

Memorandum



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Date: March 10, 2016
From: Keith Denman, Executive Director
To: CASA Directors & Alternates
Subject: CASA Board Meeting – March 24, 2016

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 3:00 pm** on Thursday, March 24, 2016. The meeting will be held at:

**Training Room 10A, 10th Floor
Centrewest
10035 108 ST NW
Edmonton
AB T5J 3E1**

Caucus meetings will be held from 8:00am – 9:00am in the following locations:

CASA Back Office – ENGO's
CASA Small Board Room – Industry
CASA Large Board Room – Government

We look forward to seeing you at the meeting.

Sincerely,

Keith Denman
(780) 644 5160

**Clean Air Strategic Alliance – Board Meeting
Centre West, 10th Floor
Room 10 A
10035 108 ST NW
Edmonton,
AB, T5J 3E1**

**March 24, 2016
Draft Agenda**

Objectives:

- Introduce new members of the CASA Board
- Receive the Audited 2015 statements for information (to be accepted at the June Annual General Meeting)
- Receive substantive updates from the Non-Point Source, Performance measures review and Communications Teams
- Disband the Odour Management Team
- Receive various updates from the Provincial Government
- Discuss a process for developing new work for CASA

1.0 ADMINISTRATION

1

09:00 – 09:30
(30 min)

1.1 Convene Business Meeting and Approve Agenda

Objective: Convene business meeting and approve agenda

1.2 Minutes and Board Action Items from September 2015

Objective: Approve minutes and review the action items from the September 17, 2015 board meeting.

1.3 Electronic Approvals from December 2015

Objective: Review electronic approvals from December 2015

1.4 Executive Director's Report

Objective: Receive a report on secretariat activities, income and expense statements and provide any feedback.

1.5 Stakeholder Support

Objective: To vote to revise the stakeholder support policy

1.6 2015 Audited Financial Statements

Objective: Receive the 2015 audited financial statements.

1.7 New Representatives

Objective: Introduce and welcome new CASA Board representatives.

- Andre Corbould
- Carolyn Kolebaba
- Koray Onder

1.8 Executive Membership

Objective: To decide on new Executive Membership

	2.0 PROJECT MANAGEMENT	2
09:30 – 10:15 (45 min)	2.1 Non-Point Source <i>Objective: Receive a presentation on the NPS update.</i>	
10:15 – 10:45 (30 min)	2.2 Communications Committee <i>Objective: Receive a presentation on the 2016 Communications Plan</i>	
10:45 – 11:00 (15 min)	BREAK	
11:00 – 11:15 (15 min)	2.3 Performance Measures Review Working Group <i>Objective: Receive an update on and the performance measures</i>	
11:15 – 11:20 (5 min)	2.4 Performance Measures Committee Update <i>Objective: Receive an update from the Performance Measures Committee</i>	
11:20 – 11:25 (5 min)	2.5 Annual Report <i>Objective: To receive an update on the Annual Report</i>	
11:25 – 11:30 (5 min)	2.6 Odour Management Team <i>Objective: To vote to disband the Odour Management Team</i>	
	3.0 STRATEGIC PLANNING	3
11:30 – 12:00 (30 min)	3.1 Tactical Plan <i>Objective: Discussion on the 2016 Tactical Plan</i>	
12:00 – 1:00 (1 hr.)	LUNCH	
	4.0 STATUS UPDATE	4
1:00 – 1:15 (15 min.)	4.1 CAAQs Management Planning <i>Objective: Update on CAAQs vs the PM & Ozone Framework.</i>	
1:15 – 1:30 (15 min)	4.2 Integrated Resource Management Systems (IRMS) Update <i>Objective: Receive an update on IRMS.</i>	
1:30 – 1:45 (15 min)	4.3 Alberta Airshed Council <i>Objective: Receive an update from the Alberta Airshed Council</i>	
1:45 – 2:30 (45 min.)	4.4 Climate Change Update <i>Objective: To receive a presentation from the Climate Change Strategy Division</i>	
	5.0 NEW/OTHER BUSINESS	5
2:30 – 3:00 (30 min)	5.1 New/Other Business <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	

5.2 Updated Mailing and Membership Lists

Objective: Provide up-to-date information on CASA board members.

5.3 Evaluation Forms

Objective: Receive the results from the last evaluation and provide time for board members to fill out their evaluation forms.

DECISION SHEET

ITEM: 1.2 Minutes and Action Items from September 17, 2015

ISSUE: Minutes from the September 17 board meeting are subject to approval.

STATUS: Members have received the minutes from the September 17, 2015 board meetings and are invited to report any errors or omissions to the board at its March 24 regular meeting. Board members will be asked to give final approval to the minutes of September 17, 2015, and the final version will be posted to the website as per usual practice.

At the March 13, 2014 meeting it was agreed that the board action items be reviewed immediately following the minutes.

ATTACHMENTS: A. Draft meeting minutes from September 17, 2015 board meeting
B. Board Action Items from September 17, 2015 board meeting

DECISIONS: Approve the minutes from the September 17, 2015 board meeting.

CASA Board of Directors

September 17, 2015

Edmonton, Alberta

In attendance:

CASA Board Members and Alternates:

Chris Severson-Baker, NGO Pollution
Dawn Friesen, Provincial Government Health
Al Kemmere, Local Government Rural
Ann Baran, NGO Rural
Claude Chamberland, Oil & Gas Large Producers
Humphrey Banack, Agriculture
Brian Gilliland, Forestry
David Spink, NGO Urban
Bill Calder, NGO Urban
Rob Beleutz, Mining
Scott Wilson, NGO, Consumer
Leigh Allard, NGO Health
Peter Noble, Petroleum Products
Brian Ahearn, Petroleum Products
Martin Van Olst, Federal Government
Jim Hackett, Utilities
Rick Blackwood, Provincial Government Environment
David Lawlor, Alternate Energy
Terry Rowat, Chemical Manufacturers

CASA Secretariat:

Keith Denman
Robyn Jacobsen
Karen Bielech
Sarah Hanlon
Amanda Stuparyk
Cara McInnis
Warren Greeves

Guests:

Martina Krieger, Alberta Environment and Parks
Sharon Willianen, Alberta Environment & Parks
Njoroge Ngure, TransCanada

Presenters:

David Lyder *Item 1.1 – CASA Air Day 2015 – Alberta Environment and Parks Inputs*
Bob Myrick *Item 1.1 – CASA Board of Directors Update on AEMERA*
David Spink, Richard Sharkey, and Humphrey Bannack *Item 4.1 – Odour Management Team*

Lorna Young, Chemistry Industry Association of Canada
Joy Wesley, Alberta Environment and Parks
Bob Myrick, Alberta Environmental Monitoring, Evaluation, and Reporting Agency (AEMERA)
Rhonda Lee Curran, Alberta Environment and Parks
Fiona Slessor, Alberta Environment and Parks
Sunhee Cho, Alberta Environment and Parks
Laura Blair, Alberta Environment and Parks
David Lyder, Alberta Environment and Parks
Brendan Schiewe, Alberta Health
Celeste Dempster, Alberta Energy
Ludmilla Rodriguez, Alberta Health Services
Richard Sharkey, Alberta Environment and Parks
Janice Seville, formerly, Alberta Lung Association
Nadine Blaney, Fort Air Partnership
Joseph Hnatiuk, Canadian Society of Environmental Biologists

Regrets:

Cheryl Baraniecki, Government Federal
Holly Johnson-Rattlesnake, Samson Cree
Linda Mattern, Provincial Government Health
Audrey Murray, Provincial Government Energy
Keith Murray, Forestry
Al Sanderson, Provincial Government Energy
Dan Thillman, Mining
Ahmed Idriss, Utilities
Dan Hall, Chemical Manufacturers
Rich Smith, Agriculture
Transportation
Bill Werry, Provincial Government Environment
Ruth Yanor, NGO Industrial

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

Executive Summary

The CASA Board received a presentation from Alberta Environment and Parks on the current state of the air in Alberta with particular focus on the *Canadian Ambient Air Quality Standards (CAAQs) Report* that was released last week.

The Alberta Environment Monitoring, Evaluation and Reporting Agency (AEMERA) gave an update to the board on their general activities and discussed some possible areas of shared interest the two agencies could work on together.

The CASA Board welcomed Terry Rowat from Methanex Corporation as a new Director representing Industry – Chemical Manufacturers. Terry replaces Yolanta Leszczynski.

Ian Montgomery from IMI Strategics has been engaged to lead an IBN (Interest Based Negotiation) training session with stakeholders on November 26 & 27, 2015.

The Odour Management Team presented their final report to the board and sought approval for the distribution of the *Good Practices Guide for Odour Management in Alberta*.

The board approved the formation of the Non-Point Source project team and directed them to reassess the project charter with regard to resources and costs. The team were directed to focus on objective one outlined in the project charter and to scope out what work can be accomplished with the less than anticipated funding provided.

The CASA Board received an update from Alberta Environment and Parks and Alberta Health on the new governmental landscape.

The next Board meeting date will occur on December 3, 2015 in Edmonton.

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

Minutes

Chris Severson Baker convened the meeting at 10:10 a.m.

1. Government Initiatives

1.1. Alberta Environment & Parks/AEMERA Presentations

Alberta Environment & Parks Presentation

The Board received a presentation from Dave Lyder on the current state of the air in Alberta. With the release of the CAAQs report last week and the highlighted exceedances that are occurring, there is a critical focus on reducing emissions, especially those not currently regulated by EPEA (Environmental Protection and Enhancement Act)

Discussion Highlights

The importance of modelling was highlighted in relation to a preventative air quality approach. With modelling, there is an ability to ascertain when a management trigger will be reached. This will allow a more preventative and proactive approach rather than a reactive approach. It was suggested that some guidance should be provided on how models can be used in terms of CAAQs (Canadian Ambient Air Quality Standards).

Dave Lyder explained that although modelling does provide a general indication on emission levels, it will only tell where there is a high probability of the formation of some emissions. In the case of PM 2.5 it may not give the exact amount. However, it is a good indicator, but it won't offer hard and fast numbers. Modelling can be used to reduce the precursors.

A mandate from the Minister was received to look across the board to reduce emissions. AQMS includes Canadian ambient air quality standards (CAAQS), base-level industrial emissions requirements (BLIERS) and the management of air quality through local air zones and regional airsheds.

It was suggested that this approach is more reactive than proactive and if there was an opportunity for CASA to be more pre-emptive in looking at gaps and policy changes. It was proposed that it should be looked at more holistically.

It was advised that in terms of emission management, there are existing recommendations in place already, for example, BLIERS or the Electricity Framework Review recommendations on gas-fired electricity generation. Although the recommendations have been proposed, a decision is still outstanding.

It was felt that there are a number of discussions that need to be finalized first, for example the Climate Change Advisory Panel. This is a discussion that is occurring with Albertans currently. It was felt until these discussions conclude, it would be premature to deal with the existing recommendations. A decision could be made that would then change based on the Climate Change Panel's recommendations.

