the new policy and CASA's contribution by re-tweeting our messages, posting messages on Facebook, responding to media inquiries and using their homepages to provide a link to a dedicated CASA webpage. The page included:

- Alberta's Renewed Clean Air Strategy (2012)
- CASA's Recommendations for a Clean Air Strategy (2009)
- a CASA News Release
- pre-recorded videos regarding the CAS

The release of the strategy allowed the Secretariat and our partners to gain experience using social media as a means to distribute information.

Announcement of the national AQMS, the Environmental Monitoring Board and the Responsible Energy Development Act

Together with the release of the CAS, each of the above initiatives will have a significant impact on CASA stakeholders and the work of our Project Teams. The Secretariat is participating in individual briefings and stakeholder information sessions to gain an understanding of the implications of these new initiatives. More specifically, we are working to arrange a GoA briefing for the board in December so that CASA can focus its air quality policy advice accordingly.

Statements of Opportunity

Odour Management Framework:

Consistent with the board decision of Sept 27, 2012, the secretariat (Celeste Dempster) will be convening a small working group in Nov/Dec to develop a detailed project charter for board approval.

2nd 5-Year Electricity Framework Review:

Following the board discussion of Sept 27, 2012, the secretariat contacted several principal stakeholders to find the best way to initiate the EFR. There was general agreement that the pre-existing review process should be followed and the Secretariat (Robyn Jacobsen) has subsequently prepared a draft SOO for the review of a small ad-hoc group. The SOO will then be submitted to the board for approval as per the board's direction.

Transportation: Emissions

Drawing on the work of CASA's original Vehicle Emissions Team, and guided by recent board and GoA interest in non-point source emissions, Kaylyn Airey has been meeting with knowledgeable and interested stakeholders to prepare a SOO that should be ready for board review in the 1st quarter of 2013.

Specific Project Team and Committee work

The implications of the recently announced government initiatives, coupled with the SOOs listed above, requires CASA to complete, expedite and/or clarify the work of existing project teams. The Secretariat is making a concerted effort to consider the limited availability of our stakeholders and to use their time as effectively as possible.

Board and Standing Committees:

Board

- The next regularly scheduled Board meeting is December 13 in Edmonton.

CASA and AAC Joint Standing Committee

- The Committee contracted a consultant to write a discussion paper to form a basis for future discussions around policies and strategies affecting airshed zones as well as roles, interests and relationships between the AAC, airshed zones and CASA. The Committee will meet next in late fall to discuss recent announcements from government regarding air quality management, the consultant's discussion paper and next steps.

Communications Committee

- The Communications Committee met on October 2, to discuss reporting requirements for CASA's Coordination Workshops. A comprehensive report will be provided to the Board at the December meeting.
- The annual report will include a summary of the Communications Committee's 2012 initiatives, and will also be presented at the December Board meeting.
- Research into a CASA online community of practice has begun. Discussions over the coming weeks will online community platform options, deliverables for implementation, and management strategy.

Operations Steering Committee

- The CASA secretariat is reviewing the mandate of this committee to see what, if any, further work needs to be completed.

Project Teams:

Confined Feeding Operations

- The team presented their final report to the Board in September 2012. The Board approved the report, with the addition of a list of reports resulting from recommendation implementation and how these reports can be accessed, as well as the team's recommendation to disband.

Electricity Working Group

- The working group presented their final report to the Board on December 1. The Board accepted the report and it will be forwarded to the Government of Alberta to use in their discussions with the federal government.
- The federal GHG Regulation for coal-fired power generation was published in the Canada Gazette Part II on September 12, 2012. The working group reconvened to provide a supplementary report, which was completed in October 2012.
- A draft statement of opportunity has been prepared for the 2013 Electricity Framework Review. Upon the Board's approval, a working group will be struck to develop the project charter.

Human & Animal Health Implementation Team

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

Odour Management

- Based on stakeholder discussions and a preliminary literature review and jurisdictional comparison, a Statement of Opportunity was presented to the Board of Directors to at their September 27 board meeting. The Board approved the formation of a working group to develop the project charter.
- The secretariat is canvassing each sector for representatives to join the working group. An initial meeting is tentatively planned for the beginning of December.

Particulate Matter & Ozone

- The Secretariat met with co-chairs on October 24, 2012 and is planning a meeting of the full team for late November/early December. At this meeting, the team will review progress made towards completing their terms of reference, discuss the implications of the national AQMS, and discuss the future of the team.

Performance Measures Committee

- The Performance Measures Review Working Group is undertaking the 2012 performance measures review. The Group provided an update to the CASA Board at the September meeting and will be presenting their final reports at the meeting on December 13th.

Statement of Opportunity Development

Based on issues that were top of mind for CASA Board members, the CASA secretariat began a preliminary assessment of odour management and transportation/emissions in Alberta.

Transportation/Emissions

- Throughout August and September, informal discussions with previous Vehicle Emissions team members and relevant content experts provided insight into the potential direction for the development of a Statement of Opportunity.
- The Statement of Opportunity is currently being developed and will be shared with interested parties for feedback before being forwarded to the CASA Board.

Other Initiatives

Coordination Workshop Follow-up:

During the Coordination Workshop the Secretariat contracted a videographer and still photographer to upgrade CASA's photography bank. CASA now has a substantial high-quality bank to use for publications, short videos and other products. We intend to use them in the near future to increase CASA's presence.

A Community of Practice:

CASA is developing an implementation plan for a web-based Community of Practice (COP). First discussed at the board retreat in 2011, a COP can provide a forum for stakeholder discussion, while providing access and links to many CASA products (our new guide, project team documents, recent developments, conferences, etc.) While the opportunity for CASA to deliver on Goals 3 & 4 of the

strategic plan through a COP is significant, costs and servicing requirements must be predictable and affordable. The implementation plan will help CASA make choices about the extent to which we use this tool.

Managing Collaborative Processes Guide:

The MCP Guide has recently been updated to build in recent project team and SOO experience. The Secretariat has also contracted the services of an editor to increase the guides “readability” for non CASA readers.

The Secretariat

The secretariat is seeking applications for a new project manager who can bring a unique blend of skills to our multi-party teams. Our new approach to project support emphasizes co-facilitation and more out-of-session project leadership. The workload at CASA is such that we remain very interested in receiving applications for employment from strong candidates.

In 2012, like other years, CASA project managers have received many hours of training in the management of multi-stakeholder processes. That training, coupled with increased exposure to multiple teams, is building an improved capability to build consensus recommendations regarding complex air quality issues. In addition, the secretariat plans to increase mentoring opportunities for all of our staff, recognizing that there are limitations to the skills and information that can be transferred in conventional training courses.

CASA Core Revenue and Expense Summary

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
Grants Carried Forward from 2008	\$547,730	Includes Pre-payment for 2009 Operations from Alberta Environment
Grants Received in 2009		
Alberta Energy - 2nd Quarter Pre-Payment	\$250,000	Intended to be carried forward to future years
Alberta Energy - Annual Contribution	\$1,000,000	Intended for operations to March 31, 2010
Total Grants Received in 2009	\$1,250,000	
Transfers to Projects	-\$55,000	To Martha Workshop and Priority Setting Workshop, as agreed by Alberta Environment
Total Expenses 2009	-\$836,590	Year-end actual
Balance End of 2009	\$906,140	
Revenue 2010 -Alberta Energy	\$850,000	For operations to March 31, 2011
Transfer to external projects	-\$800	
Total Expenses 2010	\$923,410	Year end actual
Balance End of 2010	\$831,930	
Revenue 2011-Alberta Energy	\$850,000	For operations to March 31, 2012
Total Expenses 2011	\$983,319	Year end actual
Balance End of 2011	\$698,611	
Revenue 2012-Alberta Energy	\$850,000	For operations to March 31, 2013
Expenses as per budget July 2012	\$1,071,137	
Balance End of 2012	\$477,474	
Revenue 2013- Alberta Energy	\$850,000	Funding commitment to March 31, 2014
Budget January 2013	\$1,056,330	Forecast
Balance End of 2013	\$271,144	Forecast

As of September 30, 2012

**Clean Air Strategic Alliance
Consolidated Core Expenses
September 30, 2012**

Expense Account	Expenditure to date	Total Budget July 2012 Revision	% of Budget
Supplies & Services			
Advertising	2,602	5,000	52
Finance Charges	1,522	2,100	72
Computers & IT	21,884	36,445	60
Courier	837	1,935	43
Depreciation	0	0	0
Development- Stakeholders	0	5,125	0
Furniture & Display	109	5,000	2
Office Reconfiguration	0	1,000	0
Honoraria - Stakeholders	17,587	38,270	46
Insurance	3,160	3,885	81
Meeting Expenses	17,954	34,858	52
Office Supplies	2,458	6,600	37
Print & Reproduction Services			
Annual Report	8,322	8,500	98
General	2,324	16,300	14
Repairs & Maintenance	155	0	0
Records Storage	1,569	2,000	78
Subscriptions	6,202	7,000	89
Telecommunications	5,012	8,100	62
Travel			
Consultants	6,705	0	0
Stakeholders	12,282	18,027	68
Staff	16,756	23,651	71
Total Supplies & Services	127,440	223,796	57
Professional Fees			
Legal Fees	0	3,000	0
Audit	8,952	8,952	100
Consulting Expense			
Alberta Environmental Network	0	21,000	0
Consulting for Board/Projects	110,332	152,239	72
Total Professional Fees	119,284	185,191	64
Human Resources			
Salaries & Wages	416,803	542,616	77
Employer Contributions	21,735	24,002	90
Group Benefits	18,365	30,714	60
Group Retirement Savings Plan	28,844	39,813	72
Performance Pay	0	0	0
Employee Recognition	1,806	2,500	72
Staff Development			
Membership Fees	465	1,005	46
Training	6,311	16,000	39
Temporary Staff & Contract Labour	0	2,500	0
Recruitment	2,010	3,000	67
Total Human Resources	496,339	662,150	75
Total Expenses	743,063	1,071,137	69

DECISION SHEET

- ITEM:** 1.5 **New Accounting Standards for Not-for-Profit Organizations**
- ISSUE:** Accounting standards for all not-for-profit organizations in Canada have changed for fiscal years beginning on or after January 1, 2012.
- BACKGROUND:** The Canadian Institute of Chartered Accountants has transitioned from Canadian generally accepted accounting principles (CGAAP – Part IV) to CGAAP – Part III – Accounting Standards for Not-for-Profit Organizations.
- CASA's financial statements will be prepared in accordance with CGAAP – Part III for the fiscal year commencing January 1, 2012.
- ATTACHMENTS:**
- A. Director Alert: New Accounting Standards for Not-for-Profit Organizations
 - B. Note 3 from the December 31, 2011 Financial Statements
- DECISIONS:** Approve application of the CGAAP – Part III accounting standards for not-for-profit organizations, effective to CASA as of January 1, 2012.



NOT-FOR-PROFIT ORGANIZATIONS

Director Alert

March 2011

New Accounting Standards for Not-for-Profit Organizations - questions for directors to ask

Introduction

Accounting standards for all not-for-profit organizations in Canada will change for fiscal years beginning on or after January 1, 2012.

Directors will need answers to questions such as:

- **Which sets of accounting standards might apply to our organization? How do we choose between the available standards?**
- **What is the transition date? Does management have a plan in place to manage the transition?**
- **What are the implications of the change to our systems, staff, and stakeholders?**

Boards of directors and audit committee members in particular need to be aware of the upcoming change and its potential implications. Although it will be management's responsibility to execute the transition to the new standards, the board bears overall responsibility for the organization's financial reporting, and must provide oversight and ensure that management has discharged its responsibilities and executed an effective conversion.

In addition, when organizations need to make significant choices regarding accounting standards or policies, the board of directors (possibly through the audit or finance committee of the board) will generally be involved in the decision.

Background

Accounting standards in Canada for the private sector are set by the Accounting Standards Board (AcSB). Standards for the public (government) sector are set by the Public Sector Accounting Board (PSAB). There are not-for-profit organizations operating in both sectors, and they currently follow the same accounting framework, which includes a series of standards known as the 4400 series which address the unique circumstances of not-for-profit organizations.

Canada's accounting standards are in transition and the current framework is being replaced. Many profit-oriented enterprises adopted International Financial Reporting Standards (IFRSs) starting January 1, 2011. Those for-profit enterprises in the private sector which did not adopt the international standards are now applying newly-developed accounting principles for private enterprises. Accounting standards for not-for-profit organizations are changing as well.

The New Standards

It is expected that many private sector (ie. non-government) not-for-profit organizations will choose to adopt the new accounting standards specific to not-for-profit organizations. These will be largely similar to the current standards and will incorporate much of what is currently contained in the 4400 series (which addresses the unique circumstances of not-for-profit organizations). Private sector NPOs will also have the option of adopting International Financial Reporting Standards.

Government not-for-profit organizations will be required to use public sector accounting standards as the basis of their reporting. These may be supplemented by standards specific to not-for-profit organizations, the PS 4200 series, which are similar to the current 4400 series.

For some organizations, the impact of the changing standards will be minimal. For others, it will be more substantial. This director alert highlights some of the key changes taking place and presents questions that directors or audit committee members might ask to get a better understanding of the transition. Some questions are intended for directors to ask management, while others are questions for directors to discuss among themselves or with their accountants and/or auditors.

A. Differences between private sector and government NPOs

The first step for all organizations is to determine whether the organization is a private sector (or non-government) NPO or a government NPO (GNPO). The distinction will be significant in terms of the standards applicable and options available to the organization.

Not-for-profit organizations are entities, normally without transferable ownership interests, organized and operated exclusively for social, educational, professional, religious, health, charitable or any other not-for-profit purpose. A not-for-profit organization's members, contributors and other resource providers do not, in such capacity, receive any financial return directly from the organization.

A **government not-for-profit organization** is a government organization that meets the definition of a not-for-profit organization and that has counterparts outside the public sector. A government organization is an organization controlled by government. The determination of whether an organization is controlled by government is based on the facts and circumstances specific to the organization. The key is whether government has control of financial and operating policies of the organization. In many provinces this includes hospitals and colleges. Some universities and arts organizations are also controlled by a government.

For many organizations, there will be no doubt as to their status. However, there are some which have significant ties to government but may be unsure as to whether or not they are considered government-controlled NPOs. If management or the board of directors is in doubt about whether the organization is controlled by government or not, public sector accounting standards contain an extensive definition of control along with a list of indicators. Auditors or other external advisors may also provide guidance on the issue.

Questions for directors to ask:

1. **Has management made a determination as to whether or not our organization is a government-controlled NPO?**
2. **Do we understand the basis for and agree with that determination?**

B. Choice of Accounting Standards and Changes to be Expected

Once a decision has been reached as to the type of organization in question, the next step is to select among the available accounting standards.

Private Sector NPOs

Private or non-government NPOs have the following choices:

1. *Accounting Standards for Not-for-Profit Organizations* – Contained in Part III of the CICA handbook. These are based largely on the 4400 series which addresses the specific needs of not-for-profit organizations. A not-for-profit organization applying this Part of the Handbook also applies the standards for private enterprises in Part II of the Handbook to the extent that the Part II standards address topics not addressed in this Part. The vast majority of private sector NPOs will likely choose to adopt these standards. Most NPOs adopting these standards will not face major changes at the time of transition.

There are some differences between these standards and those currently in place relating to issues such as:

- Intangible assets
- Financial instruments
- Transaction costs
- Hedge accounting
- Defined benefit pension plans
- Valuation of capital assets

Statement presentation will differ somewhat in that the new standards require a cash flow statement as well as disclosure of all outstanding government remittances.

2. *International Financial Reporting Standards* – are the same standards which apply to public companies. These standards were developed for use by for-profit enterprises and do not contain any specific provisions to address the unique issues of NPOs. However, some organizations may consider the possibility of adopting IFRSs, such as organizations which are part of an international organization or have international stakeholders who are better served by the use of IFRSs.

The difference between IFRSs and the standards currently used by NPOs is significant. Two examples are:

- Revenue recognition – IFRSs has no provisions to address the unique nature of contribution revenues.
- Consolidation – IFRSs would require consolidation of all controlled entities and equity accounting for all entities in which the NPO has a significant influence.

Statement presentation would also differ:

- Fund accounting – IFRS does not address the presentation of separate funds in financial statements.
- Notes disclosure – is generally more detailed and extensive under IFRSs.

Government NPOs

All government NPOs will be required to use public sector accounting standards as the basis of their financial reporting, but have the following choices:

1. *Public Sector Accounting Standards* – the standards applicable to governments and other government organizations
2. *Public Sector Accounting Standards supplemented by 4200 series* – the standards applicable to governments and other government organizations with the addition of standards specific to NPOs similar to those currently contained in the 4400 series and those that will be included in the accounting standards for private NPOs. These not-for-profit specific standards have been renumbered as the 4200 series when they were brought into the Public Sector Accounting Handbook.

B. Choice of Accounting Standards and Changes to be Expected (continued)

All government NPOs will encounter some differences as they move to public sector standards, which will include new options as well as new reporting requirements. Differences in accounting will occur in areas such as:

- Hedge accounting
- Employee retirement benefits
- Other employee future benefits
- Intangibles
- Financial instruments

Statement presentation will not differ substantially for those organizations adopting the public sector handbook with the inclusion of the 4200 series. Organizations which chose not to adopt the 4200 series will have differences in the presentation of their financial statements but these financial statements will be more consistent with those of governments and other government organizations.

Questions for directors to ask:

1. **What factors did management consider when selecting the appropriate accounting standards for the organization?**
2. **Will the accounting framework selected provide useful information for the users of our financial statements?**
3. **How will our choice of accounting framework affect the comparability of our financial information with that of other organizations?**

C. Timing of the Transition

The first set of annual financial statements for NPOs with a December 31st year end will be for the year beginning January 1, 2012. However, these financials will need to include comparative information also compiled under the new standards for the year beginning January 1, 2011. In order to determine the results of operations and cash flows for 2011, management will also need to restate the organization's opening statement of financial position from the current standards to the new standards.

This date, January 1, 2011, is known as the "transition date" as this is the earliest date the organization is required to prepare information under the new standards. However, the current standards will continue to apply until the new ones are in place, so organizations will still be required to report under the current standards for 2011, unless specifically electing to adopt the new standards early, which is permitted. It is important to note that organizations with a different fiscal year end will have a different transition date.

There is specific guidance contained in the standards themselves regarding first time adoption to provide guidance on preparing the first set of financial statements under the new standards. A number of exceptions and exemptions are offered in order to make the process less onerous.

Questions for directors to ask:

1. **Has management considered whether early adoption of the new framework would be advantageous?**
2. **What is our organization's transition date?**
3. **Has management considered first time adoption elections?**
4. **Does management have a plan in place to manage the transition to the new standards?**
5. **What changes will be necessary to management information systems in order to generate the information required under the new standards?**
6. **What are the costs associated with the transition to new standards?**

D. Other Board Considerations

In addition to approving the selection of the accounting framework and overseeing management's plan for managing the transition, boards of directors should consider other issues stemming from the changing standards. These issues will vary by organization, but may include issues related to the board itself, its advisors or external stakeholders.

Questions for directors to ask:

1. **Is additional training or education necessary for staff? For the board or audit committee?**
2. **Have we discussed with our auditors the upcoming transition and their role in it?**
3. **Have we prepared our stakeholders for changes in the presentation and disclosure of our financial information?**
4. **How will changes in financial reporting affect other required reporting, for example to Canada Revenue Agency?**

E. Where to Find More Information

CICA Accounting Standards in Transition www.cica.ca/transition

Accounting Standards Board www.acsbcanada.org

Public Sector Accounting Board www.psab-ccsp.ca

NOTES TO FINANCIAL STATEMENTS (CONT'D)

DECEMBER 31, 2011

(e) Use of Estimates

The preparation of financial statements in accordance with GAAP 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 property and equipment and the corresponding rates of amortization and the amount of accrued liabilities.

(f) Financial Instruments

The Association AHS classified its cash as financial assets held for trading which are subsequently recognized at fair value as determined on the basis of market value. Interest income and expense are recognized in the period in which they occur. Accounts receivable are classified as loans and receivables. Accounts payable and accrued liabilities are classified as other liabilities

Unless otherwise noted, the fair values of these financial instruments approximate their carrying value. It is management's opinion that the Association is not exposed to significant currency or credit risks arising from these financial instruments.

The Association is exposed to interest rate risk on interest earned from short-term investments because the interest rate fluctuates with the prime rate.

3. FUTURE ACCOUNTING POLICY CHANGES

The Canadian Institute of Chartered Accountants is transitioning from Canadian generally accepted accounting principles (CGAAP - Part IV) to CGAAP - Part III - Accounting Standards for Not-for-Profit Organizations.

The Association's financial statements will be prepared in accordance with CGAAP - Part III for the fiscal year commencing January 1, 2012 and will include comparative information for the prior year. The Association's transition date is January 1, 2011 and accordingly, the Association will prepare its opening Part III balance sheet at that date.

The Association does not believe the transition to the Part III standards will have an impact on their financial statements.

DECISION SHEET

ITEM: **1.6 Core Budget for 2013 and Core Funding Background Information**

ISSUE: It is the responsibility of the CASA Board to approve the annual core budget. The core operating budget includes: board and project support and coordination, administration and operating expenses, statements of opportunity, strategic planning, and communications.

BACKGROUND: **2013 Core Budget:** Since its inception, CASA's budget has been directed at providing a high level of service to stakeholders and the project teams that have been so important to CASA's work. While the number of project teams has declined in the past two years, this requirement will remain a core CASA function. At the same time, CASA has spent considerable energy in 2011 examining its role and focus in the context of a changing policy/regulatory/planning landscape in Alberta. The 2012 budget has earmarked funds to support new projects and initiatives identified as priorities by the Board.

Attached is a draft 2013 core budget; the total is \$1,056,330. This budget represents a net decrease of 1.4% from the revised 2012 budget submitted in July of 2012.

This draft 2013 budget is based on the following assumptions:

- An increase in ongoing and new project work that will require increased Secretariat support over the previous year. 2011 saw an unusually low number of project team meetings, a circumstance that fueled CASA's strategic planning work and the identification of new priorities and initiatives for the coming year.
- The Secretariat will be asked to support 1 or more new projects in 2013, requiring significant problem analysis as directed by the Board.
- The Secretariat will be fully staffed in 2013 with 7 employees, one intern and increased contracted services. Staffing levels and makeup will provide support for existing project teams, while developing new capabilities as identified and directed by the Board. The staff training budget has been increased for a second year to provide the kind of training Secretariat staff need to operate effectively in a more challenging environment.

- Management and non-management staff wages and salaries will continue to track increases awarded to provincial government employees and will reflect the salary grid increases negotiated with the AUPE. Performance bonuses of up to 3% for the Executive Director and Project Managers were suspended as of January 2010. CASA's need to improve employee retention will be considered in any future assessment of CASA wages and benefits.
- CASA benefits from the in-kind contributions of the Alberta Government, such as the office space donated by Alberta Environment and Water. This is expected to continue.

In the first quarter of 2013, an update of the budget may be provided to reflect the addition of any new/amended projects or initiatives. The following may be considered at that time:

- The need for the Secretariat to respond to new direction from the Board, including any clarification with respect to: the Clean Air Strategy; the roll-out of CEMS; CASA support for regional planning and airshed groups, and/or; CASA support to stakeholders working on AQMS implementation.
- The requirement for the Secretariat to develop discussion documents and problem analyses that would inform the Board's consideration of new CASA initiatives/activities.

2013 REVENUE: Alberta Energy has committed to provide core funding for CASA in the amount of \$850K for 2013. Supplementary support from other Government of Alberta departments and organizations for project funding will be requested as necessary.

ATTACHMENTS:

- A. Definitions: Core Operating Budget Categories
- B. Proposed Budget January 1 - December 31, 2013
- C. Funding Backgrounder
- D. 2013 Operational Plan
- E. 2012 Operational Plan

DECISIONS: Approve the attached 2013 core operating budget as recommended by the Executive Committee



Core Operating Budget Category Definitions

By Expenditure Type:

Supplies & Services: Refers to all operating expenses to support the board and projects including stakeholder support.

Human Resources: Refers to the core staff support for administration, board, project initiatives, communications, and statements of opportunity.

Professional Fees: Refers to all consulting expenses to support core business and project operations.

By Function:

Administration: Operational costs including office supplies, phone, fax, copier and other equipment leases/purchases, legal expenses, computer system support, accounting, audit, insurance, meeting costs, general administrative support and information technology expenses.

Board Support: Consultation with stakeholders, writing, reviewing and distribution of briefing materials, printing, travel, per diems, and other associated board meeting costs.

Communication: Reports and production, marketing, communications/network, presentations at conferences and workshops, brochure and report design, website maintenance, news conferences.

Project Support: Process design, coordinating and integrating task groups, information distribution, communicating and supporting board decisions and meeting costs.

Statement of Opportunity: Screening and Scoping (CAMS process), reviewing statement, meeting with proponents, report preparation, stakeholder communication.

January 2013

	TOTAL INTERNAL	ADMINISTRATION	COMMUNICATIONS	BOARD	PROJECTS	STATEMENT OF OPPORTUNITY
Supplies & Services						
Advertising	5,000		5,000			
Finance Charges	2,000	2,000				
Information Technology	37,645	37,645				
Courier	2,100	200	100	1,800		
Depreciation	-					
Development/Training	-					
Stakeholder	5,125				5,125	
Furniture & Display	4,000	4,000				
Office Reconfiguration	-					
Insurance	3,895	1,010		2,885		
Meeting - Meals	17,293		1,033	3,080	13,180	
Office supplies	6,000	5,000		1,000		
Honoraria - Stakeholder	93,524		2,250	10,076	81,198	
Telecommunications	6,900	5,100			1,800	
Photocopying/Printing	-					
Annual Report	8,500		8,500			
General	16,140	1,140	11,000	3,000	1,000	
Records Storage	2,090	2,090				
Repairs & Maintenance	500	500				
Subscriptions	7,000		7,000			
Travel	-					
Consultants	625			625		
Stakeholder	35,762		2,150	5,400	28,212	
Staff	28,608	8,500	3,000	6,500	10,108	500
Total Supplies & Services	282,707	67,185	40,033	34,366	140,623	500
Professional Fees						
Accounting	-					
Audit	9,400	9,400				
Legal	3,000	3,000				
Consulting for Board/Projects	57,000		12,000	4,500	40,000	500
NGO coordination	21,000				21,000	
Total Professional Fees	90,400	12,400	12,000	4,500	61,000	500
Human Resources						
Salaries & Wages	566,730	209,690	73,674	68,007	192,688	22,671
Employer Contributions	22,029	22,029				
Group Benefit Plan	26,076	26,076				
Group RSP	45,388	45,388				
Temporary Staff	2,500	2,500				
Performance Pay	-					
Employee Recognition	2,500	2,500				
Recruitment	3,000	3,000				
Staff Development						
Membership Fees	1,000	1,000				
Training	14,000	14,000	-			
Total Human Resources	683,223	326,183	73,674	68,007	192,688	22,671
TOTAL EXPENSES	1,056,330	405,768	125,707	106,873	394,311	23,671

Funding Backgrounder

Recent History of CASA Core Funding

Core revenue and associated shortfalls and surpluses by year:

CASA's expenditures have exceeded revenues for 5 of the last 7 years and that is projected to continue through fiscal 2013.

2006	AENV, AE and AHW provide \$717,000 in grants (\$55,000 shortfall)
2007	AENV, AE, AHW and AARD provide \$445,000 in grants (\$174,000 shortfall)
2008	AENV, AE, AHW and AARD provide \$1.45 million in grants. At the time, it is recommended that these current and deferred grant funds be used to offset forecast funding shortfalls for 2009-2011 inclusive (\$638,000 surplus)
2009	Alberta Energy provides 1.25 million in grants, \$250,000 of which is bridge funding to address the gap between CASA and GoA fiscal years (\$164,000 surplus)
2010	Alberta Energy provides \$850,000 in grants (\$79,000 shortfall)
2011	Alberta Energy provides \$850,000 in grants (\$126,000 shortfall)
2012	Alberta Energy provides \$850,000 in grants (\$112,000 shortfall projected)
2013	A similar shortfall (to 2012) is anticipated for the coming fiscal year, based on existing funding commitments.

The committed funds for 2013 (\$850,000) are sufficient to sustain the current level of Secretariat support for existing and planned projects through the second quarter of 2014. However if core funding levels remain the same in fiscal 2014, without a reduction in the size of CASA's program, CASA's "bridging fund" would be eroded. It should also be noted that the existing level of core funding does not provide for any new CASA projects arising from implementation of the Renewed Clean Air Strategy or the national AQMS.

The financial stability of the alliance is also dependent on the continued commitment of all stakeholders to the original core funding principle and assumptions outlined in 1994 (see below).

1994 Core Funding Principle and Assumptions

In June of 1994 the board approved a CASA budget, divided into three components, core funding, seed funding for projects and project funding. The budget was based on a principle of shared funding by partners, with government providing core funding, and some initial project scoping. Seed funding and project funding was to come from partners according to their interest. The total budget would include both monetary and non-monetary resources derived from voluntary contributions, prorated contribution formula, in-kind contributions and fundraising.

Existing CASA Funding Sources

2008 Consolidated Core Funding from Alberta Energy:

In August of 2008 Alberta Energy announced that it would provide “all core funding for CASA into the future, and that Alberta Environment committed to provide all core funding for the Alberta Water Council, effective 2009. It is intended that Alberta Energy is representing the GoA as a whole in providing this funding on behalf of other departments.....It was agreed that each ministry that has funded CASA in the past will still be expected to provide project funding and participate in CASA project teams”.

The record suggests the move to consolidated GoA funding was directed, in part, at improving certainty for CASA while removing the need to engage in fundraising with each government department each year.

Other GoA Funders:

As indicated above, other Government of Alberta departments (other than Alberta Energy), provided significant core funding before 2008, at which time government decided to move to block funding. Still, many GoA agencies continue to provide project-specific funding (referred to as external funds) as required. Most recently, in 2012 AESRD provided an annual allocation of \$120,000 in external funds for day-to-day operation of the CASA Data Warehouse.

Environment Canada funding:

In 2006 Environment Canada noted that it was not clear how CASA outputs were linked to the national agenda and the resolution of national problems. More recently, CASA Project Teams and individual stakeholders have provided several submissions that have clearly helped to shape Canada’s new national Air Quality Management System. From 1995 through 2007 Environment Canada did provide funding for many CASA projects, ranging from \$2,500 to \$37,000 per project and totalling as much as \$66,000 in a single year. None of these funds, however, were intended to support CASA’s core budget.

CASA member/stakeholder funding:

Industry associations, industry sectors and individual companies have provided project-specific external funds over many years, consistent with the agreed understanding in 1994. Alberta municipalities have also provided some external funds for specific projects. Lastly, virtually every province in Canada has provided limited external funds to CASA for specific initiatives (e.g. symposia).

Potential Funding Sources

Provision of consulting services

In the first quarter of 2012 The Ministry of Energy in British Columbia asked for the CASA secretariat’s advice regarding the application of Alberta’s multi-stakeholder approach to air quality management in northeast BC. The Executive Committee agreed that the Secretariat could do some preliminary research and provide some initial advice, based on existing studies and documents. However, it was agreed that any consulting/contract work beyond this should be subject to discussion and guidance from the Board.

The following points emerged in Board discussion:

- Since the Alberta government provides CASA’s primary funding, consulting work should be relevant and have value in an Alberta air quality management context. The issue should be gauged in terms of its strategic leverage for Alberta and should not compromise the interests of CASA or Alberta.
- One of the outcomes of Goal 4 in the Strategic Plan is to establish CASA as a model that exemplifies the application of collaborative processes. The environmental medium matters less than the need to focus on building a multi-stakeholder consensus.
- CASA does have a role to play in providing information to other jurisdictions and advocating for collaborative processes, but it should not take a disproportionate amount of the Secretariat’s time or compromise CASA’s priorities and internal needs.
- If the work is outside Alberta, the secretariat should be compensated. We should proceed with caution on this front, as CASA currently doesn’t have a “work for hire” business model.
- CASA needs to maintain a focus on rebuilding; this means doing a few things really well. Emphasis should be on implementation of the new Strategic Plan and any new initiatives should be considered in terms of how they would contribute to the plan.

