



Lakeland Industry and Community Association

Box 8237, 5107W - 50 Street, Bonnyville, AB T9N 2J5

780 812-2182 780 812-2186 www.lica.ca

## **BOARD OF DIRECTORS**

**Meeting Minutes**  
**Thursday, December 12, 2019**  
**9:00 a.m. - 3:00 p.m.**  
**LICA Board Room**

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<b>Present:</b>	Andrea Woods John Ilchuk Amanda Avery-Bibo Tanya Hintz Heather Harms Wayne Bamber Francis Nkemamin Colin Woods (arrived at 9:45 a.m.) Duane Zaraska Cody Jacknife Lorna Storoschuk Lorin Tkachuk (via teleconference, left at 1:15 p.m.) Dana Swigart (left at 11:45 a.m.)
<b>Observers and Guests:</b>	Jason Quinney Leo Paquin
<b>Staff and Contractors:</b>	Erin Ritchie, Manager of Environmental Programs Lisa Gander, Education and Outreach Coordinator Michael Bisaga, Monitoring Programs Manager Tina Martin, LICA Administrative Professional Arianne Crook, LICA Executive Director
<b>Regrets:</b>	Richard Bourgeois Shawn Elgert Annette Hobart Craig Copeland Abdi Siad-Omar

### **1.0 CALL TO ORDER:**

Andrea Woods, the Chairperson, called the meeting to order at 9:05 a.m.

**1.1 Introductions and Sector Updates**

**1.2 Vision, Mission and Values**

**1.3 Roll Call**

**1.4 Approval of Agenda**

**#1 Moved by Dana Swigart AND CARRIED that the December 12, 2019 Agenda be approved as presented.**

**1.5 Approval of Minutes**

**1.5.1 November 21, 2019 – Board Meeting**

**#2 Moved by Dana Swigart AND CARRIED that the Minutes of the November 21, 2019 Board meeting be approved as presented.**

**2.0 ONGOING BUSINESS**

**2.1 Education and Outreach Coordinator Report**

The Education & Outreach Coordinator's report was presented. Interested Board members were directed to the Alberta Airsheds Council website for further information on the Needless Idling Campaign.

**2.2 Manager of Environmental Monitoring Programs Report**

The Manager of Environmental Monitoring Programs delivered his report. LICA will be submitting a 30 day notice to AEP regarding a temporary shutdown of the Cold Lake station to take care of some housekeeping. LICA has now also signed contracts for the Atmospheric Pollutant Active Monitoring Network and the Integrated Deposition Monitoring Network. The Board requests that the Manager of Environmental Monitoring Programs create a Fact Sheet on air canister use for distribution to relevant parties.

**2.3 Manager of Environmental Management Programs Report**

The Manager of Environmental Management Programs delivered her report. The Board requested more information on the "What the Flux" presentation that will be hosted by the Moose Lake Watershed Society. Additionally, WPAC staff will be meeting later in the week to discuss options for staffing and budgets due to the reduced grant funds.

## **2.4 Administration**

### **2.4.1 Executive Director's Report**

The Board of Directors reviewed the Executive Director's report. Since the report, LICA received notice that the Airshed Engagement Grant (AEG) will be a multi-year grant of \$38,000 per year instead of the \$50,000 requested. The WPAC operating grant will also be a multi-year grant of \$195,000 per year instead of the \$248,750 requested.

The Board would like the Education & Outreach department to present the Needless Idling Campaign to the municipal councils and perhaps ask for their financial assistance in growing the program.

The E&O staff are also assisting École des Beaux-Lacs with drafting a grant application for a student grant of \$1,000 to help implement the Needless Idling Campaign at their school.

### **2.4.2 Financial Reports**

#### **2.4.2.1 Accounts Receivable Report to December 3<sup>rd</sup>, 2019**

The accounts receivable report to December 3<sup>rd</sup>, 2019 was presented to the Board.

#### **2.4.2.2 Finances to Date November 30<sup>th</sup>, 2019**

The Finances to Date to November 30<sup>th</sup>, 2019 were presented to the Board.

### **2.4.3 Governance Committee**

No report.

### **2.4.4 Education and Outreach Committee**

#### **2.4.4.1 E&O Committee Meeting – November 18, 2019 DRAFT**

The Board reviewed the draft minutes of the November 18<sup>th</sup> Committee meeting.

#### **2.4.4.2 Terms of Reference**

The E&O Committee had no changes to recommend to the Board.

**#3 Moved by Lorna Storoschuk AND CARRIED that the E&O Terms of Reference be approved as presented.**

#### **2.4.4.3 Recommendations for keynote speaker/public outreach events**

The Education and Outreach committee discussed the challenge that the E&O coordinator has faced in finding a suitable keynote speaker, as previously requested by the Board. The E&O committee recommends to the Board of Directors that LICA host multiple "Lunch and Learn" events, in lieu of a keynote speaker.

The Board would like to suggest an event on hydrogen as a fuel source be added to the list of potential public outreach events and that any event on fishing regulations occur in the spring, when fishing season begins.

