

STRATEGIC PLAN



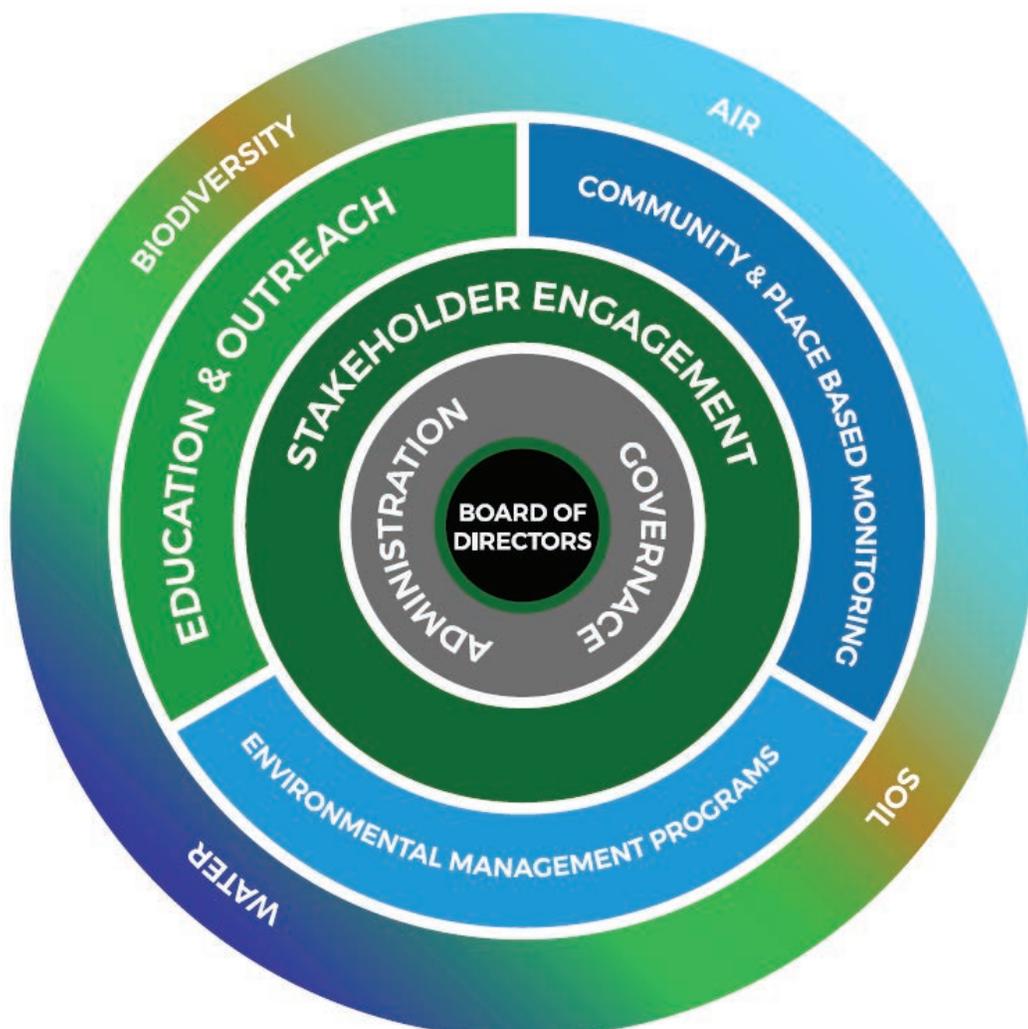
LICA
ENVIRONMENTAL STEWARDS

2018 -
2023

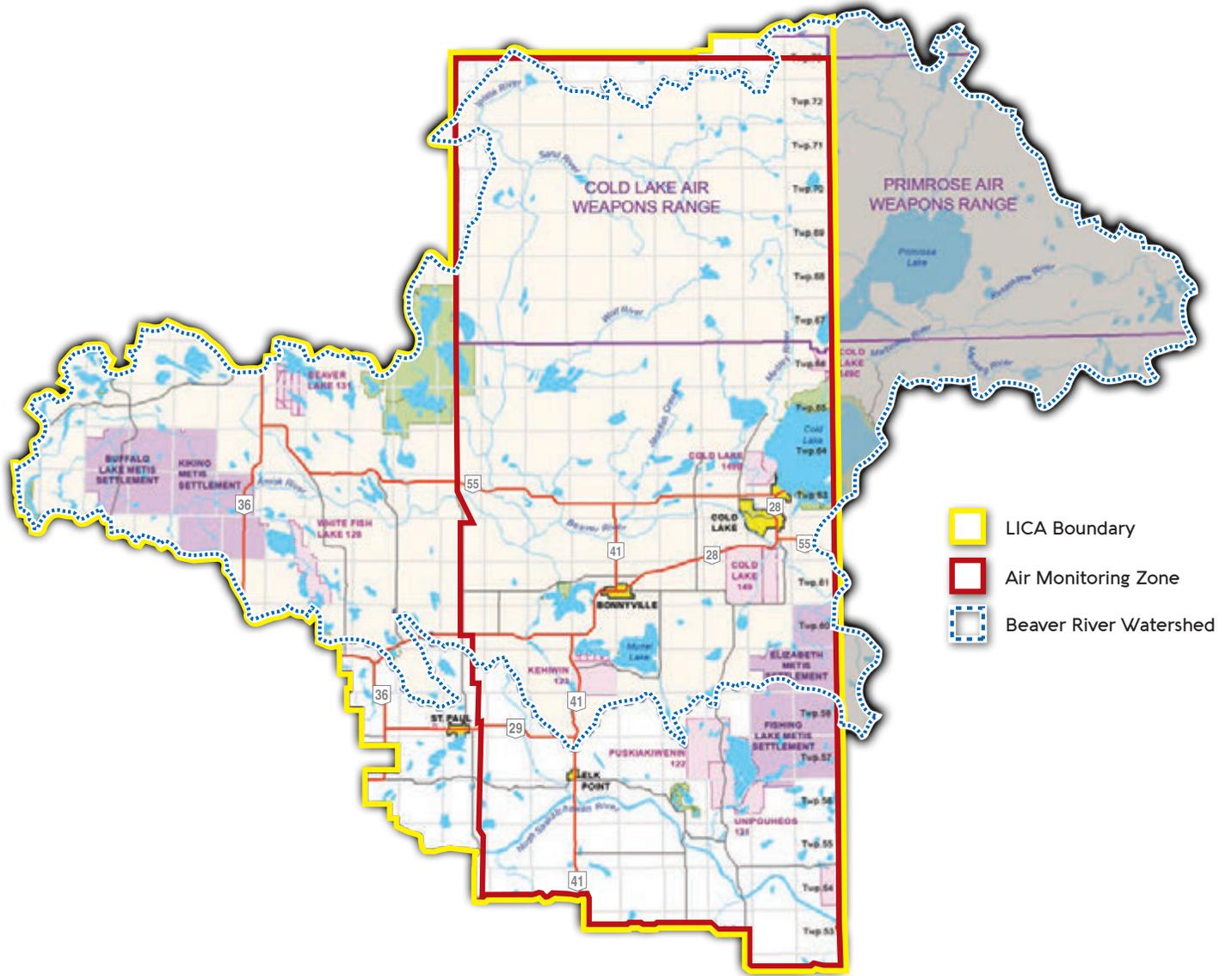
INTRODUCTION

Who We Are

In response to the expansion of oil and gas production in the region, the Lakeland Industry and Community Association (LICA) was formed in October 2000. LICA, a community-based not-for-profit association registered under the Alberta Societies Act, has evolved to become a Synergy Group, Watershed Planning and Advisory Council (WPAC) for the Beaver River Watershed and Airshed Zone with a focus on environmental monitoring, environmental management, and community education and outreach. LICA will continue to facilitate all stakeholders' voices when addressing issues concerning the environment in our region.



Our Region





Synergy Group

The mission of Synergy Groups throughout Alberta is to foster mutually satisfactory outcomes in communities by providing information, mutual learning, communication, skill development, facilitation and resources. The strength of Synergy Groups is that they connect people and organizations. As a multi-stakeholder group, true information sharing happens and projects can be tailored to meet the needs of all stakeholders.