The Board directed that the Executive and Secretariat evaluate any subsequent request from BC, as well as all future requests from other parties, based on the following criteria:

- *Does the request focus on building consensus among stakeholders?*
- *Will the request compromise the interests of CASA and/or air quality management in Alberta?*
- *Will the work provide strategic leverage, without taxing CASA’s resources?*

Within the goalposts set by the above guidance, there is some limited potential for the CASA Secretariat to generate additional funds through consulting work, but not to the extent that it would significantly augment existing core funding without redirecting the focus of the Secretariat.

Grants from other sources

A large number of foundations, academic institutions, industry associations, independent institutes and international aid agencies offer grants that are directed at specific areas of work or at achieving specific outcomes. These grants may require deliverables that are local, national or international. CASA may be well-positioned to attract or apply for grants from these other sources and some areas of work may fall within the board’s expressed interest in “legacy” projects that would benefit from CASA’s experience, and that would benefit CASA.

For grant applications that would require CASA to produce non-core deliverables the Secretariat and Executive would need to develop evaluation criteria, such as those listed above for consulting services.

Creative Sentencing

This funding option was brought to CASA’s attention in early 2012. Since then, the Secretariat has contacted the AESRD Environmental Investigation Liaison to research program requirements.

Creative sentencing was initiated in 1993 and has been used increasingly in recent years. The option for a creative sentence is usually brought forward by the prosecutor’s office and terms/pleas are negotiated with the

defense. The final decision on a creative sentence rests with a judge. The prosecutor works closely with the Environmental Investigation Liaison to determine possible creative sentencing projects. The Environmental Investigation Liaison keeps a database of organizations and project ideas and helps the prosecutor to link appropriate projects to cases. Applicants are cautioned that this program can't be considered as a source of core funding for non-profit organizations as the number of cases and the amount of money involved varies year to year.

In a review of all creative sentences handed out since 1993, many environmental infractions were listed, including several air related offenses.

If CASA would like to become involved with creative sentencing in Alberta, it would apply to be added to the Environmental Investigation Liaison's database of organizations and projects. CASA would need to meet with the Liaison and provide a written summary describing: CASA (the organization and its work), current and planned projects, and associated funding requirements. The Environmental Investigation Liaison seeks organizations that have a good reputation and a demonstrated capacity for project implementation.

A summary of funding discussions and outcomes from board and executive meetings since Feb. 2006 follows:

Background Information

CASA Funding Discussions at Board & Executive Meetings:

Date	Item	Type	Item	Minutes	Decision(s)/Action Item(s)
12-Sep-12	Executive Director's Report	Executive	2.	<p><u>Core Funding</u></p> <p>Norm noted that he had prepared a 2013 grant commitment request to Jim Ellis at Alberta Energy in the amount of \$850K, consistent with the GoA grant received for each of the previous 3 years. On August 20, Dana offered to follow up with Jim to help secure the grant. A commitment letter (e-mail) has subsequently been received and included with the meeting attachments. The letter will be included in the Board book for the information of members. It was also noted that this amount is sufficient to ensure CASA's financial stability through March of 2014, including a "bridging" amount, that accounts for different fiscal year ends for CASA and the GoA, and a "wind down" reserve. However, the grant does not provide any additional funds to accommodate any increase in the number of projects supported by the Secretariat.</p> <p>The committee discussed the need for CASA to take a renewed look at core funding options, consistent with the Board's direction.</p>	<p>Action 63.1 – The Secretariat to prepare a discussion document for Executive and Board discussion that describes</p> <ol style="list-style-type: none"> 1. CASA's future funding requirements and 2. the range of funding options available. <p>(This action item has previously been carried forward in board discussions. The board action item reads, "The Board charged Norm and the Executive Committee with exploring alternative funding mechanisms and models and with bringing back their findings to a subsequent Board meeting.)</p>
29-Mar-12	CASA Provision of Extension Services	Board	3.1	<p>The Ministry of Energy in British Columbia has asked for CASA's advice regarding the potential to apply Alberta airshed experience in northeast BC. The Executive Committee agreed that the Secretariat could do some preliminary research and provide some initial advice, based on existing studies and documents. However, it was agreed that any work beyond this must be subject to a discussion and guidance from the Board.</p> <p>...Norm noted that, it would be very helpful if the Board were able to provide some direction with respect to CASA's role, if CASA receives more requests of this nature, from BC or elsewhere (e.g. in the short term, CASA may be asked to help establish a dialogue between BC and Alberta stakeholders).</p> <p>The following points emerged in Board discussion:</p> <ul style="list-style-type: none"> • Since the Alberta government provides CASA's primary funding, the issue should be relevant and have value in an Alberta air quality management context. The issue should be gauged in terms of its strategic leverage for Alberta and should not compromise the interests of CASA or Alberta. • One of the outcomes of Goal 4 in the Strategic Plan is to establish CASA as a model that exemplifies the application of collaborative processes. The environmental medium 	<p>The Board directed that the Executive and Secretariat evaluate any subsequent request from BC, as well as all future requests from other parties, based on the following criteria:</p> <ul style="list-style-type: none"> • Does the request focus on building consensus among stakeholders? • Will the request compromise the interests of CASA and/or air quality management in Alberta? • Will the work provide strategic leverage, without taxing CASA's resources?

Date	Item	Type	Item	Minutes	Decision(s)/Action Item(s)
				<p>matters less than the need to focus on building a multi-stakeholder consensus.</p> <ul style="list-style-type: none"> • CASA does have a role to play in providing information to other jurisdictions and advocating for collaborative processes, but it should not take a disproportionate amount of the Secretariat's time or compromise CASA's priorities and internal needs. • If the work is outside Alberta, the secretariat should be compensated. We should proceed with caution on this front, as CASA currently doesn't have a "work for hire" business model.... 	
1-Dec-11	Core Budget for 2012	Board	1.5	<p>Norm provided the core budget for 2012, attachment 1.4(e) and advised that there were no significant changes from 2011 internal costs. Additional resources have been positioned for external contract help when it is required. There is also a revised stakeholder support policy which has been included in the budget...</p> <ul style="list-style-type: none"> • CASA's budget is sustainable given the current workload but any new work would have to be funded from "new money". It was suggested that CASA explore some other sustainable funding models. <p>Norm asked Board members for the latitude to bring alternative funding mechanisms to both the executive and the board in order to provide CASA with other revenue streams.</p>	<p>The 2012 Core Operating Budget was approved by consensus.</p> <p>ACTION: Board members charged Norm and the Executive with exploring alternative funding mechanisms and models and bringing their findings back to a subsequent Board meeting.</p>
23-Sep-08	Long Term Funding	Board	1.5	<p>Peter Watson informed the Board that as Deputy Minister of Alberta Energy and Jim Ellis, Deputy Minister of Alberta Environment, have agreed that Alberta Energy will provide core funding for CASA and Alberta Environment will do the same for the Alberta Water Council. This arrangement comes into effect in 2009. The Board formally thanked Peter and Alberta Energy for their ongoing support and commitment to CASA. Peter noted that the Executive continues to meet with other Government of Alberta (GoA) ministries and ministers and does not think this funding arrangement will affect their interest and participation in CASA. Support from other departments and agencies for project funding is expected to continue.</p>	
10-May-10	Executive Director's Report	Executive	2.c.	<p>The \$850,000 from Alberta Energy, as referenced in Attachment E – Core Revenue Forecast, had recently been received. This means CASA now has funds to operate until June 2011, and a bit beyond, because: we have approximately \$300,000 in surplus funding from previous years; and we received \$250,000 in additional funding last year from Alberta Energy to cover cash-flow each year while we apply for annual funding. This 'cushion' should be maintained each year forward. Peter was thanked again for his commitment to sustainable funding for CASA.</p>	

11-Feb-10	Financial	Executive	3.c.	<p><u>Core Revenue Summary</u></p> <p>Attachment I showed the grants that make up the balance at the end of 2009, which is \$906,140.</p> <p>It was clarified that this amount does not include the wind down fund; this is a separate amount of \$240,000.</p> <p>The 2009 end of year balance at \$906,140 is higher than it normally would be at CASA, because it was the first year CASA received full funding from Alberta Energy, and still had a commitment from AENV (pre-paid funding for the first quarter of 2009). In addition, this amount includes a \$250,000 grant from Alberta Energy to cover cash flow every April – June into the future, while annual funding is applied for.</p> <p>At a minimum, the 2009 year end balance must cover CASA’s operations until June 2010, when the next annual funding increment is expected to be received...</p> <p>...If a minimum of \$500,000 was granted by Alberta Energy for the 2010/2011 fiscal year, CASA would be expected to operate until May next year; however, this amount would put a tension on cash flow, as new payments might not be received until June. Peter and Kerra have worked to minimize cash flow issues at CASA, and would like to continue with the approach agreed to, which is to maintain an operating allowance of \$250,000. A request of \$850,000 from Alberta Energy for the next fiscal year would keep CASA free of cash flow problems, which have challenged the organization in the past.</p>	Action 54.6: Kerra will communicate to Peter the updated minimum amounts of core revenue required, and confirm the amount to be applied for April first.
19-Jan-10	Funding for CASA	Executive	2	Peter had met recently with Minister Liepert, who was made aware of the budget line for CASA. The line currently included in Alberta Energy’s budget is \$850,000 for next fiscal year, which is consistent with the 15% reduction the department faced. There may be some flexibility to increase this number if need be.	Action: Kerra will send Peter an updated year-end reconciliation of funds, outlining carried over funds to next year.
18-Sep-09	September Board Meeting	Executive	4	<p><u>Long Term Funding</u></p> <p>Peter was OK with the key messages Kerra had sent him about long-term funding for CASA. Kerra will mention these at the board meeting:</p> <ol style="list-style-type: none"> 1. Alberta Energy, on behalf of the Government of Alberta, is committed to providing long-term funding for CASA’s core operations. 2. CASA has received funding to operate until the middle of next year, and will seek new funding from Alberta Energy in April 2010 as planned. 3. Peter asked Kerra to prepare some funding reduction scenarios in line with what the 	

				<p>Department of Energy is facing.</p> <p>4. In November, we hope to have more information on what funding may be available, prior to board's approval of the 2010 budget.</p>	
28-Jul-09	Executive Director's Report	Executive	2.f.	<p><u>New Financial Constraints from Government</u></p> <p>Kerra was asked to prepare a 10% reduction scenario for the Executive's review. Government is being faced with financial constraints and the goal is to be equitable to all parties requiring funding, both internally and externally. The fall targets for the GoA are not fully determined yet, but overall the GoA needs to reduce their operating expenses.</p> <p>There is no concern with the funding already received by the GoA. The reduction scenario should be explored for 2010 and beyond. Government is still fully committed to CASA and the value it provides. It is also acknowledged that CASA leverages funds from other stakeholders, which is seen to be quite positive.</p> <p>It was agreed it was prudent to present the scenario to the board in September for their information, to make them aware that the Executive is aware of this emerging issue, even though there is no decision required on budget until the December meeting.</p>	ACTION 50.3: Kerra will prepare a 10% reduction financial scenario for the Executive Committee's review prior to submission to the board.
26-May-09	Financial Matters	Executive	3	<p><u>Core Funding</u></p> <p>...It was acknowledged that Alberta Energy's contribution has put CASA in the favourable position of not having to fundraise with various departments each year. The \$1,000,000 prepaid by Alberta Energy will serve as CASA's operating funds until the end of March 2010. The additional \$250,000 pre-paid by Alberta Energy will allow CASA to operate during the first part of next fiscal year, while we await the second annual core funding payment of \$1,000,000 from Alberta Energy. Peter was duly thanked.</p>	

19-Aug-08	Executive Director's Report	Executive	2	<p><u>Long Term Funding</u></p> <p>Peter announced that it has been agreed that Alberta Energy will provide all core funding to CASA into the future, and that Alberta Environment has committed to provide all core funding for the Alberta Water Council, effective 2009. It is intended that AE is representing the GoA as a whole in providing this funding on behalf of other departments. Executive thanked Peter and Alberta Energy for this contribution.</p> <p>Questions that board members may raise are: are all departments sharing responsibility for CASA and how long into the future does this arrangement stand? It was agreed that each ministry that has funded CASA in the past will still be expected to provide project funding and participate in CASA project teams.</p>	<p>ACTION 43.8: Peter to communicate with AHW and Alberta Agriculture regarding Alberta Energy's commitment to provide all CASA grant funding effective 2009 and the expectation for funding of CASA projects to be continued by other departments. This GoA caucus would be a good place to have this discussion.</p> <p>ACTION: 43.9: Peter to provide CASA with a letter confirming Alberta Energy's commitment to provide CASA's core funding into the future effective 2009.</p> <p>ACTION: 43.10: Peter to work with Kerra to ensure appropriate cash flow for the first quarter of 2009.</p>
5-May-08	Long Term Financial Planning	Executive		<p><u>Long-Term Financial Planning</u></p> <p>Kerra reviewed 2008 budget and revenue re-projections, two scenarios for 2009, and forecasts for 2010 and 2011. The Executive re-confirmed their previous decision to hire a third project manager, based on the assumption that any shortfall in revenue from expected funders would be covered off by other government departments.</p> <p>Alberta Energy was thanked for their contributions to CASA's core funding, which was increased this year to \$300,000 from \$215,000 since funding amounts had not been increased in several years.</p> <p>All funders will be required to increase their contributions over time. The forecasts were prepared with the aim of upholding the principles of shared responsibility, equity and fairness.</p> <p>It was noted that even with the increased contributions from government departments, there is still a need to use deferred grants, as budget amounts are higher than revenue forecasts. It is suggested that the deferred revenue from 2008 be used to cover off this shortfall over the next three years.</p>	<p>ACTION 42.1: Peter has been talking with Jim Ellis about increasing Alberta Environment's contribution next year to \$300,000. Kerra will confirm this contribution with AENV.</p> <p>ACTION 42.2: It is essential that the Executive get in to see Minister Liepert. The letter has been sent. Kerra will notify the Executive as soon as a reply is received.</p> <p>ACTION 42.3: Kerra will follow up with Peter, who has been working on the issue of establishing a standing line in the Government's budget for CASA. Timing is optimal now. This issue is also faced by the Water Council.</p> <p>ACTION 42.4: Kerra will follow up with the ADMs of the four departments that she had met with in March to inform them about the forecast, and new revenue requirements.</p>

25-Mar-08	Executive Directors Report/Financial Statements	Board	1.5	Kerra continues to work with the executive on a long-term funding strategy.	
10-Dec-07	CASA Funding from Alberta Health and Wellness	Executive	2	<p>Peter and Kerra had previously agreed to talk with Margaret King before contacting Minister Hancock, to understand what her process had been regarding the funding request, and to give her a heads-up if we did proceed with communications with the Minister. Kerra is waiting to hear from Margaret: it was agreed to continue with this approach. In addition, the following steps will be taken.</p> <ol style="list-style-type: none"> 1. Government of Alberta board members and senior folks from other Alberta Government departments, will caucus to discuss long-term support for CASA, including funding and secondments, and how to share this responsibility amongst departments. 2. Peter will discuss with Minister Renner the issue about funding from Alberta Health and Wellness to hopefully resolve the issue prior to a possible provincial election. Minister Renner has recently expressed his support for the approach CASA uses in working with other organizations. 3. The CASA Executive will request a meeting with Minister Hancock in early January, involving Margaret. 4. Peter will address the issue of longer-term stable funding for CASA from AENV as part of the budgeting process, hopefully by June. The hope is to have a standing budget line, like the Water Council and the Tire Board, which will require approval of caucus policy committees. Long term funding will also be addressed by the CASA board at their retreat in the context of the recent performance evaluation of CASA. 	<p>Action. 40.1: Kerra will arrange the GoA caucus for early January to discuss support for CASA.</p> <p>Action. 40.2: Peter will raise with Minister Renner the issue about funding from Alberta Health.</p> <p>Action. 40.3: Kerra will draft a letter to Minister Hancock requesting a second meeting with the CASA Executive.</p> <p>Action 40.4: Peter will look into the standing budget line for CASA core funding, and request in February 2008 that this issue be the CPC agenda, so it can hopefully be in the budget by June.</p>
6-Dec-07	Core Budget for 2008	Board	1.6	<p>Kerra presented the core budget for 2008. The committed grants from Alberta Environment, Alberta Energy and Alberta Agriculture and Food were acknowledged, but are not sufficient, and Alberta Health and Wellness (AHW) has very recently advised that they will not fund CASA for 2008. Alberta Environment has agreed to backstop CASA again; the executive intends to discuss AHW's decision with Minister Hancock. Alberta Environment is working towards ongoing financial support for CASA, and the Government of Alberta caucus will discuss a strategy for long-term sustainable funding for CASA.</p> <p>The Board briefly discussed the funding situation and supported the executive in following up with Minister Hancock. Several Board members also noted the need for training for CASA stakeholders to develop capacity in collaboration and consensus processes. Alberta Environmental Network indicated there may be mechanisms other than funding through the CASA core budget to pursue such opportunities.</p>	The Board approved the 2008 core operating budget as recommended by the executive committee.

26-Oct-07	Executive Director's Report	Executive	4.b.	<p>Before approving the budget for recommendation to the CASA Board, the Executive Committee discussed the deficit. The Executive Committee will not approve a budget that is not fully funded. In order to move forward at this time, Alberta Environment made the commitment to provide funding to cover CASA's 2008 core funding deficit, even though the Executive Committee is hopeful that additional core funding will come from Alberta Health and Wellness. However, in the event that other funding does not materialize, CASA can count on AENV to provide additional funds. With this new commitment, the Executive approved the draft 2008 budget for presentation to the CASA board on Dec. 6.</p> <p>It was also agreed that a government caucus meeting would be held to discuss ongoing support for CASA, how to keep pace with inflation, and how to share the responsibility for funding amongst the Government of Alberta departments.</p>	<p>ACTION 39.13: Kerra and Peter will email Martha and Dave to let them know the outcome of the meeting with Margaret King. In that email, they will propose a format for the 2008 core funding table: whether to indicate AH&W's new contribution; or whether to indicate AENV's backstop funding.</p> <p>ACTION 39.14: Kerra and Peter will set up a Government of Alberta caucus meeting to discuss ongoing funding for CASA, how to keep pace with inflation, and how to share the responsibility for funding.</p>
21-Jun-07	Executive Director's Report/Financial Statements	Board	2.4	Jillian Flett thanked Alberta Energy for their contribution to core funding and Alberta Environment for providing an additional contribution for 2007.	
28-Feb-07	Status of Funding	Executive	1.k.	<p>Alberta Agriculture and Food has provided a letter for a grant for \$90,000. The Grant has been signed by CASA and returned for processing. Jillian has thanked Alberta Agriculture for their support.</p> <p>Environment Canada is still following up on their proposed funding possibilities.</p>	ACTION 35.14: Advise Board of Alberta Agriculture funding as part of Executive director report
30-Nov-06	Core Budget for 2007	Board	1.6	Donna Tingley reviewed the core budget, briefly described the main components and budget assumptions, and noted the funding options for 2007. The grants that are currently committed are not sufficient to meet budget needs for 2007, but Alberta Environment has agreed to backstop any shortfall for 2007. Other potential funding sources have been identified but not confirmed. In the longer term, the executive is considering approaching the provincial government for a single funding contribution rather than rely on funds from individual ministries. When the new Premier, Cabinet and Standing Policy Committees are in place, the executive is proposing to brief appropriate ministers and committees on CASA...	The CASA Board approved the 2007 core operating budget as recommended by the executive committee.

26-Oct-06	Finances	Executive	1.c.	<p><u>Approve 2007 Core Budget</u> The balance of the budget discussion focused on the question of 2007 revenue. At the outset, Peter Watson, on behalf of AENV, confirmed that his department would continue to backstop CASA's core operating expenses in 2007 if alternate funders are not identified.</p> <p>Donna reported on the October 10 meeting of current and potential core funders. AHW indicated that it would not make a contribution in 2007 and AE reported that it would not be able to increase its grant above \$215,000. There is a possibility, but no commitment at this time, that AB Agriculture, Food and Rural Development and Environment Canada, who attended the meeting, will become core funders. All agreed to get back to CASA by mid-November confirming their respective funding commitments.</p> <p>While there was some interest in continuing to pursue AHW as a core funder, members agreed by consensus to adopt a broader provincial funding strategy to take advantage of leadership changes at the provincial level, and public attention on the clean air issue as a result of recent federal announcements.</p> <p>The funding strategy with the provincial government will focus on CASA as a unique Alberta institution which has used the consensus process to develop innovative strategies to resolve air quality issues. Specific steps in the strategy include briefing of new ministers of Environment, Energy and Health and Wellness, followed by information sessions with relevant SPCs about CASA and the Alberta approach to resolving air quality issues. A key part of the approach will be based on CASA successes. Once the SPC meetings have been held, CASA can approach the provincial government for a single funding allocation, rather than annual funding divided amongst departments. This approach is also being considered for the Alberta Water Council.</p> <p>Executive members agreed by consensus to: one, recommend board approval of the draft 2007 core budget prepared by the secretariat; two, present a one-year revenue forecast to the board including the strategy described above; and three, maintain the board restricted fund at \$240,000.</p>	Action Item 33.1 – Following provincial decisions on government leadership, Donna Tingley will work with Peter Watson to arrange briefing meetings with new ministers responsible for CASA, followed by executive briefing meetings with relevant Standing Policy Committees.
6-Oct-06	Funder's Meeting			<p>See: Attachment c. Minutes from October 6, 2006 Funders Meeting</p>	

21-Aug-06	Finances	Executive	2.a.	With respect to 2007 revenue, Donna has started discussions with AENV staff about an invoice since normally AENV has prepaid its annual grant in the fall to cover operating costs in the January to March period. She also reported on the status of discussions about potential core funding from new sources: Environment Canada is considering CASA funding as part of its clean air package, but is not in a position to make a commitment at this point; and John Donner from AAFRD has raised the possibility of CASA funding with his executive and will speak about it further to Peter. It was agreed that the executive would discuss 2007 funding at the next meeting.	
15-May-06	Finances	Executive	2.a.	Members discussed the utility of persisting in communicating with the Minister of Health & Wellness and senior officials in the department about CASA core funding. While all members are very disappointed in the continuing position of H & W not to fund CASA's core costs, they reluctantly agreed to accept the situation, at least for the time being. Leadership changes in the next number of months may cause executive members to reconsider their strategy at some point. Accordingly, it was agreed that the secretariat should invoice AENV at this time for the H & W contribution to CASA's core funds for 2006. As an alternative, members discussed the option of encouraging H & W to contribute to CASA by seconding staff to the secretariat. This would have two advantages: a secondment would forego some staffing costs, thereby contributing to the bottom line and it would help to cement the working relationship between CASA and H & W.	
13-Feb-06	Finances	Executive	2.c.	<u>Discuss Options for Addressing 2006 Funding from AB Health & Wellness</u> ...It was confirmed that H & W is maintaining its position that it cannot fund CASA in 2006. As well, Hon. Iris Evans has declined to meet with the CASA executive...	Action Item 30.1 – Peter Watson will contact Hon. Guy Boutilier to inform him of the funding situation concerning AB H & W and ask him to speak privately to Hon. Iris Evans about the need for her department to continue its core funding of CASA.
27-Jun-94	Operational Funding	Board	2.2	The Executive Director presented a broad overview of the Secretariat budget and cautioned that until priorities are set, numbers could change. There are three components to the Alliance budget: the core budget, seed funding for projects and project funding. The main principle behind the budget is shared funding by partners, with government providing core funding and some initial project scoping funding. Subsequent seed funding and project funding is to come from partners according to their interest. The total budget would include both monetary & non-monetary resources derived from voluntary contributions, prorated contribution formula, in-kind contributions and fund raising.	

History of Government Funding 2005-2012

History of Government Funding to CASA 2005 - 2012

Alberta Energy

Year	Payment Date	Amount	Comments
2013	05-Sep-12	\$850,000	Commitment from Alberta Energy for 2013 Funding
2012	08-May-12	\$850,000	2012/2013 Funding
2011	12-Apr-11	\$850,000	2011/2012 Funding
2010	10-May-10	\$850,000	2010/2011 Funding
2009	03-Apr-09	\$1,000,000	2009/2010 Funding
2008	18-Dec-08	\$250,000	2009 Funding
2008	17-Apr-08	\$85,000	2008 Funding
2008	17-Apr-08	\$215,000	2008 Funding
2007	24-May-07	\$215,000	2007 Funding
2006	28-Apr-06	\$215,000	2006 Funding
2006	06-Apr-04	\$35,000	2006 Funding (paid in advance)
2005	06-Apr-04	\$35,000	2005 Funding (paid in advance)
2005	04-May-05	\$175,000	2005 Funding
2005	31-Mar-05	\$40,000	2005 Funding

Alberta Environment

Year	Payment Date	Amount	Comments
2008	19-Jun-08	\$257,500	2009 Funding
2008	29-Jan-08	\$257,500	2008 Funding
2008	19-Jun-08	\$250,000	2008 Funding
2007	29-Jan-08	\$90,000	2007 Funding
2006	05-Nov-05	\$257,500	2006 Funding (paid in advance)
2005	07-Jan-05	\$42,500	2005 Funding (final payment)
2005	27-Oct-04	\$215,000	2005 Funding (paid in advance)

Alberta Agriculture

Year	Payment Date	Amount	Comments
2008	01-Apr-08	\$90,000	2008 Funding

Alberta Health

Year	Payment Date	Amount	Comments
2007	28-Jan-12	\$50,000	2007 Funding
2006	03-Aug-06	\$245,000	2006 Funding
2005	08-Apr-05	\$245,000	2005 Funding

Minutes from the October 6, 2006 Funders Meeting

CASA Funders Meeting #1

Date: October 10, 2006
Time: 1:00 p.m. to 2:00 p.m.
Place: 10th Floor South Petroleum Place

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

In attendance:

Name	Organization
John Donner	Alberta Agriculture, Food & Rural Development (AAFRD)
Tim Goos	Environment Canada
Sandra Locke	Alberta Energy
Alex MacKenzie	Alberta Health & Wellness
Donna Tingley	CASA Secretariat
Peter Watson (Chair)	Alberta Environment

Action items:

Action 1.1 – Departments will contact Donna Tingley by November 10, 2006 to confirm their commitments to contribute to CASA core funding in 2007.

1. Administration

a) Review and Revise Agenda and Meeting Objectives

Members agreed to the draft agenda and meeting objectives.

2. Confirm Status of CASA Core Funding

b) Confirm Historical Funding

Donna Tingley drew members' attention to Attachment A which is a detailed list of all government grants for core expenses since 1998. In summary, the provincial departments of Environment, Energy and Health & Wellness have supported CASA core costs since the organization was formed. For most years, the three departments have contributed equal amounts.

c) Review Core Funding Needs for 2007

Donna summarized the content of Attachments B (Cash Position, August 31, 2006); C (Draft 2007 Operational Plan Summary); and D (Draft 2007 Budget Summary). The Statement of Cash Position is provided to executive members monthly and lists annual revenue and monthly expenditures for the year. The Draft Operational 2007 Plan, which was developed by the secretariat, lists the major projects that will be undertaken by CASA, including those already approved by the board and "unspecified" new

projects. The draft 2007 Core Budget, which was distributed at the meeting, provides for the human resources and supplies required to support the activities in the operational plan.

3. Develop Options for 2007 Core Funding

a) Review Budget Process

Donna distributed a short document called *CASA Core Funds 2007 – Funding Options* showing two scenarios for 2007: one, based on confirmed funding which results in a deficit of \$180,676, and two, including new contributions of \$180,000, which results in a balanced budget. (The amount for deferred revenue cannot be confirmed until the end of the fiscal year.)

b) Discuss Options

The chair focused the discussion on the value of CASA to the current and potential funders.

It was reported that there is some interest from AAFRD in funding CASA given the importance of the current CFO Project Team, although, their stakeholders are somewhat ambivalent about CASA. There are funding pressures within the department, as well, which will come into play in any decision.

Within H&W there are continuing questions about the role of CASA in developing policy-type recommendations pertaining to health and air quality. There are many CASA teams not focusing on health issues, and even those that do may not attract departmental funding, since it cannot fund every institution that might have an impact on health.

Alberta Energy expects to continue to fund CASA, but would find it difficult to increase funding in 2007.

The challenge for Environment Canada is to tie CASA work and its outputs to the national agenda. It has not been obvious to date how CASA frameworks have helped in solving national problems. There is local interest in supporting CASA, but the department will need to see how the new *Clean Air Act* agenda relates to supporting CASA

There was some discussion amongst those present about the possibility of obtaining long-term provincial funding from one source as has been proposed for the Alberta Water Council. Other proposals considered were industry funding and core funding through project grants.

c) Determine Departmental Commitments

AENV will contribute \$257,500 in 2007. It will be paid before December 31, 2006 which should help with cash flow in the January-March, 2007 time period.

Alberta Energy will contribute \$215,000 in 2007.

Health & Wellness will not contribute to CASA core funding in 2007 for the same reasons it did not contribute in 2006.

Both AAFRD and Environment Canada will move forward in confirming whether their respective departments will provide financial support to CASA.

4. Next Steps

It was agreed that the departments represented at the meeting would confirm their departmental 2007 funding commitments in one month's time.

Action 1.1 – Departments will contact Donna Tingley by November 10, 2006 to confirm their commitments to contribute to CASA core funding in 2007.