AEMERA Presentation

The Board received a presentation from Bob Myrick on a general update on AEMERA (Alberta Environment Monitoring, Evaluation and Reporting Agency). Bob spoke about the general practices of AEMERA including its products and services, monitoring, organizational capacity, information management and funding.

A number of potential opportunities for CASA's support were highlighted:

- Memorandum of agreement between AEMERA and the Airsheds – CASA could assist with facilitation between AEMERA and the Airsheds with defining roles and responsibilities.
- Alberta's Air Monitoring Strategy – Developed in 2009. This strategy was developed prior to AEMERA's conception. Opportunity for CASA to be involved in reviewing the strategy in light of the AQM's and AEMERA. However, this would likely be a multi-media initiative encompassing air, land, water and biodiversity.
- Oil Sands Monitoring – Currently going through a governance review. There has been a void of multi-stakeholder engagement. May be a possible opportunity for CASA.
- Release of CAAQ's report – Work should kick off on Non-Point Source. AEMERA would like to participate on the team.

Discussion Highlights

It was noted that the 'E' in AEMERA stands for evaluation. AEMERA's mandate is not only to measure air quality but also to evaluate on it. It was proposed that there may be a role for CASA to provide some guidance in terms of what the evaluation might include. It was noted that AEMERA must enhance current capacity to increase both assessment and evaluation aspects.

A suggestion was put forward to include a representative from AEMERA to sit on the CASA Board of Directors or vice versa. It was deemed unlikely that CASA could have a seat on the AEMERA Board due to the competitive nature of selection. The Board were reminded that the topic of AEMERA sitting on the CASA Board of Directors has been presented and discussed many times. It was felt that homework on this subject should be done offline and come back to the Board in December.

Action: The Secretariat are to research the history behind the proposal of AEMERA sitting on the CASA Board of Directors and bring back to the Board in December.

A question arose on whether there is an intention for AEMERA to take over the Airshed role with monitoring in the future. It was clarified that AEMERA's strategic priority is partnerships and their intention is to build relationships with the Airsheds.

The AEMERA Executive were on a strategic planning retreat at the time of the Board meeting. It was suggested that a meeting should be set up in the near future with the AEMERA and CASA Executives.

Action: The Secretariat to organize a meeting between the AEMERA and CASA Executives.

2. Strategic Planning

2.1. State of Air Discussion

Discussion Highlights

The question was posed as to areas CASA could provide significant assistance to the GoA in both the short and long term. It was felt that the Non-Point Source project would be very beneficial. CASA should look at management tools for both non-point sources and point sources including modelling.

It was felt that CASA could assist with some overall guidelines on how an air management zone currently in the orange or red area under the Canadian Ambient Air Quality Standards (CAAQs) could develop a management plan as opposed to case by case reactions to exceedances. An overall process to guide the management plan could prove to be very beneficial. There is more clarity required on what specific reductions are to be made and how to demonstrate that these emissions are being reduced. Once further clarity is received by the GoA, a roadmap could be developed that all zones could implement. A more proactive approach should be included. It was generally felt that this piece of work would be highly suitable as to CASA due to the sensitive nature of the work.

Action: The Secretariat should organize a workshop on how CASA can assist with exceedances coming out of the CAAQs report. The workshop should focus on preventative measures for management areas using modelling and examine gaps and efficiencies that could be achieved.

A question arose on how the Climate Change work by the GoA could impact CASA. The report is due out in last October and it is felt that there will be a number of big buckets of work to emerge. CASA will need to examine the report to identify what CASA can do to support the emerging work and ensure that it remains connected to policy drivers. It was agreed that some members from the Board should meet once the report is released and before the GoA finalizes their report for the Climate Change conference.

Action: The Secretariat will organize a meeting/workshop with Board members and others once the Climate Change report is released.

3. Administration

3.1. Convene Business Meeting and Approve Agenda

The agenda was approved by consensus.

3.2. Minutes and Board Action Items from September 17, 2015

The board approved the minutes by consensus.

Action items were discussed and updated as follows:

Action items	Meeting	Status
4.1 – Non-Point Sources Industry and Government caucuses will convene to discuss funding for the NPS project, and advise the Board about next steps at the December Board meeting.	September 18, 2014	Ongoing
2.2 – Performance Measures Committee PMC to review wording of Performance Measure 9 to more appropriately reflect increased team knowledge of the CDM process.	March 12, 2015	PMC Meeting on Friday 18 th of June.

3.3. CASA Executive Director Report/Financial Statements

Keith informed the Board that the CASA 2014 Annual Report has been distributed electronically and welcomes any feedback the Board may have.

Following a long hiatus, the Communications Committee have set a date to meet on October 14, 2015. Although the Committee are still awaiting an industry representative, they have decided to proceed without full membership as there have been no meetings in 2015. They hope to have an industry representative volunteer for the position very soon.

The IRMS (Integrated Resource Management System) Roadmap work has been put on hold. The GoA are not as ready as they had anticipated to begin this work with the shifting government landscape and new players.

Ian Montgomery from IMI Strategics has been engaged to lead an IBN (Interest Based Negotiation Training) session with the CASA staff on 29th and 30th of September. A stakeholder training session is scheduled for the 26th and 27th of November. Both sessions will be two days with the concentration of facilitation on the first day and interest based negotiation on the second. The staff will have an opportunity to provide feedback to Ian after the initial session to be encompassed in the stakeholder training.

Sarah Hanlon from the CASA Secretariat will be taking maternity leave from the end of January. A replacement for Sarah will be sought after shortly to ensure adequate training time.

3.4. New Representatives

Terry Rowat from Methanex Corporation has been appointed as the Director representing Industry – Chemical Manufacturers. Terry replaces Yolanta Leszczynski.

Unfortunately a biography unavailable at the time of circulation of the CASA Board Book but one will be included in a subsequent Board Book.

4 Project Management

4.1 Odour Management Team

- From presentation
 - Board members to include the link on their own organization's website
 - Second, would like CASA Board members to champion the GPG with their communications departments.

The OMT is not requesting that it be disbanded at this time, as there is outstanding work related to the implementation of the Communications Plan. The OMT will provide the Board an update of progress and a request to be disbanded at the December 2015 Board meeting.

Discussion

- Recently attended and presented at the Odour Conference in Toronto
 - o Feedback was that it seemed helpful – interest in how it works in Alberta and then applicability in other jurisdictions.
 - o Lots of interest in how we engaged stakeholders
 - o There were technical questions about assessment
 - o The questions were good, bc it seemed that the GPG covered all the situations/questions were covered in the guide
 - o The sections of the guide covered almost every other presentation that was made!
- Have been invited to present at the Synergy Conference
- How will the 5 year review be triggered?
 - o The secretariat would flag to the board that the review time is approaching. The Board should strike a working group to determine if the guide should be updated.
- Project is awesome and a lot of work and thank you very much.
- The team was recognized by the Board for their hard work.

Decisions

1. Accept the Final Report of the Odour Management project team
2. Approve the consensus recommendation
3. Approve the Good Practices Guide for Odour Management in Alberta for distribution, as per the Communications Plan
4. CASA Board members champion the GPG

All the decision were approved.

4.2 Non-Point Source

At the September 2014 Board Meeting, the NPS Working Group presented the NPS Project Charter for the Board. The project goal of the NPS Project is: To help address non-point source air emissions contributing to ambient PM 2.5 and ozone standard non-achievement in Alberta. Ultimately, this work will result in a list of management actions to address NPS of interest in targeted areas, where CASA could add value. Once initiated, the project is expected to take approximately 22 months to complete.

The Board approved the NPS Project Charter in principle, but agreed to delay the convening of a Project Team to allow the industry and government caucuses time to secure funding. Both caucuses met at the June 17, 2015 Board Meeting to discuss funding options. The industry caucus committed to providing \$25,000, with government awaiting confirmation of an equal amount pending confirmation from the Minister of Environment and Parks. The CASA Secretariat has committed to using \$80,000 of internal funds to dedicate to the project, tentatively raising the total budget to \$130,000 to date. At the September 17, 2015 Board meeting, the Board discussed convening of a Project Team and the approval of the decision sheet (4.2).

Discussion Highlights

The Board discussed what objectives from the Project Charter would be address with less-than-anticipated funds available.

Members of the NPS Working Group who were present during the conversation noted that the bulk of the funding will likely be required in the implementation of Objectives 1 and 4 which occur at the beginning of the project. The Board emphasized that Objective 1 of the Project Charter should be of 'high-priority' for the Project team should they commence, noting that efficiencies may be identified due to the in-house capacity of many of the stakeholders. Consensus was found across the Board that the upfront deliverables outlined in the Project Charter are of specific value, and that work on the other objectives should be subject to a future discussion on funding during the December Board meeting.

The Board committed to convening a Project team to reassess the project resources and costs, and present an update to the Board in December 2015. The Project Team is anticipated to follow the work outlined in the Project Charter in addition to scoping what work can be completed with the \$130,000 funding provided to date. The amendment to the decision sheet was approved by consensus.

By consensus, the Board approved:

- 1. The Non-Point Source Project Charter.**
- 2. The formation of the Non-Point Source Project Team, coordinated by the Secretariat.**

Action: Secretariat to canvass Board members for Project team participants.

4.3 Status Reports

The Board was directed to the status reports in the board binder:

Performance Measures Committee

A status report was provided on the Performance Measures Committee. The PMC is looking for a permanent replacement for the industry member of their committee. The PMC typically meet 2 times per year between November and January to prepare the PMC Annual Report

In order to begin work on developing the 2015 PMC report, including the 2015 results for the measures and indicators, the PMC requires an industry representative.

In order to undertake the review of the PM Strategy, the PM Review Working Group requires full representation from the PMC, in addition to self-selected Board members. David Lawlor has committed to being the industry representative for the PM Review Working Group over the course of the work which is slated to wrap up in November.

5 Government Initiatives

5.1 Government Initiatives

The CASA Board received an update on the new Governmental Landscape. The update was provided by Rick Blackwood from Alberta Environment and Parks and Dawn Friesen from Alberta Health.

The new Government is spending an enormous amount of time on the Climate Change Strategy ahead of the Premier attending the annual Conference of Parties (COP)/2015 Climate Change Conference in Paris. The Climate Change Strategy will need to be tabled with the Federal Government ahead of time. This is an extremely substantial review and a very complex piece of work that will require the entire GoA's focus and commitment.

The GoA are still operating under an interim budget. The official budget should be tabled by end of October, which will be seen publically by the first week of November and will be in place until March 2016. The GoA will then be required to immediately dive back into a new budget process for 2016/2017.

Budgets are going to be more reduced than usual. Efficiencies will need to be made across the board. It was recommended that CASA should consider some efficiencies in costs that can be made proactively. A shared secretariat between the Alberta Water Council and CASA should be considered and these discussions are to be encouraged in a proactive manner. The volatility of the economic cycle is playing a part in the current fiscal climate.

Keith Denman, CASA Executive Director noted that core funding has still not been received or confirmed for CASA for 2016. He reminded the Board that to be responsible to staff and contractor obligations a decision on a wind down would need to occur in December.

Action: Keith Denman is to start initial discussions with Gord Edwards from the Alberta Water Council on possible synergies between the AWC and CASA.

