

# Clean Air Strategic Alliance (CASA) Board of Directors Meeting



December 8, 2022

Remote – Zoom Conferencing

## In attendance:

### CASA Board Directors and Alternates:

Ahmed Idriss, Utilities  
Amber Link, Local Government  
Ann Baran, NGO Rural  
Bill Calder, NGO Urban  
Brent Korobanik, Mining  
Craig Werner, Forestry  
Dan Moore, Forestry  
David Lawlor, Alternate Energy  
David Spink, NGO Urban  
Don McCrimmon, Oil and Gas Large Producers  
Holly Johnson-Rattlesnake, Samson Cree Nation  
Humphrey Banack, Agriculture  
Jim Hackett, Utilities

Leigh Allard, NGO Health  
Martin Van Olst, Federal Government  
Randy Angle, NGO Rural  
Rich Smith, Agriculture  
Rob Beletz, Mining  
Rob Hoffman, Petroleum Products  
Ruth Yanor, NGO Industrial  
Shane Lamden, Chemical Manufacturers  
Andre Asselin, CASA Executive Director

### CASA Staff:

Alec Carrigy, Katie Duffett, Mariem Oloroso

### Guests:

Ajeev Ramnauth, Environment and Protected Areas  
Ali Langah, Environment and Protected Areas  
Bob Myrick, Environment and Protected Areas  
Cam Lane, Environment and Protected Areas  
Crystal Parrell, Environment and Protected Areas  
Danlin Su, Prairie Acid Rain Coalition  
Karen Ritchie, Environment and Protected Areas  
Karla Reesor, Airsheds Council  
Kris Samraj, Alberta Municipalities

Marilea Pattison-Perry, Environment and Protected Areas  
Martina Krieger, Environment and Protected Areas  
Randy Dobko, Environment and Protected Areas  
Rhonda-Lee Curran, Environment and Protected Areas  
Rita Stagman, Environment and Protected Areas  
Shantel Susan

### Presenters:

Danlin Su, *Dust Management Working Group (Item 2.0)*  
Don McCrimmon and Randy Angle, *Strategic Planning Sub-committee (Item 3.0)*  
Andre Asselin, *Informing the Strategic Planning Workshop (Item 4.0)*

### Regrets:

Alison Miller, Petroleum Products  
Jamie Curran, Alberta Environment and Protected Areas

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**Executive Summary**

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The board received an update on the draft project charter for a Best Practices for Dust Management in Alberta Project Team. The working group changed the scope so that agriculture was not excluded and increased the budget required for that change in scope, along with an increase for stakeholder and Indigenous participation to better reflect the work required in that area. The board agreed to the changes and the project charter was approved. The working group was disbanded, and the project team was struck.

The Strategic Planning Subcommittee provided an update on developing an approach for a strategic planning workshop. The board approved the subcommittee's high-level workshop agenda as well as the milestones and timelines needed to approve the strategic plan in April 2023. The strategic planning workshop will be a two-day, in-person event on January 23 and 24, 2023 in the Queen Elizabeth II Building in Edmonton. The annual evening event is also scheduled following the first day of the workshop.

A round-table discussion was had on key topics meant to support the strategic planning workshop by providing context for the workshop and guidance to the facilitator. Discussion was focused on CASA's value to sectors, issues and challenges sectors would like to address, and contributing factors to CASA's successes and challenges.

The next board meeting is scheduled for April 13, 2023, in Edmonton.

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**Meeting Summary**

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Leigh Allard convened the business meeting at 9:03 a.m.

## **1 Administration**

### **1.1 Convene business meeting and approve agenda**

Participants were notified that the meeting will be recorded to test a transcription service. The recording will be deleted once information has been captured in the meeting summary.

Participants were welcomed to CASA's 108th general business meeting.

The draft agenda was included in the meeting package. There were no additions to the agenda.

***Decision: The agenda was approved by consensus.***

### **1.2 Meeting summary from the September 15, 2022, Board Meeting**

Minor clarifying edits were submitted to staff. These were reflected in the revised version of the summary, which was included in the meeting package.