**#4 Moved by Colin Woods AND CARRIED that LICA pursue multiple public outreach events and remain open to opportunities for a keynote speaker.**

#### **2.4.5 Technical Working Group (TWG)**

##### **2.4.5.1 TWG Meeting – December 3, 2019 DRAFT**

The Board reviewed the draft minutes of the December 3<sup>rd</sup> TWG meeting.

##### **2.4.5.2 Terms of Reference**

The Board reviewed the recommended changes to the TWG Terms of Reference.

**#5 Moved by John Ilchuk AND CARRIED that the TWG Terms of Reference be approved as presented.**

##### **2.4.5.3 Recommendation to upgrade Maskwa station**

The Board reviewed the recommendation from the TWG to upgrade the Maskwa continuous monitoring station to AQHI capability. The Board would like the Manager of Environmental Monitoring Programs to produce an information sheet on the changes to share with stakeholders so that it may be brought to each sector for feedback. This item was tabled for further discussion at the January Board meeting.

**2.4.5.4. Recommendation to relocate PAMS to Lac La Biche**

The Board reviewed the recommendation from the TWG to relocate the PAMS to the town of Lac La Biche.

As Lac La Biche is outside the current LICA airshed boundary, the Board proposed the creation of an ad hoc committee to look at expanding the LICA airshed border.

The Board would like the Manager of Environmental Monitoring Programs to present a summary report to the MD of Bonnyville council and the Town of Bonnyville council on the PAMS findings in the Bonnyville locations and to present an introductory report to Lac La Biche County council.

**#6 Moved by Dana Swigart AND CARRIED that the PAMS be relocated to Lac La Biche for 1 year.**

**2.4.6 Integrated Watershed Management Plan Committee (IWMPC)**

No Report.

**3.0 OTHER BUSINESS**

**3.1 Strategic Planning Session**

**3.1.1 Strategic Plan Recommended Changes**

The Board reviewed the recommended changes to the 2018-2023 Strategic Plan.

**#7 Moved by Amanda Avery-Bibo AND CARRIED that the attached changes to the Strategic Plan be accepted.**

**4.0 AFFILIATE ORGANIZATIONS**

**4.1 Moose Lake Watershed Society**

**4.1.1 Land Stewardship Centre Grant Application – Keep Our Lake Blue Campaign 2020**

The Board reviewed the Moose Lake Watershed Society's (MLWS) grant application to the Land Stewardship Centre for the Keep our Lake Blue Campaign. The Board agrees to provide in-kind support for the Keep Our Lake Blue campaign, in the form of staff time, design of promotional and educational materials, distribution of project materials, and financial support to cover the GST costs associated with the KOLB campaign. The Board will provide a letter of support to the MLWS upon reviewing the entire grant application.

**#8 Moved by Heather Harms AND CARRIED that LICA provide a letter of support to the MLWS to support the grant application to the Land Stewardship Centre for the KOLB campaign upon receipt of the entire grant application.**

**5.0 ACTION LIST**

**5.1 Follow-up on action list**

**5.1.1 November 21<sup>st</sup>, 2019 Board of Directors Meeting**

The Board reviewed the action list from the November 21<sup>st</sup>, 2019 Board of Directors Meeting.

**6.0 UPCOMING MEETING DATES**

**6.1 Board Meeting – January 16, 2020**

The next Board meeting will be held on January 16<sup>th</sup>, 2020 at 9:00 am.

**7.0 ADJOURNMENT:**

The meeting adjourned at 1:30 p.m.

**#9 Moved by Tanya Hintz AND CARRIED that the meeting is adjourned.**

Approved on: \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature



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## LICA Education & Outreach Board Update December 12, 2019

### 2.1 Education and Outreach Update

#### Program Updates – 2019/2020

People Reached	Water School Programs	Youth & Summer	X-Stream Science	Community Events	LICA Workshop/Events	Little Green Thumbs	CARS	Air School Programs	Stream of Dreams	Contests
6782	134	16	12	11	7	9	0	15	2	2

- Planning for the *Stop Needless Idling* campaign, in partnership with Alberta Airsheds Council (AAC), is underway. People across Alberta will be encouraged to make an online pledge to idle for 60 seconds or less, starting in mid-January 2020. The online pledge form will be located on the AAC webpage.

#### Little Green Sprouts

- Little Green Sprouts applications closed on Dec 6, 2019. 10 applications were received.
- LICA received 3 Little Green Sprouts gardens at no cost. These gardens were allocated to Kikino Elementary, Vera M. Welsh Elementary, and Light of Christ Catholic School.
- A recent email motion was made by the E&O Committee to purchase 4 additional gardens, 1 each for Dr. Bernard Brosseau School, Holy Cross Elementary, Notre Dame Elementary, and Kehewin Community Education Centre.

#### Upcoming Events and Projects

- Mid-January 2020: Launch of *Stop Needless Idling* campaign
- Jan 25, 2020: Photography Workshop in Bonnyville
- Feb 1, 2020: Photography Workshop in Cold Lake
- Feb 15, 2020: [Family Expo](#)
- Feb 16, 2020: Family Fun Day. Volunteers needed.
- Feb 27, 2020: Farm Energy Event hosted by Rural Routes

# ***Environmental Monitoring Programs Update***

***December 12<sup>th</sup>, 2019 Board of Directors Meeting***

## ***Routine Operations & Reporting***

### ***New Air Quality Monitoring Data Warehouse***

Work is ongoing to enable transfer of LICA's air monitoring data to the new provincial database. The Data and Reporting Specialist has worked closely with our Data Management System software provider and AEP staff to resolve the last few remaining implementation hurdles.