6 New/Other Business

6.1 New/Other Business

No new/other business was introduced.

6.2 Updated Board Mailing and Membership Lists

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

6.3 Evaluation Forms

Members were asked to complete evaluation forms for the September 17, 2015 meeting. These responses are valued and will be reviewed by the Executive Committee at its next meeting.

The meeting adjourned at 3:30 pm.

The next CASA board meeting will be on December 3, 2015 in Edmonton

Action items	Meeting	Status
<p>4.1 – Non-Point Sources Industry and Government caucuses will convene to discuss funding for the NPS project, and advise the Board about next steps at the December Board meeting.</p>	September 18, 2014	Ongoing
<p>2.2 – Performance Measures Committee PMC to review wording of Performance Measure 9 to more appropriately reflect increased team knowledge of the CDM process.</p>	March 12, 2015	PMC Meeting on Friday 18 th of June.
<p>3.1 – CASA Priorities – E-scan The Secretariat will put out a call for members to sit on the ad-hoc committee. The group will work over the summer to plan for the content and process to be followed in the workshop</p>	June 17, 2015	Ongoing. “State of Air” discussion scheduled for September 17, 2015.
<p>3.1 – CASA Priorities – IRMS Roadmap Secretariat will work with stakeholders to initiate an IRMS Roadmap working group and develop a Project Charter, to be presented to the Board in September or December 2015.</p>	June 17, 2015	On Hold.
<p>1.1 - Alberta Environment & Parks/AEMERA Presentations The Secretariat are to research the history behind the proposal of AEMERA sitting on the CASA Board of Directors and bring back to the Board in December.</p>	September 17, 2015	
<p>1.1 - Alberta Environment & Parks/AEMERA Presentations The Secretariat to organize a meeting between the AEMERA and CASA Executives.</p>	September 17, 2015	Complete.
<p>2.1 – State of the Air Discussion The Secretariat should organize a workshop on how CASA can assist with exceedances coming out of the CAAQs report. The workshop should focus on preventative measures for management areas using modelling and examine gaps and efficiencies that could be achieved.</p>	September 17, 2015	

Action items	Meeting	Status
<p>2.1 – State of the Air Discussion The Secretariat will organize a meeting/workshop with Board members and others once the Climate Change report is released.</p>	September 17, 2015	
<p>4.2 – Non Point Source Secretariat to canvass Board members for Project team participants</p>	September 17, 2015	
<p>5.1 – Government Initiatives Keith Denman is to start initial discussions with Gord Edwards from the Alberta Water Council on possible synergies between the AWC and CASA.</p>	September 17, 2015	Complete

INFORMATION SHEET

ITEM: 1.3 Electronic Approvals from December 2015

ISSUE: Three important decision were sent to board members for approval via electronic means.

BACKGROUND: Signing Authority: With the Sarah Hanlon on maternity leave, there were only two designated directors to sign cheques over \$5000. CASA bylaws require that new signing officers be approved by the CASA board. The board was asked to electronically vote to approve Amanda Stuparyk as a signing officer for the organization.

2016 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. In the past year CASA has refocused its project work, to address emerging air quality issues of greatest interest to our stakeholders, with regard for a changing policy/regulatory/planning landscape in Alberta.

Communications Plan: The Clean Air Strategic Alliance has not had an active communications advisor or communications committee, apart from the rebranding of CASA and the 20th Anniversary Celebration, since September 2013.

The revived communications plan reflects the restart of the communications committee, with new goals that fit with CASA's current projects and objectives.

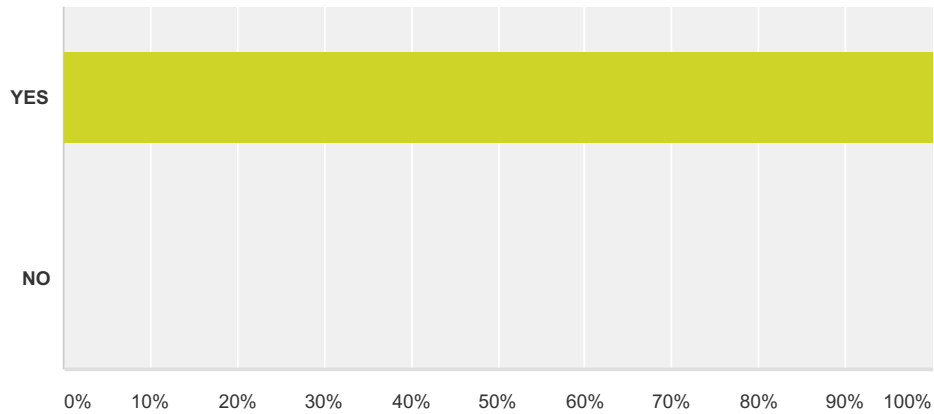
Despite putting out a call for a representative, the communications committee is still missing a member from Industry. It was decided that it was necessary for the committee to move forward despite this, in order to have a communications plan in place for 2016. The committee will continue to search for an Industry representative.

ATTACHMENTS:

- A. Board approvals for new signing authority.
- B. Board approvals for the 2016 CASA core budget.
- C. Board approvals for the 2016 CASA communications plan.

Q1 Do you authorize Amanda Stuparyk to be appointed as a signing officer for CASA?

Answered: 13 Skipped: 0

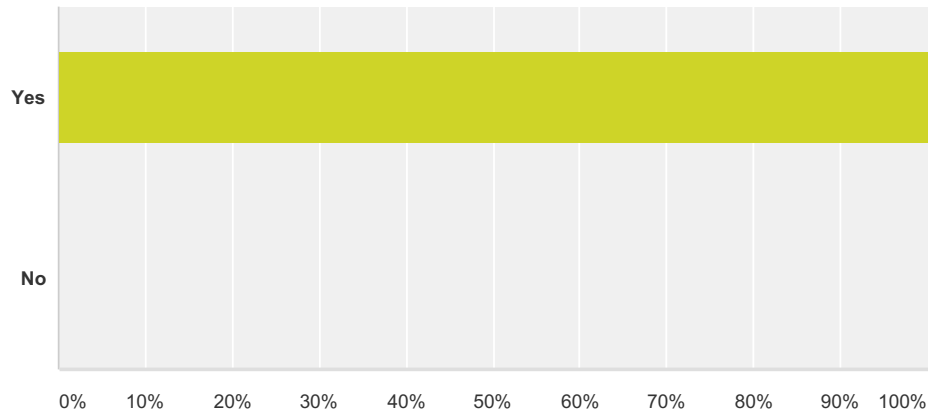


Answer Choices	Responses
YES	100.00% 13
NO	0.00% 0
Total	13

#	Your Name:	Date
1	Brian Gilliland	12/9/2015 3:06 PM
2	Ann Baran	12/7/2015 11:03 PM
3	David Spink	12/6/2015 2:48 PM
4	Holly Johnson	12/3/2015 1:41 PM
5	Dawn Friesen	12/3/2015 1:17 PM
6	Brian Ahearn	12/3/2015 12:57 PM
7	Jim Hackett	12/3/2015 11:12 AM
8	Scott Wilson	12/3/2015 9:11 AM
9	Ruth Yanor	11/30/2015 1:34 PM
10	Claude Chamberland	11/30/2015 10:36 AM
11	Al Sanderson	11/28/2015 1:21 PM

Q2 Do you approve the proposed 2016 core budget for CASA?

Answered: 12 Skipped: 1

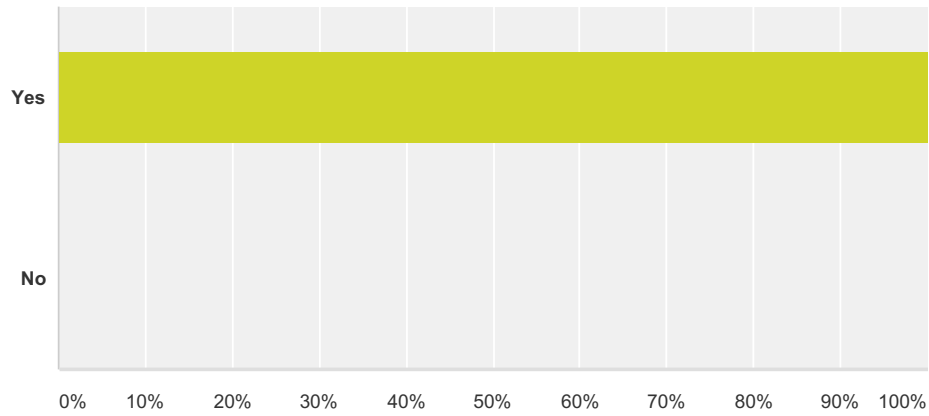


Answer Choices	Responses
Yes	100.00% 12
No	0.00% 0
Total	12

#	Your Name:	Date
1	Brian Gilliland	12/9/2015 3:06 PM
2	Ann Baran	12/7/2015 11:03 PM
3	David Spink	12/6/2015 2:48 PM
4	Holly Johnson	12/3/2015 1:41 PM
5	Dawn Friesen	12/3/2015 1:17 PM
6	Brian Ahearn	12/3/2015 12:57 PM
7	Jim Hackett	12/3/2015 11:12 AM
8	Scott Wilson	12/3/2015 9:11 AM
9	Ruth Yanor	11/30/2015 1:34 PM
10	Claude Chamberland	11/30/2015 10:36 AM
11	Al Sanderson	11/28/2015 1:21 PM

Q3 Do you approve the CASA 2016 Communications Plan?

Answered: 13 Skipped: 0



Answer Choices	Responses
Yes	100.00% 13
No	0.00% 0
Total	13

#	Your Name:	Date
1	Brian Gilliland	12/9/2015 3:06 PM
2	Ann Baran	12/7/2015 11:03 PM
3	David Spink	12/6/2015 2:48 PM
4	Holly Johnson	12/3/2015 1:41 PM
5	Dawn Friesen	12/3/2015 1:17 PM
6	Brian Ahearn	12/3/2015 12:57 PM
7	Jim Hackett	12/3/2015 11:12 AM
8	Scott Wilson	12/3/2015 9:11 AM
9	Ruth Yanor	11/30/2015 1:34 PM
10	Claude Chamberland	11/30/2015 10:36 AM
11	Al Sanderson	11/28/2015 1:21 PM

INFORMATION SHEET

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

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

ATTACHMENTS: A. Executive Director’s Report
 B. Legal Requirements to December 31, 2015
 C. Stakeholder Support to December 31, 2015

ISSUE: 2. **Financial Reports**

ATTACHMENTS: D. Statement of Revenue and Grants – January 31, 2015

Executive Director's Report for March 2016 Board Book

Overall Comments

CASA remains in good shape administratively and in its current programs, but is currently not working to its full capacity. The Odour Management Team has completed its work and the "IRMS Roadmap" Statement of Opportunity is on hold. The Non-Point Source Team is off to a good start but is currently our only project up and running. There are a number of possibilities that have been discussed (Climate Change related issues, CAAQS policy support, air monitoring strategic planning review, IRMS related work on roles and structures, etc.) but it is proving difficult to bring them to a place where Statements of Opportunity and Project Charters can be prepared and work undertaken. I am seeking opportunities to speak with stakeholder groups and senior leadership on the CASA process, building awareness that it is a robust process that can handle difficult and contentious issues, and that the current challenges to the economy and the environment require more multi stakeholder efforts, not fewer.