CASA Operational Plan 2013

Project/Initiative	Timing	Objectives	Status	Responsibility
Board of Directors	Q1	Approve Financial Statements		Norm / Alison
		Provide direction re: key air quality issues and projects		
		Consider and affirm optimal Board representation		
		Clarify air quality priorities/project teams for 2013/2014 <ul style="list-style-type: none"> E.g. odour management, transportation/energy, electricity, others? 		
	Q2	AGM		
	Q3	Receive budget update		
	Q4	<ul style="list-style-type: none"> Review 2014 Operational Plan Approve 2014 budget 		
Executive Committee	Q1 through Q4	<ul style="list-style-type: none"> Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. Provide advice to Secretariat re: key issues and projects for Board consideration. Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan Meetings prior to each board meeting and as required to address specific challenges. Adapt role of Exec. Comm. to reflect direction from Strategic Planning Retreat. 		Norm / Alison
	Q3	Review budget update.		
	Q4	Approve budget and review Operational Plan		
Strategic Planning	Q1	<ul style="list-style-type: none"> Form a working group (Board Committee) to provide feedback and agree on Strategic plan amendments, i.e. risk matrix and strategic foresight capacity. Review of 2013 operational plan. 		Robyn

Project/Initiative	Timing	Objectives	Status	Responsibility
	Q2	Report to Board on strategic plan amendments (risk matrix and foresight capacity) for approval.		
	Q3	Review and update 2013 Operational Plan.		
	Q4	<ul style="list-style-type: none"> Report on status of operational plan items. Report on status of strategic plan delivery. 		
Secretariat	Q1	<ul style="list-style-type: none"> Clarification of all existing and new Project Team mandates. 		Norm
		<ul style="list-style-type: none"> Prepare 2013 updated budgets 		All
		<ul style="list-style-type: none"> Prepare a financial sustainability plan 		Norm/Karen
		<ul style="list-style-type: none"> Initiate and conduct financial audit 		Karen
		<ul style="list-style-type: none"> Based on advice from consultant (Q4/2012), frame the scope and reach of the searchable database project. 		Alison
		<ul style="list-style-type: none"> Comprehensive internal review of HR provisions 		Alison
	<ul style="list-style-type: none"> Identify the requirement for and extent of secretariat support for stakeholders. 		Norm	
	Q2 through Q4	<ul style="list-style-type: none"> Design, implement, and populate searchable database. 		Alison
Q3	<ul style="list-style-type: none"> Prepare 2013 mid-year budget update. 		All	
Q4	<ul style="list-style-type: none"> Preparation of 2013 operational docs/budget Liaison with Performance Measures Committee to report on status of Strategic Plan objectives and strategies Prepare 2014 budgets 		All	
Communications	Q1	<ul style="list-style-type: none"> Annual report text provided to board; printed copies distributed in July Communications Committee to approve Communications Tactical Plan. To Board for information in March. 		Kaylyn

Project/Initiative	Timing	Objectives	Status	Responsibility
	Q3	CASA Communications plan review		
	On-Going	Support for CASA staff and project teams.		
Community of Practice	Q1	Develop implementation plan		Kaylyn
	Q2 through Q4	Roll-out implementation plan.		
Outreach	Q1	<ul style="list-style-type: none"> Develop outreach strategy, as part of Communications Tactical Plan (with Communications Committee) 		Kaylyn
		<ul style="list-style-type: none"> Develop RFP for Corporate Style Guide and Branding alignment 		
	Q2	<ul style="list-style-type: none"> Clean Air Day event Environment Week 		
Workshop	Q1	Assess feasibility of Q2/Q3 workshop to improve interest-based negotiation skills for the CASA 'family'.		Kaylyn
Coordination Workshop	Q4	Scoping exercise with Communications Committee for 2014 Coordination Workshop		Kaylyn
CASA and AAC Joint Standing Committee	Q1 through Q4	Continue work on key task 3 from Terms of Reference. Develop next steps for remaining key tasks from Terms of Reference and begin work.		Celeste
	Q1	Provide update to board on progress made towards Terms of Reference.		
	Q4	Provide update to board on progress made towards Terms of Reference.		
Operations Steering Committee	Q1 through Q4	Determination of OSC role in light of the government air quality monitoring plan, AQMS, CEMS, and CDW. Rationalize OSC role with existing data quality discussions and CASA's strategic plan.		Norm
Performance Measures Committee	Q1	Report to board on Performance Measures 3 and 5 for inclusion in 2012 Annual Report. Report to board on low-rated recommendation matrix.		Celeste

Project/Initiative	Timing	Objectives	Status	Responsibility
	Q1 through Q4	Prepare performance measures and indicators for report to board in Q1 of 2014 (if approved by the board). Update low-rated recommendation matrix.		
Particulate Matter and Ozone	Q1	Resolve role and status of team and report to board.		Celeste
Airshed Support	Q1 through Q4	<ul style="list-style-type: none"> • Provide CASA Updates quarterly updates and exchange information, as required. • Provide on-going support, as described in the Airshed Zone Guidelines. • Collaborate on specific initiatives, as required. (e.g. CASA AAC Joint Standing Committee; participation in GoA Liaison meetings.) 		Celeste
Electricity Framework Review Project Team	Q1	<ul style="list-style-type: none"> • Secure Board approval for project charter. • Based on approved project charter, convene project team. • Provide training to project team members on the Guide to MCP. 		Robyn
	Q2 through Q4	Project Charter implementation.		
Human and Animal Health	Q1	Develop an inventory of how all agencies currently contribute to the CHHMS and discuss if and how these inputs can be better coordinated.		Robyn
	Q2 through Q4	Revisit terms of reference to determine outstanding project team requirements.		
Vehicle Emissions	Q1	Based on screening and scoping initiated in 2012, a Statement of Opportunity is presented at the March Board meeting.		Kaylyn
	Q2	<ul style="list-style-type: none"> - Working Group established to develop project charter. - Secure Board approval for project charter and convene 		

Project/Initiative	Timing	Objectives	Status	Responsibility
		project team - Provide training to project team members on the Guide to MCP.		
	Q3 through Q4	Implement project charter.		
Odour Management	Q1	<ul style="list-style-type: none"> Secure Board approval for project charter. 		Celeste
	Q2	<ul style="list-style-type: none"> Based on approved project charter, convene project team. Provide training to project team members on the Guide to MCP. Implement project charter 		
	Q3 through Q4	Project Charter implementation.		
CASA Website	Q1	<ul style="list-style-type: none"> Document new architecture and purpose of website. The CASA website is redesigned and updated. 		Kaylyn
Guide for Managing Collaborative Processes (MCP)	Q1	<ul style="list-style-type: none"> Complete final edit. Consider distribution options and linkages to web-based community of practice. 		Kaylyn
	Q2	Roll out of final version MCP guide.		

CASA Operational Plan 2012

4th Quarter Update (October 2012)

Project/Initiative	Timing	Objectives	Status	Responsibility
Board of Directors	Q1	Approve Financial Statements	Complete	Norm / Alison
		Provide direction re: key air quality issues and projects	Initiated and on-going	
		Provide direction re: changing Board role and involvement, as per Strat. Plan.	Initiated and on-going	
		Consider and affirm optimal Board representation	Scheduled for Dec. Board meeting	
	Q2	AGM	Complete	
	Q3	Receive budget update	Complete	
Q4	Approve 2013 Operational Plan and budget	Scheduled for Dec. Board meeting		
Executive Committee	Q1 through Q4	<ul style="list-style-type: none"> • Provide advice to Secretariat and the Board with respect to re-engineered CASA business processes. • Provide advice to Secretariat re: key issues and projects for Board consideration. • Provide advice to Secretariat and Board re: priority objectives and activities in the strategic plan • Meetings prior to each board meeting and as required to address specific challenges. • Adapt role of Exec. Comm. to reflect direction from Strategic Planning Retreat. 	Initiated and on-going.	Norm / Alison
	Q4	November – Approve budget and review Operational Plan	Scheduled for November Executive Committee meeting.	
Strategic Planning	Q1 through Q4	Begin roll-out of priority objectives/strategies under Goals 1 and 2.	<ul style="list-style-type: none"> • SoO for odour management approved at September Board meeting . • Draft SoO for EFR pending Board approval. • Draft SoO for energy/transportation in development for 2013/Q1 approval 	Robyn

Project/Initiative	Timing	Objectives	Status	Responsibility
			<ul style="list-style-type: none"> December Board discussion of approved CAS, environmental monitoring agency, and AQMS implementation. 	
	Q2, Q3	Mid-stream review of 2012 Ops Plan.	On-going evaluation with secretariat.	
		Begin work on risk matrix.	Initiated in Q4	
	Q4	Prepare 2013 Operational Plan	Scheduled for Dec. Board meeting	
	Q1 through Q4	Liaison with Performance Measures Committee to ensure alignment with Strategic Plan objectives and strategies	Incorporated in draft Perf. Measures Framework for Board approval Dec. 2012.	
Secretariat	Q1	<ul style="list-style-type: none"> Transition from 2011 planning focus to renewed Project Team focus, based on MCP Guide and Board direction. Clarification of all existing and new Project Team mandates. 	Initiated and on-going.	Norm
	Q1 through Q4	<ul style="list-style-type: none"> Ongoing review of all Secretariat systems and functions, directed at improving efficiency and alignment with Board direction and the revised Business Plan 	Initiated and on-going. Reviewed and purged CASA hardcopy files to create a digital record.	
		<ul style="list-style-type: none"> Based on scoping completed in 2011, an RFP is issued for a consultant to develop a searchable database. 	On-going. Canvassed GoA agencies for assistance in database development. Will determine project scope/RFP for release in 2013/Q1.	
	Q3	<ul style="list-style-type: none"> Formal review of Secretariat Ops Plan delivery 	Initiated and on-going	
		<ul style="list-style-type: none"> Formal review of HR provisions 	Complete	
	Q4	Preparation of 2013 operational docs/budget	Scheduled for Dec. Board meeting	
Communications - General	Q1	Annual report text provided to board; printed copies distributed in July	Complete	Kaylyn
	Q2	<ul style="list-style-type: none"> Clean Air Day event Environment Week event 	Complete	

Project/Initiative	Timing	Objectives	Status	Responsibility
	Q4	CASA Communications plan review	Complete	
	Q1, Q2	<i>Clean Air Bulletins</i> every two months or as required.	Complete. CAB replaced by issue-specific communications materials	
	On-Going	Support for CASA staff and member outreach	Support provided for special events, conferences, release of CAS.	
Coordination Workshop	Q1	Conference design and implementation strategy presented to Board	Complete	Robyn/Asia
	Q2	Strategy implemented, including conference roll-out	Complete	
	Q3	Post conference follow-up, including web presence and communications legacy (e.g. video, still photography)	Complete	
CASA and AAC Joint Standing Committee	Q1 through Q4	Work on first prioritized key task from Terms of Reference around roles and responsibilities.	Complete. Retained consultants to prepare discussion paper. Preparation, review, and finalization of disc. document. Report to Board. Submitted to GoA and other interested parties.	Celeste
	Q4	<ul style="list-style-type: none"> Review and develop plan for outstanding key tasks Begin work on other prioritized key tasks from Terms of Reference 	Initiated and on-going.	
Operations Steering Committee	Q1 through Q4	Determination of OSC role in light of the government air quality monitoring plan, AQMS, CEMS, and CDW. Rationalize OSC role with existing data quality discussions and CASA's strategic plan.	Initiated and on-going	Norm
Performance Measures Committee	Q1	Report to board on Performance Measures 3 and 5 for inclusion in the 2011 Annual Report. Report to board on low-rated recommendation matrix.	Complete. Complete.	Celeste
	Q1 through Q4	Initiate and complete the 2012 performance measures review. Prepare Performance Measures 3 and 5 and update low-rated recommendation matrix.	Initiated and ongoing. Ongoing.	
	Q4	Report to Board on 2012 performance measures review.	Ongoing.	
Particulate	Q1	Resolve role and status of team.	Meeting scheduled for December to determine	Celeste

Project/Initiative	Timing	Objectives	Status	Responsibility
Matter and Ozone	through Q4		future of team.	
Airshed Support	Q1 through Q4	<ul style="list-style-type: none"> Quarterly updates / exchange of information. Airshed support continues, including Board development assistance, advice on MCP implementation and information dissemination re: national/provincial air quality landscape and initiatives. Collaboration on specific initiatives, as required. (e.g. CASA AAC Joint Standing Committee; participation in GoA Liaison meetings.) 	Initiated and on-going.	Celeste
Confined Feeding Operations	Q1 through Q3	Reconvene full team and complete steps outlined in Recommendation 10 of the 2008 final report. Manage CFO implementation fund.	Complete. Ongoing.	Celeste
	Q3	Report to board on findings from recommendation 10 and future of the team.	Complete.	
	Q4	Manage CFO implementation fund. Prepare an addendum to final report with a list of reports resulting from recommendation implementation and how they can be accessed.	Ongoing. Ongoing.	
Electricity Working Group	Q3	Working group reconvenes to provide supplementary report to the Board and GoA on the alignment between Alberta's Electricity Framework, the National AQMS, and the Federal GHG Regulation.	Complete. Nov. 2011 report updated to reflect GHG Reg published Gazette, Part II.	Robyn
Electricity Framework Review Committee	Q4	<ul style="list-style-type: none"> Prepare SoO consistent with Board direction. Convene working group to initiate development of project charter. 	Draft prepared Oct. 2012. WG scheduled to convene Dec. 2012.	Robyn
Human and Animal Health	Q1	<ul style="list-style-type: none"> HAHT reconvenes to review team goals, implementation of recommendations, and discuss next steps. 	Complete. Team agreed to create an inventory of how all agencies currently contribute to the CHMS and discuss if and how these inputs can be better coordinated.	Robyn

Project/Initiative	Timing	Objectives	Status	Responsibility
Vehicle Emissions	Q4	Based on screening and scoping initiated in 2011, a Statement of Opportunity is presented at the March Board meeting.	New draft of SoO for energy/transportation, in development for 2013/Q1 approval	Kaylyn
CASA Website	Q1 through Q4	<ul style="list-style-type: none"> Clarify purposed and function of website for CASA stakeholders and division of responsibilities with other CASA partners. Based on the assessment of utility and usability completed in 2011, the CASA website is redesigned updated. 	Initiated and on-going.	Kaylyn
	Q2 through Q4	Develop an implementation plan for a web-based CASA community of practice.	Initiated. Consultant retained. Draft report pending.	
Implementation of Managing Collaborative Processes (MCP) Guide Book	Q1	<ul style="list-style-type: none"> Finalize beta-version of MCP guide and present to Board for initial release at Coordination Workshop. Liaise with Communications Committee in for roll-out at Coordination Workshop. 	Complete.	Kaylyn
	Q2	Soft roll of beta version MCP guide.	Complete.	
	Q3, Q4	<ul style="list-style-type: none"> Incorporate process changes and comments from stakeholders in a subsequent version of MCP. Undertake final edit. Consider distribution options and linkages to web-based community of practice. 	Initiated and on-going.	

DECISION SHEET

ITEM: 1.7 Proposed Schedule for 2013 Board Meetings

ISSUE: Meeting dates are set as early as possible to give members sufficient flexibility to plan their schedules.

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.

In 2012, the June Board meeting was cancelled to allow more time for the development of project team products, for the Board's consideration.

STATUS: The CASA Executive Committee is proposing that the board continue holding four meetings per year. The June meeting would begin with a brief AGM. The proposed CASA board meeting dates for 2013 are:

Option 1 (Thursdays):

1. March 28 (Calgary)
2. June 20 (Edmonton)
3. September 26 (Calgary)
4. December 12 (Edmonton)

Option 2 (Wednesdays):

1. March 27 (Calgary)
2. June 19 (Edmonton)
3. September 25 (Calgary)
4. December 11 (Edmonton)

ATTACHMENT: A. Option 1 Calendar with proposed Thursday dates highlighted for 2013
B. Option 2 Calendar with proposed Wednesday dates highlighted for 2013

DECISION: Choose an option and approve the proposed meeting dates for 2013.

January 2013						
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			

February 2013						
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			

March 2013						
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

April 2013						
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					

May 2013						
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		

June 2013						
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

July 2013						
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				

August 2013						
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	

September 2013						
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						

October 2013						
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			

November 2013						
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	

December 2013						
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 1: Thursdays	
CASA Board Meetings	
March 28, 2013	Calgary
June 20, 2013	Edmonton (AGM)
September 26, 2013	Calgary
December 12, 2013	Edmonton
Alberta Water Council Meetings	
February 21, 2013	Executive:
March 21, 2013	Board:
May 16, 2013	Executive
June 13, 2013	Board
October 3, 2013	Executive
October 31, 2013	Board
Stat Holidays	

January 2013						
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			

February 2013						
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			

March 2013						
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

April 2013						
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					

May 2013						
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		

June 2013						
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

July 2013						
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				

August 2013						
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	

September 2013						
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						

October 2013						
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			

November 2013						
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	

December 2013						
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 1: Wednesdays	
CASA Board Meetings	
March 27, 2013	Calgary
June 19, 2013	Edmonton (AGM)
September 25, 2013	Calgary
December 11, 2013	Edmonton
Alberta Water Council Meetings	
February 21, 2013	Executive:
March 21, 2013	Board:
May 16, 2013	Executive
June 13, 2013	Board
October 3, 2013	Executive
October 31, 2013	Board
Stat Holidays	

INFORMATION SHEET

ITEM: 2.0 Government of Alberta Initiatives

ISSUE: To provide updates and information on four Government of Alberta (GoA) initiatives to facilitate the exchange of Board ideas regarding shared opportunities for strategic alignment with GoA going forward.

INITIATIVES: 1. ***The Renewed Clean Air Strategy and Action Plan***

Both the Renewed Clean Air Strategy and Action Plan outline the high level strategic direction the GoA will focus on over the next 10 years, with enhancements to the existing air quality management system, through:

- Co-ordinated regional air quality management;
- Shared responsibility;
- Integrated monitoring, evaluation and reporting; and
- Knowledge enhancement.

The renewed strategy also incorporates those elements of the national Air Quality Management System (AQMS) that will enhance the provincial air management system. The focus of the national AQMS is to:

- Set base level emission standards for specific industry sectors;
- Set Canadian ambient air quality standards;
- Manage air quality on a regional air zone basis; and
- Address mobile emission sources.

An important addition to this renewed strategy is the emphasis on managing non-regulated and non-point source emissions.

2. Alberta's Environmental Monitoring System

The environmental monitoring landscape has changed and the GoA is moving to a new monitoring system for the province that will build on the strengths of existing work. A newly formed Management Board has begun work to create an arm's length environmental monitoring agency that will be scientifically rigorous and provide relevant and timely data and information on air, land, water and biodiversity.

Environmental monitoring is a foundational pillar of Alberta's Integrated Resource Management System and will address cumulative effects impacts from both provincial and regional perspectives.

3. Regulatory Enhancement Project

The Regulatory Enhancement Project's (REP) intent is to establish a single regulator for upstream energy development including oil and gas, oil sands and coal development in 2013. Bill 2, The Responsible Energy Development Act has been passed by Cabinet which paves the way for the creation of a single provincial regulator that will assume the regulatory

functions of both Alberta Environment and Sustainable Resource Development (for the resources named) and the Energy Resources Conservation Board.

In addition, a Policy Management Office has been established that will ensure the integration of natural resource policies and provide an interface between policy development and policy assurance. It will also focus on enhanced engagement for policy development excellence.

4. Land-use Framework and Regional Planning

The Lower Athabasca Regional Plan was released in September 2012 and consultation on the advice received from the Regional Advisory Committee on the South Saskatchewan Regional Plan (SSRP) is currently underway. It is anticipated that the SSRP will be completed in 2013, and the GoA intends to make significant progress on the plans for the North Saskatchewan, Upper and Lower Peace, Upper Athabasca and the Red Deer over the next 3 years.

ATTACHMENTS: A. Clearing the Air – Alberta’s Renewed Clean Air Strategy

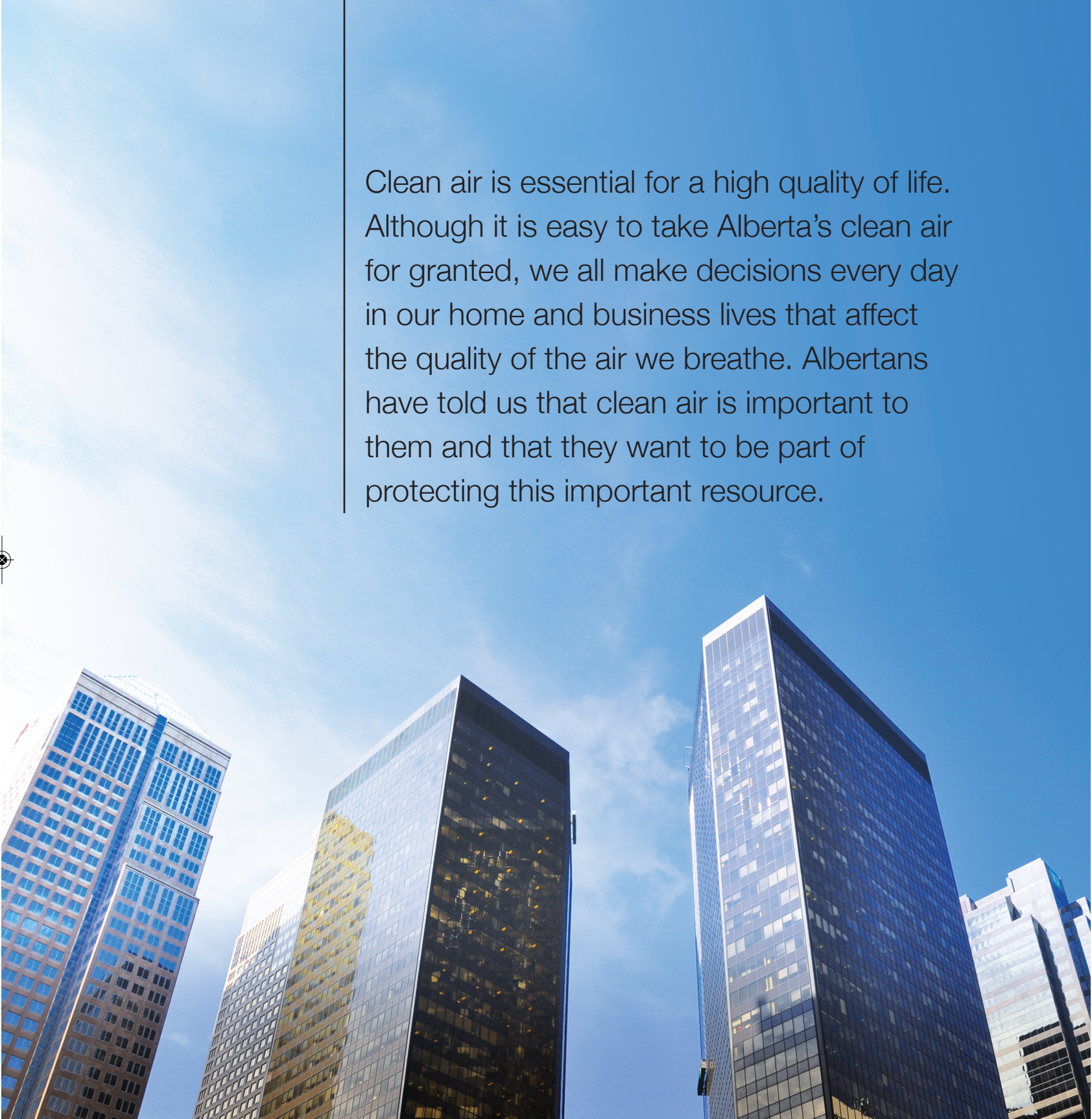
Presentations on these initiatives will be given at the December 13, 2012 Board meeting.

Clearing the Air

Alberta's Renewed
Clean Air Strategy

2012





Clean air is essential for a high quality of life. Although it is easy to take Alberta's clean air for granted, we all make decisions every day in our home and business lives that affect the quality of the air we breathe. Albertans have told us that clean air is important to them and that they want to be part of protecting this important resource.

INTRODUCTION

The Government of Alberta has been a global leader in its approach to air quality management, building a system that has responded well to the issues of the last 40 years¹. Alberta's Air Quality Management System includes a comprehensive approach to managing air quality, using scientific, economic and social information to achieve its objectives. Components of Alberta's Air Quality Management System include ambient air monitoring², regulation of large point-source emissions³, setting of air quality objectives, and continuous reporting of the air quality health index for communities across the province.

Existing and emerging growth and development realities are challenging us to build on this foundation. Updating the Clean Air Strategy is an opportunity to ensure that Alberta's Air Quality Management System addresses emerging issues, remains adaptable to meet future needs, and supports the implementation of the national Air Quality Management System. The national Air Quality Management System requires that Alberta make modifications to the Alberta Air Quality Management System to incorporate the national requirements. Renewing the strategy is also an opportunity to remind Albertans that caring for our air is everyone's responsibility.

In 2008, Alberta's then Minister of Environment asked the Clean Air Strategic Alliance⁴ to develop recommendations for the Government of Alberta to consider as it renewed the original 1991 Clean Air Strategy⁵. The Clean Air Strategic Alliance held public consultations and provided 14 recommendations to the Government of Alberta in 2009. The alliance recommendations are reflected in this renewed Clean Air Strategy, which is intended to serve Alberta for the next 10 years or longer.

Alberta's renewed Clean Air Strategy does not focus on air quality issues directly related to climate change, as these are addressed in *Alberta's Climate Change Strategy*. The renewed Clean Air Strategy also does not focus on indoor air quality issues, as the built environment is managed through other provincial initiatives (e.g., building codes, worker health and safety).

In this renewed Clean Air Strategy, the Government of Alberta reaffirms its commitment to the wise management of air quality for the benefit of Albertans and outlines its vision and desired outcomes for the future.

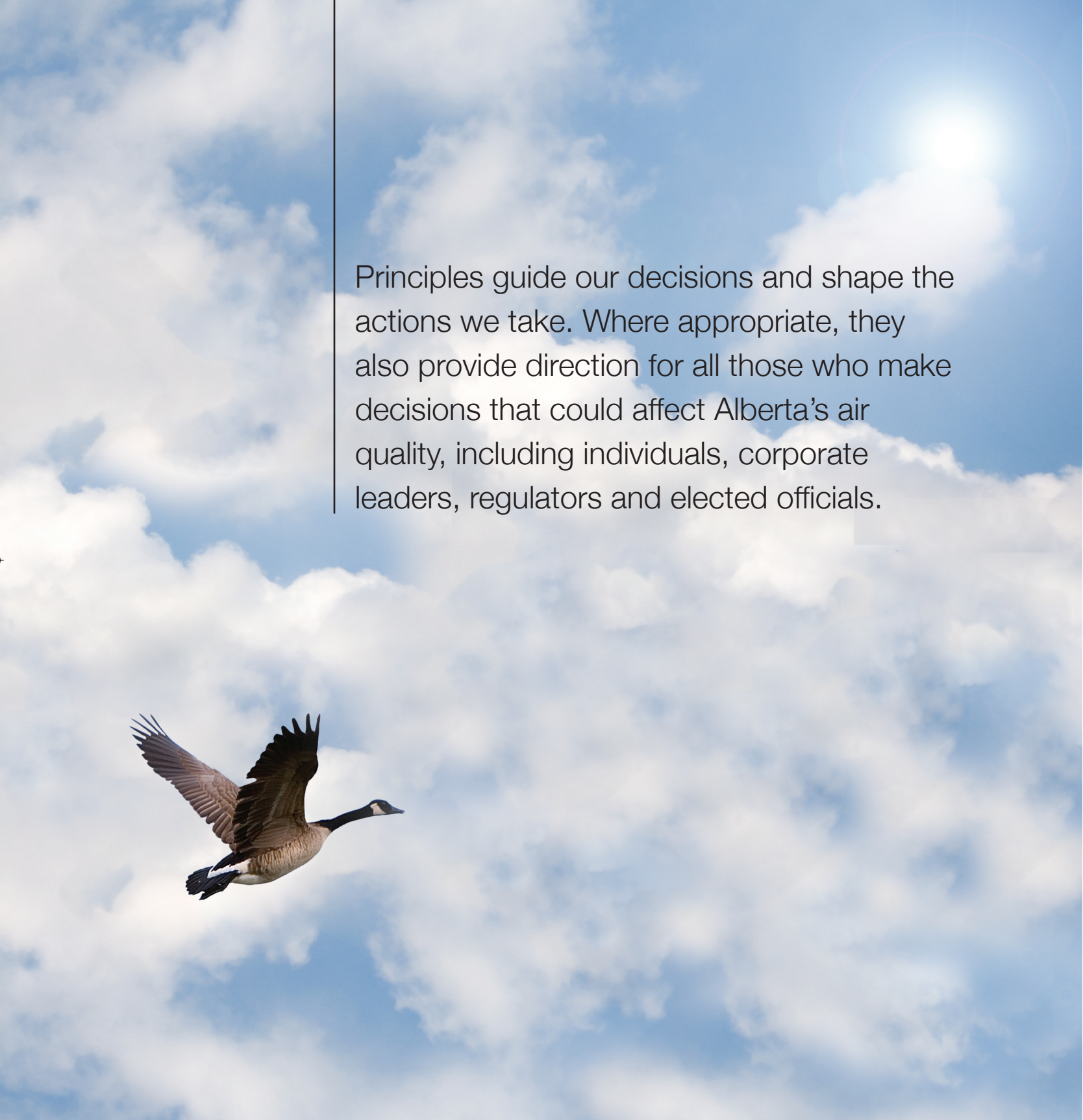
1 See the Alberta Environment and Sustainable Resource Development website at <http://www.environment.alberta.ca/02241.html> and <http://environment.gov.ab.ca/info/library/8137.pdf> for information on air quality management in the province.

2 All air that humans, plants and animals breathe, except the air inside buildings [Clean Air Strategic Alliance Recommendations Glossary;http://casahome.org/DesktopModules/Bring2mind/DMX/Download.aspx?Command=Core_Download&EntryId=517&PortallId=0&TabId=78].

3 Stationary locations or fixed facilities from which pollutants are discharged (e.g., smokestacks). Point-source regulation may apply to a whole sector of the economy or to a process used by several sectors [Alberta Environment and Sustainable Resource Development, Glossary of Environmental Tools Guide; http://environment.alberta.ca/ETG_Definition.aspx?Term=120].

4 See the Clean Air Strategic Alliance website at www.casahome.org for more information.

5 The Clean Air Strategy for Alberta: Report to the Ministers is available from the Alberta Environment and Sustainable Resource Development website: <http://environment.gov.ab.ca/info/posting.asp?assetid=5867&searchtype=asset&txtsearch=ENV-119>.



Principles guide our decisions and shape the actions we take. Where appropriate, they also provide direction for all those who make decisions that could affect Alberta's air quality, including individuals, corporate leaders, regulators and elected officials.



GUIDING PRINCIPLES

The Government of Alberta has identified the following guiding principles for this renewed Clean Air Strategy and for working with partners to manage air quality in Alberta:

- 1 Sustainability** | Decisions related to the management of air quality will balance social, environmental and economic interests and consider cumulative impacts. By making wise choices based on the principles of sustainability, we will have options for future generations, without compromising our ability to secure the things we need today.
- 2 Continuous improvement** | Continuous improvement will play an important role in moving the focus of our air quality management system from meeting standards to reducing emissions from all sources. Under this principle, all emitting sources must strive to improve their emissions performance.
- 3 Inclusiveness** | Air quality management activities will continue to provide opportunities for public participation and for working with partners to protect Alberta's air quality. Decision-making will be equitable, informed and free of a singular vested interest.
- 4 Policy efficiency** | Decision-makers will ensure that Alberta's environmental legislation, regulations and policies are aligned, efficient and seek solutions that satisfy multiple policy objectives.
- 5 Transparency** | Information will continue to be shared through enhanced transparent reporting and open communication with stakeholders and the public. Education and knowledge-sharing will be important components of a transparent system.



The Government of Alberta commits to include stakeholders in implementing the strategy and related actions and to evaluate and report on success in achieving identified outcomes.



WHERE WE HAVE BEEN

Alberta produced its original Clean Air Strategy in 1991. This strategy reflected the economic and environmental significance of fossil fuel production, processing and manufacturing to the province and the country. The strategy also gave rise to the Clean Air Strategic Alliance, a multi-stakeholder advisory group, and to airshed zone organizations that monitor regional ambient air quality.⁶ Both the Clean Air Strategic Alliance and the airshed zone organizations play important roles in Alberta's Air Quality Management System.

Many things have changed since the original Clean Air Strategy was developed. Alberta has experienced significant population and economic growth, with a resulting increase in emissions. This has increased pressure on our airsheds, which have a finite carrying capacity with respect to sustaining air quality.⁷ Public interest in health-related air quality issues has also increased and air quality can be a public health concern at specific times in some regions. Our Air Quality Management System has resulted in improved air quality and emissions management, along with substantial reductions in industrial point-source emissions. A number of our most populated areas now have plans to manage ozone, one of the contributors to urban smog. Despite this progress, air quality management issues need renewed attention, especially the prevention and control of emissions from non-point sources⁸.

In the past, projects were assessed for their potential impacts to air quality on an individual basis. Since at least the 1990s, Alberta's Air Quality Management System has used a cumulative effects approach with respect to industry approvals⁹. This approach considers development proposals in the context of all existing and potential future industrial emissions. Enhancements to our Air Quality Management System will further allow us to take advantage of opportunities to improve air quality management, to address emerging issues and to accommodate future growth.

Renewal of the Clean Air Strategy represents an opportunity to consider the cumulative impacts of all point and non-point source emissions and to develop systems to monitor, evaluate and manage their effects on our society, environment and economy. Combined emissions from non-point sources, including residential and commercial heating, transportation and agriculture, contribute to the overall emissions load and can influence air quality. Some non-regulatory management tools (e.g., economic incentives, education, best management practices) have been used to manage non-point source emissions associated with agricultural activities. Due to their dispersed nature, however, many non-point source emissions remain largely unmanaged and additional management tools are required.

⁶ Organizations that enable stakeholders to design local solutions to address local air quality issues. These organizations are guided by multi-stakeholder non-profit societies who use the Clean Air Strategic Alliance consensus model to make decisions.

⁷ Geographic areas that, because of emissions, topography and meteorology, typically experience similar air quality [Clean Air Strategic Alliance Recommendations Glossary].

⁸ A pollution source that is not recognized to have a single point of origin. Common non-point sources include agriculture, forestry, urban, mining, construction and city streets [Clean Air Strategic Alliance Recommendations Glossary].