### ***Hydrocarbon Odours in Bonnyville***

On November 26<sup>th</sup>, there were strong hydrocarbon odours in Bonnyville. The source of the odours was a facility in Bonnyville and wind was blowing from the north nearly all day (+/- 15 degrees); as a result, air monitoring data from the PAMS (currently located east of Bonnyville) did not show the presence of any odorous compounds. LICA staff provided data, diagrams, and maps to the local AEP Inspector to assist in their investigation.

LICA will maintain a small supply of air sampling canisters at the Office; analysis of samples collected by these easily deployed canisters may provide quantification of short-term air quality issues, such as the one experienced on November 26<sup>th</sup>.

### ***Equipment Life Cycle Management***

In the 2018-2019 Network Renewal Project, nearly all analyzers and sampling devices in the LICA regional air monitoring program were replaced. A few minor support systems that weren't part of the project are now starting to show their age. A plan to replace or refurbish these systems will be developed over the next few months. The major components that are being considered for evergreening are the Xontech Canister Samplers, Tisch PUF Samplers, and Zero Air Supply.

## ***Special Projects***

### ***No Report***

## ***Planning & Optimization***

### ***Oil Sands Atmospheric Deposition Team***

A draft agenda has been circulated for the Atmospheric Deposition Team workshop. LICA's soil acidification monitoring and passive monitoring programs are subject to review as part of this process:

- Identify what are the objectives of each monitoring activity in the Deposition Program
  - What is being monitored?
  - Where is monitoring being done?
  - What are the deliverables?
  - When/where will the data be publicly available?
- Identify each monitoring activity on the source-pathway-receptor
- Identify key gaps and discuss how monitoring can be adjusted to fill these gaps
- Synthesize adjustments to work plan to fill monitoring gaps
- Synthesize outstanding gaps and what it might take to fill these gaps in subsequent years
- Determine how and when annual deposition maps will be generated and circulated
- Determine which deposition measurements are appropriate for model-measurement comparison

The workshop has been pushed to March/April 2020 as some of the work needed to inform and prepare for this workshop will not be ready until January.





# Manager of Environmental Management Programs Report

Erin Ritchie - December 2019

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## Highlights:

- **Nomination requests for the Integrated Watershed Management Committee (IWMP):** The City of Cold Lake and Cold Lake First Nations have confirmed their representatives, Bob Buckle and Robert Machatis, respectively. Pending nominations to come from Buffalo Lake Métis Settlement, County of Lac la Biche, and Beaver Lake Cree Nation. The remaining seats have yet to respond. The full committee list can be found [here](#).
- **Oil Sands Monitoring (OSM) Work Plan:** Improving LICA's work plan for surface water quality monitoring in the Beaver River watershed and integrating it with existing OSM work plans. The work plan will be reviewed by the TWG for necessary alterations. If the OSM program is accepting new work plans LICA will submit the revised work plan on January 22nd, 2020. The surface water quality monitoring work plan can be found [here](#).
- **WPAC Operating Grant Update:** AEP is committing to multi-year grants with Alberta's WPACs for a total of \$2.72 million per year spanning to the end of fiscal 2022-2023. This multi-year grant agreement should reduce the amount of red tape and allow WPACs to receive grant funds in a more timely manner, as it will remove WPACs from the current grant review/selection process. AEP will request final reports every year, but once submitted grant funds should be distributed shortly after. Conversations with AEP indicate LICA will receive \$195,000 per grant year through this multi-year agreement, with opportunities for amendments each year. No grant agreement has been received to date to confirm these conversations with AEP. The LICA Industry Steering Committee has approved the request to utilize the reserve fund to provide interim funding for WPAC operations until the grant funding is received.

## Additional Business:

- **Moose Lake Watershed Society (MLWS) update:** The qPCR business plan is currently with the Planning and Development department with the MD of Bonnyville for suggestions to improve the plan before moving forward. One aspect under review is how to best fill the technical position. To ensure the technical information is not lost due to turn over in the position both of the MD Environmental Coordinators and Kellie Nichiporik to be trained on how to use the equipment and will develop an instructional manual.
- **"What the Flux":** MLWS is hosting a presentation on December 17th, 2019 at 7:30 pm in the theater room at the Centennial Center. The presentation will focus on the preliminary results of the sediment core samples of Moose Lake from this past summer and discuss the implications of lake health and water quality.