One of the issues that the Board members will be discussing at the March meeting is the roles of the Secretariat and the Board members/stakeholders in developing new opportunities and championing the use of CASA in policy development. Ideally there is both a "push" from the Secretariat and a "pull" from stakeholders. The secretariat can assist in providing the tools and information to enable this work on the part of stakeholders, but at the end of the day stakeholder support and uptake is needed if new work is going to get underway. I will be talking with Board members individually and at the Board meeting to understand how the Secretariat can assist them in advocating for CASA in policy development.

CASA's internal funding is in place for 2016. We are grateful for that, and thank the Department of Energy for their continuing support. Our external funding, which supports the work of the project teams, is difficult to come by in the current economy. I am pursuing new sources of funding such as the Alberta Real Estate Foundation, and the Non-Point Source team is seeking to use the team members' expertise and information rather than relying on consultants alone to gather information as they might have previously. We will be watching how this works with some interest.

Staff

Sarah Hanlon's maternity leave has started. She ended up leaving a little earlier than she had planned, on her Doctor's advice as she was in need of more rest than she was getting. Lara emerged on January 29. Mom and baby are both doing fine. Cara McInnis is taking over for Sarah and all looks to be under control. As Cara has some communications duties as well as Sarah's tasks, I am finalizing arrangements for Kim Sanderson to assist with some pieces of work such as the CASA Board minutes during Sarah's absence. Cara's overall workload will be monitored as the year rolls forward.

Financial

We finished 2015 with internal expenditures in the range of 825 K. This is roughly 200 K under budget for the year and reflects the number of project teams and meetings. The Auditors have completed their

work and their report can be found in your Board package. It is presented for information at this time and will be formally accepted at our Annual General Meeting in June. We currently have a cushion of four to five months costs over and above our annual funding and the wind down fund. I believe this is a prudent amount to keep on hand.

As of this writing we are still waiting on the GoA funding for the Non-Point Sources Team's work. The original amount offered was 50K, which was subsequently reduced to 25K due to the current fiscal realities. While the funds are not required by the team immediately, it will be good to have the funding in place. We understand the application is in the system, awaiting Ministerial sign-off. I am also pursuing 25 K in funding for the Non-Point Source team from the Alberta Real Estate Foundation. I have some reason for optimism on this but will not know for a few months.

Committees of the Board

The Performance Measures Review Team is looking at some changes to the performance measures and also to the manner in which the information is collected, in part due to low return rates on the surveys that have been used up until now and to ensure that the information collected is more useful in improving our work here at CASA. The team worked with the Communications Committee to determine a more effective method of gathering the required information. A substantive update will be provided at the March Board meeting.

The Communications Committee, as mentioned above, has been working to assist the Performance Measures Review team in helping gather the information they need in a more effective way. They are working on gathering information on what our stakeholders are doing for Clean Air Day (June 8) and implementing the 2016 communications plan, which was approved electronically at the December meeting. They will be presenting an update at the March Board meeting.

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

Projects

The Non-Point Source team is off to a good start. It has two meetings lined up prior to the March Board meeting, in addition to its kick off meeting which was held in November. There will be one Task team starting up, focused around the first task of identifying the sources of concern in those parts of the province where there are exceedances or potential exceedances of the CAAQS. A substantive update will be provided at the March Board meeting.

Other

As some of you may be aware, there have been some changes in the staff at Environment and Parks, with Bill Werry moving over to the Climate Change Office and Andre Courbold replacing him as Deputy

Minister of Environment and Parks. We welcome Andre to his new position and we look forward to working with him. We will be receiving an update from the Climate Change office at the March Board meeting.

At the September Board meeting it was asked if CASA had looked at what efficiencies and synergies could be gained from working more closely with the Alberta Water Council. The Executives of the Alberta Water Council (AWC) and CASA met in January to discuss this question, which has arisen several times over the life of the two organizations. No decisions were made, but some background work will be done to look at possible synergies and challenges that might come from a closer working relationship between the two organizations. Gord Edwards from the AWC and myself will be preparing some discussion material on efficiencies, a statement about the “technology” used by both CASA and the AWC, and some thoughts on how it might be applied in land and biodiversity issues. The Executives anticipate meeting again in April to review this work and decide on any further actions. Any significant actions that might come out of these discussions will be brought back through the Boards prior to decisions being made.

**Clean Air Strategic Alliance
Legal Requirements Completed to December 31, 2015
January 1 to December 31, 2015**

Description	Requirements	Completion Date
Revenue Canada	Annual Filing of Return & Audited Financial Statements	March 4, 2016 (for 2015)
Annual General Meeting	Annual Meeting of Members of the Alliance. Presentation of CASA's Audited Financial Statements	June 17, 2015 June 17, 2015
Revenue Canada – GST Return	Return Filed Quarterly	April 29, 2015(Jan-March/15) July 29, 2015(April-June/15) Oct. 16, 2015(July to Sept/15) Jan. 28, 2016(Oct to Dec/15)
Revenue Canada – Payroll Deductions	Payment is made on about the 15 th of the month following	Feb 16/15- Ceridian- for Jan. Mar. 16/15- Ceridian-for Feb. Apr. 15/15- Ceridian- for Mar. May 15/15-Ceridian – for Apr. June 15/15-Ceridian – for May July 15/15-Ceridian –for June Aug. 17/15-Ceridian-for July Sept. 15/15-Ceridian-for Aug. Oct. 15/15-Ceridian for Sept. Nov 16/15-Ceridian for Oct. Dec. 15/15-Ceridian for Nov. Jan. 15/16-Ceridian for Dec.
Board of Directors Liability Insurance	Annual Payment for Liability Insurance	December 15, 2015(for 2016)
Alberta Tax Return	Annual Filing	March 4, 2016(for 2015)

**Stakeholder Support
January 1 to December 31, 2015**

Name	Organization
Leigh Allard	The Lung Association
Kristi Anderson	Mewassin Community Council
Ann Baran	Southern Alberta Group for the Environment
Bill Calder	Prairie Acid Rain Coalition
Leonard Standing on the Road	Ponoka Fish and Game
Joseph Hnatiuk	Canadian Society of Environmental Biologists
Tom Marr-Laing	Pembina Institute
Andrew Read	Pembina Institute
Chris Severson-Baker	Pembina Institute
David Spink	Prairie Acid Rain Coalition
Kristy Tetreau	Lakeland Industry & Community Association
Ben Thibault	Pembina Institute
Wayne Ungstad	Ponoka Fish & Game Association
Ruth Yanor	Mewassin Community Council

Note: The above stakeholders received stakeholder support from CASA from January to December 2015. This list also includes stakeholders who received travel support.

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
Grants Carried Forward from 2008	\$578,248	Includes Pre-payment for 2009 Operations from Alberta Environment
Total Grants Received in 2009	\$1,250,000	
Total Internal Expenses 2009	-\$836,590	Year-end actual
Balance End of 2009	\$991,658	
Revenue 2010 -Alberta Energy	\$850,000	Funding to to March 31, 2011
Total Internal Expenses 2010	-\$928,661	Year end actual
Balance End of 2010	\$912,997	
Revenue 2011-Alberta Energy	\$850,000	Funding to March 31, 2012
Total Internal Expenses 2011	-\$983,319	Year end actual
Balance End of 2011	\$779,678	
Revenue 2012-Alberta Energy	\$850,000	Funding to March 31, 2013
Total Internal expenses 2012	-\$1,010,114	Year end actual
Balance End of 2012	\$619,564	
Revenue 2013/2014- Alberta Energy	\$1,700,000	Funding to December 2014
Total Internal expenses 2013	-\$1,056,842	Year end actual
Balance End of 2013	\$1,262,722	
Total Internal expenses 2014	-\$1,035,096	Year end actual
Balance End of 2014	\$227,626	
Revenue 2014/2015- Alberta Energy	\$850,000	Funding to December 2015
Total Internal expenses 2015	-\$829,683	Year end actual
	\$247,943	
Revenue 2016-Alberta Energy	\$850,000	Funding to December 2016
Forecasted internal expenses 2016	-\$850,851	
	\$247,092	

as of February 12, 2016

DECISION SHEET

ITEM: 1.5 Stakeholder Support

ISSUE: The current CASA policy on stakeholder support provides for a lower level of support for funded Board members who attend Board meetings than it does for Board members who attend Project team meetings. Specifically, the policy does not provide for travel or preparation time for Board meetings. At the time this policy was put in place it was recognized that this was an anomaly and the minutes of the meeting indicate that the issue would be resolved. It has not been until now. The proposed change in wording will provide the same level of support for all meetings attended by CASA Board members.

BACKGROUND: In order to ensure that groups with limited financial resources and people who are not paid for their time can fully participate in CASA activities, CASA provides reasonable travel costs and honoraria for some stakeholders. Questions have been asked about the difference between support for Board meetings and support for project team meetings. The change in policy would add somewhere in the range of 3500 – 4,000/year to CASA's costs.

ATTACHMENTS: Proposed revision to the CASA Stakeholder Support Policy.

DECISIONS: Replace the current CASA Stakeholder Support Policy with the attached.

Policy On Stakeholder Support



Effective Date: July 8, 2014

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

Ph (780) 427-9793
Fax (780) 422-3127
E-mail:
casa@casahome.org

Eligibility for Support

Stakeholder support is available to members of the CASA Board, Working Groups and Project Teams who are:

1. designated to represent their sector;
2. requested by CASA to participate; and
3. not otherwise paid for their day.

Support can be extended to a stakeholder who is “not otherwise paid for their day” at the discretion of the Executive Director on the basis of demonstrated need.

Every 6 months, the CASA Board of Directors will be given a list of individuals and groups who received stakeholder support from CASA in the previous six months.

Members of the CASA Board, Working Groups and Project Teams.

Honorarium

CASA stakeholders who are members of the CASA Board, working groups or project teams and are eligible for stakeholder support can claim:

- an honorarium of \$250 for each full day meeting and \$125 for each half day meeting;
- an honorarium of \$313 for each full day meeting and \$156 for each half day meeting for co-chairs and board members;
- \$106 for preparation/follow-up for each meeting;
- \$106 for travel if it takes more than a total of 3 hours to travel to and from a meeting.

For example, a member of a Project Team attending a one-day meeting would be eligible for a maximum honorarium of \$462 which includes \$250 for the meeting, \$106 for preparation/follow-up and \$106 for travel if it took more than a total of 3 hours to travel to and from a meeting. A member of a Project Team attending a two-day meeting would be eligible for a maximum of \$712 which includes \$250 for each meeting day for a total of \$500, \$106 for preparation/follow-up and \$106 if it took more than a total of 3 hours to travel to and from a meeting.

Number of Participants Eligible for Support

Stakeholder support will ordinarily be provided to a maximum of 4 members of a Working Group or a Project Team who are eligible for stakeholder support. Stakeholder support can be provided to more than 4 members of a Working Group or Project Team at the discretion of the Executive Director.