⁹ Granting a right or responsibility to carry out a project or activity under the authority of law. An industry approval is site-specific, issued by a Director, and contains conditions that the Director determines are appropriate [Alberta Environment and Sustainable Resource Development, Glossary of Environmental Tools Guide].



The Government of Alberta commits to updating the Clean Air Strategy as necessary to meet our desired clean air outcomes.



Our future well-being will depend on managing all activities related to air quality. Cumulatively, air emissions should neither exceed the capacity of airsheds nor add an additional burden to water or land. Foresight and careful planning will be necessary to enable us to keep the air quality gains we have made since 1991 and make further improvements to air quality management, even as the pace of Alberta's growth increases.

The purpose of this renewed Clean Air Strategy is to position the province to better anticipate and prevent impacts that could negatively affect air quality.

WHERE WE WANT TO BE

Alberta desires a future where existing good air quality is maintained, where all air quality issues are addressed and where economic growth does not compromise air quality. Our aspiration is to facilitate smart growth through a Cumulative Effects Management System¹⁰. This system will not mean halting development or adding on to existing management approaches—it will mean managing growth by anticipating future pressures and establishing acceptable limits on the effects of development on the environment.

Alberta's Cumulative Effects Management System will guide how our tools, resources and relationships will work together to comprehensively manage activities that affect our society, environment and economy. It will be an adaptive management system that will include setting, meeting and evaluating regional place-based outcomes for air, land, water and biodiversity.

Knowledge and performance measurement will be a foundation of Alberta's Cumulative Effects Management System. Our monitoring system will need to provide the necessary data to identify and address emerging issues. An integrated monitoring, evaluation and reporting system for air, land, water and biodiversity will ensure that we have the best possible information. A strong information base and knowledgeable citizens will contribute to choices that support social well-being, environmental sustainability and economic prosperity.

Alberta will continue to work with federal, provincial, and territorial governments to implement the new national Air Quality Management System. The national system will protect human and environmental health by addressing all sources of air pollution. Federal, provincial and territorial governments have been collaborating and engaging with stakeholders to develop national standards and work towards continuous improvement in overall air quality in Canada.

¹⁰ A Cumulative Effects Management System establishes outcomes for areas by balancing social, environmental and economic considerations and implementing appropriate plans and tools to ensure those outcomes are met. CEM is: outcomes-based, place-based, performance management-based, collaborative, and comprehensively implemented [Alberta Environment and Sustainable Resource Development, Cumulative Effects Management System; <http://environment.alberta.ca/0890.html>].

Our vision is that the Air Quality Management System supports healthy people and ecosystems and strives to enable continued economic growth without compromising air quality.



STRATEGY OUTCOMES

1

The well-being of Alberta's population is supported by effective air quality management.

The Government of Alberta remains committed to safeguarding our air quality. This means ensuring that:

- Alberta's air quality is managed to protect the health of Albertans.
- Alberta's air quality is assessed and managed in areas where undesired impacts are occurring or could occur.
- Albertans have access to reliable information so that they can become engaged and make decisions that positively impact air quality.

2

Air quality will maintain, protect and sustain healthy ecosystems.

Growing pressure on Alberta's air, land, water and biodiversity requires that resource management decisions are integrated to minimize cumulative environmental effects. This means ensuring that:

- Air quality management is integrated with land, water and biodiversity management.
- Existing good air quality is maintained.
- Air emissions from point and non-point sources are managed.

3

Air quality management supports economic sustainability.

A sustainable future means having a healthy economy as well as a healthy environment. The Government of Alberta will continue to provide opportunities for economic development that are in the public interest and respect the carrying capacity of our airsheds, while ensuring that economic benefits do not come at the expense of air quality. This means ensuring that:

- Innovative research and technology development increase the potential to reduce and prevent emissions.
- Regional air quality objectives are met so that there is capacity to accommodate future economic growth.

STRATEGIC DIRECTION Four strategic directions have been identified to guide planning to achieve our desired clean air outcomes:

1

Regional air management including complementary management of point and non-point emission sources

Alberta will manage air from both regional and project-specific perspectives. The Cumulative Effects Management System will be the basis for regional planning. Regional planning under the Land-use Framework will set place-based outcomes that are tailored to the particular needs of each region. These outcomes will be achieved using a comprehensive and flexible set of regulatory and non-regulatory tools and incentives.

A place-based approach will be a key enhancement to Alberta's Air Quality Management System. We will need to better understand, prevent and manage the impacts of emissions from all sources. Management of emissions from non-point sources will need to complement the management of point-source emissions. The involvement of local stakeholders is important to achieving regional objectives.

Decision-makers will need to consider the implications of their decisions on air quality. Future air quality management may include the development of regional air management frameworks to address air quality issues.¹¹ These frameworks may include triggers that could result in progressively more stringent actions to address air quality issues.¹² Regional decision-makers may use the frameworks to help determine the acceptability of new activities, the requirements for continuous improvement, and the need for additional management actions.

¹¹ Comprehensive air quality management frameworks that identify desired regional objectives, limits and triggers for key indicators, and approaches and actions to achieve objectives. Frameworks also set the foundation for ongoing monitoring, evaluation and reporting [Alberta Environment and Sustainable Resource Development, Lower Athabasca Regional Plan, Air Quality Management Framework Factsheet; <http://environment.alberta.ca/03422.html>].

¹² Increasingly high levels of air pollutant concentrations that lead to (trigger) increasingly stringent management actions. Triggers could be used in local air zones to prioritize air management action. [Comprehensive Air Management System: A Proposed Framework to Improve Air Quality Management, Glossary; http://www.ccme.ca/assets/pdf/cams_proposed_framework_e.pdf].



Regional air management, including complementary management of point and non-point emission sources, will involve enhancements in the following action areas:

- Coordinated regional air management across land use regions, air zones and air shed zone organization boundaries;
- Development and implementation of provincial and regional management mechanisms, including frameworks, to address air quality issues;
- Development of options to understand and prioritize non-regulated and non-point sources, including options for assessing non-point emission sources;
- Development and implementation of policies and management tools for non-regulated and non-point sources. This will involve:
 - Prioritizing management of key non-point sources:
 - Working with stakeholders to determine appropriate education strategies to address non-point sources: and,
 - Developing the appropriate tools to manage non-point source emissions.



STRATEGIC DIRECTION

2

Shared responsibility and partnerships

The Government of Alberta will have a consistent approach to managing air quality and will work effectively with other jurisdictions and partners. Shared responsibility for air quality management with Alberta stakeholders will mean using a partnership approach in the delivery of Alberta's Air Quality Management System. This collaborative approach will include:

- Coordinating communication between governments and stakeholders;
- Enhancing policy integration and role coordination across Government of Alberta departments;
- Clarifying the roles of government and non-government partners in the system; and
- Government and partners working together in both the decision-making process and the delivery system.

This strategic direction recognizes the importance of the contribution of partnerships towards the effectiveness of Alberta's Air Quality Management System and the implementation of a Cumulative Effects Management System. As part of this strategic direction, the Government of Alberta will work with multi-stakeholder organizations, including the Clean Air Strategic Alliance and airshed zone organizations to clarify and formally recognize their future roles.



Shared responsibility and partnerships will involve enhancements in the following action areas:

- Clarification and articulation of the roles of cross-government and cross-ministry departments and partners, including:
 - Clarification of roles related to management of non-point source emissions; and,
 - Clarification of the roles of partners in regional planning initiatives as it relates to air quality management.
- Coordination of policy development and integration of policies to achieve environmental outcomes, including:
 - Establishment of a process to assess the impact of major policy initiatives on air quality management and the achievement of environmental outcomes; and,
 - Working with neighbouring jurisdictions to manage transboundary emissions.

STRATEGIC DIRECTION

3

Integrated monitoring, evaluation and reporting

Alberta will have an integrated monitoring, evaluation and reporting system that will support regional planning and the Cumulative Effects Management System. Alberta already has a database of air emission and ambient air quality data that is used for assessment, planning and policy development. Decision-makers, interested parties and members of the public currently have timely access to reliable information about air quality in Alberta.

Regional planning and the Cumulative Effects Management System will rely on an effective and efficient environmental monitoring program. We will need to collect the right information to help us make decisions and determine whether we are meeting regional outcomes. Information and data must be housed in a convenient, easily accessible repository that is integrated with other environmental databases. Albertans will continue to need timely access to air quality data and information so that they can make informed choices about their well-being. There will also be a need for ongoing performance measurement at the policy level.



Integrated monitoring, evaluation and reporting will involve enhancements in the following action areas:

- Development of comprehensive monitoring programs, including:
 - Strengthening the provincial ambient monitoring system;
 - Ensuring the relevance and accuracy of monitoring data;
 - Enhancing funding options to support the ambient air monitoring system; and,
 - Developing integrated environmental service delivery.
- Enhancements to the data management and access system, including:
 - Developing and maintaining an integrated database for ambient air quality data;
 - Coordinating sharing of ambient and emission data and information; and,
 - Ensuring clarity and public accessibility to information.
- Strengthening the evaluation system, including:
 - Developing monitoring indicators needed to assess the state of Alberta's air; and,
 - Developing performance indicators to continuously improve policies.
- Enhancements to the data reporting system.

STRATEGIC DIRECTION

4

Knowledge enhancement

Alberta will have a comprehensive air quality information system that collects and interprets data to inform decision-makers, interested parties and members of the public about whether outcomes are being met. Albertans will be knowledgeable about air quality and motivated to take personal steps to reduce emissions.

Alberta is always striving to improve air quality. Knowledge is essential to achieving this. We need to understand the sources of emissions as well as their impacts on people and the environment. Albertans need to be knowledgeable about the state of Alberta's air and have access to information to become engaged and take an active role in reducing emissions. Research is also necessary to improve our understanding of air quality and its effective management, and to identify methods and tools to improve technology.

Knowledge enhancement will focus on the following action areas:

- Increasing public knowledge related to air quality and its management, including:
 - Improving public knowledge of emission sources and state of the air quality;
 - Increasing public knowledge of health effects related to air quality; and,
 - Enhancing tools to help Albertans make consumer choices that positively impact air quality.



- Enhancements to air research and innovation, including:
 - Collaborating with relevant Government of Alberta ministries and partners to develop a comprehensive air research and innovation strategy; and,
 - Creating a community of practice to exchange scientific, technical and other information on air research and management practices.

- Encouraging continuous improvement in emissions reduction technology, including:
 - Developing regulatory and non regulatory tools to encourage implementation of new technology to support continuous improvement.

- Improving knowledge of emissions sources through emissions inventories including:
 - Developing and continuously improving air emission inventories and emission projections for significant point and non-point sources.



ENHANCED AIR QUALITY MANAGEMENT SYSTEM

The outcomes of the renewed Clean Air Strategy will be achieved mainly through enhancements to our existing Air Quality Management System. Alberta's Air Quality Management System has evolved over time and will continue to evolve in order to respond to changing circumstances and the needs of Albertans.

Figure 1 illustrates the main components of the existing Air Quality Management System and linkages between components. It also identifies key components that will be strengthened to meet the outcomes identified in this renewed Clean Air Strategy.

Enhancements to Alberta's Air Quality Management System will support the provincial Cumulative Effects Management System. These enhancements will also support implementation of the new national Air Quality Management System in Alberta.

FIGURE 1 | Alberta's Enhanced Air Quality Management System



FUTURE INTEGRATED AIR QUALITY MANAGEMENT IN ALBERTA

This renewed Clean Air Strategy is intended to meet Albertans' expectations for clean air and economic prosperity, now and in the future. To do this, we will need better integration and coordination within the provincial government, as well as with other orders of government and stakeholders. Alberta will also need to align our strategies and actions so that our renewed strategy works effectively with other relevant provincial and federal policies and strategies.

National Strategic Direction

Alberta is helping to inform a new national Air Quality Management System, to be implemented beginning in 2013. This new national system will create a collaborative approach between federal, provincial and territorial governments. Governments will engage with stakeholders to develop national standards and work toward continuous improvement in overall air quality in Canada.

The new National Air Quality Management System will address all sources of air pollution and will include the following components:

- Canadian Ambient Air Quality Standards, with associated management levels as drivers within the system.
- Place-based air quality management through 'air zones' within provincial and territorial boundaries.¹³ Larger, trans-boundary 'regional airsheds' will also be delineated to address both inter-provincial and Canada / U.S. trans-boundary air quality issues.¹⁴
- Base-level industrial emission requirements for major industrial sectors, with regulatory assurance. These minimum standards will provide a good base level of environmental performance for industrial facilities, wherever they are in Canada, regardless of air quality.
- Collaboration to reduce emissions from mobile sources, initially focusing on the transportation sector. Some work will be done collaboratively at the national level. Provincial-level action on mobile and other non-point sources may also be needed to support air quality management within air zones.

Clearing the Air: Alberta's Renewed Clean Air Strategy, along with associated enhancements to the provincial Air Quality Management System, will play a key role in implementing the national approach in Alberta.

¹³ Finite areas within a single province or territory that exhibit similar air quality issues and challenges [Comprehensive Air Management System: A Proposed Framework to Improve Air Quality Management, Glossary].

¹⁴ Parts of the atmosphere that exhibit similar characteristics with respect to the movement/dispersion/levels of air pollutants. Regional airsheds are intended to assist in the coordination of trans-boundary air quality issues [Comprehensive Air Management System: A Proposed Framework to Improve Air Quality Management, Glossary].

Provincial Strategic Direction

Alberta's Land-use Framework provides overall strategic direction to guide development to achieve the province's long-term social, environmental and economic goals. The Land-use Framework and associated regional planning will identify place-based outcomes and indicators for air, land, water and biodiversity.

Alberta's Cumulative Effects Management System will comprehensively manage activities that affect our society, environment and economy. The Cumulative Effects Management System will provide implementation tools for provincial and regional initiatives and will address environmental quality issues to ensure that place-based outcomes are met. Alberta's renewed Clean Air Strategy is part of the Cumulative Effects Management System. Implementation of the Cumulative Effects Management System could, in turn, inform the development of additional air quality objectives.

Other key provincial government strategies that affect air quality include:

- *Launching Alberta's Energy Future: Provincial Energy Strategy*: promotes cleaner energy production, wiser energy use and the pursuit of renewable energy and other sustainable options that also support clean air objectives.
- *Alberta's Climate Change Strategy*: promotes energy conservation and efficiency to reduce air pollution and greenhouse gas emissions.

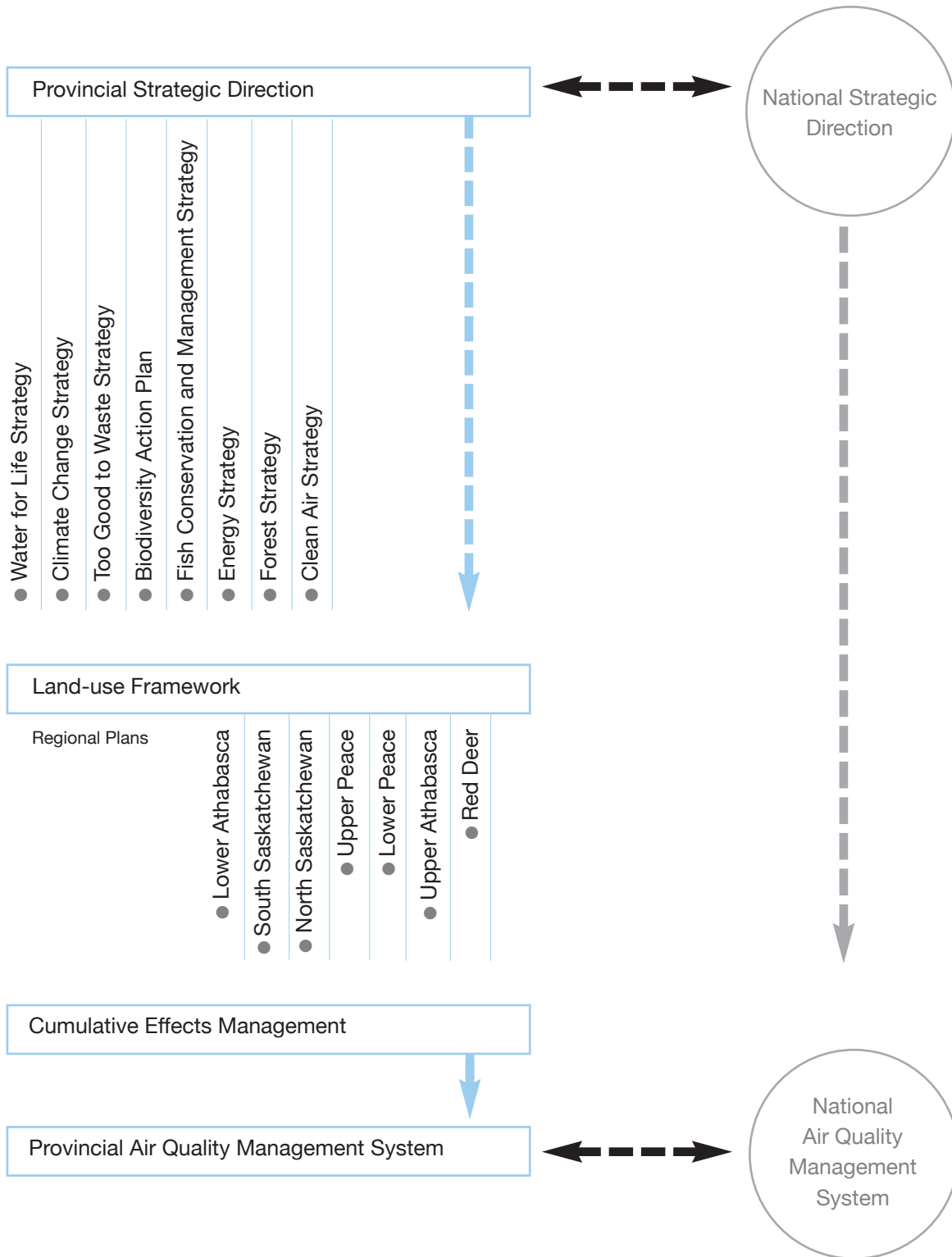
Integration between Provincial Government Initiatives

Figure 2 depicts how the renewed Clean Air Strategy and the provincial Air Quality Management System link with other provincial and national initiatives:

- Provincial strategies translate strategic government direction into specific provincial outcomes for water, biodiversity, waste, energy, and climate change.
- This renewed Clean Air Strategy identifies desired provincial outcomes for air quality.
- The Land-use Framework provides a blueprint for land management and decision-making. Provincial outcomes are considered in conjunction with place-based challenges and opportunities to generate place-based outcomes identified through regional planning.
- The provincial Cumulative Effects Management System will provide implementation mechanisms to achieve place-based air quality outcomes and could inform the development of additional air quality objectives.
- The new national Air Quality Management System will provide strategic direction to the provincial Air Quality Management System.
- The provincial Air Quality Management System will operationalize the new national Air Quality Management System in Alberta.

GOVERNMENT DIRECTION

FIGURE 2 | Provincial and National Integration for Air Quality Management





DECISION SHEET

ITEM:	3.1 Statement of Opportunity – 2013 Electricity Framework Review
ISSUE:	Review and discuss the Statement of Opportunity for CASA to undertake the next scheduled <i>Five-Year Review of the Emissions Management Framework for the Alberta Electricity Sector</i> .
BACKGROUND:	<p>The Emissions Management Framework for the Alberta Electricity Sector recommends that a formal review process of the framework be undertaken every 5 years. This review should include a multi-stakeholder group consisting of industry, government, non-government organizations, and communities with an interest in the electricity sector.</p> <p>The intent of the 5-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.</p> <p>The first 5-year review occurred in 2008 and the second 5-year review should commence in 2013.</p> <p><u>First 5-Year Review</u></p> <p>The Electricity Framework Review Team submitted their final report and recommendations on the first 5-year review to the CASA Board in June 2009. The report contained ten consensus recommendations and one non-consensus item. The non-consensus recommendation pertained to NO_x emissions for new gas-fired generation for peaking and non-peaking units. The report, including the interests and rationale with respect to the non-consensus recommendation, was forwarded to the Government of Alberta in March 2010 for decision.</p> <p><u>Electricity Working Group</u></p> <p>The Board formed a Working Group to prepare a report for input into the national Air Quality Management System (AQMS) process. In December 2011, the working group presented their final report to the Board, which compared the CASA Electricity Framework, the Base Level Industrial Requirements (BLIERs) for the Electricity Sector proposed under the national Air Quality Management System (AQMS), and the Federal CO₂ Regulations for Coal-Fired Units. The report also modeled the expected outcomes for the CASA Framework and the BLIERs proposal.</p> <p>The Board accepted the report by consensus and commended the group on what they achieved. The Government of Alberta committed to presenting the report at the Canadian Council of Ministers of the</p>

Environment Champion's table. BLIERs participants were also encouraged to use this document as required in their own groups.

STATUS:

The Board has received the Statement of Opportunity for review. The commencement of the second 5-year Electricity Framework Review requires the Board's direction to form a working group and to develop a Project Charter.

It should be noted that the Five-Year Review is a two step process. Step one is the initial assessment and the development of forecasts to determine if a full review is triggered. Step two, a full review, would be triggered by recommendation 34 (15% increase in emissions from the 2008 emissions forecast), recommendation 35 (economic assumptions are now significantly different), or additional information illustrating potential health effects. A full review would consider changes to the Framework to reflect current circumstances.

ATTACHMENTS:

A. Statement of Opportunity – 2013 Electricity Framework Five-Year Review

DECISIONS:

Form a multi-stakeholder working group that will further screen and scope the issue and develop a Project Charter for the Board's Approval by March 2012.

**Five-year Review of the
Emissions Management Framework for the Alberta Electricity Sector**

A Statement of Opportunity

To

The Clean Air Strategic Alliance Board of Directors

November 20, 2012

INTRODUCTION

In January 2002, Alberta Environment asked the Clean Air Strategic Alliance (CASA) to develop a new way to manage air emissions from the electricity sector. Using a multi-stakeholder collaborative approach, CASA developed innovative solutions in the form of 71 recommendations comprising a management framework and presented it to the Government of Alberta in November 2003. The report, *An Emissions Management Framework for the Alberta Electricity Sector*, was accepted by the Government of Alberta and implemented through regulations, standards and facility approvals (see figure 1 in Appendix B). This has had significant influence on the development of the national Air Quality Management System (AQMS).

To ensure continuous improvement and to keep the Framework timely and relevant, a formal review process of the framework is to be undertaken every 5 years (recommendation 29). This review includes a multi-stakeholder group consisting of industry, government, non-government organizations, and communities with an interest in the electricity sector.

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.

The first 5-year review occurred in 2008 and the second 5-year review should commence in 2013.

BACKGROUND

The Alberta Electricity Framework recommends that a review be undertaken every 5 years. Recommendation 29 in the Electricity Framework outlines the following elements for the Five-Year Review:

1. A technology review to identify the Best Available Technology Economically Achievable (BATEA) emission limit standards
2. The air emission substances subject to limits or formal management,
3. Co-benefits for priority substances and List 2 substances;
4. A review of economic and environmental triggers as set out in the framework in recommendations 34 and 35;
5. Additional information that illustrates potential health effects associated with emissions from the electricity sector; and
6. A report from the electricity industry on continuous improvement.

First Five-Year Review

In 2007, at the request of Alberta Environment, CASA established the first Electricity Framework Review (EFR) Project Team. Following the initial assessment and development of forecasts, the team agreed that a full framework review was not necessary (as per recommendation 34 and 35). The EFR Team submitted their final report and recommendations to the CASA Board in June 2009. The report contained ten consensus recommendations and one non-consensus item. The non-consensus recommendation pertained to Nitrogen Oxides (NO_x) emissions for new gas-fired generation for peaking and non-peaking units. The report, including the interests and rationale with respect to the non-

consensus recommendation, was forwarded to the Government of Alberta in March 2010 for a final decision.

Electricity Working Group

In March 2011, the CASA Board of Directors formed a Working Group to prepare a report for input into the national Air Quality Management System (AQMS) process. In December 2011, the working group presented their final report to the Board, comparing the Alberta Electricity Framework, the Base Level Industrial Requirements (BLIERs) for the Electricity Sector proposed under the AQMS, and the Federal GHG Regulations for Coal-Fired Units. The report also modelled the expected outcomes for the Alberta Electricity Framework and the BLIERs proposal.

The Board accepted the report by consensus and commended the group on what they achieved. The Government of Alberta committed to presenting the report to the Canadian Council of Ministers of the Environment (CCME). BLIERs participants were also encouraged to use this document as required in their own groups.

On September 12, 2012, the federal *Reduction of Carbon Dioxide Emissions from Coal-fired Generation of Electricity Regulations* (GHG Regulations) was published in the Canada Gazette, Part II: Official Regulations. As such, the working group updated their report and resubmitted it in October 2012.

In their discussions, the Working Group concluded that the relationship between the Alberta Electricity Framework, the AQMS, and the GHG Regulations for Coal-Fired Units would require further consideration. (The process for the Five-Year Review is described in Recommendation 29 of the Alberta Electricity Framework.)

Federal GHG Regulation

With respect to the federal GHG Regulation, the main issue is the different end of design life concepts prescribed in the GHG Regulation and Alberta's Electricity Framework. There is a concern that some companies may not make the required investment to continue operating at the end of the CASA 40 year design life, when the federal regulations would compel coal-fired plants to meet natural gas combined cycle GHG emission standards at the end of useful life, or shut down.

National Air Quality Management System (AQMS)

One of the major concerns with the AQMS is with respect to BLIERs for existing units and the extent to which industry will be allowed some flexibility in meeting the requirements. The intent of the Electricity Framework is to support continuous improvement that incrementally narrows the gap between new and existing facilities. The CASA Framework enables improvements over the life of the units, on a sector basis, which provides industry with more flexibility. As illustrated above, it is clear that Alberta's Electricity Framework, the federal GHG Regulations, and the national AQMS are not aligned. CASA stakeholders need to review the Alberta Electricity Framework as per Recommendation 29 to clarify Alberta's regulatory outcomes for the electricity sector.

Next Steps

Consistent with CASA's *Managing Collaborative Processes Guide*, the next step requires CASA to form a Working Group to further screen and scope the issue and to gain approval from CASA's Board to move forward with the project. The Working Group would be led by a Project Manager from CASA's Secretariat and have at least one board member that is prepared to act as a "champion". The group would consist of 3-5 people that represent government, industry and non-government organizations that are knowledgeable about the issue and collaborative decision-making processes.

The Project Working Group would develop a Project Charter which is the collection of all information relevant to informing the project's parameters and outcomes. Specifically, the charter describes the scope, deliverables, outcomes, projected resources and costs, timelines, stakeholder analysis and plan for engagement, a high level communication plan, and draft ground rules for the Project Team. The Project Charter serves several different purposes including:

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

If the CASA board approves the project charter, the resulting project team would review the following elements of the emissions management framework:

1. A technology review to identify the BATEA emission limit standards and corresponding deemed credit threshold for new thermal generation units, including new peaking units;
2. The air emission substances subject to limits or formal management, including looking at existing List 2 and possible new substances;
3. Co-benefits for priority substances and List 2 substances;
4. Economic and environmental triggers as defined by recommendations 34 and 35:
 - Rec. 34: If the updated emissions forecast for any of NO_x, SO₂, PM and mercury is 15% higher for a five-year period than projected in the previous Five-Year Review, the management framework elements addressing that substance should be reviewed
 - Rec. 35: If the economic assumptions underlying the framework are significantly different so as to adversely affect the viability of the electricity sector, the framework will be reviewed;
5. Additional information that illustrates potential health effects associated with emissions from the electricity sector;
6. A continuous improvement report from the electricity sector; and

The Five-Year Review is a two step process. Step one is the initial assessment and the development of forecasts to determine if a full review is triggered. Step two, a full review, would be triggered by recommendation 34 (15% increase in emissions from the 2008 emissions forecast), recommendation 35 (economic assumptions are now significantly different), or additional information illustrating potential health effects. A full review would consider changes to the Framework to reflect current circumstances.

Appendix A: Recommendation 29 – An Emissions Management Framework for the Alberta Electricity Sector

Five-Year Review

Alberta Environment lead, in consultation with Alberta Energy and other regulatory authorities, the establishment of a formal process, to be undertaken every five years, to review the following elements of the emissions management framework:

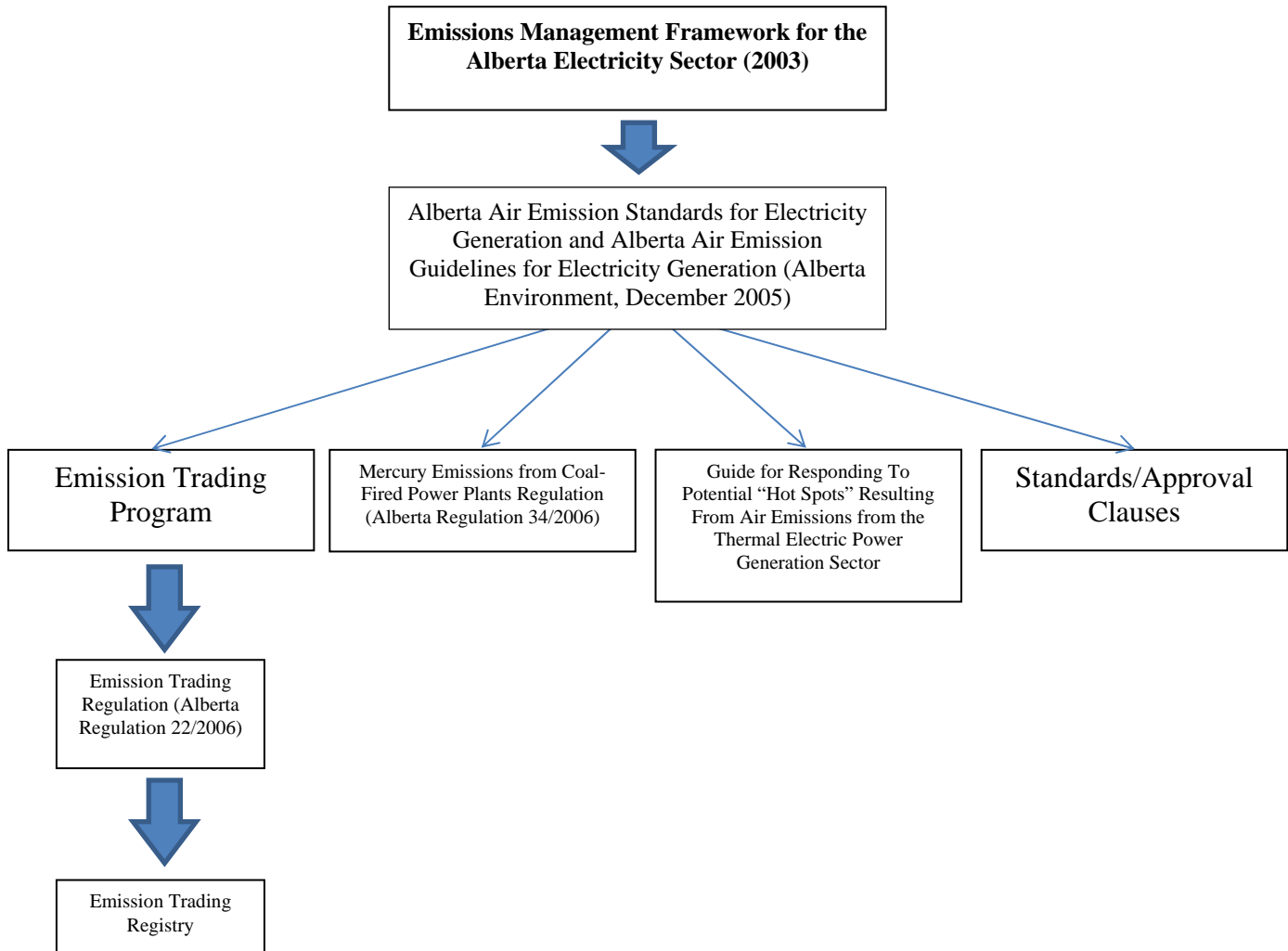
1. a technology review to identify the BATEA emission limit standards and corresponding deemed credit threshold for new thermal generation units, including new peaking units; (Detail in section 6.1 of the EPT report – see following)
2. the air emission substances subject to limits or formal management, including looking at existing List 2 and possible new substances;
3. co-benefits for priority substances and List 2 substances;
4. economic and environmental triggers as defined by recommendations 34 and 35;
5. additional information that illustrates potential health effects associated with emissions from the electricity sector; and
6. continuous improvement. With each Five-Year Review, the electricity sector will provide a continuous improvement report that summarizes action taken during the past five years. The report will also identify goals for further continuous improvement during the next five-year period, in particular with respect to the priority substances emitted by existing units. This report will be reviewed and discussed as part of the Five-Year Review process. Beginning with the second Five-Year Review (2013), upon reviewing system performance relative to the previous continuous improvement goal statements, the multi-stakeholder team can propose, where appropriate, recommendations for modifications to the framework that result in improved opportunities for supporting continuous improvement efforts.