#### **Discussion:**

- There was a suggestion to add clarity on p. 9 of the summary to indicate that data was collected from some vehicle inspections stations in the ROVER III project.

**Action:** Staff to revise the wording in the meeting summary regarding the vehicle inspection stations visited for the ROVER III project.

***Decision: The board approved the summary of the September 15, 2022, meeting with the above noted change by consensus and the summary will be posted to the website.***

### **1.3 Review actions from the September 15, 2022, Board Meeting**

There were no actions from the September 15, 2022, Board Meeting.

### **1.4 Meeting dates for 2023**

The executive committee (EC) is proposing that the board meet three times in 2023, with the board meetings alternating between Edmonton and Calgary, though a virtual option will be available. The proposed dates were included in the package. A two-day, in-person strategic planning workshop is scheduled for January 23 and 24, to be held in the Queen Elizabeth II

(QEII) Building in Edmonton. The postponed evening event will occur on the first evening of the workshop (January 23). The annual general meeting will occur prior to the April board meeting.

***Decision: The 2023 meeting dates were approved by consensus.***

## **1.5 2023 Operational Plan**

CASA's 2023 Operational Plan presents the work that the board, EC, project teams, working groups, and committees will undertake in 2023. The work is guided by CASA's current projects, responsibilities of the board and executive, recommendations directed to CASA from its own reports, communications activities, and activity directed by the board. CASA currently has one active project team, one working group, and one committee. There will be capacity to strike at least one new working group and subsequent project team in 2023. The board will be undergoing strategic planning in 2023, and that process may reveal priorities for new work. Several pieces of non-project work will require significant staff support in 2023.

### Discussion

- Will there be changes to the operational plan to be in line with the strategic plan?
  - The goal is to have the strategic plan approved in April. The operational plan can be changed accordingly.
- Will there be staff capacity to do this work?
  - There will be staff capacity, though sector capacity also needs to be considered.

***Decision: The 2023 Operational Plan was approved by consensus.***

## **1.6 2023 Core operations budget**

CASA operates on a calendar-based fiscal year. Core operations are funded by a grant from Alberta Environment and Protected Areas, which operates on the April-March fiscal year. Andre directed the board to the assumptions about the draft budget that were included in the meeting package:

- Five staff support both CASA's and AWC's operations with the overhead operating costs divided evenly across both organizations. CASA and AWC are expected to have similar workloads in 2023. As Anuja Hoddinott is away on maternity leave (expected until end of March 2023), more staffing support may be required.
- Some budget line items reflect only the CASA's contribution to the totals that are expected to support both AWC and CASA's needs in those areas. These are marked with asterisks in the left column. AWC recently approved a budget that aligns with the shared costs indicated in the draft budget.
- The pandemic has had mixed effects on CASA's costs to operate. Teams and the board are generally expecting a remote participation option for meetings. This reduces costs for travel and hospitality.
- Inflation over the past year has increased the cost of doing business and funds have been reallocated in the budget increased to reflect expected changes. However, some in-office expenses are expected to drop as existing contracts expire.

- Beginning in 2019, CASA started receiving the multi-year core operations grant. Since then, there hasn't been a "normal" year where operations had settled in to evaluate the cost of the amalgamated administration support for AWC and CASA. 2019-2020 was the first year at the current budget level of \$525,000. That year, there was significant staff turnover trying to find the right size of staff to support the organization, which was interrupted by the pandemic at the end of the grant's first fiscal year.
- Our current multi-year grant in the amount of \$525,000 per year expires in March 2023. Staff have heard that there is no new money in next year's budget. An application for a new core operating grant in the amount of \$525,000 has been submitted, which is reflected in the attached budget.

The budget was reviewed line by line, comparing the projected 2022 expenses and the 2023 budget with explanations and an opportunity for questions.

#### Discussion

- The GoA and CASA will need to connect over the multi-year grant application.
- It would be useful to have an idea of what the AWC is doing and vice-versa (e.g., through briefing notes) since the organizations share costs. There is also the possibility for seeing intersections.