- **Muriel Lake Basin Management Society (MLBMS) meeting - November 21st, 2019:**  
MLBMS will once again complete winter monitoring of dissolved oxygen on Muriel Lake with the use of LICA's equipment. MLBMS has received a grant from EcoTrust to complete a hydrological study. This includes determining irregular elevation patterns along creeks, which might be blocking the flow of water into Muriel Lake. Once sites of irregular drainage are identified members of the MLBMS will visit the sites to determine the cause and seek out potential management actions to correct the issues. The MLBMS has selected Richard Bourgeois to be the representative of the MLBMS for LICA's IWMP committee.
- **Attended the Alberta Lake Management Society's (ALMS) AGM - November 28th, 2019:**  
LICA attended the AGM to show support for the ALMS organization. The following were elected to the ALMS Board; Judy Stewart, Rebecca Tasko, Jay White, Mike Christensen, Kellie Nichiporik, Rosemarie Ferjuc, David Trew, and Adam Norris.

Upcoming:

- First IWMP meeting: December 16th, 1:00 - 4:00 pm
- Public forums for the Integrated Watershed Management Plan
- Develop the WPAC 2020-2021 work plan
- Finalize and submit the OSM work plan for surface water quality monitoring

# **LICA**

Lakeland Industry and Community Association

## **Education & Outreach Committee Terms of Reference**

The Education & Outreach Committee (E&O) is a standing committee of LICA which shall report its activities and requests to the Board for approval.

### **1.0 Purpose:**

- 1.1. To plan, coordinate, and facilitate educational opportunities, outreach activities, and special events through the execution of the Strategic and Annual Work Plans.
- 1.2. To ensure the dissemination of comprehensive information in and for the LICA region to support the organization's Vision, Mission, and Values.

### **2. Key Duties and Responsibilities:**

- 2.1. Provide opportunities for public education and participation.
- 2.2. Develop public information resources, and educational materials.
- 2.3. Coordinate presentations and events.
- 2.4. Act as a resource to the Executive Director, Board, and committees.

### **3. Membership:**

- 3.1. The E&O chair shall be a Board Director appointed by the Board and must be present at all committee meetings.
- 3.2. The Chair of the Board may attend as ex-officio.
- 3.3. Community members may be appointed by the Board and shall be eligible for remuneration and expenses according to LICA policy.
- 3.4. The Board may request additional members from among Industry, Government, and Non-Government organizations to be appointed from their respective sectors and may be eligible for remuneration and expenses according to LICA policy.

### **4. Meetings:**

- 4.1. Committee meetings will comply with Policy 1.6 Board and Committee Meetings.

### **5. Expenses and Budget:**

- 5.1. The E&O shall have access to the resources of the LICA office and Executive Director.
- 5.2. The E&O shall operate its finances as per LICA's bylaws and policies.

Review Dates: January 17, 2018; November 27, 2018; November 18, 2019

Approval Dates: February 8, 2018; December 13, 2018; December 12, 2019

**6. Reporting Process:**

- 6.1. The Education & Outreach Coordinator reports to the Board on behalf of the committee with input from the committee chair.
- 6.2. LICA Board will be provided with copies of committee meeting minutes.
- 6.3. Annual E&O reporting will be submitted to the Board via required grant reports, and to the membership through the annual report and the annual general meeting.

**7. Evaluation:**

- 7.1. The E&O shall review its Terms of Reference and evaluate its objectives annually.

Review Dates: January 17, 2018; November 27, 2018; November 18, 2019  
Approval Dates: February 8, 2018; December 13, 2018; December 12, 2019

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**Organization Information: Terms of Reference – Education & Outreach Committee**

# **LICA**

**Lakeland Industry and Community Association**

## **Technical Working Group (TWG) Terms of Reference**

The Lakeland Industry and Community Association (LICA) formed a Technical Working Group (TWG) to assist in the operation and oversight of its environmental programs. The TWG is an advisory group to the Board of Directors. The TWG is supported by representation from industry, government and the public, which allows for technical support to be provided from all membership sectors on an in-kind basis.

### **1.0 Purpose**

- 1.1 To support the LICA Board's Vision and Mission.
- 1.2 To operate within LICA Board approved work plans and budget and be accountable to the LICA Board of Directors regarding oversight of the implementation, operation, reporting, and management of environmental programs. The environmental programs will:
  - 1.2.1 Deliver relevant, accurate, reliable, and credible data and information that addresses stakeholder needs and priorities.
  - 1.2.2 Deliver monitoring, reporting and environmental programs in a cost-effective manner.
  - 1.2.3 Ensure that regulatory requirements for environmental monitoring and reporting are met.
- 1.3 To act on behalf of the stakeholders they represent and to bring that perspective to the TWG.
- 1.4 To act on behalf of the Board as technical representation. Responding to environmental program needs, regional monitoring priorities and concerns, as well as providing technical expertise to the Board.
- 1.5 To make recommendations related to budgets, monitoring projects, environmental programs, key messaging surrounding technical issues and other items to the Board.
- 1.6 To support the implementation of recommendations from environmental management plans such as the Lower Athabasca Regional Plan (LARP) and the 2006 Cold Lake Beaver River Water Management Plan.