This review should involve a multi-stakeholder group that:

- a) consists of representatives from industry, government, non-government organizations and communities with an interest in the electricity sector;
- b) conducts an initial scoping to determine which if any of the elements identified in the review process described in the above recommendation warrant a detailed review, and either recommends that no further work is necessary or undertakes a detailed review of those elements and makes recommendations on them;
- c) has access to the resources necessary to obtain the information and technical advice needed to complete its review;
- d) uses a consensus decision-making process; and
- e) completes its review and provides its recommendations to Alberta Environment within 12 months of the group being formed.

Appendix B: Implementation of the Emissions Management Framework for the Alberta Electricity Sector

Figure 1



DECISION SHEET

ITEM: 4.1 2012 Performance Measures Review

ISSUE: The work of the Performance Measures Review Working Group (PMRWG) requires review and approval by the CASA Board.

BACKGROUND: In 2007, the Board approved a performance measures review process to be carried out every three years. The last review occurred in 2009. In December 2011, the Performance Measures Committee (PMC) requested input from the Board on performance measures and asked for volunteers to help with the 2012 performance measures review. Subsequently, the PMRWG was formed.

In 2012, the PMRWG met consistently to complete the steps outlined in the review process. The PMRWG spent a great deal of time educating themselves about performance measurement and investigating new trends and developments in this field. The group met with a knowledgeable performance measurement professional from Alberta Energy who was able to provide advice and answer questions. The group also spent a great deal of time discussing and exploring the nature of performance measurement at CASA. The group reviewed the relationship between performance measurement and CASA's audience, mission, vision, Strategic Plan, Strategic Plan goals, Principles and Criteria. The PMRWG also conducted consultations with current CASA project team co-chairs, the CASA Communications Committee and the CASA Board.

The PMRWG's research and discussion led them to the decision that CASA would benefit from having a "how to" guide for performance measurement at CASA. They have developed the Performance Measurement Strategy for CASA.

STATUS: The work of the PMRWG is presented in two documents: the Performance Measurement Strategy and the 2012 Performance Measures Review Report.

The Performance Measurement Strategy is a stand alone document which will be used by CASA and the PMC going forward to guide performance measurement and act as a repository of knowledge. The Strategy includes:

- A glossary of important terms;
- The history of performance measurement at CASA;
- The key pieces of information that underlie performance measurement at CASA;
- The methodology that supports CASA's performance measures and indicators;

- CASA's performance measures and indicators as well as detailed data collection, reporting and calculation protocols; and
- An explanation of the performance measurement review process.

The Strategy is accompanied by the 2012 Performance Measures Review Report, which outlines the results of the 2012 performance measures review and explains how they have been incorporated into the Strategy. The report includes:

- An overview of the work of the PMRWG;
- A section-by-section overview of the Strategy and an explanation how the results of the review process have been incorporated; and
- The PMRWG's conclusions and recommendations.

The Report includes three consensus recommendations for the Board to approve.

ATTACHMENTS: A. Performance Measurement Strategy.
B. 2012 Performance Measures Review Report.

DECISIONS:

1. Approve the 2012 Performance Measures Review Report.
2. Approve the Performance Measurement Strategy.
3. Direct the PMC to begin implementation of the Performance Measurement Strategy for the 2013 reporting period.

CASA's Performance Measurement Strategy: A "how to" guide to performance measurement at CASA



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

16 November 2012

Table of Contents

Acknowledgements	iv
Acronyms	v
List of Chemical Formulas	v
Glossary	vi
1. INTRODUCTION	1
2. HISTORY OF PERFORMANCE MEASUREMENT AT CASA	1
3. GUIDANCE FOR PERFORMANCE MEASUREMENT AT CASA	2
3.1. Purpose	2
3.2. Audience.....	3
3.3. Criteria and Principles	3
4. METHODOLOGY	4
5. PERFORMANCE MEASUREMENT FRAMEWORK	5
5.1. CASA’s Performance Measures and Indicators	5
5.2. Guidelines for Project Teams	9
6. PERFORMANCE MEASUREMENT REVIEW STRATEGY	9
6.1. History of the Performance Measurement Review	9
6.2. Review Process.....	10
6.3. Soliciting Input During the Review Process.....	11
APPENDIX 1: CASA’S LOGIC MODEL DIAGRAM	12
APPENDIX 2: COMPREHENSIVE PERFORMANCE MEASUREMENT FRAMEWORK	13
APPENDIX 3: PERFORMANCE MEASURE AND INDICATOR CALCULATION PROTOCOLS	18
APPENDIX 4: GUIDELINES FOR PROJECT TEAMS	27
APPENDIX 5: LOW-RATED RECOMMENDATION IMPLEMENTATION QUESTIONNAIRE	29
APPENDIX 6: LOW-RATED RECOMMENDATION DECISION TREE	30

APPENDIX 7: CASA SATISFACTION SURVEY	32
APPENDIX 8: CASA PROJECT TEAM BIENNIAL SURVEY	42
APPENDIX 9: CASA PROJECT TEAM EXIT SURVEY	44
APPENDIX 10: RECOMMENDATION IMPLEMENTATION ASSESSMENT QUESTIONNAIRE	45

Acknowledgements

The Performance Measures Review Working Group would like to acknowledge the hard work and dedication of all its members throughout the review process. A special thanks to those Board members who volunteered to join the working group, project team co-chairs and the CASA Secretariat for providing feedback as well as Sandra Lambertus from Alberta Energy for providing guidance on performance measurement.

The members of the Group are:

Ann Baran	Southern Alberta Group for the Environment
Cindy Christopher	Imperial Oil
Peter Darbyshire	Graymont Western Canada Inc.
Celeste Dempster	CASA
Robyn-Leigh Jacobsen	CASA
Carolyn Kolebaba	Alberta Association of Municipal Districts & Counties
David Lawlor	ENMAX
Bob Myrick (former member)	Alberta Environment and Sustainable Resource Development
Crystal Parrell	Alberta Environment and Sustainable Resource Development
Ruth Yanor	Mewassin Community Council

Acronyms

AMSP	Ambient Monitoring Strategic Plan
AQ	Air quality
AQM	Air quality management
CAMS	Comprehensive Air quality Management System
CASA	Clean Air Strategic Alliance
CC	Communications Committee
CDM	Collaborative decision making
CDW	CASA Data Warehouse
EC	Environment Canada
ERCB	Energy Resources Conservation Board
ESRD	Alberta Environment and Sustainable Resource Development
GoA	Government of Alberta
MCP	Managing Collaborative Processes guide
NPRI	National Pollutant Release Inventory
PMC	Performance Measures Committee
PMF	Performance measurement framework
PMRWG	Performance Measures Review Working Group
ppm	Parts per million
SMART	Specific, Measurable, Action-oriented, Realistic, Time-bound
SoE	State of the Environment

List of Chemical Formulas

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

Glossary

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

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

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

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

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

Objective	A concise statement describing the specific things an organization must do well in order to execute its strategy. Objectives often begin with an action verb such as “increase”, “reduce”, “improve”, “achieve” and so on. ²
Outcome	Specific changes in behaviour, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a 4 to 6 year timeframe. ⁴
Output	The direct products of program activities and may include types, levels and targets of services to be delivered by the program. ⁴
Performance indicator	<p>A quantitative and/or qualitative metric that allows an organization to indirectly measure organizational goals/objectives in order to understand the impact of its activities on societal norms and behaviours. It differs from a performance measure in that the results go beyond the scope of the organization to describe the performance of a higher-level, complex system and are not compared to a desired target.</p> <p>Example: A pulp and paper mill located on a lake is undertaking an effluent reduction program. One objective of this program is to improve overall lake health and the mill chooses to monitor levels of a few key substances in the lake as a performance indicator. The mill has minimal control over this outcome as there are many other non-point sources of pollution on the lake, but this indicator can help to illustrate what is going on in the big picture, determine future areas requiring action and could potentially show the influence of the program on lake health over time.</p>
Performance measure	<p>A quantitative and/or qualitative metric that measures the results from organizational goals/objectives and compares them to a desired target in order to assess organizational efficiency. It differs from a performance indicator in that it measures results over which an organization has some degree of control.</p> <p>Example: A pulp and paper mill located on a lake is undertaking an effluent reduction program. One objective of this program is to reduce effluent released into the lake and the mill chooses volume of effluent released into the lake per year as a performance measure with a target of a 50% reduction in effluent volume over the first 5 years. The mill has a high degree of control over this outcome and the measure directly shows the success/failure of the program.</p>
Performance measurement	The ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals. It can serve as an

early warning system to management and as a vehicle for improving accountability.⁵

Performance measurement framework	Sets out an objective basis for collecting information related to a department's programs. A PMF includes performance measures/indicators and associated targets, data sources and data collection frequency. ¹
Performance measurement strategy	The selection, development and ongoing use of performance measures to guide program or corporate decision making. ¹
Performance review	A periodic re-examination of a performance measurement system to ensure that the system is up-to-date, relevant and well-designed.
Principle	The development and review of performance measures/indicators at CASA is governed by a set of Criteria and Principles that were developed and approved by the CASA Board in 2001. Criteria are defined as “must do”, while Principles are defined as “should do”.
Qualitative	Qualitative indicators are expressed in expository form, e.g. assessment of research quality. As much as possible, qualitative indicators should be condensed into a rating scale, e.g. research quality is rated as "excellent," "average" or "below average." allowing for comparability over time. ¹
Quantitative	Quantitative performance measures/indicators are composed of a number and a unit. The number indicates the magnitude (how much) and the unit gives the number its meaning (what), e.g. the number of written complaints received. ¹
Target	Represents the desired result of a performance measure. Targets make meaningful the results derived from measurement and provide organizations with feedback regarding performance. ²

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

1. Introduction

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

2. History of Performance Measurement at CASA

The 1993 Stakeholder Prospectus and Business Plan outlines CASA's original strategy for performance measurement. It states that there are two distinct types of performance criteria to measure:

- “First, the environmental and economic consequences of the Alliance initiatives; and
- Second, the efficiency and effectiveness of the Organization.”

It goes on to say that “[t]his will include specific performance measures for the process used, the specific outputs of the activities, the longer term results of these outputs, and the degree to which these air quality issues are resolved and do not [re]occur. Measures of success will include levels of public and stakeholder satisfaction with processes used and the content of outcomes.” In 1995, work to develop performance measurement continued as four expectations⁶ were defined for CASA:

- Improved air quality,
- Trust and credibility,
- Effective organization, and
- Recognized/influential organization.

These expectations were used to develop CASA's first performance measures which were laid out in the 1999-2002 Business Plan:

1. Improved air quality indicators in areas of CASA action.
2. Capability to measure air quality effects on humans and ecosystems.
3. Number of recommendations through CAMS process implemented.
4. Degree of CASA members, partners and clients' satisfaction with the CASA approach.
5. Degree of recognition by emitters and general public of CASA as the vehicle for delivering improved air quality management for Alberta.

In 2000, a subcommittee of the Board (now the Performance Measures Committee (PMC)) was tasked to establish a framework, select indicators, and assess CASA's performance with respect to the five performance measures. The subcommittee worked from 2001-2004 to develop metrics for each of the five performance measures. In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA with the

⁶ The expectations, and associated goals, can be found in the CASA 1999-2002 Business Plan.

first review being completed in 2007. At this time, #1 from the original five performance measures was expanded so that CASA's performance measures read:

1. a) Improved air quality indicators in areas of CASA action.
- b) Change in emissions of substances of concern in areas of CASA action.
- c) Energy use as an indirect measure of air quality in areas of CASA action.
2. Capability to measure air quality effects on humans and the ecosystem.
3. Number of recommendations implemented through CAMS.
4. Degree of CASA members, partners and clients' satisfaction with the CASA approach.
5. Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta.

The 2007 review also saw some of the original indicators altered as was the case during the 2009 review.⁷ The 2012 review resulted in the creation of CASA's Performance Measurement Strategy which guides performance measurement at CASA.

3. Guidance for Performance Measurement at CASA

The purpose of this section is to describe the key pieces of information that underlie performance measurement at CASA and the choice of measures and indicators that are used.

3.1. Purpose

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

As a result, according to CASA's original work on developing performance measures from October 2000, performance measurement at CASA should clarify:

- Decisions to be made
- Accountability/comparison
- What works and what doesn't
- The need for course corrections
- Opportunities for continuous improvement

Traditionally, performance measurement at CASA has been driven by the four expectations and by the Strategic Plan (previously termed the Business Plan).

3.1.1. *Four Expectations*

In 1995, four expectations were defined to guide performance measurement at CASA:

- Improved air quality,
- Trust and credibility,
- Effective organization, and
- Recognized/influential organization.

⁷ Details on the 2007 and 2009 reviews can be found in Section 6-Performance Review Strategy.

The 2011 CASA Mission Review found that these four expectations continue to be consistently reflected in CASA’s performance measures.⁸

3.1.2. Strategic Plan

The work of the Performance Measures Committee has traditionally been driven by the Strategic Plan. It is important to report on activities related to the Strategic Plan in order to measure organizational efficiency. The 2012-2016 Strategic Plan which was approved by the CASA Board in March 2012 states that “...there is a need to regularly assess CASA’s effectiveness across a range of performance measures and for periodic evaluation of CASA’s performance by members and stakeholders. These measures and assessments will contribute to plan revisions”.

3.2. Audience

In CASA’s original work on developing performance measures from October 2000, the audience for CASA’s performance measures was identified as CASA teams/CASA Board, CASA stakeholders and the general public. In March 2001, CASA stakeholders (i.e. individuals and organizations associated with CASA) were identified as the primary audience for CASA’s performance measurement.⁹

As CASA has evolved, the audience for performance measurement at CASA has now been refined to include:

- CASA stakeholders (including CASA teams),
- CASA Secretariat,
- CASA Board, and
- The general public.

3.3. Criteria and Principles

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

3.3.1. Criteria

Performance measures/indicators must:

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

⁸ Consequently, if there is ever a change in organizational direction at CASA, these expectations will need to be revisited.

⁹ Report to Board March 2001

3.3.2. Principles

Performance measures/indicators should:

- Relate to CASA’s vision, mission and goals from the Strategic Plan.
- Not be required to be comprehensive and need only apply to some measurable changes¹⁰ that can be expected as a result of CASA’s activities.
- Be based on current knowledge and current measurements (or easily obtainable measurements).
- Use data that is readily available, accessible and reliable.
- Be cost effective.
- Use baseline information to assess progress.
- Where appropriate, incorporate existing measures/indicators rather than duplicate the effort and work of others.
- Assist analysis by focusing attention on key issues.

4. Methodology

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

Performance measurement at CASA draws from two theories of performance measurement: the Logic Model and the Balanced Scorecard. The Logic Model forms the backbone of performance measurement at CASA while select concepts from the Balanced Scorecard were incorporated to enhance the Logic Model.¹¹ CASA’s Logic Model Diagram is used as a tool to guide the selection of appropriate performance measures and indicators (see Appendix 1).

¹⁰ The principle that was actually approved by the board was stated as “the indicators need not be comprehensive and need only apply to some measurable changes in air quality that can be expected as a result of CASA’s activities” but the words “in air quality” were subsequently deleted by the subcommittee to make the principle applicable for all performance indicators.

¹¹ Refer to the 2012 Performance Measures Review Report for details on the theory of the Logic Model and the Balanced Scorecard.

5. Performance Measurement Framework

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

5.1. CASA's Performance Measures and Indicators

CASA's performance measures and indicators are presented in two tables: one for measures (Table 1) and one for indicators (Table 2). For simplicity, the Comprehensive Performance Measurement Framework including targets, baselines, data collection and reporting as well as detailed Calculation Protocols for each measure and indicator are located in Appendix 2 and 3 respectively.

Measures and indicators should be delivered to the CASA Board at the March Board meeting by the PMC in the form of a report and presentation so that the results can be approved for inclusion in the CASA annual report, if appropriate. Some performance measures are meant only for consideration by the CASA Board while others are relevant both to the CASA Board and beyond (see Appendix 2).

Table 1: CASA’s Performance Measures.

Objective	Performance Measure	Target	Initiative(s)
Secretariat			
Ensure that CASA is financially efficient and accountable.	<ul style="list-style-type: none"> Annual operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP). Sufficient operating funds are available to bridge CASA’s and GoA’s fiscal years. 	<p>In compliance</p> <p>3 months of operating funds</p>	CASA annual audit; Monthly bank reconciliation; Prepare and track budgets, etc.
Implement the CASA Strategic Plan.	<ul style="list-style-type: none"> Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat’s colour coded rating system). 	100%	Secretariat implements and monitors implementation of the Strategic Plan
Monitor the implementation of CASA recommendations.	<ul style="list-style-type: none"> Percentage of low-rated recommendations being monitored. 	100%	PMC monitors and follows-up on low-rated recommendations and reports annually to Board; Board makes decisions regarding next steps on low-rated recommendations
Provide support to CASA stakeholders.	<ul style="list-style-type: none"> Degree of CASA members, partners and stakeholders’ satisfaction with CASA. Project teams’ degree of satisfaction with support provided by Secretariat. 	<p>Maintain or increase</p> <p>Maintain or increase</p>	Providing training and advice on CDM and MCP; Anticipating and monitoring issues; Coordinating the production of project team publications; Drafting and reviewing background, policy and communications materials; Tracking progress on workplans and “making things happen”; Facilitating meeting processes and arranging meeting logistics
Board			
Encourage Board member participation in CASA.	<ul style="list-style-type: none"> Percentage of Board attendance at Board meetings by sector. Project teams’ degree of satisfaction with support provided by Board member counterparts, by sector. 	<p>75%</p> <p>Maintain or increase</p>	Commitment from the Board to CASA; Regular liaising between the Secretariat, the Board and project team members.
Strategic Plan Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.			
Influence and inform AQ policy.	<ul style="list-style-type: none"> Documents produced to inform GoA & other stakeholders which includes a 	Demonstrate influence	Periodically determining and prioritizing emerging air quality issues; Expanding screen and scope activities;

	summary of the document and a qualifying description of the anticipated influence on air quality.		Reports produced by project teams and committees; Documents developed to inform policy through the board, etc. (outside of project teams or committees)
Strategic Plan Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.			
Develop reports and recommendations using the CDM process.	<ul style="list-style-type: none"> • Degree of satisfaction with project team work by sector: <ul style="list-style-type: none"> ○ The Project Charter was completed. ○ The work was completed in a timely manner. ○ The process was collaborative. ○ The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations. 	75% 75% 75% 75%	Foster dialogue amongst stakeholders; Effectively engage stakeholders; Coordinate the provision of policy advice through new and existing project teams
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.			
Provide available AQ information.	<ul style="list-style-type: none"> • Number of visits to CASA’s Information Portal webpage. • Number of phone inquiries for information. 	Maintain or increase Maintain or increase	Create and maintain a clearinghouse for air information and air quality history; Create and maintain a repository for information from other jurisdictions; Provide strategic advice on the CASA Data Warehouse
Strategic Plan Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.			
Improve project team knowledge of the CDM process.	<ul style="list-style-type: none"> • Project teams’ degree of satisfaction with capacity to participate in collaborative processes. 	Maintain or increase	Orientation and training for project teams; Promote use of MCP guide; Develop and maintain a community of practice ; Support from Secretariat and Board members
Increase awareness of CASA, CASA projects and CDM.	<ul style="list-style-type: none"> • Number of 3rd party requests for CASA assistance. • Number of return and unique visitors to website. • Number of news stories about CASA. 	Maintain or increase Maintain or increase Maintain or increase	Promote CASA’s key messages; Maintain an effective and functional website; Explore various avenues for outreach and public awareness campaigns; Partner with other stakeholder on communications; Convene periodic air forums for exchanging information; Develop and maintain a community of practice; Promote CASA as a hub of information-sharing and networking

Table 2: CASA’s Performance Indicators.

Objective	Indicator
Implement CASA recommendations.	<ul style="list-style-type: none"> Percentage of substantive recommendations from 4 years prior that have been implemented.
Measure impact of completed project team work.	<ul style="list-style-type: none"> Each completed project team comes up with one specific metric to measure success of team 5 years in the future.
Improve air quality in Alberta.	<ul style="list-style-type: none"> Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene Percent hourly exceedances of: NO₂, SO₂ and H₂S 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 Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury The change in flaring and venting associated with solution gas, well test and coalbed methane
Improve capacity to monitor AQ in Alberta.	<ul style="list-style-type: none"> The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP). Geographic percentage of province covered by airshed zones.

5.2. Guidelines for Project Teams

The performance measures and indicators outlined in Section 5.1 are for CASA as an organization. An important part of CASA’s work is that of the Project Teams. Project Teams are responsible for their own performance measures and should also be aware of any requirements to provide data to CASA’s performance measures and indicators (see Appendix 4).

6. Performance Measurement Review Strategy

6.1. History of the Performance Measurement Review

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA with the first review being completed in 2007, the second in 2009 and the third in 2012.

In March 2007, an extensive review was completed and 22 recommendations were brought to the CASA Board. The Board asked the PMC to make some changes and clarifications and report back. The PMC brought forward revised reports in June and September 2007 when a final agreement was reached and 14 recommendations from the PMC were approved. At this time, #1 from the original five performance measures was expanded so that CASA’s performance measures read:

1. a) Improved air quality indicators in areas of CASA action.
b) Change in emissions of substances of concern in areas of CASA action.
c) Energy use as an indirect measure of air quality in areas of CASA action.
2. Capability to measure air quality effects on humans and the ecosystem.
3. Number of recommendations implemented through CAMS.
4. Degree of CASA members, partners and clients’ satisfaction with the CASA approach.
5. Degree of recognition by emitters and general public of CASA as a major vehicle for delivering improved air quality management for Alberta.

It also established the current performance measurement review process that is outlined later in this section.¹²

In December 2009, the PMC presented their recommendations to the CASA Board arising from the 2009 review. The CASA Board approved these recommendations in principle subject to further detail being provided at the next Board meeting. In June 2010, the Board approved 4 out of 5 of the PMC’s recommendations. These recommendations encompassed 2 new indicators and 2 revised indicators. During the discussions around the 2010 Performance Measures report in March 2011, it was clarified that there would be 1 new indicator and 2 revised indicators used going forward:¹³

¹² All 14 recommendations can be found in the September 2007 report “Performance Measures Review Updated Final Report to the Board”.

¹³ Please note that during the 2007 and 2009 reviews, different definitions of performance measure and indicator were used that are defined in the glossary of this Strategy. At this time performance measures were used to assess

- Performance Measure 1a:
 - Indicator: Percentage of stations assigned to action by the CASA Particulate Matter and Ozone Management Framework based on annual three-year data assessments completed by Alberta Environment. (*new*)
- Performance Measure 1b:
 - Indicator: The change in flaring and venting associated with solution gas, well test and coalbed methane. (*revised*)
- Performance Measure 2:
 - Indicator: The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient monitoring Strategic Plan (AMSP). (*revised*)

6.2. Review Process

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

The performance measurement review should include the following steps:

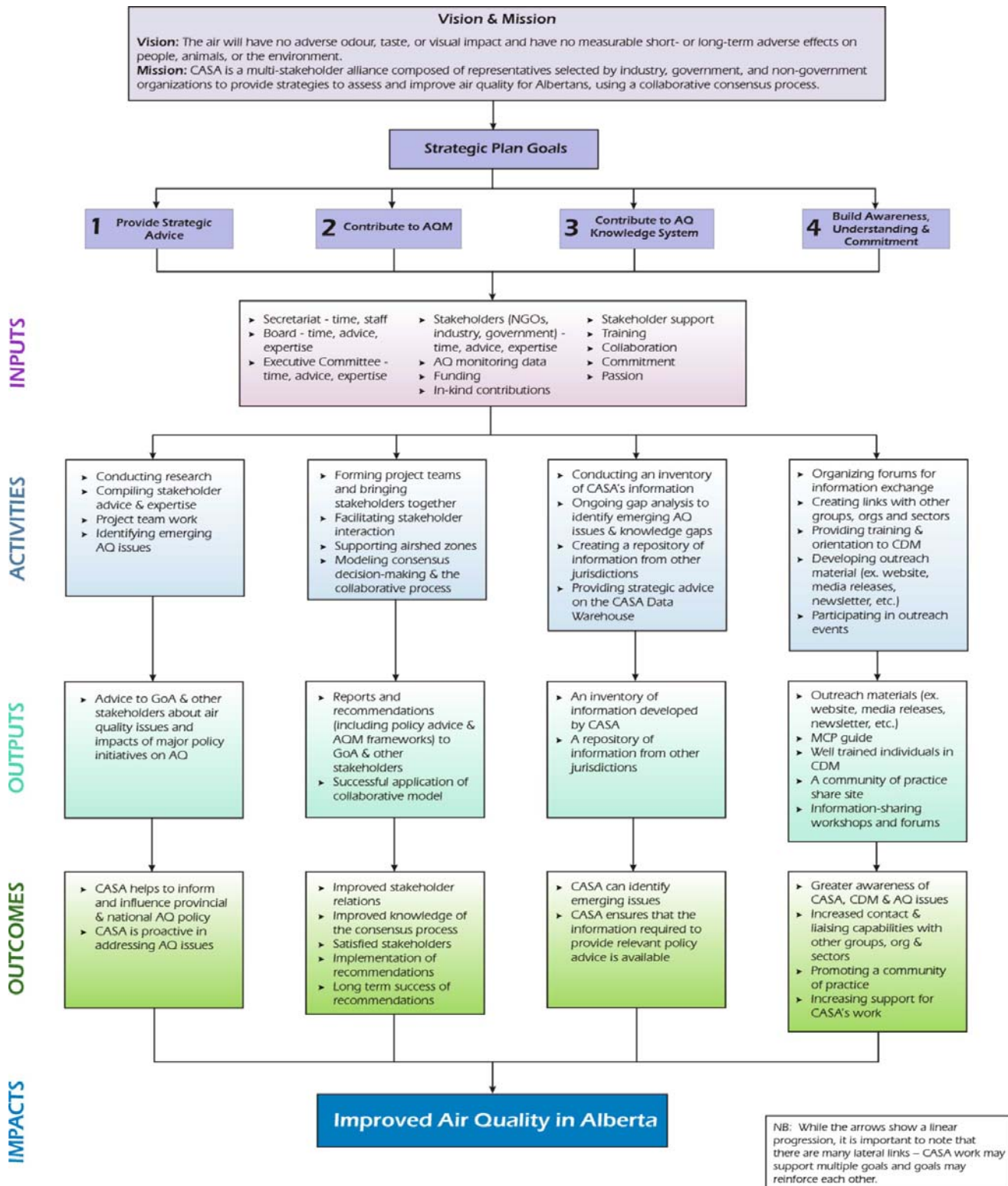
- review the relevancy of the existing performance measures and indicators to the CASA mission, vision, and goals from the Strategic Plan;
- review the consistency of the existing performance measures and indicators with the Principles and Criteria;
- solicit input from the Board on all aspects of the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

progress with respect to specific CASA goals and/ or expectations. One or more performance indicators could be used to quantify progress related to each performance measure.

6.3. Soliciting Input During the Review Process

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

Appendix 1: CASA’s Logic Model Diagram



Appendix 2: Comprehensive Performance Measurement Framework

Table 3: CASA's Performance Measures.

Objective	Performance Measure(s)	Target	Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for data Collection	Responsible for Data Calculation	Cost (\$)
<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	Annually	CASA Secretariat	Annually	PMC annual report, CASA annual report	2013	CASA Financial Administrator	PMC	0
	Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.	3 months of operating funds	Annually	CASA Secretariat	Annually	PMC annual report	2013	CASA Financial Administrator	PMC	0
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%	Annually	CASA Secretariat	Annually	PMC annual report	2013	CASA Secretariat	PMC	0
Monitor the implementation of CASA recommendations.	Percentage of low-rated recommendations being monitored. ¹⁴	100%	Annually	CASA Secretariat	Annually	PMC annual report	2013	PMC	PMC	0
Provide support to CASA stakeholders.	Degree of CASA members, partners and stakeholders' satisfaction with CASA.	Maintain or increase	Every 3 years	CASA Satisfaction Survey	Every 3 years	PMC annual report, CASA annual report	2007	CC	CC	0

¹⁴ See Appendix 6 for more information on low-rated recommendations.

Objective	Performance Measure(s)	Target	Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for data Collection	Responsible for Data Calculation	Cost (\$)
	Project teams' degree of satisfaction with support provided by Secretariat.	Maintain or increase	Annually	CASA Project Team Biannual Survey	Annually	June results: provided to project managers December results: PMC annual report	2013	Project Managers	PMC	0
Board										
Encourage Board member participation in CASA.	Percentage of Board attendance at Board meetings by sector.	75%	Annually	CASA Secretariat	Annually	PMC annual report, CASA annual report	2013	CASA Secretariat	PMC	0
	Project teams' degree of satisfaction with support provided by Board member counterparts by sector.	Maintain or increase	Annually	CASA Project Team Biannual Survey	Annually	June results: provided to project managers December results: PMC annual report	2013	Project Managers	PMC	0
Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.										
Influence and inform AQ policy.	Documents produced to inform GoA & other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.	Demonstrate influence	Annually	CASA Secretariat records	Annually	PMC annual report, CASA annual report	2013	CASA Secretariat	PMC	0
Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.										
Develop reports and recommendations	Degree of satisfaction with project team work by sector: -The Project Charter was completed.	75%	By completion of	CASA Project Team	As required	PMC annual report, CASA annual report	2013	Project managers	PMC	0

Objective	Performance Measure(s)	Target	Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for data Collection	Responsible for Data Calculation	Cost (\$)
ns using the CDM process.	-The work was completed in a timely manner. -The process was collaborative. -The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations.	75% 75% 75%	project team	Exit Survey						
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.										
Provide available AQ information.	Number of visits to Information Portal webpage.	Maintain or increase	Annually	Google analytics	Annually	PMC annual report, CASA annual report	2013	CC	CC	0
	Number of phone inquiries for information.	Maintain or increase	Annually	CASA Secretariat	Annually	PMC annual report, CASA annual report	2013	CASA Secretariat	PMC	0
Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.										
Improve project team knowledge of the CDM process.	Project teams' degree of satisfaction with capacity to participate in collaborative processes.	Maintain or increase	Annually	CASA Project Team Biannual Survey	Annually	June results: provided to project managers December results: PMC annual report meeting	2013	Project managers	PMC	0
Increase awareness of CASA, CASA projects and CDM.	Number of 3 rd party requests for CASA assistance.	Maintain or increase	Annually	CASA Secretariat	Annually	PMC annual report, CASA annual report	2013	CASA Secretariat	PMC	0

Objective	Performance Measure(s)	Target	Date to achieve target	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for data Collection	Responsible for Data Calculation	Cost (\$)
	Number of return and unique visitors to website.	Maintain or increase	Annually	Google analytics	Annually	PMC annual report, CASA annual report	2006/2011	CC	CC	0
	Number of news stories about CASA.	Maintain or increase	Annually	Infomart	Annually	PMC annual report, CASA annual report	2006	CC	CC	0

Table 4: CASA's Performance Indicators.