Reimbursed Travel Expenses

Members of working groups and project teams who are eligible for stakeholder support can claim reimbursement for travel expenses as follows:

Travel: Stakeholders are asked to make reasonable efforts to economize on their travel expenses.

Airfare, bus fare, vehicle rentals, taxi fare, parking – receipts required
Mileage – \$0.505 per km for use of personal vehicle.

Lodging: Hotels, accommodations – receipts required
Private accommodations - \$20.15/night (no receipt)

Meals: Upon submission of detailed receipts, or without receipts as follows:
Breakfast - \$9.20 if departure is earlier or return is later than 7:30 am
Lunch - \$11.60 if departure is earlier or return is later than 1:00 pm
Dinner - \$20.75 if departure is earlier, or return is later than 6:30 pm

Incidental: \$7.35 for each 24-hour period

Board Members

~~Board members who are eligible for stakeholder support are entitled to an honorarium of \$156 for a half day meeting, \$313 per single day meeting, \$391 for an evening meeting, followed by a day meeting, and \$469 for a two day meeting for attending CASA Board meetings and Executive meetings. These amounts include preparation and travel time.~~

~~Board members can seek reimbursement for their travel expenses at the rates noted above.~~

CASA Committees

This Policy on Stakeholder Support will be extended to other CASA committees at the discretion of the Executive Director. Examples of “other CASA committees” are subgroups of Working Groups and Project Teams; Board committees such as the Communications Committee; and ad hoc committees ~~such as the Science Symposium Organizing Committee.~~

**THE CLEAN AIR STRATEGIC
ALLIANCE ASSOCIATION**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2015

DRAFT

INDEPENDENT AUDITORS' REPORT

To the Members of The Clean Air Strategic Alliance Association

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

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Clean Air Strategic Alliance Association as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Edmonton, Alberta
March 2, 2016

Hawkings Epp Dumont LLP
Chartered Accountants

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

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

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

Edmonton, Alberta
March 2, 2016

Keith Denman
Executive Director

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

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

ON BEHALF OF THE BOARD:

_____ Director

_____ Director

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

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

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2015

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

PURPOSE OF THE ORGANIZATION

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Presentation

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

(b) Fund Accounting

The Core Project Fund accounts for funds provided by governments together with interest earned that are used to support general operations. The Board of Directors has internally restricted accumulation of this fund to pay necessary expenses in the event of the wind down of the Association. The unrestricted portion of this fund consists of the undepreciated balance of property and equipment, entitled investment in property and equipment and the remainder of the fund entitled available for operations.

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

(c) Cash and Cash Equivalents

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

(d) Tangible Capital Assets

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

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

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

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

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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

(e) Intangible Assets

Intangible assets consist of computer application software and are recorded at cost. The computer application software is measured at cost less accumulated amortization. Amortization of computer application software is provided for on a declining balance basis at a rate of 30%.

(f) Contributed services

Association members contribute non-monetary support including staff resources, meeting space and publication support. Due to the difficulty in determining their fair value, contributed services are not reflected in these financial statements.

(g) Revenue Recognition

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

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

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

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

(h) Financial Instruments

Measurement of Financial instruments

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

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

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

The Association has no financial instruments measured at fair value.

Impairment

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

(CONT'D)

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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

(i) Measurement Uncertainty

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

2. CASH AND CASH EQUIVALENTS

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

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

3. RECEIVABLES

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

4. TANGIBLE CAPITAL ASSETS

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

5. INTANGIBLE ASSETS

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

6. DEFERRED CONTRIBUTIONS

(a) Core Fund

During the year, the Association received grants totaling \$NIL (2014 - \$850,000) from the Province of Alberta to cover the 2015 calendar year. The purpose of the grants is to provide core funding in support of the Association's objectives as detailed in Note 1. The Regulations to the *Department of the Environment Act*, the *Department of Energy Act*, the *Department of Health Act*, and the *Department of Agriculture and Food Act* under which the grants have been provided, specify that grants must either be used for the purposes specified in the grant, be used for different purposes if such different purposes are agreed to by the applicant and the respective Minister, or be returned to the Province of Alberta. Accordingly, in the event the Association does not utilize the funds in pursuit of its objectives, any unexpended grant monies remaining may have to be repaid to the Province of Alberta.

	<u>2015</u>	<u>2014</u>
Balance, Beginning of Year	\$ 1,091,031	\$ 1,257,871
Grants received and receivable during the year	-	850,000
Transfer to deferred contributions - tangible capital assets and intangible assets	-	(7,310)
Revenue recognized to cover expenses during the year	<u>(813,510)</u>	<u>(1,009,530)</u>
Balance, End of Year	<u>\$ 277,521</u>	<u>\$ 1,091,031</u>

(b) External Projects Fund

Deferred external project contributions are comprised of monies received for specific external projects, which have not been expended for the purposes specified in the mandates of the projects.

	<u>2015</u>	<u>2014</u>
Balance, Beginning of Year	\$ 369,397	\$ 574,462
Grants received and receivable during the year	25,000	106,579
Revenue recognized to cover expenses during the year	<u>(138,285)</u>	<u>(311,644)</u>
Balance, End of Year	<u>\$ 256,112</u>	<u>\$ 369,397</u>

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

7. DEFERRED CONTRIBUTIONS - TANGIBLE CAPITAL ASSETS AND INTANGIBLE ASSETS

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

(a) Core Fund

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

(b) External Projects Fund

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

8. INTERNALLY RESTRICTED

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

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

9. ECONOMIC DEPENDENCE

The Association's primary source of revenue is grants from the Province of Alberta. The Association's ability to continue viable operations is dependent on this funding.

10. FINANCIAL INSTRUMENTS

It is management's opinion that the Association is not exposed to significant interest, credit, market, currency, or other price risk through its financial instruments. The following analysis provides information about the Association's risk exposure and concentration as of December 31, 2015.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect to its receipt of funds from the Government of Alberta and other related sources.

The Association mitigates this risk by monitoring cash activities and expected outflows through budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

11. TRANSACTIONS WITH THE GOVERNMENT OF ALBERTA

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

12. BUDGET FIGURES

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

THE CLEAN AIR STRATEGIC ALLIANCE ASSOCIATION

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

FOR THE YEAR ENDED DECEMBER 31, 2015

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



March 2, 2016

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

Attention: Board of Directors

Dear Board Members:

RE: 2015 AUDIT

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

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

AUDITOR RESPONSIBILITIES

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

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

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

The audit included consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

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

MANAGEMENT RESPONSIBILITIES

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

AUDIT APPROACH

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

MATERIALITY

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

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

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

SIGNIFICANT FINDINGS FROM THE AUDIT

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

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

Significant Deficiencies in Internal Control

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

Significant Qualitative Aspects of Accounting Practices

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

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

Uncorrected Misstatements

There were no significant uncorrected misstatements aggregated by our Firm, for the year ended December 31, 2015.

Significant Difficulties Encountered During the Audit

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

Management Representations

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

OTHER MATTERS

Invoice Approval

In 2014, we noted an invoice in the amount of \$22,860 from Intrinsik Environmental Services that did not contain adequate approval (dual signature) as required by the Association's policy. We recommended that all invoices include evidence of approval before payment is made, per the Association's policy.

We are pleased to note that during our 2015 audit testing all the invoices we examined contained appropriate approvals.

Goods and Services Tax (GST)

Previously, we noted the Association incorrectly reported the amounts on lines 105 (*Total GST / HST and adjustments for period*) and 108 (*Total ITCs and adjustments*) of the GST returns it filed for the 2014 fiscal year. We noted that line 105 should include only GST charged during the reporting period and Line 108 should include only the amount of GST paid on supplier invoices during the reporting period.

When filing future GST returns we recommended the Association ensure the correct figures are being reported on the GST returns.

We noted no deficiencies regarding GST return filings for 2015.

Honorarium income

The Association received honorarium income from the Executive Director for his attendance at a meeting with the Alberta energy regulator. Since these funds were paid directly to the Executive Director and not the Association the Executive Director will be liable to pay personal income tax on the balance.

We recommend that all honorarium payments be paid to the Association and not directly to the Executive Director in order to avoid personal taxes.

AUDITOR INDEPENDENCE

We have been engaged to audit the financial statements of the Association for the year ending December 31, 2015.

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

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

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

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

We are not aware of any relationships between the Association and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence that have occurred from January 1, 2015 – March 2, 2016.

The total fees charged to the Association for audit services were \$10,600 during the period from January 1, 2015 to December 31, 2015. There were no fees for non-audit services during this period.

We appreciate the opportunity to be of service to the Association. Thank you to Keith Denman and Karen Bielech, for all of their assistance during the audit. It was a pleasure to work with both of them.

Yours very truly,

HAWKINGS EPP DUMONT LLP



Philip J. Dirks, CPA, CA
Partner

PJD/law

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INFORMATION SHEET

ITEM: 1.5 New Representatives

ISSUE: One new director has been chosen by their respective member organization as a representative on the CASA board.

STATUS: Andre Corbould
Carolyn Kolebaba
Koray Onder

ATTACHMENTS: A – Andre Corbould Biography
B – Carolyn Kolebaba Biography
C – Koray Onder Biography

Biography

Andre Corbould Government of Alberta

Andre Corbould was appointed Deputy Minister of Environment and Parks effective February 8, 2016. Andre has previously served as Deputy Minister for Jobs, Skills, Training and Labour, Deputy Minister of Transportation, Deputy Minister of Municipal Affairs, Chief Assistant Deputy Minister for the Southern Alberta Flood Recovery Task Force and Assistant Deputy Minister at Alberta Transportation.

Andre's work in the public services stems from a 28-year career with the Canadian Forces, including tours in Iraq, Kuwait, Bosnia, East Timor, and Afghanistan. Andre led from the Platoon to the Division level, including time as Deputy Commanding General of the US Army 10th Mountain Division in Afghanistan. He also worked with 24 Afghan ministries developing a national reconstruction plan for the country in 2006. He has also been deployed on several domestic operations including assistance to the Winnipeg floods in 1997, Swiss Air Recovery as a diver in 1998, and more recently during the Vancouver 2010 Olympic Games where he commanded 1 Canadian Mechanized Brigade Group as part of the Games Security Force. Andre retired from the military as a Brigadier General.

Andre is a graduate of Civil Engineering from the Royal Military College of Canada. He holds a Masters in Management from the University of Canberra, as well as a Masters in Defence Management and Policy from the Royal Military College of Canada. Andre was inducted as a Fellow in the Canadian Academy of Engineers in 2015.

Andre and his family live in St. Albert, and enjoy camping, fishing and skiing.

Carolyn Kolebaba

AAMDC Vice President

Carolyn Kolebaba was elected as the first female Vice President for the Alberta Association of Municipal Districts and Counties (AAMDC) and served from 2005 – 2008. In the fall of 2010, she was re-elected as Vice President. Carolyn sits on the Clean Air Strategic Alliance Board, Alberta Municipal Health and Safety Association, R.W. Hay Awards, and Local Authority Pension Plan Stakeholder Consultation Group to name a few.