**Action:** Andre to explore how CASA and the AWC can be informed of each other's work.

- Members who do not use online banking are encouraged to consolidate stakeholder support claims to decrease bank fees.

**Decision:** *The 2023 Core operations budget was approved by consensus.*

### **1.7 Appoint Industry executive committee representative**

Executive officers have two-year terms which align with the December board meeting. There is the opportunity for terms to be extended beyond two years with the consensus approval of the board. This year, the Industry executive member's term is up. The Industry caucus requests that Jim Hackett continue to represent them on the executive committee.

**Decision:** *The board approved a second term for Jim Hackett as Industry executive officer, expiring December 2024 by consensus.*

## **2 Best Practices for Dust Management Guide Working Group**

The Best Practices Guide for Dust Management in Alberta Working Group (Dust Working Group) presented revisions pertaining to their previously submitted project charter for consideration by the Board:

- agriculture will not be excluded from the project scope
- clarification on stakeholder and Indigenous engagement
- inclusion of all vehicles in the project scope
- updated timeline and budget to reflect changes in project charter

The working group requested the board approve the project charter, disband the working group, and approve forming a project team to execute the project charter.

### Discussion

- Are there prospective sources of funding?
  - The team will develop a call for funding from board members and other partners which is informed by the project charter. CASA also has some funding dedicated to contribute to projects set aside.
- Will there be a call for additional members? Alberta Roadbuilders & Heavy Construction Association would be a key stakeholder and interested in the outcome of this work.
  - When the working group was formed, a call for members was put out to those outside of CASA. Many did not have the capacity to join at the time but were interested in the project team stage. CASA staff will reach out to them.
- This project fulfills one of the recommendations from the Non-Point Source (NPS) project and it ties in well with the CAAQS achievement. There is good opportunity for CASA to promote this work. Are there tangible examples of valuable work being done in this area?
  - Health Canada is working on health-based criteria for PM10 for the purposes of impact assessments. While the focus is federal, it still applies to Alberta. PM10 is a component of dust, so there is value in having this dust guide. There are lots of different good practices that are out there and they're simple, but effective. Hopefully the guide will identify these practices and communicate when and how people can use them as it's an area that hasn't been well-defined.
  - Several management practices came out of the Confined Feeding Operations (CFO) project, which past projects have also touched on. This manual aims to consolidate those practices so that they are easily accessible for everyone.

***Decision: The Best Practices Guide for Dust Management in Alberta Project Charter was approved by the board by consensus.***

***Decision: The Best Practices Guide for Dust Management in Alberta Working Group has been disbanded.***

***Decision: The board approved creation of the Best Practices Guide for Dust Management in Alberta Project Team by consensus.***

The board congratulated the working group and thanked them for their hard work. Members of the working group will transfer to the project team and a call for additional members will be distributed to the board and other organizations who would be impacted by a dust best practices guide.

### 3 Strategic Planning Steering Committee

CASA develops multi-year strategic plans to guide the organization's strategic direction. In September 2022, the board struck the strategic planning sub-committee to develop an approach for a strategic planning session or workshop, including recommendations on the process, agenda,

format, context pieces, and desired outcomes. These recommendations were to be provided to the board for discussion during the December board meeting.

The subcommittee is comprised of one representative from each caucus (NGO, Government, Industry), a representative from Samson Cree Nation, and the executive director. The committee met three times and focused on developing a pre-workshop package and a high-level annotated agenda for a two-day workshop that would inform the development of a new multi-year strategic plan.

During the discussion at the September meeting, board members expressed an interest for this work to progress quickly. As such, the committee identified milestones and timelines that would lead to the strategic plan being approved at the next opportunity, the April 2023 board meeting.

The subcommittee has developed a high-level annotated agenda that includes a list of pre-reading materials to be distributed to the board in advance of an in-person, two-day workshop. The workshop will be held in Edmonton on January 23 and 24 in the Queen Elizabeth II building. A professional facilitator from AEPA will lead the workshop. The agenda includes high-level questions that are intended to inform the development of the draft strategic plan and stimulate discussion by the board.