Objective	Performance Indicator	Data Source	Reporting Frequency	Reporting Venue	Baseline	Responsible for data Collection	Responsible for Data Calculation	Cost (\$)
Implement CASA recommendations.	Percentage of substantive recommendations from 4 years prior that have been implemented.	Various, see Appendix 3	Annually	PMC annual report, CASA annual report	1997	PMC	PMC	0
Measure impact of completed project team work.	Each completed project team come up with one specific metric to measure success of team 5 years in the future.	Unique to each project	Once, 5 yrs post project	PMC annual report, CASA annual report	5 years prior	PMC	PMC	0
Improve air quality in Alberta.	Annual average ambient concentrations of: NO ₂ , SO ₂ , PM _{2.5} , H ₂ S, O ₃ , benzene, and wet acid deposition.	CDW, ESRD SoE Report	3 years	PMC annual report, CASA annual report	1994	ESRD	ESRD	0
	Annual peak concentrations of: NO ₂ , SO ₂ , PM _{2.5} , H ₂ S, O ₃ , and benzene.	CDW, ESRD SoE	3 years	PMC annual report, CASA annual report	1994	ESRD	ESRD	0

	Percent hourly exceedances of: NO ₂ , SO ₂ and H ₂ S.	Report Industrial compliance data, all available ambient monitoring stations ESRD	3 years	PMC annual report, CASA annual report	1994	ESRD	ESRD	0
	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.	CDW, ESRD SoE Report	3 years	PMC annual report, CASA annual report	2001	ESRD	ESRD	0
	Annual total emissions from power generation for NO _x , SO _x , PM _{2.5} , and mercury.	NPRI report from EC	3 years	PMC annual report, CASA annual report	1990	ESRD	ESRD	0
	The change in flaring and venting associated with solution gas, well test and coalbed methane.	ST60B report issued by the ERCB	3 years	PMC annual report, CASA annual report	2000	PMC	PMC	0
Improve capacity to monitor AQ in Alberta.	The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP).	ESRD	3 years	PMC annual report, CASA annual report	2009	ESRD	ESRD	0
	Geographic percentage of province covered by AZs.	Airshed zones	3 years	PMC annual report, CASA annual report	2013	PMC	PMC	0

Appendix 3: Performance Measure and Indicator Calculation Protocols

Table 5: CASA’s Performance Measures Calculation Protocols.

Objective	Performance Measure(s)	Calculation Instructions
<i>Secretariat</i>		
Ensure that CASA is financially efficient and accountable.	<p>Annual operations and cash flow are in accordance with Canadian generally accepted accounting principles (GAAP).</p> <p>Sufficient operating funds are available to bridge CASA’s and GoA’s fiscal years.</p>	<p>Each year CASA is subject to an audit and CASA’s Financial Administrator is provided with the auditor’s report. The report includes a letter which states if CASA’s operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP).</p> <p>CASA’s fiscal year ends in December while GoA’s fiscal year ends in April. CASA keep 3 months worth of operating funds in reserve in order to bridge this gap as the GoA supplies CASA’s funding grant. This measure is tracked by CASA’s Financial Administrator. As the amount to operate may shift slightly from year to year, the measure is reported in term’s on # of months of operating funds in reserve rather than in dollars.</p>
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).	<p>Each objective under the four goals from the CASA Strategic Plan is rated according to a colour coded scheme:</p> <ul style="list-style-type: none"> • Green – work is in progress and on track to be completed within the specified timeframe; work is complete • Yellow – work is in progress, but may not be completed within the specified timeframe • Red – project/initiative has not been initiated on time; work has been suspended and/or postponed • White – Not applicable <p>This table is updated by the Secretariat. The PMC Project Manager will count the number of objectives that are rated yellow or green and use the following calculation:</p> $\frac{\text{\# of objectives rate yellow or green}}{\text{Total \# of objectives}} \times 100\%$
Monitor the implementation of CASA recommendations.	Percentage of low-rated recommendations being monitored.	The PMC Project Manager will count the total number of recommendations in the low-rated recommendation matrix. The Project Manager will then count the number of low-rated recommendations in the matrix that are being monitored. To be considered in this category either the Project Manager has received an update on the status of that recommendation within the year (using template in Appendix 5), has received an update on the status of the recommendation in the past that asks for implementation to wait until certain milestones are met (ex. this recommendation will be covered when the Clear Air Strategy is released), or the Project Manager has made a reasonable effort to obtain an update but has not

Objective	Performance Measure(s)	Calculation Instructions
	satisfaction with support provided by the Secretariat.	<p>Monkey) to all current CASA project teams twice per year (June and December). If a stakeholder belongs to multiple project teams, they will be asked to fill out a survey for each team. The PMC project manager will prepare the survey and the link will be sent out to project teams by the teams' project manager. The June results will be presented to the appropriate project manager for their continued improvement and December results will feed into CASA's performance measurement annual reporting. Project teams should be given two weeks to respond to the survey. A reminder should be sent one week prior to the due date. The survey should take no longer than 5 minutes to complete. All responses are anonymous. Question 3 from the survey corresponds to this measure. See Appendix 8. All responses from teams should be combined and the following calculation should be completed for each sector (industry, government and NGO):</p> $\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$
Board		
Encourage Board member participation in CASA.	<p>Percentage of Board attendance by sector.</p> <p>Project teams' degree of satisfaction with support provided by Board member counterparts by sector.</p>	<p>The PMC Project Manager will calculate this measure and information on Board attendance is available from the Board meeting minutes. Board attendance is calculated by sector (industry, government and NGO) for each Board meeting and averaged (special Board meetings are included).</p> <p>Ex. $\frac{\% \text{ industry attendance at Board meeting \#1} + \% \text{ industry attendance at Board meeting \#2} + \dots}{\text{\# of board meetings}}$</p> <p>To calculate the % attendance at each meeting, count the number of stakeholder groups (agriculture, federal, pollution A, etc.) under each sector (industry, government and NGO) and compare this to the list of attendees. If both the Director and Alternate Director for a sector are in attendance, this still counts as "1" towards the total count. Divide the total numbers of attendees by the total number of possible sector attendees and multiply by 100% to create a percentage. Repeat for each sector.</p> <p>The CASA Project Team Biannual Survey is administered online (using an online service such as Survey Monkey) to all current CASA project teams twice per year (June and December). If a stakeholder belongs to multiple project teams, they will be asked to fill out a survey for each team. The PMC project manager will prepare the survey and the link will be sent out to project teams by the teams' project manager. The June results will be presented to the appropriate project manager for their continued improvement and December results will feed into CASA's performance measurement annual reporting. Project teams should be given two weeks to respond to the survey. A reminder should be sent one week prior to the due date. The survey should take no longer than 5 minutes to complete. All responses are anonymous. Question 5 from the survey corresponds to this measure. See Appendix 8. All responses from teams should be combined and the following calculation should be completed for each sector (industry, government and NGO):</p> $\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$
Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.		

Objective	Performance Measure(s)	Calculation Instructions		
Influence and inform AQ policy.	Documents produced to inform GoA & other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.	The CASA Secretariat will compile a list of the documents that CASA produced in the year in question. These documents should have been created to inform GoA and other stakeholders vis-à-vis air quality. They can include, but are not limited to: project team reports, discussion papers, commissioned consultant’s report, advice provided by CASA to policy groups, etc. A short summary of each document should be provided along with a description of any actions taken with that document and the anticipated influence on AQ policy (see example below).		
		Document Title	Document Description	Anticipated Influence on Air Quality
		Air quality and CASA	This report was written by the Air Quality and CASA Project Team as their final report. This team explored how CASA impacts air quality in Alberta and offers recommendations as to issues that would be suitable for CASA involvement in the future.	This report was distributed to GoA, industry and NGOs. It is also available on the CASA website. This report will create opportunities for CASA to impact specific areas of air quality policy in Alberta.
<i>Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.</i>				
Develop reports and recommendations using the CDM process.	Degree of satisfaction with project team work by sector: -The Project Charter was completed. -The work was completed in a timely manner. The process was collaborative. -The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations.	Once a project team’s final report has been approved by the Board and the team is disbanded, the corresponding project manager (with assistance from the PMC) will administer the CASA Project Team Exit Survey. It is administered either through email or it can be completed in person on a hard copy. See Appendix 9. The results of the survey are anonymous. For each team and each question, the following calculation should be completed for each sector (industry, government and NGO): $\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$		
<i>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>				
Provide available AQ information.	Number of visits to the Information Portal webpage.	CASA tracks detailed statistics about visitors to our website using Google Analytics. (http://www.google.com/analytics/) CASA’s Communications Coordinator maintains the user name and password. Once logged in, the main dashboard defaults to providing the current month’s ‘Visitor Overview’ including the overall number of page views, visitors and their time spent on-site. The ‘In-Page		

Objective	Performance Measure(s)	Calculation Instructions
	Number of phone inquiries for information.	Analytics' function tracks (among other things) the number of visitors to each page. The CASA Secretariat tracks the number of phone inquiries asking CASA to provide information. The number of phone inquiries is tracked in addition to the number of visits to the Information Portal webpage to account for those Albertans without access to internet. An inquiry entails a caller asking for information from CASA indicating that they are using CASA as a hub for information gathering.
<i>Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.</i>		
Improve project team knowledge of the CDM process.	Project teams' degree of satisfaction with capacity to participate in collaborative processes.	The CASA Project Team Biannual Survey is administered online (using an online service such as Survey Monkey) to all current CASA project teams twice per year (June and December). If a stakeholder belongs to multiple project teams, they will be asked to fill out a survey for each team. The PMC project manager will prepare the survey and the link will be sent out to project teams by the teams' project manager. The June results will be presented to the appropriate project manager for their continued improvement and December results will feed into CASA's performance measurement annual reporting. Project teams should be given two weeks to respond to the survey. A reminder should be sent one week prior to the due date. The survey should take no longer than 5 minutes to complete. All responses are anonymous. Question 7 from the survey corresponds to this measure. See Appendix 8. All responses from teams should be combined and the following calculation should be completed for each sector (industry, government and NGO): $\frac{\text{\# of respondents who answered "satisfied" or "very satisfied"}}{\text{Total \# of respondents}} \times 100\%$
Increase awareness of CASA, CASA projects and CDM.	Number of 3 rd party requests for CASA assistance. Number of return and unique visitors to website. Number of news stories about CASA.	The CASA Secretariat tracks and tallies the number of requests received from third party for CASA assistance. These include: requests for speaking engagements, requests for advice, request for services. A request is included in the tally even if CASA chooses not to accept the request. CASA tracks detailed statistics about visitors to our website using Google Analytics. (http://www.google.com/analytics/) CASA's Communications Coordinator maintains the user name and password. Once logged in, the main dashboard defaults to providing the current month's 'Visitor Overview' including the number of unique visitors to the site. The Communications Committee calculates this measure. It is calculated using the news tracking service "Infomart".

Table 6: CASA's Performance Indicators Calculation Protocols.

Objective	Performance Indicator	Calculation Instructions
Implement CASA recommendations.	Percentage of substantive	In late fall, the PMC Project Manager will compile a list of project team recommendations that were approved by the Board 4 years prior (ex. for the year 2011, examine 2007 recommendations). This list

	<p>recommendations from 4 years prior that have been implemented.</p>	<p>can be compiled using the minutes and agendas from the CASA Board meetings. The PMC will then decide if each recommendation is operational, administrative or substantive.</p> <ul style="list-style-type: none"> • Administrative (decisions that relate to appointing directors, banking, budgeting, etc.) • Operational (decisions that relate to process. i.e. an operational decision is one step in a process toward a final product. Note that fund raising is operational and not administrative) • Substantive (decisions that result in a product that is directly related to air quality or air quality management). <p>Those recommendations that are substantive will be compared against the additional criteria:</p> <ol style="list-style-type: none"> 1. CAMS – the recommendation had to have been derived through the Comprehensive Air Management System process. 2. Approved/Actionable – the recommendation had to have been approved by the board and it must represent a specific action that can be carried out. For instance, “approved in principle” is not considered actionable. 3. 2 years prior – this means that a recommendation must have come into force at least 2 years prior to it being assessed. Sometimes teams make recommendations that are not to be implemented immediately but only at a future time. Although the procedure for calculating the indicator for performance measure #3 means that recommendations implemented immediately after board approval would only be assessed after 3 to 4 years, recommendations that come into force only some time after board approval may be assessed after a shorter time for implementation. 4. Substantive – the recommendation must result in a product that is directly related to air quality or air quality management. 5. Final – the recommendation must be in its final form. Sometimes teams come before the board more than once and the same recommendation may be presented to the board for approval more than once. 6. Severable – recommendations are often derived by a team as a package so that not approving one recommendation may mean that the whole package becomes invalid. But such packages of recommendations may contain some recommendations that are not substantive or have not come into effect 2 years prior to the assessment. The subcommittee decided that recommendations that do not satisfy all of the 5 other criteria may be deleted from the list if they are severable, i.e. if they can be removed from the package without destroying the essence of the package. 7. Consensus– The recommendation was approved by consensus. <p>The recommendation(s) will be sent to the implementer(s) for review using the form in Appendix 10. Review forms should be sent out in late fall and implementers should be given two weeks to complete the form. If the implementer is not readily discernible it is important to make inquiries early so that the forms can be filled out in advance of the deadline. Once the forms are completed, the PMC should review the results and any recommendations rated 3 or lower will be considered low-rated and placed in the low-rated recommendation matrix for continued</p>
--	-----------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

		<p>follow-up. Below is sample calculation for this indicator.</p> <table border="1" data-bbox="747 256 1671 1044"> <thead> <tr> <th rowspan="2">Project Team (No. of substantive recommendations)</th> <th colspan="11">Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)</th> </tr> <tr> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> </tr> </thead> <tbody> <tr> <td>Flaring and Venting Project Team (42)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>46, 47,</td> <td></td> <td>26, 35, 39</td> <td></td> <td>31,</td> <td>2-13, 16-25, 28-34, 36-38, 40-44</td> </tr> <tr> <td>Airsheds Project Team (2)</td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>EPT Greenhouse Gas Allocation Subgroup</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Transportation Demand Management Subgroup (3)</td> <td></td> <td></td> <td>1</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td>3</td> <td></td> </tr> <tr> <td>Total number (47)</td> <td></td> <td></td> <td>1</td> <td></td> <td>1</td> <td>3</td> <td>1</td> <td>3</td> <td></td> <td>2</td> <td>36</td> </tr> <tr> <td colspan="12" style="text-align: center;">$1 \times 2 + 1 \times 4 + 3 \times 5 + 1 \times 6 + 3 \times 7 + 2 \times 9 + 36 \times 10 = 426$</td> </tr> <tr> <td colspan="12" style="text-align: center;">Overall (average rating) = $426 / 47$ = 9.06 (91%)</td> </tr> <tr> <td colspan="12"><u>Reviewers:</u> Airsheds Zone Project Team: Kevin Warren (PAMZ); PAS; Melanie Larsen, Keith Purves (FAP) Flaring and Venting Project Team: Andrew Higgins (CNRL); Michael Brown (ERCB) and Chris Severson-Baker (Pembina Institute) Transportation Demand Management Subgroup: Myles Kitagawa (Toxics Watch Society) and Alan Brownlee (City of Edmonton)</td> </tr> </tbody> </table>	Project Team (No. of substantive recommendations)	Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)											0	1	2	3	4	5	6	7	8	9	10	Flaring and Venting Project Team (42)						46, 47,		26, 35, 39		31,	2-13, 16-25, 28-34, 36-38, 40-44	Airsheds Project Team (2)					3		2					EPT Greenhouse Gas Allocation Subgroup												Transportation Demand Management Subgroup (3)			1			2				3		Total number (47)			1		1	3	1	3		2	36	$1 \times 2 + 1 \times 4 + 3 \times 5 + 1 \times 6 + 3 \times 7 + 2 \times 9 + 36 \times 10 = 426$												Overall (average rating) = $426 / 47$ = 9.06 (91%)												<u>Reviewers:</u> Airsheds Zone Project Team: Kevin Warren (PAMZ); PAS; Melanie Larsen, Keith Purves (FAP) Flaring and Venting Project Team: Andrew Higgins (CNRL); Michael Brown (ERCB) and Chris Severson-Baker (Pembina Institute) Transportation Demand Management Subgroup: Myles Kitagawa (Toxics Watch Society) and Alan Brownlee (City of Edmonton)											
Project Team (No. of substantive recommendations)	Rating of Recommendations (Original recommendation numbers placed in appropriate rating column)																																																																																																																								
	0	1	2	3	4	5	6	7	8	9	10																																																																																																														
Flaring and Venting Project Team (42)						46, 47,		26, 35, 39		31,	2-13, 16-25, 28-34, 36-38, 40-44																																																																																																														
Airsheds Project Team (2)					3		2																																																																																																																		
EPT Greenhouse Gas Allocation Subgroup																																																																																																																									
Transportation Demand Management Subgroup (3)			1			2				3																																																																																																															
Total number (47)			1		1	3	1	3		2	36																																																																																																														
$1 \times 2 + 1 \times 4 + 3 \times 5 + 1 \times 6 + 3 \times 7 + 2 \times 9 + 36 \times 10 = 426$																																																																																																																									
Overall (average rating) = $426 / 47$ = 9.06 (91%)																																																																																																																									
<u>Reviewers:</u> Airsheds Zone Project Team: Kevin Warren (PAMZ); PAS; Melanie Larsen, Keith Purves (FAP) Flaring and Venting Project Team: Andrew Higgins (CNRL); Michael Brown (ERCB) and Chris Severson-Baker (Pembina Institute) Transportation Demand Management Subgroup: Myles Kitagawa (Toxics Watch Society) and Alan Brownlee (City of Edmonton)																																																																																																																									
<p>Measure impact of completed project team work.</p>	<p>Each completed project team come up with one specific metric to measure success of team 5 years in the future.</p>	<p>When a project team is completing its final team report and is ready to disband, the team should create one performance indicator that can be used to assess the overall success of the project team five years in the future. The team should consider: “Five years from now, how will we know if our work has been successful?”. The team should try to make their indicator as specific as possible, taking into consideration data availability. They should provide clear instructions for the PMC to follow-up on the indicator in the future. Project teams should contact the PMC for advice on creating the indicator and to review the final choice. Project teams can consult the guidelines in Appendix 4 as well as this Strategy.</p>																																																																																																																							
<p>Improve air quality in Alberta.</p>	<p>Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition.</p>	<p>This indicator is calculated by ESRD. Data is downloaded from the CDW, trends are calculated and statistical significance tests are run to see if the trends are significant. This indicator is calculated in conjunction with ESRD’s annual SoE report. Please consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). If calculating for the year 2013, for example, data up to the year 2012 is included.</p>																																																																																																																							

	<p>Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene.</p> <p>Percent hourly exceedances of: NO₂, SO₂ and H₂S.</p> <p>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 ESRD.</p> <p>Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury.</p> <p>The change in flaring and venting associated with solution gas, well test and coalbed methane.</p>	<p>This indicator is calculated by ESRD. Data is downloaded from the CDW, trends are calculated and statistical significance tests are run to see if the trends are significant. This indicator is calculated in conjunction with ESRD’s annual SoE report. Please consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). If calculating for the year 2013, for example, data up to the year 2012 is included.</p> <p>This indicator is calculated by ESRD. The data is obtained from industrial compliance data and all available ambient (airshed and government operated) monitoring stations, beginning in 1994. For industry stations, a 90% average operational time is assumed. For each year at least 75% of the possible data must be available for that year to be included. The indicator is presented as the trend in annual percent exceedances and a trend description (increasing, decreasing, or no trend) for each substance. Trends are tested for statistical significance. Detailed information on the statistical significance test can be found at http://environment.alberta.ca/02850.html. Consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). If calculating for the year 2013, for example, data up to the year 2012 is included.</p> <p>This indicator is calculated by ESRD. This indicator is based on the action levels assigned on an annual basis to individual ambient monitoring stations, and shows the annual trend. This indicator is calculated in conjunction with ESRD’s annual SoE report. Please consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.</p> <p>This indicator is calculated by ESRD and the data can be found in EC’s NPRI report. The indicator is comprised of annual trends in i) total emissions of Criteria Air Contaminants (NO_x, SO_x, PM_{2.5}) from power generation, ii) total solution gas flared and vented from upstream oil and gas sectors as well as coalbed methane. Please consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.</p> <p>This indicator is calculated using the ST60B report from ERCB which is available online. The figures “Flared from all upstream oil and gas sources” and “Vented from all upstream oil and gas sources” are excerpted directly. Please consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.</p>
Improve capacity to	The percentage of	This indicator is calculated by ESRD. The ambient monitoring indicator is given by the number of

<p>monitor AQ in Alberta.</p>	<p>monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP).</p> <p>Geographic percentage of province covered by airshed zones.</p>	<p>monitoring sites and instruments, as identified in the strategy and implementation plan, that have been implemented, divided by the number identified in the plan. The number is represented as a percentage. The formula is:</p> $\frac{\text{Number of sites and instruments implemented}}{\text{Number of sites and instruments in plan}} \times 100\%$ <p>This is calculated using a table comparing the substances monitored for at each station in Alberta and citing if the location and substances coincide with the AMSP. There are seven monitoring subprograms recommended in the 2009 AMSP. The results from each will be aggregated. Please consult the 2010 CASA Annual Report for an example of the reporting of this indicator. This indicator is calculated every 3 years (ex. 2010, 2013, etc.). The most recent data available should be used that allows the results to be presented to the Board at the appropriate time.</p> <p>‘Airshed zone’ in this case is defined according to CASA’s Airshed Zone Guidelines. The PMC Project Manager should add up the area of each airshed zone to get a total area of province covered by an airshed zone.</p> $\text{area (km}^2\text{) airshed zone A} + \text{area (km}^2\text{) of airshed zone B} = \text{total (km}^2\text{)}$ <p>Then use this number to find a percentage:</p> $\frac{\text{Total area of province covered by airshed zones (km}^2\text{)}}{\text{Total area of province (km}^2\text{)}} \times 100\%$ <p>Current available data: Area of province = 661848 km² CRAZ = 32000 km² FAP = 4500 km² LICA = 16000 km² PAS = 45000 km² PAMZ = 42000 km² PAZA = 38000 km² WCAS = 46000 km² WBEA = 68454 km²</p>
-------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Appendix 4: Guidelines for Project Teams

Project Team Internal Performance Measures:

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

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

Project Teams' Role in CASA's Performance Measurement:

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

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

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

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

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

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

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

2. Second, project teams should be aware of any requirements to provide data to feed into CASA’s performance measures and indicators. This can be determined by reviewing the Performance Measurement Framework section of the Performance Measurement Strategy or contacting the PMC. If project teams have any questions regarding the requirements, they are encouraged to contact the PMC. Here is a list of current requirements:
 - Performance measures:
 - Completing the CASA Project Team Biannual Survey in June and December.
 - Completing the CASA Satisfaction Survey every 3 years.
 - Completing the CASA Project Team Exit Survey upon completion of project work.
 - Performance indicators:
 - Each completed project team come up with one specific metric to measure success of team 5 years in the future.

Appendix 5: Low-rated Recommendation Implementation Questionnaire

Low-rated Recommendation Implementation Assessment Questionnaire

for recommendations made by the
XX Team
in [Year]

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

Appendix 6: Low-rated Recommendation Decision Tree

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 on why a recommendation was not implemented. If no implementer is discernable, the Committee approaches a CASA team (if available) for information. Should neither be available, the Committee can make a recommendation to the CASA Board. Recommendations, whether from the implementer, CASA team or Committee, could include:

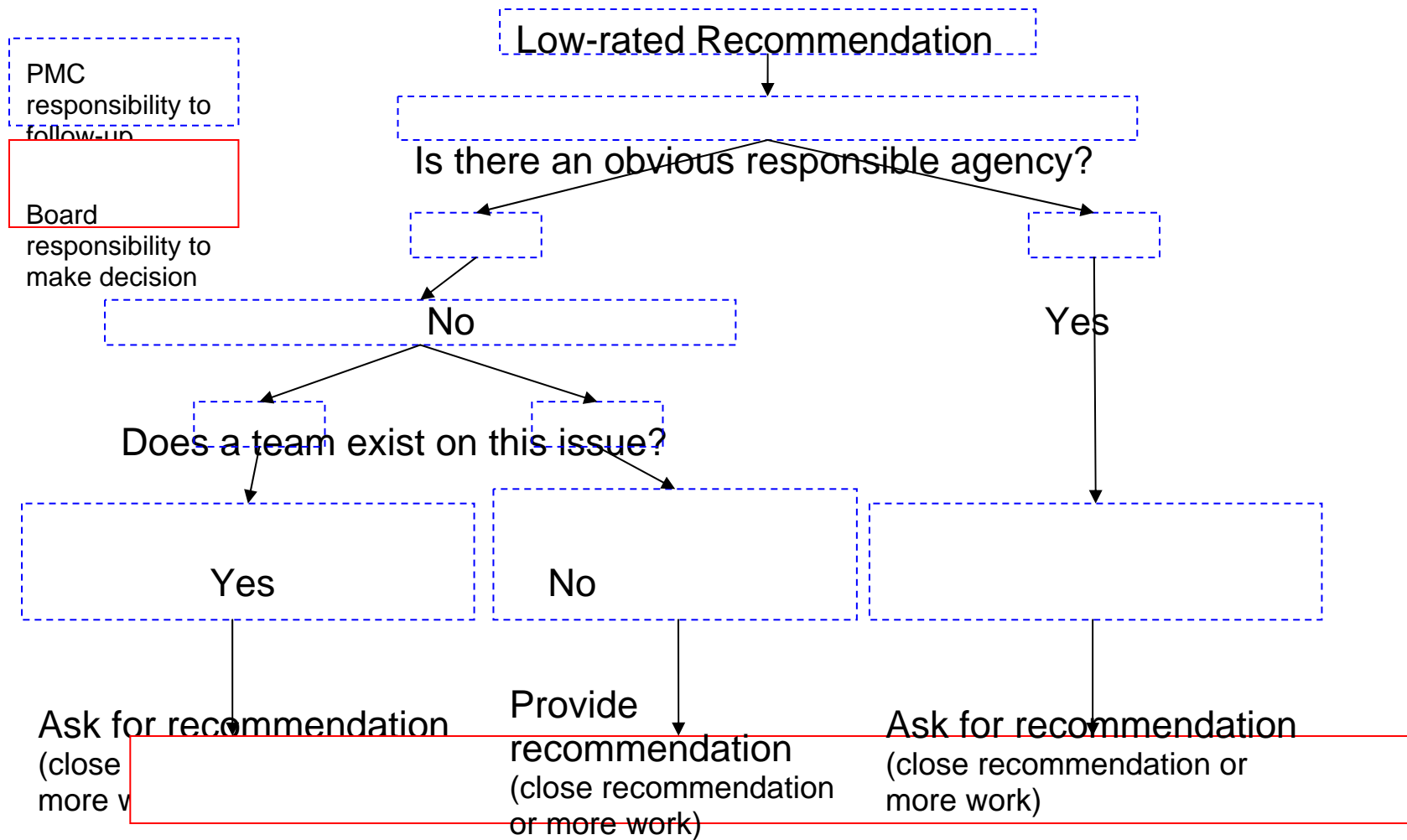
- Close the recommendation, and document the explanation
- More work that could be required, such as an implementation team, new work for an existing team, Board involvement, etc
- More information the Board would require to make its decision regarding follow-up or closure of the recommendation.

CASA Board Decision

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

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

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



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

Appendix 7: CASA Satisfaction Survey

1. Stakeholder satisfaction with CASA

The Clean Air Strategic Alliance (CASA) conducts a survey every three years to measure stakeholder satisfaction with CASA. As a CASA stakeholder from 2008 to the present, you are being asked about your level of satisfaction with CASA. Please complete this survey by October 8, 2010.

Your responses are confidential and you will not be identified. The results will be used in aggregate to calculate CASA's performance measure #4, which measures stakeholder satisfaction with various aspects of CASA process and outcomes. The results will also be used to inform the Board and Secretariat of progress to date and areas for improvement.

The survey is voluntary and you are not required to answer every question, but we encourage you to do so to the best of your ability. There are 33 questions. The full survey should take approximately 15 minutes.

1. CASA's mission is "To recommend strategies to assess and improve air quality in Alberta, using a consensus process." How satisfied are you that CASA is contributing to improved air quality in Alberta?

1 2 3 4 5

Comment _____

2. How satisfied are you with the CASA way of addressing air quality issues?

1 2 3 4 5

Comment _____

3. How satisfied are you with the openness and transparency with which CASA conducts its business?

1 2 3 4 5

Comment _____

4. Please review the following list of CASA values. Please indicate how you feel each value has been emphasized by checking the corresponding box.

- | | | | | |
|----------------------------------------|---------------------------------|-----------------------------------|---------------------------------------|----------------------------------|
| Human health must be protected | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Ecological integrity must be protected | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Shared responsibility | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Shared decision-making | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Consensus decision-making | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Stakeholder involvement | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Sound scientific knowledge | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Sound economic knowledge | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |
| Open and transparent communication | <input type="radio"/> Neglected | <input type="radio"/> About right | <input type="radio"/> Over-emphasized | <input type="radio"/> No opinion |

Comment _____

5. CASA recommendations are implemented by stakeholders and others. A "substantive" recommendation is one that can lead directly to improved air quality. How satisfied are you with the implementation of substantive recommendations?

- 1 2 3 4 5

Comment _____

6. What, in your view, are CASA's achievements?

Achievement 1 _____

Reason _____

Achievement _____

Reason _____

Achievement 3 _____

Reason _____

Other/Comments _____

7. In general, how satisfied are you with CASA's achievements?

- 1 2 3 4 5

Comment _____

8. The value my organization places on its involvement in CASA is:

- Low Moderate High

Comment _____

9. What opportunities, if any, do you see for CASA to pursue as an organization?

10. In your opinion, how could the Government of Alberta better utilize CASA in strategic air policy advice?

2. Air Quality Issues

11. How well do you feel that participating in CASA improves your knowledge and understanding of air quality issues?

- 1 2 3 4 5

Comment _____

12. What air quality issue(s) do you think CASA should work on next?

13. Have you or your organization ever considered bringing forward a statement of opportunity to the CASA board to address an air quality issue?

Yes

No

Don't Know

Why or why not? _____

14. CASA assists airshed zones, on request, with start-up, consensus decision-making and links to other air issues work. How satisfied are you with CASA's support to airshed zones?

- 1 2 3 4 5 Don't Know/No Opinion

Other (please specify) _____

3. Communicating at CASA

Communications is an important part of how CASA works.

15. Thinking of the different ways that CASA communicates with you, please rate on a scale of 1 to 5 how satisfied you are with communications:

Overall	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> ON/A
Between the CASA Board and yourself	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> ON/A
Between the CASA Secretariat and yourself	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> ON/A
Between CASA teams	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> ON/A
Within your team	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> ON/A
Within your sector	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> ON/A
Other/Comments _____						

16. How satisfied are you with the information that CASA provides you about progress in implementing recommendations?

1 2 3 4 5

Comment

17. Please rate your satisfaction with the following communications products:

CASA Annual Report 1 2 3 4 5 ON/A

Clean Air Bulletin email newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CASA website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comment _____						

4. CASA Groups

CASA "groups" include the Board of Directors, board committees, past and present CASA project teams, implementation teams, working groups, committees, sub-committees and sub-groups.

18. How satisfied are you that CASA ensures that those who have a stake in the outcome are at the table?

1 2 3 4 5

Comment _____

19. Is there any stakeholder or stakeholder group concerned about air quality missing from the CASA table?

No
Yes

If so, who? _____

20. How satisfied are you that your group has the resources it needs to meet its objectives?

For each group you've participated in, please indicate your level of satisfaction with 1 as very unsatisfied and 5 as very satisfied. Do not respond for groups that you haven't participated in. A comment area is available for additional teams or any other comments you may wish to add.