### **2.0 Operating Principles**

- 2.1 The TWG will follow LICA's Vision and Mission and will operate within LICA's policies in support of the Strategic Plan.
- 2.2 The TWG will meet quarterly at a minimum
- 2.3 The TWG will report to the Board, and when needed, be responsible for facilitating Board discussion regarding their recommendations.
- 2.4 The TWG will ensure that monitoring effectively addresses stakeholder needs through regular evaluation of stakeholders' objectives related to LICA.
- 2.5 Members will actively participate and contribute to regular meetings and the group's work.
- 2.6 Members will communicate with employers, organizations and stakeholders they represent about the LICA objectives, priorities and accomplishments, as well as any issues that may need to be resolved.

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- 2.7 Meetings will be documented with summary notes, decision records and action logs to be issued within a reasonable time for review by the TWG prior to final issue. These will be made available to all TWG members as part of the review process.
- 2.8 The TWG will strive for consensus recommendations and decisions. If it becomes clear that the TWG cannot make a consensus recommendation, the recommendation of the majority and the non-consensus position(s) will be presented for the Board to decide.
- 2.9 Ad-hoc focused task groups may be formed to review specific issues such as monitoring plans, special projects, technology advancements and contractor selection, and advise the TWG on a path forward.
- 2.10 Outside expertise may be invited to contribute as required as directed by the Technical Staff.

### 3.0 Membership

The membership of the TWG is made up the Program Managers, Executive Director, core members and resource members. Core members are selected by the sectors that they represent or appointed by the LICA Board.

Representation from a minimum of three sectors is required for quorum at the TWG. Resource members are included by invitation of the Monitoring Programs Manager, Environmental Programs Manager or Executive Director.

#### 3.1 Core Membership

- 3.1.1 Alberta Environment and Parks (AEP) – Sector appointed
- 3.1.2 Alberta Energy Regulator (AER) – Sector appointed
- 3.1.3 Industry – Sector appointed
- 3.1.4 LICA Board - Board appointed
- 3.1.5 Indigenous Communities – Board appointed

#### 3.2 Resource Membership

- 3.2.1 Third Party Contractors
- 3.2.2 Data and Reporting Specialist, LICA
- 3.2.3 Environment Canada
- 3.2.4 Government Health Representatives
- 3.2.5 Industry Representatives
- 3.2.6 Education and Outreach Coordinator, LICA
- 3.2.7 AEP Technical Monitoring Expertise
- 3.2.8 Municipal Representative
- 3.2.9 Others as required

### 4.0 Roles and Responsibilities of the TWG and its Members

#### 4.1 TWG Members (in general)

4.1.1 [The TWG Chair will be a Board member appointed by the Board.](#)

4.1.14.1.2 [Develop key performance indicators for environmental and monitoring programs.](#)

4.1.24.1.3 [Assess Review data monitoring results on a quarterly basis](#) and make recommendations as required regarding the operation of the instruments, methods, and/or network.

4.1.34.1.4 [Actively participate in meetings and provide technical knowledge and support, as](#)

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- well as the viewpoints of the sector, stakeholder and profession they represent.
- 4.1.44.1.5 Provide support for planning future phases of environmental monitoring and programs.
  - 4.1.54.1.6 Participate in external technical working groups as required.
  - 4.1.64.1.7 Participate in the development of a core monitoring and project specific annual work/operating plan and budget, in alignment with LICA's Strategic Plan and budget.
  - 4.1.74.1.8 Engage other expertise as needed from member organizations and/or others.
  - 4.1.84.1.9 Oversee Quality Assurance and Quality Control functions as required by LICA's Quality Assurance Program.
  - 4.1.94.1.10 Form ad hoc groups as needed to work on specific projects, including providing support for request for proposal development and contractor selection.

## 5.0 Specific TWG Member Roles

### 5.1 Program Manager(s)

- 5.1.1 ~~Act as~~ Work with TWG Chair to convene meetings and prepare agendas.
- 5.1.2 Report to the LICA Board as a representative of the TWG.
- 5.1.3 Lead ad hoc groups as required.
- 5.1.4 Develop annual work plans and budgets for Board approval.
- 5.1.5 Oversee operations and maintenance of environmental programs, including the following:
  - 5.1.5.1 Establish key performance indicators used to monitor the performance of third party contractors based on best practices.
  - 5.1.5.2 Monitor the performance of third party contractors and report to the Board.
- 5.1.6 Report issues of non-compliance to the Board immediately for corrective action or direction based on recommendations from the TWG.
- 5.1.7 Review the monitoring program to ensure that appropriate parameters are being monitored using approved methods; update the monitoring plan as required.
- 5.1.8 Stay informed of changes in monitoring requirements as directed by the federal or provincial governments.
- 5.1.9 Maintain a current and regularly audited quality assurance program.
- 5.1.10 Ensure the environmental programs operate cost effectively and within budget.
- 5.1.11 Ensure data is provided to the AEP real-time data site hourly and validated data to the AEP data warehouse monthly.

### 5.2 Executive Director

- 5.2.1 Advise the TWG on LICA policies as required.
- 5.2.2 Act as a liaison between other LICA committees and the TWG.
- 5.2.3 Maintain collaborative relationships with stakeholders.

### 5.3 Board Director

- 5.3.1 Act as Chair of the TWG.
- ~~5.3.1~~ 5.3.2 Act as a liaison between the LICA Board and TWG.

### 5.4 Administration Staff

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5.4.1 Arrange for minute taking and distribution of minutes and other meeting materials.