Carolyn is the regional representative for the Northern Alberta Municipal Zone to the Federation of Canadian Municipalities. These committees include the Northern and Remote, Transportation and the Environment and Women in Government.

Carolyn was born in Peace River and raised in the Municipal District of Peace. She and her husband Mike, operate a trucking company along with their sons in Northern Sunrise County. They retired from mixed farming in the spring of 2010 which they operated for over 30 years. Carolyn worked in the Educational System as a Certified Teacher Assistant with a Structure of Intellect background, for 15 years.

She entered municipal politics in 1998, and was elected Reeve of Northern Sunrise County in 2000. In her role as municipal Councilor and Reeve, Carolyn is the Chair of the North West Corridor Development Committee (NCDC) joint committee with membership that comprises of Industry and governments in British Columbia, North West Territories and Alberta. She is also on the executive of the Peace Regional Library System, Mackenzie Municipal Planning Association and Peace Synergy Group.

In 2012 Carolyn was awarded the Queen Elizabeth Diamond Jubilee Medal for her dedication to service to her peers, to her community and to Canada. In 2014 she was awarded Citizen of the Year by the Peace Regional Economic Alliance.

Carolyn has her Certificate of Completion on the Principals of Assessment for Assessment Review Board Member, Certificate on Disaster Social Services Planning Course, Certificate on Finding Agreement, and graduated from the Alberta Elected Official Program.

Her love for making the community a better place to live has her on a journey that she is very grateful for and greatly enjoys.

Biography

Koray Önder, P.Eng. Canadian Association of Petroleum Producers

Koray Önder, P.Eng. is an environmental engineer specialized in air emission issues and dispersion modelling with over 20 years of experience providing technical and project management expertise for various industrial clients.

Koray has recently held a senior technical position at a major oil and gas company in Calgary, Alberta, where he provided technical direction to different business units on air pollutant emissions issues. During this time, Koray was also the chair of the Air Issues Committee at the Canadian Association of Petroleum Producers, informing and influencing strategic advocacy efforts with respect to air policy and regulatory initiatives at both the provincial and federal level. Prior to that, Koray spent 18 years in the environmental consulting sector where he was responsible for the management and technical oversight for a range of projects in the oil and gas, mining, and power sectors. This work included the technical development and oversight over environmental impact assessments, regulatory permit/approval applications, emission control design optimizations and risk assessments.

Koray holds a B.Sc. in Environmental Engineering from the Middle East Technical University (METU) in Ankara, Turkey, and a computer programming certificate from the Simon Fraser University (SFU) in Vancouver, BC. Koray is currently acting as an independent consultant.

Status Report

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

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

The Board approved the NPS Project Charter in September 2014, but delayed convening a Project Team to allow time to secure funding. Funding may be provided in phases but a large portion was needed at the beginning of the project. The board and associated caucuses explored funding availability through 2015 and in September confirmed \$130K of funding was available (\$80,000 of reallocation from CASA and \$25,000 each from Industry and Government caucuses). The projected budget in the charter were estimated at \$213K. The Board approved the secretariat to convene a NPS Project Team at the September 2015 Board Meeting and begin work on the Project Charter Objectives. The NPS project goal and objectives are:

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

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

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

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

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

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

STATUS:

The secretariat enlisted members for the Non-Point Source Project Team in October by board nomination and organized and executed the Project Team's - Kick-off Meeting #1 held in Red Deer on November 18-19, 2015. This 2-day meeting prepared members to participate on a CASA team through history, interest-based negotiation training, project charter review and open discussions with the Team. Timing and priority of the work set out in the project charter was discussed by the team and it was agreed to pursue the work for the Objective #1. The team has committed to assessing all efficiencies and using the expertise within to begin the work including formation and support of a group of technical experts. The Objective #1 deliverable will be a very beneficial product in itself and will subsequently feed the work for the remaining objectives #2, #3, and #4.

The Team agreed to meet monthly through the first half of 2016 January to June, and have prepared the foundation of work for the Technical Task Group including reaching out to their networks to gather members to participate on the task group and outline their work areas. The secretariat has initiated the formation of a Technical Task Group and met in early March and will work with both to deliver on Objective 1.

The Team will provide an update to the CASA board at every meeting to ensure consistent communications on this important project.

ATTACHMENTS:

None.

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

INFORMATION SHEET

ITEM: 2.2 2016 Communications Plan

ISSUE: 1. Communications Plan Presentation

ATTACHMENTS: A. 2016 Communications Plan

Clean Air Strategic Alliance



2016 Draft Strategic Communications Plan



Executive Summary

A communications plan is an important part of the Clean Air Strategic Alliance's (CASA's) daily operations. As a living document, it frames our media activities, clarifies our priorities and identifies resource requirements. It sets strategic directions for what we communicate and to whom, both inside and outside of the organization. It is driven by our goals and outcomes, vision, mission, values and beliefs.

The CASA communications plan supports and contributes to CASA's core business functions and strategic directions. This CASA communications plan has also been designed to align with the communications committee's terms of reference.

An annual communications plan is developed in consultation with the Communications Committee and the CASA Secretariat. It outlines the steps required to meet communications goals and the resources required to carry out the steps.

Guiding principles for communication

The CASA communications plan is guided by the following principles:

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

Context/Environmental Scan

The Clean Air Strategic Alliance has not had a full time Communications Advisor since September 2013. During this time, the majority of the Communications work has been put on hold, apart from the rebranding of CASA and the 20th Anniversary Celebration. On October 14, 2015 the Communications Committee regrouped and agreed that the best course of action would be to start over, with new goals and ideas that will fit with CASA's current projects and objectives.

The new communications plan will focus on goals and objectives for 2016, including developing relationships with stakeholders and board members, and CASA's participation in Clean Air Day 2016.

With the recent release of the Canadian Ambient Air Quality Standards (CAAQS) results in Alberta, the Alberta government's Climate Leadership Plan, the United Nations' Conference of the Parties in Paris, and a new government at the provincial and federal levels, we remain hopeful of a number of new opportunities for CASA to assist the Alberta government with policy development. It is CASA's hope that additional work with the Alberta Environmental Monitoring, Evaluation and Reporting Agency and possible synergies with the Alberta Water Council will present new opportunities for CASA to prove its value. The communications plan and activities will assist and contribute to all of these opportunities while tying in with our strategic goals.

Stakeholder Analysis

It was previously determined through survey data from 2013 that many of CASA's stakeholders are not aware of CASA's value and the tools and resources it provides. The purpose of the



communications plan moving forward is to bring awareness of CASA to its stakeholders, through the board members and into their organizations and companies. The next Stakeholder Satisfaction Survey will be in 2016.

Objectives

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

Audience

CASA’s communication objectives will focus on providing resources for our stakeholders and partners. For over twenty years, CASA has been working with the government, environmental non-government organizations (ENGOS) and industry to improve air quality in Alberta. Despite this, many of CASA’s partners that are not directly involved in projects or the Board, do not understand the value of CASA. Our target audience is CASA stakeholders, building awareness of the value CASA provides and the tools it offers in support of our partner’s activities and objectives.

While CASA may witness an increase of awareness among the general public through our efforts with our stakeholders, we do not currently have the capacity to target the general public, and so they will not be a primary focus for communications.

Strategy

The Clean Air Strategic Alliance uses consensus-based negotiation to develop tools and resources to help improve air quality for all Albertans (See Appendix A). These tools and resources are developed through the work of a project team, with participants from government, ENGOS and industry, and are then presented to the CASA Board for approval. CASA strives to be a catalyst for positive air quality change, and maintains inclusive, collaborative and transparent processes.

It is important for CASA to build relationships with all of its stakeholders in government, industry, and ENGOS.

It is vital that CASA connects and communicates with its stakeholders in person and online through our website and social media. A strong connection must be developed with support and lines of communication remaining constantly open.

Tactics

Website

The CASA website, though recently rebranded, features out-of-date information, and difficult navigation. CASA’s website will be updated, including the following changes.

Navigation	The main banner of the CASA website will be edited, condensed and shifted to allow easier navigation.
Content	<ul style="list-style-type: none"> • The CASA website content will be updated to reflect current projects, board, and committee and team members • The Clean Air Bulletin will be archived • Pictures and biographies of all current CASA staff, Board and Project Team members



	<ul style="list-style-type: none"> • CASA stories will be a new section on the website, focused on the CASA board members and stakeholders who talk about the value of CASA to their organization. These stories will be in either audio or written form <ul style="list-style-type: none"> ◦ A “Remember” section for past members • Rotating key messages will be developed that will be found on the front page of the CASA website. These will/can also be added to CASA email signatures.
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Social Media

Currently, CASA has four social media accounts registered and displayed on the website, including Facebook, Twitter, YouTube and Flickr. All of these accounts have been inactive since the celebration of CASA’s 20th anniversary. The Communications Committee has decided to slowly reactivate some of CASA’s social media activity to support stakeholders and partners, and connect with other similar and likeminded organizations and people.

Facebook	While Facebook is a useful tool, CASA currently feels it does not have the resources or activity to keep their account active. Because of this, the CASA Facebook account has been unpublished. Editing ability remains with the Communications Advisor, and the page can be republished if or when CASA feels that they once again have a use for the tool.
Twitter	CASA’s Twitter account will be updated, and will update the “Following” list to ensure that current stakeholders and partners who are on Twitter will be followed. CASA will begin to use the Twitter page to develop connections and help support social media and marketing campaigns of its stakeholders. (See Appendix B)
YouTube	The CASA YouTube channel will remain accessible and available on YouTube, to be updated when CASA has video footage to share.
Flickr	The CASA Flickr account will remain accessible and available on Flickr, to be updated when CASA has new pictures to make public.
LinkedIn	LinkedIn is a great way to build professional network and stay connected for businesses. It can also be linked directly to the CASA Twitter page so information shared on LinkedIn, also shows up on Twitter.

Communication Documents

Message Maps	A message map is meant to be the foundation for all communication in relation to an organization. A message map for CASA will be developed and made available for the Secretariat, and those who speak on behalf of the organization, highlighting key messages, values and goals of CASA.
Project/Meeting Updates	CASA will develop templates to be used for updates following meetings to be sent out by the CASA Secretariat. These updates will include important upcoming dates, milestones, status updates on projects, and current issues/roadblocks. These documents will be made available on the CASA website for all board and project team members who may wish to read them.
Post Board Meeting Updates	Following every board meeting, a brief one page update will follow, summarizing key points of discussion highlighting important facts to remember. The tone of this update should be conversational, engaging and even humours at points.
CASA Cards	The Board of Directors will be provided with generic “Board of Directors” business cards with CASA’s logo and information.



Projects to Consider

Community of Practice	There has been interest expressed in the creation of a community of practice for CASA stakeholders and partners. If this continues to be of interest to the CASA board, the committee will look into organizing a workshop for interested parties to begin brainstorming.
Workshops	The previous Coordination Workshop was held in 2014, and following the two year pattern, would be set to be held again in 2016. At this time, the Committee agrees that there is not a current need for a full Coordination Workshop, and therefore has decided that there will be no plans to offer one in the upcoming year.
Science Symposium	The Communications Committee has discussed the idea of a science symposium, inviting experts on clean air and climate change from Alberta and surrounding areas. If this continues to be of interest to the CASA board, the committee will look into organizing a workshop for interested parties to begin brainstorming.