Airshed Zone

An airshed's role is primarily to monitor air quality. Guided by the Air Monitoring Directive, airsheds implement stakeholder-tailored air monitoring programs to meet regional data and information needs. Monitoring efforts undertaken by airsheds include direct measurement of air quality parameters (e.g. ozone, sulphur dioxide, hydrogen sulphide) and air effects on the environment (e.g. lake and soil acidification, precipitation chemistry, forest health).

Airsheds provide data which allow for the assessment of state of air quality and trends as well as for community monitoring needs including the Air Quality Health Index. Airshed monitoring data are not only used to fulfill local needs but are also used to support national and provincial initiatives including the Canadian Ambient Air Quality Standards set by the national Air Quality Management System and the Regional Air Quality Management Framework set by Lower Athabasca Regional Plan.

Airshed organizations also may undertake a variety of actions to benefit air quality including collaborating with sister organizations, providing advice and support to local stakeholders, presenting issues to the Alberta Airsheds Council and the Clean Air Strategic Alliance, raising awareness about the state of air quality, building long-term partnerships that examine air quality issues, and making recommendations to decision-making authorities.

Watershed Planning and Advisory Council (WPAC) for the Beaver River Watershed

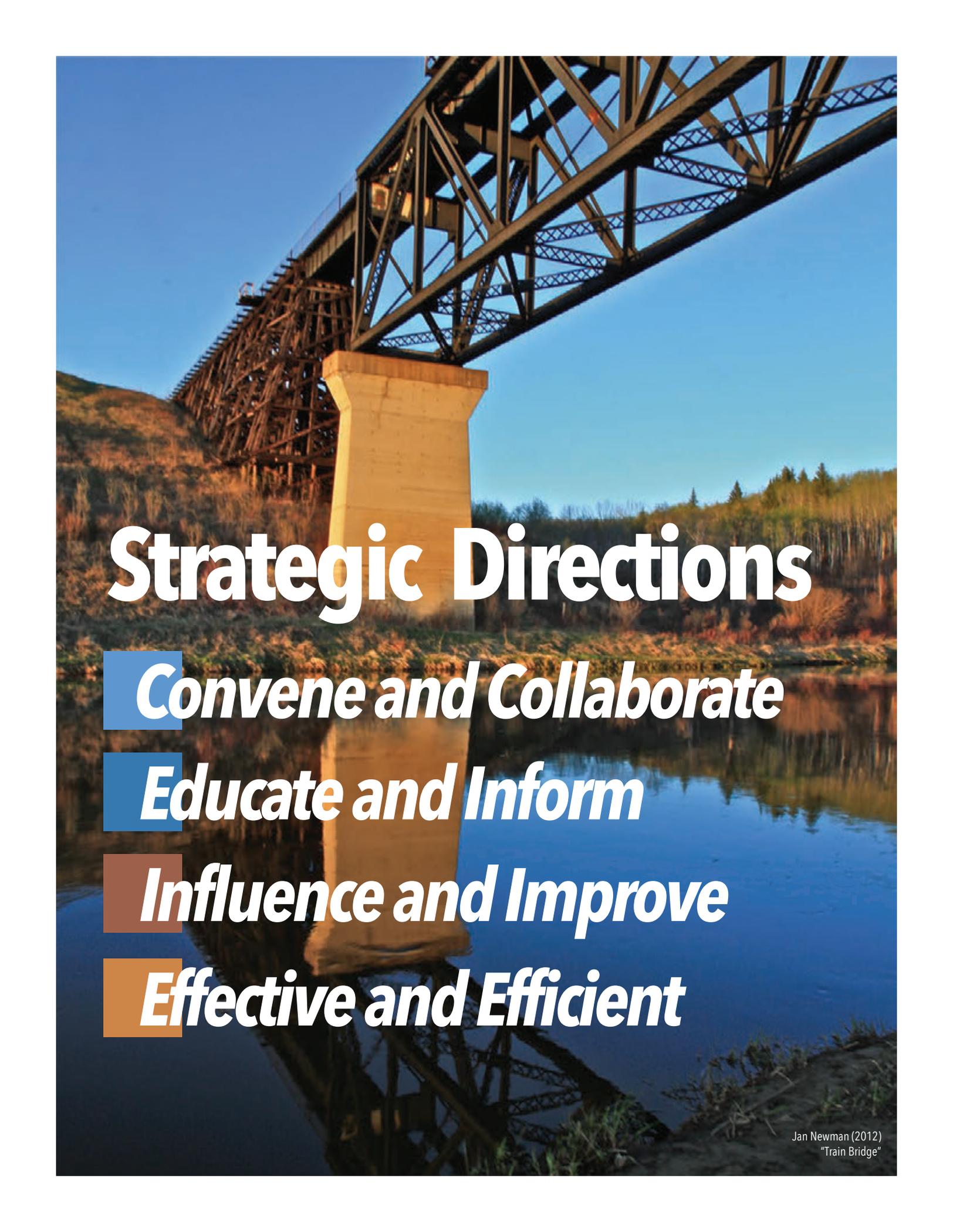
WPACs represent an inclusive gathering of stakeholders who have an interest in regionally governed water management. This partnership promotes active participation and collaborates to jointly define issues, identify knowledge gaps, set priorities and implement change in order to achieve a healthy watershed. Within the WPAC, members contribute to a greater understanding of the watershed and add regional considerations and local values into watershed management decisions.