5.5 Industry Member(s)

5.5.1 Understand and represent their sector's interests and regulatory requirements.

5.6 Community Member(s)

5.6.1 Represent the public interest, bringing a local perspective to the TWG.

5.6.2 Ensure that the programs are operated in a transparent manner.

5.7 Indigenous Representative(s)

5.7.1 Ensure Traditional Environmental Knowledge is recognized and integrated into environmental programs.

5.8 AEP and AER Representative(s)

5.8.1 Provide advice and technical input regarding the operations and design of the environmental programs.

5.8.2 Provide a link to other Government of Alberta and Regulator staff and resources.

5.8.3 Act as a liaison regarding regulatory requirements, policy development, and approvals.

5.8.4 Provide technical support in the form of annual audits, equipment (if available) and calibration/testing of analyzers.

5.9 Third Party Contractor(s)

5.9.1 Perform duties according to approved standards and protocols as per their current contracts.

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# 2018-2023 Strategic Plan (Version 32)

## 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

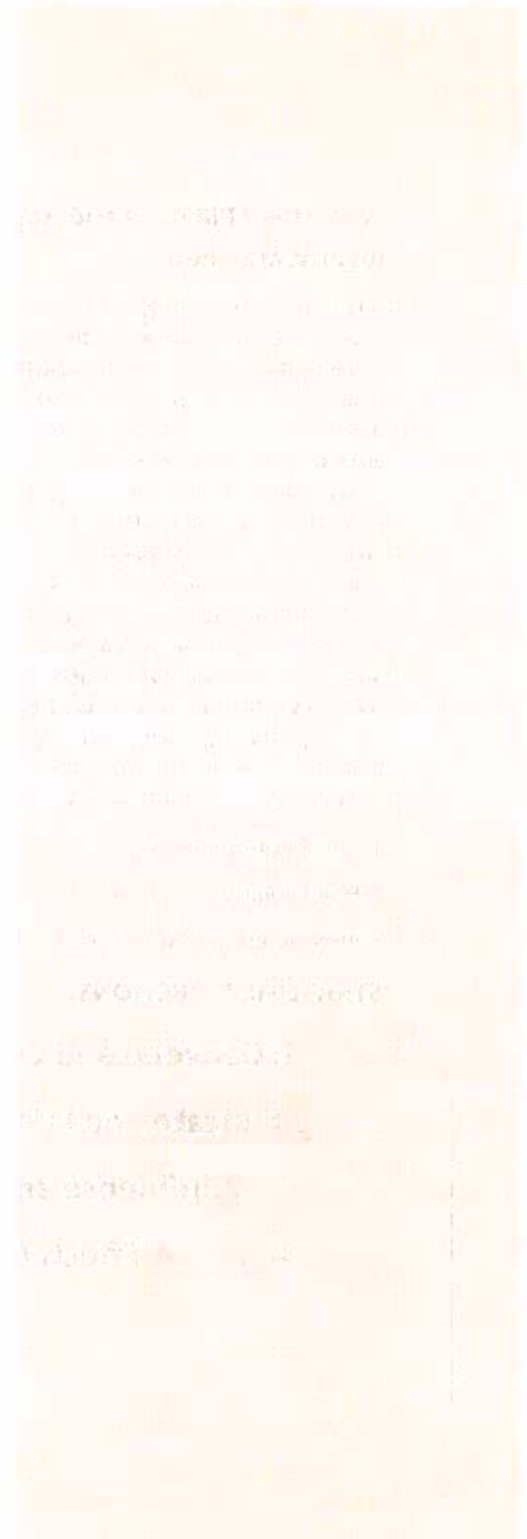
(MAP)

### 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 [happenshappens](#), 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

#### 1. Convene and Collaborate

#### 2. 3. Educate and Inform

#### 3. 2. Influence and Improve

#### 4. 2. 4. Effective and Efficient

**Commented [AC1]:** We noticed that there was an inconsistency in our Strategic Plan where we sometimes referred to the Strategic Direction as "Educate and Inform" and other times as "Engage and Inform". We feel that Engagement is more of a "Convene and Collaborate" strategy and therefore recommend we use the word "Educate" going forward.

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## 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

## 1 Convene and Collaborate: We connect stakeholders and promote community involvement

### STRATEGIES

#### ~~1.1 Create and maintain partnerships~~

~~1.1.1 Partner with organizations on matters related to the environment~~

~~1.1.2 Facilitate multi-stakeholder engagement~~

~~1.1.3 Use a consensus decision-making process for all LICA business~~

Commented [AC2]: Kept in 1.1

Commented [AC3]: Captured in 4.1

#### 1.31.1 Connect with local people

- 1.2.1.1.1 Host ~~topical, relevant~~ events that engage the community to ~~identify collaborate(consult?)~~ local environmental concerns
- 1.2.2.1.1.2 ~~Create and execute a membership outreach strategy to e~~Expand LICA membership and ~~partnerships~~increase social media presence
- 1.2.3.1.1.3 Recruit, maintain and provide recognition for dedicated volunteers
- 1.1.4 ~~Build capacity to develop and maintain ongoing Indigenous engagement~~Engage with Indigenous communities
- 1.1.5 Engage with local governments
- 1.2.4.1.1.6 Partner with organizations on matters related to the environment
- 1.2.5 Recognize, respect and support the use of local and Traditional Knowledge