Messages

1. CASA is a dynamic, multi-stakeholder partnership providing leadership and strategies to address air quality issues in Alberta.
2. At CASA, government, industry and environmental non-government organizations use a collaborative consensus process to develop innovative solutions to complex air quality issues.
3. With over 20 years of experience, CASA has a proven track record of achievements that is of crucial value to our stakeholders. Examples include:
 - a. An emissions management framework for the electricity sector and its ongoing review
 - b. The implementation of the recommendations provided by the flaring and venting project team resulted in significant reductions in emissions
 - c. A Good Practices Guide for Odour Management
 - d. Developing tools and resources for the management of non-point sources related to the current and potential exceedances of the Canadian Ambient Air Quality Standards for fine particulates

Risks

The 2016 CASA communications plan is focused on building relationships with and amongst stakeholders. To effectively carry out this communications plan, CASA stakeholders will need to be actively engaged. Issues could arise from a lack of stakeholder interest, or need to use CASA's resources in the support of their campaigns.

Evaluation

1. CASA will monitor participation on social media, from followers, retweets and interactions to determine if the platform is a successful way to interact with stakeholders.
2. The traffic on the website will be monitored using Google Analytics.
3. The number of interactions and participants CASA engages with during Clean Air Day will be monitored.
4. The website will be evaluated based on the completion of the website check list included in the communications plan.

Budget



STRATEGIC COMMUNICATIONS PLAN 2016



The 2016 budget has not been finalized, but significant expenditures beyond staff time are not anticipated.



APPENDIX A: TOOLS & RESOURCES

PRINTED DOCUMENTS

CASA's project teams are assembled with representatives from government, ENGOs and industry to develop tools and resources for clean air through consensus-based negotiation. The tools that are produced by these teams are available for anyone who wishes to access them

Examples of these resources include:

- The Good Practices Guide to Odour Management in Alberta (GPG)
- The 2013 Electricity Framework Review Report & Newsletter
- Guide to Managing Collaborative Processes (MCP Guide)

INTERNET RESOURCES

The CASA website is home to all of CASA's current, and past projects that have been digitalized. The website includes developed project reports, task group reports, lists of stakeholders, and links to our partners and resources. The website is maintained to insure it is kept up to date and relevant to CASA's work.

Twitter is CASA's main platform for social media. CASA's twitter handle is [@CleanAirSA](https://twitter.com/CleanAirSA). CASA uses twitter to support and build connections with our partners and stakeholders.

SPEAKERS & PRESENTATIONS

CASA's staff, stakeholders and project members have all been called upon to present on completed projects, the MCP guide, and on CASA itself. CASA will continue to provide presenters and presentations for appropriate and relevant requests.

2015 presentations include:

- Synergy Alberta Conference in Calgary, AB
- Odour Management Conference & Technology Showcase in Toronto, ON
- Canadian Fuels Association Annual Meeting
- Presentation arranged through Alberta Energy to a Japanese coal industry delegation
- West Central Airshed Society 20th Anniversary Celebration
- Parkland Airshed Management Zone (PAMZ) Board Meeting

CASA LIBRARY

With over 20 years of operation, CASA has produced, or participated in the creation of a number of reports, recommendations and tools that are available to our partners and stakeholders. These reports are online or in hard copy at the CASA office. Some examples include:

- 2012 Cleaning the Air – Alberta's Renewed Clean Air Strategy
- Airshed Zone Guidelines
- Consensus Decision Making Toolkit
- 2009 Recommendations for the Clean Air Strategy
- Flaring and Venting Report
- Ambient Monitoring Strategic Plan



APPENDIX B: TWITTER GUIDELINES

Twitter is a rapidly growing platform that allows for real time interactions and updates between users in 140 characters. The CASA Twitter handle ([@CleanAirSA](https://twitter.com/CleanAirSA)) will be controlled by the CASA Secretariat. Here are a few guidelines for the use of Twitter.

It's a conversation. Be yourself, respond as a person. Twitter engages users in short bursts of conversation, and people want to feel like they are interacting with another human being, not a robot using scripted dialogue.

Post frequently. In order for Twitter to be successful and engaging, it must be updated on a continuous basis. A person does not have to spend every minute of every day in front of a computer, but spend a little time each day updating, or programming updates for original content to be sent out. Strategically, it would be beneficial to develop a content planning calendar. This would allow proactive planning of various tweets throughout the year (e.g., Clean Air Day, Environment Week, UN climate conference, publishing reports, etc.).

While posting frequently is necessary, CASA posts must be more than just retweets of other's material. There should be original tweets to spark conversations with CASA twitter followers and those generally interested in air quality.

Using quality photos and the right words for a tweet increases engagement rate – the amount of users engaged in your content. A good engagement rate to aim for is five per cent.

Build relationships. Retweeting followers or partner organizations helps establish a relationship between CASA and its stakeholders. Promoting other's activity often results in the organization that was retweeted to provide a return retweet service.

Use the right hashtag. The hallmark of good tweets is to use the right hashtag for the right reason. The use of hashtags results in broader exposure of the tweet. Any Twitter user monitoring that hashtag will be exposed to the associated tweet. The best strategy is to use existing hashtags (e.g., #cleanair, #airquality, #ableg, etc.) instead of trying to create a new one, although this is necessary sometimes (e.g., #abclimate).

Also, hashtags should not just be thrown in because there is room. Each hashtag should serve a specific purpose. Effort should be made to limit the number of hashtags to three in one tweet.

Do not spam. No one likes a spammer. Do not follow multiple accounts for the purposes of gaining followers. Do not tweet the same content repeatedly. Cultivate your followers list carefully, and make sure your content is diverse and engaging.

It's not all about you. Around 25 per cent of the content posted on Twitter should be focused on CASA specifically. The remaining 75 per cent should focus on the content of our stakeholders and partners. Twitter should be used to show support for your followers, and those who are following you. Content that is all about CASA itself is likely to be ignored.

Be diverse. Twitter is meant to be used as if users were having a conversation. Not all tweets have to be serious, focused and work oriented. Successful twitter accounts also have fun. Tweet interesting articles, appropriate videos, appropriate comics or even appropriate jokes. All tweet content, no matter the purpose of it, should frame CASA in a positive manner. The more interesting your tweets are, the higher your chance of engagement with Twitter users.

Monitor to understand. For any organization to succeed on Twitter, or any social media platform, it must consistently and constantly monitor it. This is more than counting the number of likes,



retweets, or Twitter mentions. The ultimate goal of monitoring is to understand how CASA's followers/stakeholders are engaged with CASA through Twitter so CASA can use that information to engage stakeholders at the right moment with the right message.

CASA and Twitter. As CASA uses consensus-based negotiation to work with government, ENGOs and industry, we must be particularly careful about what content we post, retweet, or interact with. We cannot favour one particular opinion over another in issues on clean air, rather we will show equal support, interaction and promotion with all of our stakeholders.

To ensure that CASA is able to support, interact and connect with all our stakeholders, it is our hope that stakeholders will be aware of CASA's presence on Twitter. Because CASA is about facilitation and collaboration, we will ask our stakeholders to engage with CASA's social media, and make us aware of upcoming social media campaigns. This will allow us to keep our social media unbiased and inclusive of all of our stakeholders.



Status Report

ITEM:	2.4 CASA Performance Measures Committee Update
ISSUE:	Receive update on membership of Performance Measures Committee
BACKGROUND:	<p>The PMC is a standing committee that calculates CASA’s performance measures and indicators on an annual basis.</p> <p>A report on measures and indicators is typically delivered to the CASA board at the March board meeting by the PMC. The results are approved for inclusion in the CASA annual report as appropriate.</p> <p>The PMC is looking for a permanent replacement for the industry member of their committee. The PMC typically meet 2 times per year between November and January to prepare the PMC annual report.</p> <p>The PMC will convene following the completion of the ongoing Performance Measures Review.</p>
STATUS:	The PMC requires an industry representative in order to undertake the work in developing the 2015 PMC report.
ATTACHMENTS:	None.

Status Report

ITEM: 2.5 CASA's 2015 Annual Report

ISSUE: Receive an update on the creation of CASA's Annual Report for 2015

BACKGROUND: The CASA Secretariat (working in conjunction with CASA's Communications Committee) typically spends Q1-Q2 preparing the annual report. The secretariat will be looking for board approval in June.

STATUS: CASA has contracted the services of a graphic designer to create the annual report. The document is on track to be presented to the CASA board for the June board meeting.

ATTACHMENTS: Please refer to the draft table of contents and timeline below.

<i>Page</i>	<i>Section</i>	<i>Items</i>
1	Title page	-
2	About us Our mission	-
3	Executive Directors Message	-
4 – 5	Highlights	IBN Training Kickoff of NPS Odour Management Guide
6	Cash & In Kind Contributions Expenditures	-
7	Board profiles (x2)	David Spink and Terry Rowat
8	Board Committees	PMC PMRWG Communications Committee
9	Evaluating CASA's performance	-
10-11	Performance Measures, Performance Indicators	-
12-15	Project Teams	EFR Non Point Sources Odour
16-21	Airshed Zones	Updates from all 9
22-23	Board of Directors (as of Dec 31, 2015)	-
24-25	Past Members + Secretariat	-
26	Organizations	-
27	Blank	-
28	Back page	-

Annual Report Development Timeline

<i>Task</i>	<i>Date</i>	<i>Status</i>
Initial meeting	February 9, 2016	Complete
Designer selected, contract issued	February 11, 2016	Complete
Second meeting, initial layout proof to CASA (V1)	February 22, 2016	
Staff meeting to review layout proof (V1)	February 24, 2016	
Feedback on initial layout to the designer (V1)	February 26, 2016	
Receive V2 from designer	April 1, 2016	
Round 2 of feedback to the designer (V2) (will contain finalized content)	April 8, 2016	
Final approval for V3	April 29, 2016	
Executive package deadline	May 9, 2016	
Executive meeting and approval	May 24, 2016	
Board package deadline	May 25, 2016	
<u>Board meeting and final approval</u>	<u>June 15, 2016</u>	
Editorial changes as required	May/June/July	
Distribution to key stakeholders	June/July 2016	
CASA to close contract	August 15, 2016	

DECISION SHEET

ITEM: **2.6 Odour Management Team (OMT) Project Final Report**

ISSUE: The OMT finalized its project work through submission of their final report and main deliverable, the *Good Practices Guide for Odour Management in Alberta* to the CASA Board in September 2015. The Board approved the work but provided additional time for implementation of the Communications Plan and official release of the Guide prior to disbanding of the project team.

BACKGROUND: In March 2013, the Board approved the odour management project charter and directed the Secretariat to form an odour management team. The project charter outlines seven areas of work including Complaints, Odour Assessment, Health, Prevention/mitigation, Enforcement/role of regulation, and Education and Continuous improvement.