Watershed management recognizes that land use practices play an important role in the overall health of the aquatic environment - and that many jurisdictions, agencies and user groups within a watershed have the potential to affect water quality and quantity. Watershed management also recognizes that no single agency or authority has the capacity to take action to ensure overall health of a watershed. For this reason, watershed management employs an integrated land and water use approach that involves all user groups making recommendations to the appropriate decision-making authorities and undertaking actions that benefit Alberta's watersheds.

The intent of having a regional WPAC is to reach a balance between ecological values and a sustainable economy that will contribute to a healthy overall community. The organization is designed to achieve Alberta's "Water for Life Strategy" which strategically looks to ensure water availability for future generations. The three main goals of the Water for Life Strategy are:

1. Safe, secure drinking water
2. Healthy aquatic ecosystems
3. Reliable, quality water supplies for a sustainable economy





Strategic Directions

Convene and Collaborate

Educate and Inform

Influence and Improve

Effective and Efficient

HOW WE OPERATE

Vision

The environment in the LICA region is ecologically healthy and sustainable.

Mission

LICA collects, shares and acts upon credible data, Traditional Knowledge and information relevant to the environment. This will be achieved through scientific study, community engagement, and meaningful partnerships.

Values

- We connect stakeholders and promote community involvement
- We provide timely, defensible and accessible data
- We educate the community, advocating for environmental stewardship
- We responsibly manage our resources to achieve our vision and mission



***Convene and Collaborate: We
connect stakeholders and promote
community involvement***



STRATEGIES

1.1 Create and maintain partnerships

- Partner with other organizations on matters related to the environment
- Facilitate multi-stakeholder engagement processes
- Continue to use a consensus process for all LICA business

1.2 Connect with local people

- Host topical, relevant events that engage the community to identify local environmental concerns
- Create and execute a membership outreach strategy and expand LICA membership and partnerships
- Recruit, maintain, and provide recognition for dedicated volunteers
- Build capacity to develop and maintain ongoing indigenous engagement
- Recognize, respect and support the use of local and Traditional Knowledge

1.3 Support stewardship efforts

- Within our capabilities, support projects and Water for Life-aligned initiatives of local Watershed Stewardship Groups (WSGs)
- Provide guidance to WSGs including startup support and assistance in proposal writing and grant applications
- Identify potential sites and engage in riparian inventory and restoration
- Continuously improve and share Beneficial Management Practices

***Engage and Inform: We educate
the community, advocating for
environmental stewardship***



STRATEGIES

2.1 Deliver environmental education programs and information to members of our community

- Implement educational activities and programs that reach a broad spectrum of local stakeholders to foster current and future environmental stewards
- Develop school programs which align with the Alberta school curriculum
- Develop hand-ons learning activities for classroom and field programs to develop a connection between citizens and the environment
- Communicate monitoring results and reports to local stakeholders
- Make data easily accessible to the public
- Develop and disseminate facts sheets on relevant topics
- Further understanding of water issues within the watershed including the carrying capacity, type and amount of water use