Commented [AC4]: This sounded like we would create a formal strategy, which we do not think was the intent

**1.3.1.2 Support stewardship efforts**

- 1.3.1.2.1 Support projects and Water for Life-aligned initiatives of local Watershed Stewardship Groups (WSGs)
- 1.2.2 ~~Provide guidance to support and participate~~Participate in WSGs
- 1.2.3 Support citizen science and community-based monitoring initiatives
- 1.2.4 Engage local communities in environmental stewardship action ~~including start-up support and assistance in proposal writing and grant applications~~

Commented [AC5]: This is more of a target rather than a strategy

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Commented [AC6]: We feel this is captured in the IWMP and WRRP work plans

- 1.3.2 ~~Identify potential sites and engage in riparian inventory and restoration~~  
Continuously improve and share Beneficial Management Practices  
Support citizen science and community-based monitoring initiatives

Commented [AC7]: Captured in 2.1 as "develop and disseminate communication materials"

**1.3 Build knowledge and understanding Promote the LICA vision and mission beyond the LICALICA region**

- 1.3.1 Participate in events of other Alberta WPACs and Airsheds when possible
- 1.3.2 Participate in WPAC Summits
- 1.3.3 Send Input to the Alberta Water Council on behalf of LICA
- 1.3.4 Participate in Annual Synergy Alberta conference
- 1.3.5 Participate in the Alberta Airsheds Council
- 1.3.6 Engage with "Treaty 8,6,2" (Assembly of First Nations) and Métis

Commented [AC8]: This strategy was moved from 2.4 as it is more of a collaboration strategy than an Educate and inform one.

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

**STRATEGIES**

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

2.1.1 Implement educational activities and programs that reach a broad spectrum of local stakeholders to foster current and future environmental stewards in schools

2.1.2 Deliver events and programs that foster environmental stewards in the community

2.1.2 Implement school programs which align with the Alberta school curriculum

2.1.3 Implement hands-on learning activities for classroom and field programs to develop a connection between citizens and the environment

2.1.4 Communicate monitoring results and reports to local stakeholders

2.1.5.1.3 Make data easily monitoring results accessible to the public

2.1.4 Develop and disseminate facts sheets communication materials on relevant topics

2.1.5 Attend community events focused on generating a greater appreciation for the environment

2.1.7 Further understanding of environmental issues within the LICA region

### 2.2 Engage decision makers on local environmental issues

2.2.1 Implement a government relations strategy

2.2.2 Be an advocate for positive environmental outcomes by identifying opportunities for synergy and collaboration with governments, agencies, regulators and other decision-making bodies

### 2.3 Build community capacity and actively participate in the community

2.1.6 Attend community events focused on generating a greater appreciation for the environment

2.3.1 Foster dialogue and rapport among LICA's diverse membership and local area stakeholders

2.3.2 Facilitate community-based monitoring

2.3.3 Deliver events focused on generating a greater appreciation for the environment

2.3.4 Communicate with the public to determine topics of interest

### 2.4 Build knowledge and understanding beyond the LICA Region

2.4.1 Participate in events of other Alberta WPACs and Airsheds when possible

2.4.2 Participate in annual WPAC Summits and send input to the Alberta Water Council on behalf of LICA

2.4.3 Participate in Annual Synergy Alberta conference

2.4.4 Participate in the Alberta Airsheds Council

Commented [AC9]: We feel that this is a detail best suited for the annual work plans

Commented [AC10]: This is captured in 2.1.1, the hands on detail can be captured in the annual work plan

Commented [AC11]: This is captured in 2.1.3 and 2.1.4

Commented [AC12]: This is too specific

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Commented [AC13]: This is captured in 1.1.1 "1.1.1 Host events that engage the community to identify local environmental concerns"

Commented [AC14]: This is captured in 1.1.5 Engage with local governments. Also, this read as though we had a formal strategy that we were implementing, which we do not have.

Commented [AC15]: This includes participation in events such as Canada Day, Aqua Days, Family Fun Day, etc.

Commented [AC16]: This is captured in 4.1 through public meetings and consensus decision-making process

Commented [AC17]: Same as 1.2.3

Commented [AC18]: Same as 2.1.1 and 2.1.2

Commented [AC19]: Same as 1.1.1

Commented [AC20]: Moved to 1.3 as this is more of a collaboration than Educate and Inform

3 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.