The agenda will serve as a guide for the professional facilitator to develop a facilitator's agenda that will include processes to gather the information needed to write the strategic plan. The facilitator will work with the subcommittee to finalize the facilitator's agenda. The subcommittee also laid out major milestones, timelines, and processes needed for the plan to be approved in time for the April 2023 board meeting.

### Discussion

- There was discussion on the inclusion of performance measures in both the strategic plan and the workshop as a topic of discussion. The main intent of the workshop is to first determine goals as these are needed before performance measures are developed. However, there is merit in including the performance measures framework to the pre-workshop package so that people are prepared.
- Is CAMS (Comprehensive Air Quality Management System as described in the Clean Air Strategy for Alberta) going to be part of the discussion workshop? Is this still CASA's role?
  - We've discovered a complication regarding CASA's historical role regarding CAMS. The Ministerial Order that provided direction where CASA would operate and report on CAMS was never signed. The subcommittee discussed the need to look ahead during the strategic planning session, but board can decide to discuss whatever it likes in terms of setting its direction for the next few years.
- Regarding the 2012 strategic plan, there was a committee within CASA that did e-scanning which helped informed strategic planning.

The strategic planning committee was thanked for their work so far.

***Decision: The board approved the draft workshop agenda by consensus.***

***Decision: The board approved the milestones and timelines document needed to approve the strategic plan by April 2023 by consensus. The timelines will be adjusted to reflect the new workshop dates.***

The subcommittee will work with the facilitator to develop a facilitator's agenda.

#### 4 Informing the Strategic Planning Workshop

CASA is preparing to hold a workshop that will inform the development of a new multi-year strategic plan. This item is an opportunity for the board to engage in early high-level discussions to provide context for the workshop and subsequent development of a draft strategic plan. The outcome of these discussions will be confirmed at the workshop. The intent is to make best use of board members' time both during this board meeting and the workshop.

Some of the important discussions the board will have during the workshop include building an understanding of the challenges CASA's members face with respect to air quality management now and over the next few years, and what value CASA can provide in helping address those issues.

There is also an opportunity to delve deeper into the draft workshop agenda to provide guidance to the facilitator, who will be observing the board meeting, and to identify other discussions the board might need during the workshop.

Time permitting, the board can begin to discuss CASA's recent successes and challenges, particularly at the project team level, and the elements that contributed to those successes and challenges.

Andre provided several questions for round-table discussion:

1. What air quality management related challenges is your sector or caucus facing now and expect to face over the next few years?
2. What is CASA's value proposition to your sector or caucus?
3. What types of issues can CASA support your sector or caucus to address?
4. Are there any other topics we need to discuss as a group during the workshop?
5. What contributed to CASA's recent successes and challenges, particularly at the project team level?

#### Discussion

1. What air quality management related challenges is your sector or caucus facing now and expect to face over the next few years?
  - NGO: There must be a general focus on air quality as there are several pollutants that have effects on human health and the environment. There should be increased effort on making Albertans aware of air pollution's effects on our health and what they can do to address them.
    - Industry: Having a "general direction" approach to projects might lead to issues in determining what types of projects CASA takes on. This was an issue on the



CAAQS project – it was too broad. It might be better to focus on more narrowly scoped issues with higher value propositions.

- NGO: There's value in knowing the big picture of where we are in air quality in Alberta. This is a starting point of identifying specific issues for projects. Public understanding could be a specific issue. Having a separate workshop relating to how our work fits into the bigger picture would be helpful.
- NGO: CASA's vision should be held front and centre in all discussions.
- Industry: CASA sees the most success in projects that are more open, like frameworks that many people can contribute to (e.g., Flaring and Venting project). Projects that have narrower scopes with focus on thresholds are those that are not as successful. The AWC doesn't have the same issues as CASA because they look at larger umbrella issues.
  - NGO: Alberta's progress in air quality is because of CASA's focus on specific numbers, so this should still be looked at in future projects.