Board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhanced Collaboration with the AWC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Procedural Guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambient Monitoring Strategic Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambient Operations Steering Committee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clean Air Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confined Feeding Operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electricity Framework Review	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flaring & Venting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human and Animal Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indoor Air Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Martha Kostuch Legacy Workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PM & Ozone Implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Priority Setting Workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vehicle Emissions Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Former Team(s) (specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comment _____					

21. My organization provides me with adequate support for my participation in CASA.

Agree

Disagree

Comment _____

22. Between 2008 and the present, I have been a member of: (choose one)

- Board of Directors ONLY
- Board AND Team(s) and/or Committee(s)
- Team(s) or Committee(s) ONLY
- N/A

5. Team Communications

23. In the past, there has been discussion around the need for increasing communication among teams. Is communication among teams important to the success of your project team(s)?

- Yes
- No
- Don't know

Comment _____

24. At your team(s) meetings, do you receive an update on CASA and the activities of other teams?

- Regularly
- Sporadically
- Never

Other (please specify) _____

25. How satisfied are you with the information you receive about CASA and other teams through the following mechanisms?

- | | | | | | | |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----------------------------------|
| At team meetings | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> No Opinion |
| Through the Clean Air Bulletin | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> No Opinion |
| On the CASA website | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input type="radio"/> No Opinion |

At the Coordination Workshop
Comment _____

1 2 3 4 5 No Opinion

7. Participation in CASA

26. I am a member of the following stakeholder sector:

Industry

Government

Non-Government Organization

Other (please specify) _____

27. Are you a member of an airshed zone?

Yes

No

Other or Comment _____

28. I have participated in CASA for a total of:

Less than 1 year

1 - 5 years

5 - 10 years

10 - 14 years

Since the dawn of time

Comment _____

29. This is your chance! Do you have any other comments, questions, concerns or compliments you would like to share?

Thank you!

CASA appreciates your time and opinions. We expect that the results of this survey will be available by yearend.

If you have any questions, please contact CASA at:

Mail: 10035 - 108 Street NW, Edmonton AB T5J 3E1

Phone: 780-427-9793

Fax: 780-422-3127

Email: casa@casahome.org

Website: www.casahome.org

Appendix 8: CASA Project Team Biannual Survey

Dear CASA project team member,

Thank you for participating on a CASA project team! In an effort to serve you better and promote continuous improvement at CASA, the Secretariat asks you to complete this short, 5-minute survey. Your answers will remain anonymous and confidential. Your team's responses to some of these survey questions will be compiled and presented in CASA's Annual Report as part of CASA's performance measures.

Thank you for your time and participation,
The CASA Secretariat

1. To which project team do you belong?
 - a. List all current CASA project teams.

2. Who do you represent?
 - a. Government
 - b. Industry
 - c. Non-government organization
 - d. Airshed group

3. How satisfied are you with the support provided to you by the CASA Secretariat? The Secretariat provides strategic, advisory and administrative support to assigned project teams and their co-chairs, including:
 - providing advisory support to, and close liaison with, the co-chairs;
 - anticipating and monitoring issues;
 - coordinating the production of project team publications;
 - drafting and reviewing background, policy and communications materials;
 - tracking progress on workplans and “making things happen”;
 - facilitating meeting processes and arranging meeting logistics; and
 - preparing agendas, and records of decisions.
 - a. Very dissatisfied
 - b. Dissatisfied
 - c. Satisfied
 - d. Very satisfied
 - e. Include comment box for additional written comments.

4. Space for an additional follow-up question from the Secretariat. This question can change on a biannual basis in response to specific information needs. It is not reported as a performance measure but is in support of continuous improvement.

5. How satisfied are you with the support provided to you by your Board member counterparts? The Board provides support to project teams members from their sector, including:
 - providing advice on content and procedural issues;
 - mentoring on how to be effective in a collaborative process;
 - helping to overcome impasse; and
 - helping to report back to constituents from their sector.
 - a. Very dissatisfied
 - b. Dissatisfied
 - c. Satisfied
 - d. Very satisfied
 - e. Not applicable, I am a Board member
 - f. I do not have a Board member counterpart
 - g. Include comment box for additional written comments.

6. Space for an additional follow-up question from the Secretariat. This question can change on a biannual basis in response to specific information needs. It is not reported as a performance measure but is in support of continuous improvement.

7. How satisfied are you with your team’s capacity to effectively participate in the collaborative process?
 - a. Very dissatisfied
 - b. Dissatisfied
 - c. Satisfied
 - d. Very satisfied
 - e. Include comment box for additional written comments.

8. Space for an additional follow-up question from the Secretariat. This question can change on a biannual basis in response to specific information needs. It is not reported as a performance measure but is in support of continuous improvement.

Appendix 9: CASA Project Team Exit Survey

Name: Organization:	Project Team:
Today's date (D/M/Y):	

Dear CASA project team member,

Thank you for participating on a CASA project team! In an effort to evaluate the work done by your team and promote continuous improvement at CASA, the Secretariat asks you to complete this short, 5-minute survey. Your answers will remain anonymous and confidential. The ratings provided by your entire team will be compiled and presented in CASA's Annual Report as part of CASA's performance measures.

Thank you for your time and participation,
The CASA Secretariat

Please rate the following questions on a scale from 1 to 4 and provide comment to support your rating.

- 1- Very dissatisfied
- 2- Dissatisfied
- 3- Satisfied
- 4- Very satisfied

Ex. Sample question

HOW SATISFIED WERE YOU WITH YOUR LUNCH TODAY?	YOUR RATING: 4
My lunch today was highly satisfying. The sandwich I ate was very tasty and well presented. The ingredients used were healthy and fresh. It kept me full and provided energy for the entire afternoon. I enjoyed eating it and would eat this sandwich again.	

Survey Questions

HOW SATISFIED ARE YOU THAT THE TEAM'S PROJECT CHARTER IS COMPLETE?	YOUR RATING:
Please provide comment here.	
HOW SATISFIED ARE YOU THAT THE WORK WAS COMPLETED IN A TIMELY MANNER?	YOUR RATING:
Please provide comment here.	
HOW SATISFIED ARE YOU THAT THE PROCESS WAS COLLABORATIVE?	YOUR RATING:
Please provide comment here.	
HOW SATISFIED ARE YOU THAT THE TEAM'S RECOMMENDATIONS ARE SMART (SPECIFIC, MEASURABLE, ACTION-ORIENTED, REALISTIC, TIME-BOUND)?	YOUR RATING:
Please provide comment here.	

Appendix 10: Recommendation Implementation Assessment Questionnaire

Implementation Assessment Report

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

Implementation is to be rated:

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

Recommendation	Assessed by:	Rating 0 to 10
1		
Briefly state the rationale for the Rating: <div style="background-color: #cccccc; height: 20px; width: 100%;"></div>		
<p>If rated from 0 to 3:</p> <p>1. Is the recommendation still relevant? <div style="background-color: #cccccc; height: 20px; width: 100%;"></div></p> <p>2. Does CASA have a team on working on this issue? <div style="background-color: #cccccc; height: 20px; width: 100%;"></div></p> <p>3. Is there an obvious responsible implementing agency? <div style="background-color: #cccccc; height: 20px; width: 100%;"></div></p> <p>4. Why wasn't the recommendation fully implemented, in your opinion? What were the challenges? <div style="background-color: #cccccc; height: 20px; width: 100%;"></div></p>		

2012 Performance Measures Review Report



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

25 October 2012

Table of Contents

ACKNOWLEDGEMENTS III

EXECUTIVE SUMMARY IV

INTRODUCTION..... 1

OVERVIEW OF THE STRATEGY BY SECTION 3

1. Glossary3

2. History of Performance Measurement at CASA.....3

3. Guidance for Performance Measurement at CASA.....3

4. Methodology4

5. Performance Measurement Framework6

6. Performance Review Strategy.....12

CONCLUSION AND RECOMMENDATIONS 13

APPENDIX A: PERFORMANCE MEASUREMENT THEORY 14

Acknowledgements

The Performance Measures Review Working Group would like to acknowledge the hard work and dedication of all its members throughout the review process. A special thanks to those Board members who volunteered to join the working group, project teams co-chairs and the CASA Secretariat for providing feedback as well as Sandra Lambertus from Alberta Energy for providing guidance on performance measurement.

The members of the Working Group are: Ann Baran (Southern Alberta Group for the Environment), Cindy Christopher (Imperial Oil), Peter Darbyshire (Graymont Western Canada Inc.), Robyn Jacobsen (CASA), Carolyn Kolebaba (Alberta Association of Municipal District & Counties), David Lawlor (ENMAX), Crystal Parrell (Alberta Environment and Sustainable Resource Development), Ruth Yanor (Mewassin Community Council), Celeste Dempster (CASA Secretariat), and former member Bob Myrick (Alberta Environment and Sustainable Resource Development).

Executive Summary

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA with the first review occurring in 2007 and the second in 2009. This report presents the results of the 2012 performance measurement review.

The Performance Measures Review Working Group (PMRWG) undertook the 2012 review and spent a significant amount of time investigating new trends and developments in the field of performance measurement as well as reviewing the relationship between performance measurement and CASA's audience, mission, vision, Strategic Plan, Strategic Plan goals, Principles and Criteria. The PMRWG also conducted consultations with current CASA project team co-chairs, the CASA Communications Committee, the CASA Board and a performance measurement professional from Alberta Energy.

Following these discussions the PMRWG created a Performance Measurement Strategy that will act as a home and guide for all aspects of performance measurement at CASA. Bringing together all the elements of performance measurement into one document helps to bring order to a complex subject and ensure that these resources are readily available.

Influenced by evolving performance measurement theory, the PMRWG adopted new definitions of performance measure and performance indicator which differentiate between areas where CASA has a high degree of control over results and areas where CASA has a lower degree of control over results. This provides a resolution to a longstanding Board concern that these two levels of performance assessment had been treated similarly.

The PMRWG also created 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.

After completing the 2012 performance measurement review, the PMRWG recommends that:

- The Board approve the 2012 Performance Measures Review Report;
- The Board approve the Performance Measurement Strategy and its implementation beginning as of the 2013 reporting period;
- The Performance Measures Committee review the Performance Measurement Framework (outlined in the Performance Measurement Strategy) in 2014 after the first calculation and reporting cycle is complete and make any adjustments as required.

Introduction

Historical Background

In 2004, the CASA Board determined that a process should be developed to periodically review performance measurement at CASA with the first review occurring in 2007 and the second in 2009. This report presents the results of the 2012 performance measurement review.

2012 Performance Measures Review Process

The Performance Measures Committee (PMC) met in October 2011 to discuss the upcoming review resulting in some high level questions with respect to the nature and purpose of CASA's performance measures. The PMC decided to solicit strategic direction from the Board about these issues before proceeding with the performance measures review as well as volunteers to participate in a working group to assist with the review.

The Performance Measures Review Working Group (PMRWG) was formed and, equipped with strategic direction from the Board, began working through the steps in the review process beginning in January 2012. The PMRWG followed the guidelines that were approved by the Board in 2007 which state that the performance measurement review should include the following steps:

- review the relevancy to the CASA identity, mission, vision, mandate, and goals of the existing performance measures;
- review the consistency with the principles and criteria for indicators of the existing indicators for each performance measure;
- solicit input from the Board on all aspects of the performance measures, including the principles and criteria for indicators, the existing performance measures and indicators and desirable additional measures and indicators;
- solicit input from CASA teams and review past team reports regarding all aspects of the performance measures;
- review relevant reports and documents for ideas and information on all aspects of the performance measures;
- Review whether a qualitative or quantitative metric (or combination of both) is the most appropriate way to present results;
- from information gathered in these ways decide what measures and indicators should be dropped, revised or added;
- develop calculation protocols for new and revised indicators; and
- report to the Board.

Over the course of the year, the PMRWG met frequently to complete the review. At the outset, the group spent a great deal of time educating themselves about performance measurement and investigating new trends and developments in this field. The group met with a knowledgeable performance measurement professional from Alberta Energy who was able to provide advice and answer questions. The group also spent a great deal of time discussing and exploring the nature

of performance measurement at CASA. The group reviewed the relationship between performance measurement and CASA's audience, mission, vision, Strategic Plan, Strategic Plan goals, Principles and Criteria. The PMRWG also conducted consultations with current CASA project team co-chairs, the CASA Communications Committee and the CASA Board.

New Performance Measurement Strategy

After extensive research and discussion, the PMRWG decided to create a Performance Measurement Strategy (the Strategy) that would act as a home and guide for all aspects of performance measurement at CASA. By bringing together all the elements of performance measurement into one document, it would help to clarify and simplify a complicated topic. The Strategy consists of the following sections¹:

1. Glossary
2. History of Performance Measurement at CASA
3. Guidance for Performance Measurement at CASA
4. Methodology
5. Performance Measurement Framework.
6. Performance Review Strategy

The Strategy also includes Appendices that offer detailed collection, calculation and reporting protocols and templates. Much of the content in the Strategy was already available and has now been aggregated. Some of the content has been incorporated as a result of the review process completed by the PMRWG.

Outline of this Report

This report will act as a guide explaining the Strategy and how the results of the performance measures review have been incorporated. The remainder of this report is divided into two sections. The first provides a section-by-section overview of the Strategy and explains any revisions or new ideas that have been included. The second outlines the conclusions and recommendations from the PMRWG.

¹ The elements in the Strategy are based on the model from the Treasury Board of Canada with input from the Office of the Auditor General of Canada.

Overview of the Strategy by Section

1. Glossary

This section provides clear definitions of important terms to create a common language with which to discuss performance measurement at CASA. The PMRWG compiled these definitions from a variety of reliable sources including CASA’s procedural guidelines and performance measurement literature.

2. History of Performance Measurement at CASA

This section brings together the history of performance measurement at CASA which was compiled from CASA literature.

3. Guidance for Performance Measurement at CASA

This section outlines the key pieces of information that underlie performance measurement at CASA. The information was previously available and was brought together from various CASA literature sources.

As a result of the review process, the PMRWG made changes to the Criteria and Principles. The development and review of performance measures and indicators is governed by a set of *Criteria* and *Principles* that were developed and approved by the CASA Board in 2001. Criteria are defined as “must do”, while Principles are defined as “should do”. The Criteria and Principles were re-worded for ease of reading, clarity and to line up with the revised definitions of performance measure and performance indicator (described in section 4) as well as to reflect CASA’s use of a combination of quantitative and qualitative metrics.

Table 1: Revised Criteria and Principles.

Criteria	
Approved in 2001	Revised in 2012
<ul style="list-style-type: none"> The selection and evaluation of indicators must be defensible, open to independent scrutiny, and transparent. Indicators must be understandable and meaningful. Indicators must clearly identify whether progress has been made. Indicators must be quantitative and measurable. 	Performance measures/indicators must: <ul style="list-style-type: none"> Be defensible, open to independent scrutiny, and transparent in their selection and evaluation. Be understandable and meaningful. Clearly identify whether progress has been made. Be measurable.
Principles	
Approved in 2001	Revised in 2012
<ul style="list-style-type: none"> The indicators should relate to the 	Performance measures/indicators should: <ul style="list-style-type: none"> Relate to CASA’s vision, mission and

<p>CASA vision and the strategic framework.</p> <ul style="list-style-type: none"> • The indicators need not be comprehensive and need only apply to some measurable changes that can be expected as a result of CASA’s activities. • The indicators should be based on current knowledge and current measurements (or easily obtainable measurements). • The data required to routinely evaluate/calculate the indicators should be readily available and accessible. • The indicators should be cost effective for all stakeholders. • Baseline information on the indicators is necessary to assess progress. • Direct indicators are preferable. <ul style="list-style-type: none"> • CASA will not duplicate the work of others but may incorporate existing indicators where appropriate. • Indicators should assist analysis by focusing attention on key issues. 	<p>goals from the Strategic Plan.</p> <ul style="list-style-type: none"> • Not be required to be comprehensive and need only apply to some measurable changes that can be expected as a result of CASA’s activities. • Be based on current knowledge and current measurements (or easily obtainable measurements). • Use data that is readily available, accessible and reliable. • Be cost effective. • Use baseline information to assess progress. • <i>Removed: no longer relevant as a result of new definitions of performance measure and indicator.</i> • Where appropriate, incorporate existing measures/indicators rather than duplicate the effort and work of others. • Assist analysis by focusing attention on key issues.
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

4. Methodology

The review process asked the PMRWG to review relevant reports and documents for ideas and information on all aspects of performance measurement. This section is a result of this work.

This section was developed by the PMRWG and builds on the history of performance measurement at CASA and guidance for performance measurement at CASA. It demonstrates the link between these two sections and the actual performance measures and indicators that have been chosen. The Methodology section outlines the performance measurement theory that supports performance measurement at CASA. During their research, the PMRWG found that the application of performance measurement theory to performance measurement adds legitimacy and credibility to the development and choice of performance measures and indicators and increases the overall robustness of the Strategy. The PMRWG also found performance measurement theory to be a useful tool to help understand and think about the appropriateness of CASA’s performance measures and indicators.

The PMWRG spent a great deal of time educating themselves about performance measurement and investigating new trends and developments in this field. The PMRWG focused on the Logic Model to guide their discussion on performance measurement and incorporated some additional concepts from the Balanced Scorecard. The Logic Model provides stakeholders with a road map describing the sequence of related events connecting the need for the planned program with the program's desired results. The Balanced Scorecard describes and translates strategy through the use of linked performance measures in four balanced perspectives (Customer, Internal Process, Employee Learning and Growth, and Financial). These theories of performance measurement are described in more detail in Appendix A.

These tools provided new ideas which could be used to think about performance measurement at CASA. Through the Logic Model, the PMRWG developed new definitions of performance measure and performance indicator. Recent Board discussions, leading up to the review, in March 2011 and December 2011 grappled with the idea of what CASA puts forward as performance measures and what CASA puts forward as information. Additional discussion asked how this idea relates to what CASA can actually control. At the centre of these discussions were CASA's performance measures relating to emissions and air quality reporting at the provincial scale. The new definitions of performance measure and performance indicator, stemming from Logic Model theory, provide a simple solution to this issue by differentiating between areas where CASA has a high degree of control over results and where CASA has a lower degree of control over results. This differentiation increases CASA's overall accountability.

Table 2: Revised definitions of performance measure and performance indicator.

Performance Measure	
Defined 2007	Revised 2012
CASA performance measures are used to assess progress with respect to specific CASA goals and/ or expectations.	<p>A quantitative and/or qualitative metric that measures the results from organizational goals/objectives and compares them to a desired target in order to assess organizational efficiency. It differs from a performance indicator in that it measures results over which an organization has some degree of control.</p> <p>Example: A pulp and paper mill located on a lake is undertaking an effluent reduction program. One objective of this program is to reduce effluent released into the lake and the mill chooses volume of effluent released into the lake per year as a performance measure with a target of a 50% reduction in effluent volume over the first 5 years. The mill has a high degree of control over this outcome and the measure directly shows the success/failure of the program.</p>

Performance Indicator	
Defined 2007	Revised 2012
One or more performance indicators can be used to quantify progress related to each performance measure.	<p>A quantitative and/or qualitative metric that allows an organization to indirectly measure organizational goals/objectives in order to understand the impact of its activities on societal norms and behaviours. It differs from a performance measure in that the results go beyond the scope of the organization to describe the performance of a higher-level, complex system and are not compared to a desired target.</p> <p>Example: A pulp and paper mill located on a lake is undertaking an effluent reduction program. One objective of this program is to improve overall lake health and the mill chooses to monitor levels of a few key substances in the lake as a performance indicator. The mill has minimal control over this outcome as there are many other non-point sources of pollution on the lake, but this indicator can help to illustrate what is going on in the big picture, determine future areas requiring action and could potentially show the influence of the program on lake health over time.</p>

The PMRWG also developed a Logic Model Diagram that represents CASA as an organization. This was a useful tool to help the group think about performance measurement at CASA. It shows how the work that CASA does allows us to accomplish our long-term goals. It also shows areas where CASA has a high degree of control (i.e. corresponds to a performance measure) and areas where CASA has a lower degree of control (i.e. corresponds to a performance indicator).

5. Performance Measurement Framework

This section lays out CASA's performance measures and indicators as well as all the information required to collect, calculate and report their results. Most of this information was previously available and has been updated by the PMRWG through the review process.

As a result of the new definitions of performance measure and indicator as well as input from theories of performance measurement, the PMRWG updated the presentation layout of CASA's performance measures and indicators. The previous layout consisted of a table with two columns: 'Performance measure' and 'Indicator(s)' (see Table 3). The new layout incorporates ideas from the Logic Model and the Balanced Scorecard and presents performance measures and performance indicators in two separate tables (see Table 4 and 5 respectively). The Performance Measures table (Table 4) has four columns: 'Objective', 'Performance Measure', 'Target' and

‘Initiatives’; the Performance Indicators table (Table 5) has two columns: ‘Objective’ and ‘Performance Indicator’. Objectives ask: What must occur in order to be successful? Then an appropriate performance measure or indicator is chosen to represent that objective. Performance measures are compared to targets to track their progress and it is often helpful to detail what initiatives are underway that support the accomplishment of that measure. Since performance indicators focus on areas where an organization has a lower degree of control over results, they are not compared to a target. Rather than list initiatives, it is assumed that the work of the whole organization ultimately works towards those long-term objectives that indicators assess. (Please refer to Table 2 for the definitions of performance measure and performance objective.)

In addition to reorganizing the layout of CASA’s performance measures and indicators, the PMRWG divided the “Indicators” in Table 3 to align with the new definitions of performance measure and performance indicator. All “Indicators” from Table 3 have been transferred to Table 4 or 5 except “Electrical power capacity based on renewable and alternative energy sources” which is associated with “Measure” 1c) “Energy use as an indirect measure of air quality in areas of CASA action”. After researching the origins of this item, it was found that this “Measure”/“Indicator” was used to track the results of a recommendation generated by previous CASA project team. It was the agreement of the PMRWG that CASA’s performance measures and indicators should assess the organization as a whole rather than the work of a specific project team. Rather than focus on project-specific recommendation outcomes, CASA monitors the overall implementation of recommendations. CASA’s revised 2012 performance measures and indicators contain one measure and one indicator focused on the degree of implementation of project team recommendations. The Performance Measures Committee also has a system in place to track project team recommendation which is described in the Strategy.

The PMRWG created new measures that focus on the Secretariat as well as the Board. The group also linked performance measures to each of the goals from CASA’s Strategic Plan. This creates a well-rounded group of measures and indicators that look at CASA as a whole and tell the full story of CASA (Table 4 and 5).

Table 3: CASA’s performance measures approved by the Board in 2009.

	Performance Measure	Indicator(s)
1a	Improved air quality indicators in areas of CASA action	<ul style="list-style-type: none"> • Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition • Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene • Percent hourly exceedances of: NO₂, SO₂ and H₂S • 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
1b	Change in emissions of substances of concern in areas of CASA action	<ul style="list-style-type: none"> • Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury • The change in flaring and venting associated with solution gas, well test and coalbed methane
1c	Energy use as an indirect measure of air quality in areas of CASA action	<ul style="list-style-type: none"> • Electrical power capacity based on renewable and alternative energy sources
2	Capability to measure air quality effects on humans and the ecosystem	<ul style="list-style-type: none"> • The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP)
3	Number of recommendations through Comprehensive Air Quality Management System implemented	<ul style="list-style-type: none"> • Percentage of substantive recommendations from 4 years ago, being 2007, that have been implemented
4	Degree of CASA members, partners and clients’ satisfaction with the CASA approach	<p>Satisfaction with CASA’s:</p> <ul style="list-style-type: none"> • Overall approach • Openness and transparency • Implementation of recommendations • Resources for teams • Achievements • Support to airshed zones • Communication between teams
5	Degree of recognition of CASA as a major vehicle for delivering improved air quality management for Alberta	<ul style="list-style-type: none"> • Return visitors to website • News stories about CASA • Quality of news stories about CASA

Table 4: CASA’s 2012 revised performance measures.

Objective	Performance Measure	Target	Initiative(s)
Secretariat			
Ensure that CASA is financially efficient and accountable.	<ul style="list-style-type: none"> Annual operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP). Sufficient operating funds are available to bridge CASA’s and GoA’s fiscal years. 	<p>In compliance</p> <p>3 months of operating funds</p>	CASA annual audit; Monthly bank reconciliation; Prepare and track budgets, etc.
Implement the CASA Strategic Plan.	<ul style="list-style-type: none"> Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat’s colour coded rating system). 	100%	Secretariat implements and monitors implementation of the Strategic Plan
Monitor the implementation of CASA recommendations.	<ul style="list-style-type: none"> Percentage of low-rated recommendations being monitored. 	100%	PMC monitors and follows-up on low-rated recommendations and reports annually to Board; Board makes decisions regarding next steps on low-rated recommendations
Provide support to CASA stakeholders.	<ul style="list-style-type: none"> Degree of CASA members, partners and stakeholders’ satisfaction with CASA. Project teams’ degree of satisfaction with support provided by Secretariat. 	<p>Maintain or increase</p> <p>Maintain or increase</p>	Providing training and advice on CDM and MCP; Anticipating and monitoring issues; Coordinating the production of project team publications; Drafting and reviewing background, policy and communications materials; Tracking progress on workplans and “making things happen”; Facilitating meeting processes and arranging meeting logistics
Board			
Encourage Board member participation in CASA.	<ul style="list-style-type: none"> Percentage of Board attendance at Board meetings by sector. Project teams’ degree of satisfaction with support provided by Board member counterparts, by sector. 	<p>75%</p> <p>Maintain or increase</p>	Commitment from the Board to CASA; Regular liaising between the Secretariat, the Board and project team members.
Strategic Plan Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.			
Influence and inform AQ policy.	<ul style="list-style-type: none"> Documents produced to inform GoA & other stakeholders which includes a summary of the document and a 	Demonstrate influence	Periodically determining and prioritizing emerging air quality issues; Expanding screen and scope activities; Reports produced by project teams and committees;

	qualifying description of the anticipated influence on air quality.		Documents developed to inform policy through the board, etc. (outside of project teams or committees)
Strategic Plan Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.			
Develop reports and recommendations using the CDM process.	<ul style="list-style-type: none"> • Degree of satisfaction with project team work by sector: <ul style="list-style-type: none"> ○ The Project Charter was completed. ○ The work was completed in a timely manner. ○ The process was collaborative. ○ The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations. 	75% 75% 75% 75%	Foster dialogue amongst stakeholders; Effectively engage stakeholders; Coordinate the provision of policy advice through new and existing project teams
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.			
Provide available AQ information.	<ul style="list-style-type: none"> • Number of visits to CASA's Information Portal webpage. • Number of phone inquiries for information. 	Maintain or increase Maintain or increase	Create and maintain a clearinghouse for air information and air quality history; Create and maintain a repository for information from other jurisdictions; Provide strategic advice on the CASA Data Warehouse
Strategic Plan Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.			
Improve project team knowledge of the CDM process.	<ul style="list-style-type: none"> • Project teams' degree of satisfaction with capacity to participate in collaborative processes. 	Maintain or increase	Orientation and training for project teams; Promote use of MCP guide; Develop and maintain a community of practice ; Support from Secretariat and Board members
Increase awareness of CASA, CASA projects and CDM.	<ul style="list-style-type: none"> • Number of 3rd party requests for CASA assistance. • Number of return and unique visitors to website. • Number of news stories about CASA. 	Maintain or increase Maintain or increase Maintain or increase	Promote CASA's key messages; Maintain an effective and functional website; Explore various avenues for outreach and public awareness campaigns; Partner with other stakeholder on communications; Convene periodic air forums for exchanging information; Develop and maintain a community of practice; Promote CASA as a hub of information-sharing and networking

Table 5: CASA’s 2012 revised performance indicators.

Objective	Indicator
Implement CASA recommendations.	<ul style="list-style-type: none"> Percentage of substantive recommendations from 4 years prior that have been implemented.
Measure impact of completed project team work.	<ul style="list-style-type: none"> Each completed project team comes up with one specific metric to measure success of team 5 years in the future.
Improve air quality in Alberta.	<ul style="list-style-type: none"> Annual average ambient concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, benzene, and wet acid deposition Annual peak concentrations of: NO₂, SO₂, PM_{2.5}, H₂S, O₃, and benzene Percent hourly exceedances of: NO₂, SO₂ and H₂S 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 Annual total emissions from power generation for NO_x, SO_x, PM_{2.5}, and mercury The change in flaring and venting associated with solution gas, well test and coalbed methane
Improve capacity to monitor AQ in Alberta.	<ul style="list-style-type: none"> The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP). Geographic percentage of province covered by airshed zones.

6. Performance Review Strategy

This section outlines the performance measurement review process at CASA. The information was previously available and was brought together from various CASA literature sources.

The performance measurement review process was approved by the Board in 2007. After undertaking this review, the PMRWG has updated the review process to reflect the new definitions of performance measure and performance indicator and the results of the 2012 review.

Approved 2007	Revised 2012
<p>The performance measurement review should include the following steps:</p> <ul style="list-style-type: none"> • review the relevancy to the CASA identity, mission, vision, mandate, and goals of the existing performance measures; • review the consistency with the principles and criteria for indicators of the existing indicators for each performance measure; • solicit input from the Board on all aspects of the performance measures, including the principles and criteria for indicators, the existing performance measures and indicators and desirable additional measures and indicators; • solicit input from CASA teams and review past team reports regarding all aspects of the performance measures; • review relevant reports and documents for ideas and information on all aspects of the performance measures; • from information gathered in these ways decide what measures and indicators should be dropped, revised 	<p>The performance measurement review should include the following steps:</p> <ul style="list-style-type: none"> • review the relevancy of the existing performance measures and indicators to the CASA mission, vision, and goals from the Strategic Plan; • review the consistency of the existing performance measures and indicators with the Principles and Criteria; • solicit input from the Board on all aspects of the performance measures and indicators, including the Principles and Criteria, the existing performance measures and indicators and desirable additional measures and indicators; • solicit input from CASA teams and review past team reports regarding all aspects of the performance measures and indicators; • review relevant reports and documents for ideas and information on all aspects of performance measurement; • review, and update if required, the CASA Logic Model diagram; <i>(new)</i> • review whether a qualitative or quantitative metric (or combination of both) is the most appropriate way to present results; <i>(new)</i> • review targets and initiatives associated with each performance measure and indicator; <i>(new)</i> • from information gathered in these ways decide what measures and indicators should be dropped, revised

<ul style="list-style-type: none"> or added; • develop calculation protocols for new and revised indicators; and • report to the Board. 	<ul style="list-style-type: none"> or added; • develop calculation protocols for new and revised measures and indicators; and • report to the Board.
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Conclusion and Recommendations

This report outlined the results of the 2012 performance measures review process and described CASA’s new Performance Measurement Strategy. The Strategy is meant to help the Performance Measures Committee fulfill their duties and provide CASA with meaningful information that will help the Board, Secretariat and project teams to continuously improve. The Strategy is a valuable repository of knowledge for performance measurement at CASA.

The PMRWG makes the following recommendations:

Recommendation 1: Approve the 2012 Performance Measures Review Report.

The Performance Measures Review Working Group recommends that the Board approve the 2012 Performance Measures Review Report.

Recommendation 2: Approve the Performance Measurement Strategy.

The Performance Measures Review Working Group recommends that the Board approve the Performance Measurement Strategy and its implementation beginning as of the 2013 reporting period.

Recommendation 3: Approve a review of the Performance Measurement Framework in 2014.

The Performance Measures Review Working Group recommends that the Performance Measures Committee review the Performance Measurement Framework (outlined in the Performance Measurement Strategy) in 2014 after the first calculation and reporting cycle is complete and make any adjustments as required.

Appendix A: Performance Measurement Theory

Logic Model Basics

The Logic Model² is a well known performance measurement system that was pioneered by the Kellogg Foundation in the 1990s. It provides a clear map of the road ahead linking actions and results and promotes turning theoretical strategies into concrete action. It is also a strong communication tool helping to explain your strategy and goals to others – it provides a picture of how an organization works.