2.2 Engage decision-makers on local environmental issues

- Develop a government relations strategy
- Be an advocate for positive environmental outcomes by identifying opportunities for synergy and collaboration with governments, agencies, and regulators and other decision-making bodies

2.3 Build community capacity and active participation

- Foster dialogue and rapport among LICA's diverse membership and local area stakeholders
- Facilitate community-based monitoring
- Deliver celebratory events focused on generating a greater appreciation for the environment
- Communicate with the public to determine topics of interest

2.4 Build knowledge and understanding beyond the LICA Region

- Participate in events of other Alberta WPACs and Airsheds when possible
- Participate in annual WPAC Summits and send input to the Alberta Water Council on behalf of LICA
- Participate in Annual Synergy Alberta conference
- Participate in the Alberta Airshed Council

Influence & Improve: We provide timely, defensible and accessible environmental data. We interpret data and work with others to improve our collective understanding of the environment in which we live. We use data to identify opportunities and synergies for positive environmental outcomes in our region.

3.1 Collect, analyze and interpret data

- Develop and implement environmental monitoring plans
- Generate data needed for the assessment of current state of the environment, trends, hot spots, and emerging issues
- Provide information for community monitoring needs, including information for human health risk assessments, and measuring representative concentrations in populated areas.
- Provide information to assist in understanding the impact of multiple sources on the environment including ability to distinguish between industry sources from other anthropogenic and natural sources
- Provide data needed to support validation of modeling and remote sensing
- Where appropriate, provide data to support determination of environmental indicators such as the Air Quality Health Index, Alberta River Quality Index, Alberta Ambient Air Quality Objectives, Water Quality/Quantity Indices, and Canadian Ambient Air Quality Standards
- Undertake a water use and demand study, including unknown and unregulated water withdrawal
- Adaptively manage and continuously improve monitoring programs and quality assurance plans
- Interpret data for use by the general public
- Provide data in a timely manner
- Identify gaps in knowledge and seek to fill them
- Identify relevant research studies required to improve environmental outcomes

3.2 Inform and work with local governments in the LICA region

- Work with Municipalities and communities to support land use planning and the development of source water protection plans
- Consult other land use/development plans when making recommendations regarding management of the watershed and cumulative effects
- Be actively involved in municipal, First Nations, and Métis Council meetings

3.3 Support the development and implementation of environmental management plans and strategies

- Compile and share relevant environmental data for the development of regional plans
- Support implementation of the of the Air Quality Management Framework for the Lower Athabasca Regional Plan (LARP)
- Support implementation of the Water Quality Framework recommendations for the LARP
- Work with the provincial government on the continuous improvement of the LARP
- Develop a water conservation strategy inclusive of the various sectors of the watershed
- Support the development of an Integrated Watershed Management Plan and State of the Watershed reports
- Support programs that improve biodiversity within the LICA region such as the Biodiversity Management Framework for the LARP



Efficient and Effective: We responsibly manage our resources to achieve our vision and mission

STRATEGIES

4.1. Improve organizational capacity

- Encourage active participation from Board and committee members in LICA initiatives
- Provide development opportunities for board members and the general membership to become more informed
- Provide opportunities for Board and committee members to represent LICA in workshops
- Maintain subcommittees for projects and programs as required. These may include governance, EOC, technical advisory committee etc.

4.2. Management of LICA resources

- Develop and prioritize annual operating plans to further understanding of regional environmental concerns
- Ensure adequately resourced staff are in place to achieve organization's goals
- Achieve organizational goals through collaboration of LICA staff and Officers

4.3. Establish a sound financial management and reporting procedure

- Develop annual budgets for all revenue sources
- Secure funding required to implement operating plans
- Manage finances in accordance with generally accepted accounting principles
- Conduct independent annual financial review

4.4. Establish sound governance practices through the development and implementation of business and operating policies and procedures

- Continuously review and improve organizational bylaws, policies and procedures
- Conduct annual review of Strategic Plan, and Strategic Budget
- Make governance documents publicly available
- Develop and maintain Terms of References for all committees and subcommittees, as needed
- Host an Annual General Meeting to elect board members and to inform the general membership of current LICA activities and initiatives



Leslie McKeague (2016)
"Sunset at Ross Lake"