## 2. What is CASA's value proposition to your sector or caucus?

- Government: There is a high degree of interest in being part of CASA especially from insurance and health perspectives. It's important to ensure that we're mitigating environmental risk while balancing this with the needs of municipal residents, industry, and the economy.
- Industry: The value is in the ability to sit down with different stakeholders, develop relationships, and explore different positions and interests. The consensus model is unique and it's rare in other jurisdictions to have this type of multi-sector model that is effective.
- NGO: Collaboration and the chance to hear and discuss perspectives on different issues is a strength. Good opportunity for NGOs to influence policy, which is difficult to do without this type of platform. Gaining different perspectives is invaluable. Have always found through CASA, especially between industry, is that you get a better global view, which helps you try and make those consensus decisions.
- NGO: The value is in the importance of the interactions we have where we are able to openly discuss issues and come to understand each other's sectors. This creates a common bond which enforces respect and ability to reach consensus. Being able to provide different perspectives to government even if there isn't consensus is helpful for them in policy making.
- Government: Having an entity like CASA is a key forum for continuing to advance dialogues in different policies. There are challenging areas that the provincial government cannot address on their own (i.e., things that the GoA cannot regulate like non-point sources) that are helpful to gain perspectives and policy advice from different sectors.
- Indigenous: It's always my hope that CASA has more Indigenous representation to influence policy. My presence here is in the best interest of my nation and to understand the impacts that are affecting our nation. Our nations come from various regions of natural resources. Air is one of our elements of our being and this is important, which is why I continue to be involved.
  - How do we work on increase Indigenous participation?
    - Most industries and companies have Indigenous relations officers which is a good place to start.

3. What types of issues can CASA support your sector or caucus to address?
  - NGO: Any issues that highlight health is always something to look at for projects as it is a huge concern for everyone. More health representation from the GoA is essential to have at the CASA table.
    - AEPA caucus regularly with Health, but there is merit in having them involved directly at the table.
  
4. Are there any other topics we need to discuss as a group during the workshop?
  - Addressed through earlier discussion.
  
5. What contributed to CASA's recent successes and challenges, particularly at the project team level?
  - NGO: During the CFO project, it was nice to see agriculture step up to the plate. Addressing a topic that has impacts on finances is not easy, but this project is an example of a success.
  - NGO: Relationships between team members and trust is important, especially for projects with tight timelines. Commitment from the project team and implementers is also important.
  - NGO: CASA does a good job with projects that involve gathering, synthesizing, and sharing information in an accessible way (e.g., Non-point Sources). CASA is also successful with projects that have strong drivers behind it. In particular, when the GoA wants a specific piece of policy advice and commits to implementing the advice (e.g., Coal to Gas). There must be strong government need and appropriate times for government to step into the project as needed.
    - Government: The GoA needs to be clearer on when we need policy advice and what we need generally. Timeliness can be an issue as CASA's statement of opportunity process takes several months for an issue to begin to be looked at. We often need policy advice more quickly. We're looking at more nimble ways to come to CASA when we need advice.
      - There are other ways to get projects going than the Statement of Opportunity process. A high-priority request from the Deputy Minister led to the three-month Coal to Gas project and was a good example of this and showed that CASA can be nimble.
  - NGO: CASA is good at having discussions even if consensus isn't achieved. It's important for participants to feel their work is respected and that there is follow-up.
    - Participants rely on recommendations to be fulfilled. When these aren't implemented, the desire to continue participating is reduced.
  - Government: GoA priorities are driven by the mandates of elected officials. As a result, sometimes recommendations can't be implemented in real-time. Receiving recommendations and being held accountable for them while we aren't necessarily able to deliver is a challenge. This is something to keep in mind when choosing projects and making recommendations.
    - Some recommendations CASA has made are not realistic or were overly optimistic. SMART recommendations is a start but we need to think about this.

Andre thanked everyone for good discussion which will help the committee further develop the workshop.