The team received a grant from Alberta Environment and Sustainable Resource Development for \$150,000 and \$15,000 from Canadian Association of Petroleum Producers to begin the work. Over the course of the work additional requests for funding were declined so CASA's Executive Committee authorized reallocation of CASA funds leftover from past project teams in 2014 to bridge any funding shortfall; \$35,106 supplemented the budget. The Executive Committee also redirected \$10,000 in August 2015 the team could use for the communications or printing hard copies of the GPG if needed. The team agreed to be cognizant of efficiencies to complete the project work. They wanted any extra project monies to be redirected to other project teams as needed, similar to the funds they received.

Deliverables from the odour project included:

- The OMT Project Team's Final Report to the CASA Board with one (1) recommendation: Within five years of the approval of this report by the CASA Board, CASA begin the first review of the *Good Practices Guide for Odour Management in Alberta* to determine if and where improvements are needed or could be made, based on effectiveness to date of the tools in the Guide and new information (the recommendation outlines the elements that should be part of the review).
- A Communications Plan (appendix to the Final report), including strategies for roll-out of the GPG,
- The "Good Practices Guide for Odour Management in Alberta" (GPG),
- Five task groups' final reports and deliverables.

At the September 17, 2015 Board Meeting the Board agreed by consensus to accept the work and recommendation from the Team and requested implementation of the communications plan. The OMT did not

request to be disbanded at that time as there was work related to the implementation of the Communications Plan to be completed.

Status:

The OMT reviewed, accepted, and received all applicable odour-related communications products including draft PowerPoint presentations, GPG Highlight Sheet, two GPG news story articles, and a media release.

The Communications Plan lists three objectives as its approach including initial electronic distribution, a press release and/or events, and ongoing promotion and distribution.

Implementation of the plan is complete and included:

- CASA officially released the *Good Practices Guide for Odour Management in Alberta* on **November 5, 2015** including:
 - The mass distribution through email of links/logos/ and GPG information to the CASA board and the identified targeted stakeholder list
 - Fulfilling requests for mailing of hard copies of the GPG.
- CASA's website was updated to highlight the GPG and included the design and development of a dedicated section for the e-version of the GPG. This includes creation of logos and implementing SEO (Search Engine Optimization) techniques for the website. The secretariat has also activated tracking and analytics for the website
- CASA used its social media to promote the release of the GPG
- The Media Release was used to communicate the project and GPG through a contract with MarketWired, including distribution to all Alberta media outlets through their online service
- Worked with the Alberta Government for joint media release or communications activities
- Worked with Alberta Agriculture to determine requirements for the *Call of the Land* PSA with OMT co-chair recording the program with Ag.
- The OMT co-chairs presented the Team's work at the Synergy Alberta Conference, in Calgary Alberta on November 3, 2015

The Secretariat continues to fulfil requests for information, GPG Guides, or GPG Highlight Sheets into 2016. The Odour Management Project should be considered closed at this time with follow up as required by the Secretariat.

ATTACHMENTS:

None.

DECISIONS:

Request to CASA Board in March 2016 to disband the Odour Management Team.

PLACEHOLDER

ITEM: **5.1 New/Other Business**

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

**CASA Board of Directors
Mailing List**

Member Representative	Alternate	Sector
Brian Ahearn , Vice President – Western Division Canadian Fuels Association 2100, 350 – 7th Avenue SW Calgary Alberta T2P 3N9 Bus: (403) 266-7565 brianahearn@canadianfuels.ca	Peter Noble Imperial Oil PO Box 2480, Station M Calgary, Alberta T2P 3M9 Bus: (587) 228-7010 Fax: (403) 237-2168 Peter.c.noble@esso.ca	Petroleum Products
Leigh Allard President & CEO The Lung Association, AB & NWT P.O.Box 4500, Stn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2241 Fax: (780) 488-7195 lallard@ab.lung.ca	Vacant	NGO Health
Ann Baran Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com	Vacant	NGO Rural
Cheryl Baraniecki , Associate Regional Director General, West & North Environment Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8687 Fax: (780) 495-3086 Cheryl.Baraniecki@ec.gc.ca	Martin Van Olst , Senior Analyst Regional Analysis and Relationships Environment Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus:(780)951-8958 Fax: (780)495-3086 Martin.vanOlst@ec.gc.ca	Federal Government
Rob Beleutz , Environmental, Health and Safety Manager Graymont Western Canada Inc. 200, 10991 Shellbridge Way Richmond, BC V6X 3C6 Bus: (604) 249-1911 rbeleutz@graymont.com	Dan Thillman , Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com	Mining
Al Sanderson , Chief Assistant Deputy Minister Resource Development Policy and Policy Management Office Energy 8th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 422- 6656, Fax: (780) 427-7737 al.sanderson@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
Claude Chamberland , Canadian Association of Petroleum Producers c/o Chamberland Consulting Ltd. #226, 30 Cranfield Link S.E. Calgary, AB T3M 0C4 Cell: (403) 824-6478 claudech@telus.net	Koray Onder , The Canadian Association of Petroleum Producers (CAPP) – Consultant Cell: (403) 618-4486 Koray.Onder@oender.onmicrosoft.com	Oil & Gas – large producers
Brian Gilliland , Manager, International Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 438-2569 Fax: (780) 780-3125 brian.gilliland@weyerhaeuser.com	Keith Murray , Director, Forestry & Environment Alberta Forest Products Association 900, 10707 100 Ave. Edmonton, AB T5J 3M1 Bus: (780) 392-0756, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca	Forestry

Member Representative	Alternate	Sector
Carolyn Kolebaba AAMDC, Vice President, Deputy Reeve, Northern Sunrise County Box 178 Nampa, Alberta T0H 2R0 Cell: (780) 617-2381, Fax: ckolebaba@aamdc.com	Vacant	Local Government - Rural
David Lawlor lawlor12345@gmail.com	Vacant	Alternate Energy
Holly Johnson Rattlesnake Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax: (780) 585- 2256 hjrattlesnake@gmail.com	Vacant	Aboriginal Government - First Nations
Terry Rowat , Manager Responsible Care Methanex Corporation P.O. Box 1100 Medicine Hat, AB T1A 7H1 Bus : (403) 527-8141 ext 154 trowat@methanex.com	Dan Hall , Regional Director Chemistry Industry Association of Canada 111 Aspen Meadows Court SW Calgary, AB T3H 4T2 Bus: (403)-246 -2699 danhall@shaw.ca	Chemical Manufacturers
Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health 24 th Floor, Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 422-2720 linda.mattern@gov.ab.ca	Dawn Friesen , Executive Director Health Protection Alberta Health 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca	Provincial Government - Health
Mary Onukem , Environmental Coordinator Métis Settlements General Council Suite 101, 10335-172 Street Edmonton, AB T5S 1K9 Bus: (780) 822-4075, 1(888) 213-4400 monukem@msgc.ca	Vacant	Aboriginal Government - Metis
Chris Severson-Baker , Managing Director Pembina Institute Suite 200, 608 - 7th Street SW Calgary, Alberta T2P 1Z2 Bus: (403) 269-3344 ext. 101, Fax: (403) 269- 3377 chrissb@pembina.org	Ruth Yanor Mewassin Community Council Bus : (780) 504-5056 ruth.yanor@gmail.com	NGO Industrial
David Spink , Environmental Sciences and Policy Consultant Prairie Acid Rain Coalition 62 Lucerne Crescent St. Albert, AB T8N 2R2 Bus: (780) 458-3362, Fax: (780) 419-3361 dspink@shaw.ca	Bill Calder Prairie Acid Rain Coalition 139 Calico Drive Sherwood Park, AB T8A 5P8 Bus: (780) 464-9996 bacalder@telusplanet.net; bacalder@icloud.com	NGO Urban

Member Representative	Alternate	Sector
Rich Smith , Executive Director Alberta Beef Producers 165, 6815 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org	Humphrey Banack Alberta Federation of Agriculture RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com	Agriculture
Scott Wilson , Senior Policy Analyst Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5523 Fax: (780) 430-4861 scott.wilson@ama.ab.ca	Vacant	Consumer/Transportation
Andre Corbould , Deputy Minister Alberta Environment & Parks 11 th Floor, South Petroleum Plaza 9915 – 108 Street Edmonton, Alberta, T5k 2G8 Bus: (780) 427 1799, Fax (780) 427-0923 Andre.corbould@gov.ab.ca	Rick Blackwood , Assistant Deputy Minister Alberta Environment & Parks 11th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-1139, Fax: (780) 427-8884 rick.blackwood@gov.ab.ca	Provincial Government - Environment
Jim Hackett , Director Health, Safety Security & Environment ATCO Power 800, 919 - 11 Avenue S.W. Calgary, AB T2R 1P3 Bus: (403) 245-7408, Fax: (403) 209-6920 jim.hackett@atcopower.com	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation 11th Floor Epcor Tower 1200, 10423 - 101 street Edmonton, Alberta T5H 0E9 Bus: (780) 392-5172, Fax: (780) 382-5140 Aldriss@capitalpower.com	Utilities
Vacant	Vacant	Local Government – Urban
Keith Denman , Executive Director Clean Air Strategic Alliance 10 th Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 644-5160, Fax: (780) 422-1039 kdenman@casahome.org		
Vacant	Vacant	Oil & Gas – small producers

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

Leigh Allard

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

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

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

Government	Provincial Government – Health	Alberta Health	Linda Mattern , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health	Dawn Friesen , Executive Director Health Protection Alberta Health
Aboriginal Government	Métis	Métis Settlements General Council	Mary Onukem , Environmental Coordinator Métis Settlements General Council	Vacant
NGO	NGO Industrial	Pembina Institute	Chris Severson-Baker , Managing Director Pembina Institute	Ruth Yanor Mewassin Community Council
NGO	NGO Urban	Prairie Acid Rain Coalition	David Spink Prairie Acid Rain Coalition	Bill Calder Prairie Acid Rain Coalition
Industry	Agriculture	Alberta Beef Producers	Rich Smith , Executive Director Alberta Beef Producers	Humphrey Banack Alberta Federation of Agriculture
NGO	Consumer Transportation	Alberta Motor Association	Scott Wilson , Senior Policy Analyst Alberta Motor Association	Vacant
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	Andre Corbould , Deputy Minister Alberta Environment and Parks	Rick Blackwood , Assistant Deputy Minister Alberta Environment and Parks
Industry	Utilities	TransAlta Corporation	Jim Hackett , Director, Health, Safety, Security & Environment ATCO Power	Ahmed Idriss , Senior Advisor, Environment Policy Capital Power Corporation
Government	Local Government – Urban	Alberta Urban Municipalities Association	Vacant	Vacant
Industry	Oil & Gas – Small Producers	Vacant	Vacant	Vacant



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

Meeting: CASA Board Meeting
Date of meeting: March 24, 2016
Meeting place: Centre West, 10th Floor
Room 10 A
10035 108 ST NW
Edmonton, AB T5J 3E1

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

2. The objectives we did not accomplish are:

3. How can future meetings be improved?

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

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

Yes
No

Comments/Suggestions:

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

Comments/Suggestions:

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

Yes
No

Comments/Suggestions:

Name (optional): _____