A logic model diagram informs performance measurement by giving a visual representation of the relationship between what you do and expected results. Basically, it shows the theory behind how you think your organization works. It can be applied to any program or organization. A logic model consists of: inputs, activities, outputs, outcomes (short- and intermediate-term) and impacts (long-term outcomes). It follows a logical sequence which asks “if, then”. For example, *if I have ingredients (inputs), then I can make dinner (activity); if I make dinner, then I can feed my children (output); if I feed my children, then they will have the energy to do their homework (short-term outcome); if they do their homework, then they will do better in school (intermediate-term outcome); if they do better in school, then it might be expected that they will be successful adults (impact).* An outsider should be able to look at your logic model and understand how your organization plans to achieve its expected results.

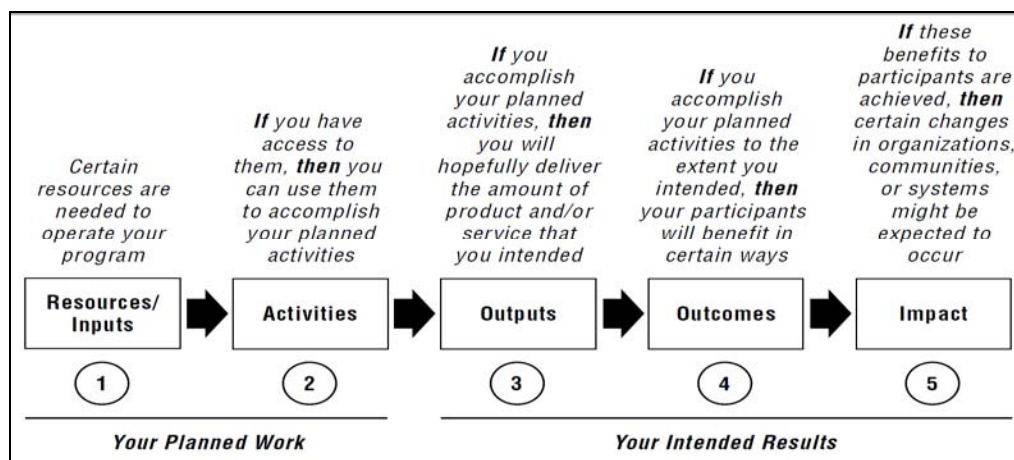


Figure 1: How to read a logic model (W.K. Kellogg Foundation, 2004).

Logic models recognize areas that are under the direct control of an organization and areas where organizational influence is indirect. It is difficult to demonstrate cause and effect in areas where an organization has indirect influence (attribution). For instance, in the previous example, a good dinner is only one of many factors that will help a child to become a successful adult. How do we measure the specific impact of a good dinner? A logic model can help demonstrate this

² W.K. Kellogg Foundation. (2004). *W.K. Kellogg Foundation Logic Model Development Guide*. Available Online <http://www.wkcf.org/knowledge-center/resources/2006/02/WK-Kellogg-Foundation-Logic-Model-Development-Guide.aspx>.

link between an organization and expected long-term outcomes. For example, CASA's *inputs* include time, expertise, commitment and funds; one of CASA's *activities* is the work of the project teams; the reports and recommendations created by the project teams would be one of CASA's *outputs*; implementation of the recommendations are *intermediate outcomes* (indirect); and contribute to CASA's long-term *impact* of improved air quality. The logic model illustrates the assumption that if the recommendations are implemented, then we expect air quality to improve. In general, logic models clarify critical program aspects and so help to develop performance measures. By shedding light on the way your organization works, a logic model can help you to find the right things to measure.

The Logic Model uses the terminology performance measures and performance indicators (see Glossary) which CASA has found to be a helpful differentiation. The Logic Model also advocates for a combination of qualitative and quantitative measures/indicators to provide a complete picture of performance.

Balanced Scorecard Concepts

Balanced Scorecard³ is a well known performance measurement system that was pioneered by Robert Kaplan and David Norton in the 1990s. It was first applied to the corporate sector as Kaplan and Norton sought to move corporations away from a sole reliance on financial metrics to measure performance. The central tenet of the Balanced Scorecard is that metrics should be chosen from a variety of perspectives: financial perspective, customer perspective, internal process perspective and employee learning and growth perspective. The Balanced Scorecard has begun to be adapted for use beyond the corporate world to government and non-profit organizations.

Select concepts from the Balanced Scorecard have been used to enhance aspects of the Logic Model and performance measurement at CASA. The Balanced Scorecard provides specific advice for creating Objectives which was used to develop CASA's performance objectives. The format for presenting performance measures and indicators was also borrowed from the Balanced Scorecard (see Table 4).

³ Niven, Paul R. (2008). *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*, 2nd Edition. John Wiley & Sons, Inc.: New Jersey.

Status Report

Project: **CASA Communications and Outreach**

Background: The Communications Committee has been working since 1997 to help build stakeholder awareness, understanding, support for and commitment to CASA objectives through communications programs that are strategic, structured and evaluated. In its current form, the Communications Committee consists of 9 participants, 3 corresponding members and 2 members of CASA's secretariat. This is an open committee and invites interested individuals to participate and help provide strategic direction and guidance to the secretariat.

Status: In support of Goals 3 and 4 in the CASA Strategic Plan, the Communications Committee has focused on two major projects: the *Guide to Managing Collaborative Processes* and an on-line Community of Practice.

Guide to Managing Collaborative Processes

This project helps to build capacity in the practice of collaborative decision making. The *Guide to Managing Collaborative Processes* is being developed as a tool for multi-stakeholder teams, providing guidance to both project managers facilitating multi-stakeholder teams and to those who participate in the process. Not intended to be exhaustive of all skills required, it provides a description of the tools and steps fundamental to collaborative decision making and integrates more structure and discipline into the process. Practitioners and participants alike may feel better equipped to find mutually satisfactory solutions to air quality issues by utilizing this Guide.

Community of Practice

This project strives to provide a venue for stakeholders to build their knowledge of, and practice their skills in, collaborative decision-making as well as increase their understanding of air quality management in Alberta. This online forum will facilitate conversations related to air quality and the practical stages outlined in CASA's *Guide to Managing Collaborative Processes*. It will allow individuals to connect with like-minded people to discuss common challenges and opportunities faced throughout the consensus-based decision making processes.

In addition to this work, the CASA Communications Committee has met 3 times over the course of the year and is currently discussing:

- *2012 Coordination Workshop*: A lessons learned document is being developed to record successes and suggested improvements for CASA's next workshop.



- *2012 Annual Communications Review*: A presentation to the Board will provide highlights and an overview of the year's outreach initiatives and will outline the Communication Committee's suggested strategic direction
- *2013 Tactical Plan*: An annual review and update guiding the secretariat's implementation of outreach initiatives and programs
- *CASA Branding*:
 - Social Media planning to enhance CASA's online presence
 - Community of Practice research and feasibility analysis

Status Report

- Project:** Confined Feeding Operations
- Task:** To create an addendum for the 2012 CFO Project Team Report that lists all final reports resulting from recommendation implementation and how they can be accessed.
- Background:** After they submitted their final report in 2008 “*Managing Air Emissions from Confined Feeding Operations in Alberta*”, the CFO Project Team was put in abeyance until 2011. In September 2010, a Statement of Opportunity came to CASA asking that a team be formed to report on the implementation of the 2008 recommendations to prepare for the reconvening of the full project team. Subsequently, the CFO Implementation Review Team (CFO-IRT) was formed. They concluded that, although implementation was not complete for all recommendations, progress was sufficient to reconvene the full CFO project team.
- In 2012, CFO team members met to reach agreement on the team’s findings with respect to implementation and to advise the Board as to the future of the CFO project team. This team presented their final report and recommendation at the September 2012 Board meeting. The Board agreed to disband the team and approve the final report with the addition of an addendum to the report that would list the final reports that resulted from recommendation implementation and how these reports can be accessed.
- Status:** The Secretariat added an addendum to the 2012 CFO Project Team Report which lists the final reports resulting from recommendation implementation and how they can be accessed. Some reports are already available online and a link will be added to the CFO team webpage on the CASA website. Some reports are not yet available online but hard copies can be requested. Once these reports are available online a link will be added to the CASA website.
- Hard copies and electronic copies of all the reports were provided to CFO Project Team members at the workshops in 2012.
- Attachments:** A. CFO Report Addendum.

Addendum: Reports resulting from the implementation of recommendations in *Managing Air Emissions from Confined Feeding Operations in Alberta (2008)*

- Alberta Innovates – Technology Futures. 2012. Confined Feeding Operations Source Apportionment Literature Review, Final Report. Report to Alberta Environment and Water.
 - This report resulted from the implementation of Recommendation 2.
 - This report is available upon request from CASA. Once the report becomes electronically available, it will be posted to the CASA website.

- Alberta Innovates – Technology Futures. 2012. Confined Feeding Operations Source Apportionment, Workplan. Report to Alberta Environment and Water.
 - This report resulted from the implementation of Recommendation 2.
 - This report is available upon request from CASA. Once the report becomes electronically available, it will be posted to the CASA website.

- Atia, A. 2011. Ammonia and Particulate Matter Emissions Inventory for Confined Feeding Operations in Alberta. Report to the Clean Air Strategic Alliance. Edmonton, AB: Alberta Agriculture and Rural Development.
 - This report resulted from the implementation of Recommendation 1.
 - This report is available upon request from CASA, or from:
 - Environmental Stewardship Division
 - Alberta Agriculture and Rural Development
 - 306, J.G. O’Donoghue Buiding
 - 7000 – 113 Street
 - Edmonton, AB, T6H 5T6
 - Once the report becomes electronically available, it will be posted to the CASA website.

- Edeogu, I. (ed.). 2011. A Review of Beneficial Management Practices for Managing Undesirable Air Emissions from Confined Feeding Operations. Report to the Clean Air Strategic Alliance. Edmonton, AB: Alberta Agriculture and Rural Development
 - This report resulted from the implementation of Recommendation 6.
 - This report is available upon request from CASA, or from:
 - Environmental Stewardship Division
 - Alberta Agriculture and Rural Development
 - 306, J.G. O’Donoghue Buiding
 - 7000 – 113 Street
 - Edmonton, AB, T6H 5T6
 - Once the report becomes electronically available, it will be posted to the CASA website.

- Edeogu, I. 2011. Ambient Air Quality Measurement Around Confined Feeding Operations in Alberta. Report to the Clean Air Strategic Alliance. Edmonton, AB: Alberta Agriculture and Rural Development.
 - This report resulted from the implementation of Recommendation 3.
 - This report is available upon request from CASA, or from:
 - Environmental Stewardship Division
 - Alberta Agriculture and Rural Development
 - 306, J.G. O'Donoghue Building
 - 7000 – 113 Street
 - Edmonton, AB, T6H 5T6
 - Once the report becomes electronically available, it will be posted to the CASA website.

- Odour Management Plan for Alberta Livestock Producers. 2011. Edmonton, AB: Alberta Agriculture and Rural Development.
 - This report resulted from the implementation of Recommendation 7.
 - This report is available upon request from CASA, or at:
 - [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/agdex13838](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/agdex13838)
 - The electronic version will be posted to the CASA website.

- Intensive Livestock Working Group. 2011. Managing Odour in Problem Areas. Report to Clean Air Strategic Alliance Confined Feeding Operation Project Team.
 - This report resulted from the implementation of Recommendation 8.
 - This report is available upon request from CASA. The electronic version will be posted to the CASA website.

Status Report

Project: Odour Management

Background: Over the past 18 years, CASA has made significant contributions to Alberta's air quality management system. CASA has tackled many complex issues, but to date there is no comprehensive framework that deals with air quality issues related to odour. Although air quality complaints to Alberta's regulatory agencies are most frequently related to odour concerns, odour management has not been explored through a CASA process or through any other consolidated response.

Odour issues present complex management challenges and working to address odour management in a multi-stakeholder collaborative forum such as CASA presents a unique opportunity for Alberta to develop a comprehensive framework for managing odour that addresses the concerns, needs and interests of a broad range of stakeholders.

As such, the CASA Secretariat undertook a preliminary assessment of the issue to enable the Board of Directors to determine whether further action through a collaborative, multi-stakeholder process at CASA is advisable. The Board was presented with a Statement of Opportunity at their September 2012 meeting and they approved the formation of a working group.

Status: The formation of a working group has been initiated to develop a detailed project charter that describes the scope, deliverables, outcomes, projected resources and costs, timelines, stakeholder analysis and plan for engagement, a high level communication plan, and draft ground rules for the Project Team.

Representatives from industry and non-governmental organizations have been identified. Once membership on the working group is determined, an initial meeting will be convened.

The Board of Directors will subsequently be asked to approve the project charter and direct the secretariat to form a project team.

Attachments: None.

Status Report

Project: Particulate Matter and Ozone Implementation Team

Background: In September 2003, the CASA board approved the CASA PM and Ozone Management Framework and the PM and Ozone team was subsequently disbanded. In March 2006, the new Terms of Reference was approved for the PM and Ozone Implementation Team. The goal of this team is to support and facilitate the timely implementation of the 2003 Alberta Particulate Matter and Ozone Management Framework, as required. The key tasks for this team are to:

1. Review and assess the progress made towards implementing the PM and Ozone Framework.
2. Identify appropriate mechanisms for tracking and reporting progress.
3. Develop reports on progress of implementation of the Framework.
4. Discuss and provide advice on plans for implementation work.
5. Identify needs for future implementation work and make recommendations to fill the gaps.
6. Liaise with relevant stakeholders, including CASA project teams, governments, airshed zones and other stakeholders involved in particulate matter and ozone management.
7. Determine if any public consultation activities are required.
8. Report to the board.
9. Report to stakeholders.

Status: The team last met on September 30, 2011. They prepared a document providing comments on the proposed Guidance Document for the Achievement Determination (GDAD) for the PM_{2.5} and Ozone Canadian Ambient Air Quality Standards (CAAQS) which was transmitted to the Air Management Committee and the Canadian Council of Ministers of the Environment to contribute to their discussions on the development of CAAQS.

The PM and Ozone Implementation team co-chairs met on October 24, 2012 to discuss next steps for the team. It was agreed that the team will meet on Wednesday November 28, 2012 to discuss:

- Progress made towards completing the Terms of Reference;
- Impacts of the national Air Quality Management System (AQMS) on the PM and Ozone Management Framework; and
- The future of the team.

Any significant updates subsequent to the meeting will be provided to the Board on December 13th.

Attachments: None.

Status Report

Project: Statement of Opportunity - Transportation Emissions

Background: CASA has been working on transportation and emissions management projects since January of 1998. Projects have included a vehicle scrappage pilot project in Calgary, the Alberta ROVER¹ project, the FleetSmart program, the voluntary Smog Free program in Edmonton and Calgary, a demonstration project on heavy duty vehicle emissions, and recommendations on anti-tampering legislation.

The Vehicle Emissions Team (VET) submitted its final report in September of 2010 to the CASA Board. That project team felt that it had fulfilled its terms of reference (and was subsequently disbanded) but suggested that more work remained to be done. As such, the VET recommended that a Statement of Opportunity (SoO) for a Vehicle Emissions Reduction Framework be presented by representatives of government, industry and non-government organizations at a future CASA Board meeting, after the new Clean Air Strategy has been finalized. The Board concluded that:

1. Transportation-related air emission issues continue to exist.
2. Understanding the Clean Air Strategy and its guidance will be important in developing future work on transportation emissions.
3. Stakeholders are encouraged to bring a statement of opportunity to CASA, at an appropriate time, to address these issues.

More recently, the issue of air emissions related to transportation was identified during strategic discussions with CASA stakeholders. In addition, the release of *Alberta's Renewed Clean Air Strategy*, which contains numerous references to non-point source emissions and transportation, spurred the development of a new SoO on transportation emissions management. The following inputs will inform the development of the first draft:

- A literature review and cross-jurisdictional review; and
- Discussions with a broad range of stakeholders who will be canvassed with respect to their concerns and expectations related to the management of transportation emissions in Alberta.

Subject to Board approval of the SoO and subsequent Project Charter, CASA would facilitate collaborative multi-stakeholder discussions on managing emissions from transportation in Alberta. This work could result in an alignment of current emissions reduction policies and initiatives,

¹ Roadside Optical Vehicle Emissions Reporter



management tools for transportation related non-point sources and a unified communication effort. The desired outcome of this work would be a reduction in air emissions from the transportation sector across Alberta.

Status:

The next step is for the draft SoO to be distributed to interested parties in early February 2013. This document will provide:

- An outline of the current landscape of the transportation sector in Alberta with respect to industry initiatives, government policies and regulations, and consumer behaviours.
- An overview of the various components of and impacts from transportation emissions in Alberta.
- Potential work related to managing emissions from transportation in Alberta.
- A description of next steps.

The secretariat will work with interested stakeholders to develop a SoO that will be presented to the Board at their March 2013 Board meeting. The Board of Directors would be asked to approve the development of a working group to further screen and scope the issue and develop a detailed project charter for the Project Team. The Board of Directors would be asked to approve the project charter and direct the secretariat to form a project team.

PLACEHOLDER

ITEM: **5.1 New/Other Business**

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

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

Stakeholder Group	Sector	Member	CASA Board Representative	
			Director, Association/Affiliation	Alternate Director, Association/Affiliation
NGO	NGO Health	The Lung Association - Alberta & NWT	Leigh Allard , President & CEO The Lung Association - Alberta & NWT	Janis Seville , Director of Health Initiatives The Lung Association – Alberta & NWT
Government	Provincial Government – Energy	Alberta Energy	Martin Chamberlain , Assistant Deputy Minister Alberta Energy	Audrey Murray , Branch Head Environment and Resource Services Alberta Energy
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited	Brian Ahearn , Vice President – Western Division Canadian Fuels Association
Industry	Mining	Alberta Chamber of Resources	Peter Darbyshire , Vice-President Graymont Limited	Dan Thillman , Plant Manager Lehigh Cement
Industry	Forestry	Alberta Forest Products Association	Brian Gilliland , Manager Environmental Affairs Canada Weyerhaeuser Co. Ltd.	Keith Murray , Director Environmental Affairs Alberta Forest Products Association
Industry	Alternate Energy		Vacant	David Lawlor , Director Environmental Affairs ENMAX
Government	Local Government – Urban	Alberta Urban Municipalities Association	Tim Whitford , Councillor Town of High River Alberta Urban Municipalities Association	Vacant
Aboriginal Government	First Nations	Samson Cree Nation	Holly Johnson Rattlesnake Samson Cree Nation	Vacant
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	Carolyn Kolebaba , Vice President Reeve, Northern Sunrise County Alberta Association of Municipal Districts & Counties	Tom Burton , Director District 4, MD of Greenview Alberta Association of Municipal Districts & Counties
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	Yolanta Leszczynski , SD/ Env Regulatory Coordinator Shell Scotford Manufacturing	Al Schulz , Regional Director Chemistry Industry Association of Canada (CIAC)

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

Government	Provincial Government – Health	Alberta Health	Neil MacDonald , Acting Assistant Deputy Minister Family & Population Health Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
Government	Federal	Environment Canada	Mike Norton , Acting Regional Director Environment Canada	Martin Van Olst , Senior Analyst Environment Canada
Aboriginal Government	Métis	Métis Settlements General Council	Louis Pawlowich , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Pollution	Pembina Institute	Chris Severson-Baker , Managing Director Pembina Institute	Ruth Yanor Mewassin Community Council
NGO	NGO Wilderness	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Ann Baran Southern Alberta Group for the Environment
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Humphrey Banack Wild Rose Agricultural Producers
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	John Squarek , President Oasis Energy	Bill Clapperton , Vice President Canadian Natural Resources Limited
NGO	Consumer Transportation	Alberta Motor Association	Don Szarko , Director Alberta Motor Association	Vacant
Industry	Utilities	TransAlta Corporation	Don Wharton , Vice President Sustainable Development TransAlta Corporation	Jim Hackett , Senior Manager, Aboriginal Relations, Health & Safety, Environment ATCO Group, Utilities
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Dana Woodworth , Deputy Minister Alberta Environment and Sustainable Resource Development	Bev Yee , Assistant Deputy Minister Alberta Environment and Sustainable Resource Development
NGO	NGO Pollution	Toxics Watch Society of Alberta	Vacant	Vacant
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant

**CASA Board of Directors
Mailing List**

Member Representative	Alternate	Sector
Leigh Allard President & CEO The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2241 Fax: (780) 488-7195 lallard@ab.lung.ca	Janis Seville Director of Health Initiatives The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2234 Fax: (780) 488-7195 jseville@ab.lung.ca	NGO Health
Martin Chamberlain , Assistant Deputy Minister Resource Development Policy Division Alberta Energy 8th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 422-1045, Fax (780) 427-7737 Martin.chamberlain@gov.ab.ca	Audrey Murray , Branch Head Environment and Resource Services Alberta Energy 12th Floor, Petroleum Plaza North Tower 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 427-6383, Fax (780) 422-3044 Audrey.murray@gov.ab.ca	Provincial Government - Energy
Cindy Christopher , Manager Environmental Policy & Planning Imperial Oil Limited 237 Fourth Avenue S.W. Calgary, Alberta T2P 0H6 Bus: (403) 237-4049, Fax: (403) 237-2075 cindy.l.christopher@esso.ca	Brian Ahearn , Vice President – Western Division Canadian Fuels Association 2100, 350 – 7th Avenue SW Calgary Alberta T2P 3N9 Bus: (403)-266-7565 brianahearn@canadianfuels.ca	Petroleum Products
Peter Darbyshire , Vice-President Graymont Limited Suite 260, 4311 - 12th Street NE Calgary, AB T2E 4P9 Bus: (403) 250.9100, Fax: (403) 291-1303 pdarbyshire@graymont.com	Dan Thillman , Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com	Mining
Brian Gilliland , Manager, Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 733-4205, Fax: (780) 733-4238 brian.gilliland@weyerhaeuser.com	Keith Murray , Director, Environmental Affairs Alberta Forest Products Association #500, 10709 Jasper Avenue Edmonton, Alberta T5J 3N3 Bus: (780) 452-2841, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca	Forestry
Vacant	David Lawlor , Director, Environmental Affairs ENMAX 141 50th Avenue SE Calgary, Alberta T2G 4S7 Bus: (403) 514.3296, Fax: (403) 514.6844 dlawlor@enmax.com	Alternate Energy
Tim Whitford , Councillor Town of High River Alberta Urban Municipalities Association 435 Riverside Green NW High River, AB T1V 2B6 Bus: (403) 336-1137 twhitford@highriver.ca	Vacant	Local Government – Urban
Holly Johnson Rattlesnake Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax,,: (780) 585-2256 hjrattlesnake@gmail.com	Vacant	Aboriginal Government - First Nations

<p>Carolyn Kolebaba, Vice President Alberta Association of Municipal Districts & Counties Box 178 Nampa, AB T0H 2R0 Bus: (780) 955-4076 Fax: (780) 955-3615 ckolebaba@aamdc.com</p>	<p>Tom Burton, Director Alberta Association of Municipal Districts & Counties Box 419 DeBolt, AB T0H 1B0 Bus: (780) 955.4076, Fax: (780) 955.3615 Cell: (780) 512-1558 tburton@aamdc.com</p>	Local Government - Rural
<p>Yolanta Leszczynski, P.Eng SD/ Env Regulatory Coordinator Shell Scotford Manufacturing PO Bag 22 Fort Saskatchewan, AB T8L 3T2 Bus : (780) 992-3972 Yolanta.Leszczynski@shell.com</p>	<p>Al Schulz, Regional Director Chemistry Industry Association of Canada 97-53017, Range Road 223 Ardrossan, Alberta T8E 2M3 Bus: (780) 922-5902, Fax: (780)-922-0354 alschulz@telusplanet.net</p>	Chemical Manufacturers
<p>Neil Macdonald, Acting Assistant Deputy Minister Family & Population Health Alberta Health 24th Floor, Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2759 Neil.macdonald@gov.ab.ca</p>	<p>Dawn Friesen, Executive Director Health Protection Alberta Health 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca</p>	Provincial Government - Health
<p>Mike Norton, Acting Regional Director Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus: (780) 951-8869 Fax: (780) 495-3086 mike.norton@ec.gc.ca</p>	<p>Martin Van Olst, Senior Analyst Regional Analysis and Relationships Environment Canada Room 200, 4999 – 98 Avenue Edmonton, Alberta T6B 2X3 Bus:(780)951-8958 Fax: (780)495-3086 Martin.vanOlst@ec.gc.ca</p>	Federal Government
<p>Louis Pawlowich, Environmental Coordinator Métis Settlements General Council B10 Terrace Park Peace River, AB T8S 1N6 Bus: (780) 618-7020, Fax: (780) 624-9797 lpenviro@telus.net</p>	Vacant	Aboriginal Government - Metis
<p>Chris Severson-Baker, Managing Director Pembina Institute Suite 200, 608 - 7th Street SW Calgary, Alberta T2P 1Z2 Bus: (403) 269-3344, Fax: (403) 269-3377 chrissb@pembina.org</p>	<p>Ruth Yanor Mewassin Community Council RR 1 Duffield, AB T0E 0N0 Bus : (780) 504-5056 ruth.yanor@gmail.com</p>	NGO Pollution
<p>David Spink, Environmental Sciences and Policy Consultant Prairie Acid Rain Coalition 62 Lucerne Crescent St. Albert, AB T8N 2R2 Bus: (780) 458-3362, Fax: (780) 419-3361 dspink@shaw.ca</p>	<p>Ann Baran Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com</p>	NGO Wilderness
<p>Rich Smith, Executive Director Alberta Beef Producers 320, 6715 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org</p>	<p>Humphrey Banack Wild Rose Agricultural Producers RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com</p>	Agriculture
<p>John Squarek, President Oasis Energy 3056 - 40th Avenue South Lethbridge, Alberta T1K 6Z9 Bus: (403) 388-0969 jsquarek@shaw.ca</p>	<p>Bill Clapperton, Vice President Regulatory, Stakeholder and Environmental Affairs Canadian Natural Resources Limited #2500, 855-2nd Street S.W. Calgary, Alberta T2P 4J8 Bus: (403) 517-6784, Fax: (403) 517-7367 billc@cnrl.com</p>	Oil & Gas – large producers

<p>Don Szarko, Director Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5733, Fax: (780) 430-4861 don.szarko@ama.ab.ca</p>	<p>Vacant</p>	<p>Consumer/Transportation</p>
<p>Don Wharton, Vice President Sustainable Development TransAlta Corporation 110 - 12th Avenue SW P.O. Box 1900, Station M Calgary, Alberta T2P 2M1 Bus: (403) 267-7681, Fax: (403) 267-7372 don_wharton@transalta.com</p>	<p>Jim Hackett, Senior Manager, Aboriginal Relations, Health & Safety, Environment ATCO Group, Utilities 1000, 909 - 11 Avenue S.W. Calgary, AB T2R 1N6 Bus: (403) 245-7408, Fax: (403) 245-7265 jim.hackett@atcopower.com</p>	<p>Utilities</p>
<p>Dana Woodworth, Deputy Minister Alberta Environment & Sustainable Resource Development 11th fl Petroleum Plaza ST 9915 - 108 Street Edmonton, AB T5K 2G8 Bus: (780) 427-1799 Fax (780) 415-9669 dana.woodworth@gov.ab.ca</p>	<p>Bev Yee, Assistant Deputy Minister Alberta Environment & Sustainable Resource Development 11th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-6247, Fax: (780) 427-1014 bev.yee@gov.ab.ca</p>	<p>Provincial Government - Environment</p>
<p>Norman MacLeod, Executive Director Clean Air Strategic Alliance 10th Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 427-9193, Fax: (780) 422-1039 nmacleod@casahome.org</p>		
<p>Vacant</p>	<p>Vacant</p>	<p>NGO Pollution</p>
<p>Vacant</p>	<p>Vacant</p>	<p>Oil & Gas – small producers</p>

CASA Project Team and Committee Membership

As of November 19, 2012

CASA & AAC Joint Standing Committee

First Name	Last Name	Organization Name	Title
Elise	Bieche	Canadian Association of Petroleum Producers (CAPP)	Alternate
Nadine	Blaney	Fort Air Partnership	Alternate
Jill	Bloor	Calgary Region Airshed Zone (CRAZ)	Alternate
Bill	Clapperton	Canadian Natural Resources Limited.	Member
Celeste	Dempster	CASA	Project Manager
Carolyn	Kolebaba	Alberta Association of Municipal Districts & Counties	Member
Norman	MacLeod	CASA	Member
Kevin	Percy	Wood Buffalo Environmental Association	Corresp. Member
Shelly	Pruden	PAZA	Member
Gary	Redmond	Alberta Capital Airshed Alliance	Alternate
Al	Schulz	Chemistry Industry Association of Canada (CIAC)	Member
Bob	Scotten	West Central Airshed Society/Palliser Airshed Zone	Member
Chris	Severson-Baker	Pembina Institute	Member
John	Squarek	Oasis Energy	Member
Kevin	Warren	Parkland Airshed Management Zone	Member
Sharon	Willianen	Alberta Environment and Water	Observer
Bev	Yee	Alberta Environment and Water	Member

Communications Committee

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

Human and Animal Health Implementation Team

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

Operations Steering Committee/Ambient Air Quality

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

Performance Measures Committee

First Name	Last Name	Organization Name	Title
Peter	Darbyshire	Graymont Western Canada Inc.	Member
Celeste	Dempster	CASA	Project Manager
Crystal	Parrell	Alberta Environment and Water	Member
Ruth	Yanor	Mewassin Community Council	Member

Performance Measures Review Working Group

First Name	Last Name	Organization Name	Title
Ann	Baran	Southern Alberta Group for the Environment	Member
Cindy	Christopher	Imperial Oil Limited	Member
Peter	Darbyshire	Graymont Western Canada Inc.	Member
Celeste	Dempster	CASA	Project Manager
Robyn	Jacobsen	CASA	Project Manager
Carolyn	Kolebaba	Alberta Association of Municipal Districts & Counties	Member
David	Lawlor	ENMAX	Member
Crystal	Parrell	Alberta Environment and Water	Member
Ruth	Yanor	Mewassin Community Council	Member

PM and Ozone Implementation Team

First Name	Last Name	Organization Name	Title
Sara	Barss	TransCanada	Member
Elise	Bieche	Canadian Association of Petroleum Producers (CAPP)	Alternate
Jill	Bloor	Calgary Region Airshed Zone (CRAZ)	Member
Claude	Chamberland	Shell Canada Energy	Co-Chair
Andrew	Clayton	Alberta Environment	Member
Celeste	Dempster	CASA	Project Manager
Long	Fu	Alberta Environment	Corresp. Member
Linda	Harvey	City of Calgary	Member
Marc	Huot	The Pembina Institute	Member
Ahmed	Idriss	Capital Power Corporation	Member
Shane	Lamden	NOVA Chemicals Corporation	Corresp. Member
Rachel	Mintz	Environment Canada	Member
Keith	Murray	Alberta Forest Products Association	Member
Bob	Myrick	Alberta Environment	Co-Chair
Beth	Nanni	The Lung Association	Member
Crystal	Parrell	Alberta Environment and Water	Member
Mike	Pawlicki	Lafarge Canada Inc.	Member
Ludmilla	Rodriguez	Alberta Health Services	Member
Karina	Thomas	Alberta Health and Wellness	Member
Darcy	Walberg	Agrium Inc.	Member
Kevin	Warren	Parkland Airshed Management Zone	Member
Rachel	Mintz	Environment Canada	Member

Meeting evaluation form

Meeting: CASA Board Meeting
Date of meeting: December 13, 2012
Meeting place: Edmonton, AB

In the coming year, CASA anticipates the initiation or reconvening of several new projects (e.g. odour management, electricity framework review, transportation emissions). Over the past 2 years the Board has said that new CASA stakeholders should be equipped to engage in collaborative dialogue and understand CASA’s way of doing business. At the same time, existing CASA stakeholders expect other table members to select representatives who are able to operate effectively in a collaborative decision-making environment. The following questions relate to the way in which candidates for CASA project teams are recruited and supported.

1. Based on your experience around the Board table and at project team meetings, could you describe the attributes of an effective CASA project team member?

2. In your organization how do you identify and recruit representatives with these attributes? Should/could CASA help, and if so, how?

3. How could CASA leverage the experience of long-standing CASA stakeholders to mentor new entrants?

Name (optional): _____