## 5 Information Reports and Opportunity for Questions

### 5.1 Executive Director's Report

#### Discussion:

- CASA's vision statement should be included in the Multi-year Communications Strategy.
  - The communications strategy was approved in 2020, this is an update on the implementation of the communications actions. We can keep this in mind when updating the next multi-year communications strategy.
- Re: Objective 1.4 (p. 80): The performance measures framework should be amended. We haven't been reporting on those since a few years now.
  - The work to review the Performance Measures approach was initially delayed until the 2018-19 strategic planning work was complete, which was then again delayed because of the pandemic. Performance measures for both the board and projects will be looked at after the strategic plan is approved.
- Is there further explanation on why the events calendar isn't being updated?
  - Previously, staff were updating the calendar to include all external sector events, which was too onerous to keep up with. The calendar can be updated with all of CASA's events.

**Action:** Staff to update the website calendar with CASA's meetings and events.

- The communications strategy should be reviewed after the strategic planning – how do we collectively support and communicate CASA's vision, mission, goals?
  - Addressing the role of sectors as CASA members to communicate who we are as an organization is something to look at, perhaps at the workshop.

### 5.2 Government of Alberta Update

#### Discussion:

- Is there funding following the air stations? What are the priorities and how will they be reported to the public?
  - Multi-year grants are currently being discussed with the Airsheds.
  - AEPA has allocated an increase in funding to cover this, while maintaining what had previously been funded to enable further implementation of the 5-year Air and Atmospheric Monitoring, Evaluation and Reporting plan.
- What makes the sensor-based monitor different from other air quality monitoring?
  - It is a low-cost pollutant sensor which is being tested for potential use to address air quality issues around the province.
- Will the pilot Designated Industrial Zone project be expanded to the rest of the province? How will this happen and what consultation will take place?
  - There is a possibility to expand this pilot project in the Industrial Heartland to other areas as there is interest. For the next two years, the focus is on

operationalizing and figuring out lessons learned in the Industrial Heartland. There is a link to the public website for related information:  
<https://www.alberta.ca/industrial-heartland-designated-industrial-zone.aspx>

- Is there more information on the CCME CAAQS PM2.5 process?
  - The process is moving towards a multi-stakeholder approach. A meeting will occur after the new year to determine and solidify values, after which they will go through various committees and levels for approval. The updated ranges will be presented to the Council of Ministers next fall.
- Will the TRS Guideline be accompanied by reporting guidance?
  - Once the guideline is posted, there will be accompanying pieces posted as well (e.g., reporting protocol).
- Will we be likely to see revised guidance on the AAAQOs for NO<sub>2</sub> and SO<sub>2</sub> in 2023?
  - Analysis of how to address stakeholder feedback on the draft NO<sub>2</sub> and SO<sub>2</sub> AAQOs is underway. The next step is revising the “Using Ambient Air Quality Objectives in Industrial Dispersion Modelling” guidance document. A draft is currently being developed to incorporate stakeholder feedback. It will be posted for comment in 2023.

The previous Deputy Minister (DM) has resigned as she has taken on a new portfolio. The new DM is keen to learn more about CASA and AWC. A brief is being prepared for her and will likely hear from her in the new year.

### **5.3 ROVER III Project Team Update**

#### **Discussion:**

- What is the progress on data retrieval?
  - Opus now has all the data. Once they provide a timeline, Katie will contact the co-chairs.

### **5.4 Other Sector Updates**

There were no additional sector updates.

Andre reminded the board that all honoraria claims should be submitted before December 15, 2022, as that is when the organization accounting books are closed.

There will be a call out for members for the Dust project team.

A reminder that the strategic planning workshop will be on January 23 and 24.

The next board meeting is scheduled to occur on April 13, 2023.

Andre thanked the staff, team members, and board members for their contributions to the organization.

The meeting was adjourned at 12:20 p.m.

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The following action item(s) arose from the meeting:

**Action: Staff to revise the wording in the meeting summary regarding the vehicle inspection stations visited for the ROVER III project.**

**Action: Andre to explore how CASA and the AWC can be informed of each other's work.**

**Action: Staff to update the website calendar with CASA's meetings and events.**