## STRATEGIES

### 3.1 Collect, analyze and interpret data

- ~~3.1.1 Operate regional monitoring programs~~
- ~~3.1.1 Develop and implement environmental monitoring plans~~
- ~~3.1.2 Generate data needed for the assessment of current state of the environment, trends, hot spots, and emerging issues~~
- ~~3.1.3 Provide information for community monitoring needs, including information for human health risk assessments, and measuring representative concentrations in populated areas;~~
- ~~3.1.4 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~~
- ~~3.1.5 Provide data needed to support validation of modeling and remote sensing~~
- ~~3.1.6 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~~
- ~~3.1.7~~ ~~3.1.2 Adaptively manage and continuously improve monitoring programs and quality assurance plans~~
- ~~3.1.8 Interpret data for use by the general public~~
- ~~3.1.3 Provide data in a timely manner~~
- ~~3.1.9~~ ~~3.1.4 Maintain the highest standard of Quality Assurance and Quality Control for monitoring programs~~
- ~~3.1.10 Identify gaps in knowledge and seek to fill them~~
- ~~3.1.5 Identify relevant research studies required to improve environmental outcomes~~ Recognize, respect and support the use of local and Traditional Knowledge

**Commented [AC21]:** The changes we suggest here are to align the LICA strategies with those that are set out in the AEP contracts and OSM work plans. There are 4 main deliverables in the contracts which are now reflected in our strategic plan.

**Commented [AC22]:** This is captured in 4.2

**Commented [AC23]:** This is captured in 3.1.1

**Commented [AC24]:** These are all reorganized into the main deliverables as well as in the Educate and Inform strategies

**Commented [AC25]:** This is captured in 2.1 "communication materials"

**Commented [AC26]:** Captured in 1.1.1 as well as 3.1.2

### 3.2 Inform and work with local governments in the LICA region

- ~~3.2.1 Work with Municipalities and communities to support land use planning and the development of source water protection plans~~
- ~~3.2.2 Consult other land use/development plans when making recommendations regarding management of the watershed and cumulative effects~~
- ~~3.2.3 Be actively involved in municipal, First Nations, and Métis Council meetings~~

**Commented [AC27]:** We feel this section belongs in Convene and Collaborate and has been captured in 1.1.4 and 1.1.5

**Commented [AC28]:** Moved to 3.3 which is now 3.2

**Commented [AC29]:** Captured in 1.1.4 and 1.1.5

### 3.3.2 Support the development and implementation of environmental management plans and strategies

- 3.3.1 ~~Compile and share relevant environmental data for the development of regional plans~~
- 3.3.2.1 ~~Support the continuous improvement and implementation of the of the Air Quality Management Frameworks for the Lower Athabasca Regional Plan (LARP)~~
- 3.3.3 ~~Support implementation of the Water Quality Framework recommendations for the LARP~~
- 3.3.4 ~~Work with the provincial government on the continuous improvement of the LARP~~
- 3.3.5 ~~Develop a water conservation strategy inclusive of the various sectors of the watershed~~
- 3.3.6.2.2 ~~Support the dDevelopment of an Integrated Watershed Management Plan and State of the Watershed reports for the Beaver River Watershed~~
- 3.2.3 ~~Support programs that align with the Biodiversity Management Framework for the LARP Work with Municipalities and Indigenous communities to support the development of environmental management plans~~
- 3.2.4 ~~Implement approved environmental management work plans~~

**Commented [AC30]:** This is not LICA's role in the development of regional plans

**Commented [AC31]:** We broadened this strategy to include ALL management frameworks which would include any new ones that emerge from the updated LARP

**Commented [AC32]:** We feel this is captured in the development of the IWMP as opposed to creating a separate strategy for water conservation

**Commented [AC33]:** This includes the WRRP work plan and any future plans we may develop, such as the IWMP or other grants we may secure

#### 4 ~~Efficient and Effective~~ **Optimize and Evaluate:** We responsibly efficiently and effectively manage our resources to achieve our vision and mission

### STRATEGIES

#### 4.1 Improve organizational capacity

- 4.1.1 Encourage active participation from Board and committee members in LICA initiatives
- 4.1.2 Provide professional development opportunities for Board and committee members and the general membership to become more informed
- 4.1.3 ~~Provide opportunities for Board and committee members to represent LICA in workshops~~
- 4.1.3 Maintain subcommittees for projects and programs as required
- 4.1.4 Make meetings open to the public
- 4.1.4.1.5 Use a consensus decision-making process for all LICGIA business
- 4.1.5 Promote LICA by encouraging membership

**Commented [AC34]:** Information to the general membership is an "Educate and Inform" strategy, whereas professional development for the Board improves organizational capacity

**Commented [AC35]:** We feel this is captured as Professional Development

**Commented [AC36]:** Captured in 1.1.2

#### 4.2 Management of LICA resources

- 4.2.1 Develop and ~~prioritize evaluate~~ annual work plans to further understanding of regional environmental concerns
- 4.2.2 Ensure adequately resourced staff are in place to achieve the organization's goals

**Commented [AC37]:** This captures the newly created quarterly progress reports

4.2.3 Achieve organizational goals through collaboration of LICA staff and OfficersBoard members

**4.3 ~~Establish~~ Maintain a sound financial management and reporting procedure**

4.3.1 Develop annual budgets for all revenue sources

4.3.2 Secure funding required to implement operating work plans

4.3.3 Manage finances in accordance with the generally accepted accounting principles

4.3.4 Conduct independent annual financial review

**4.4 ~~Establish~~ Maintain sound governance practices ~~through the development and implementation of business and operating policies and procedures~~**

4.4.1 Continuously review and improve organizational bylaws, policies and procedures

4.4.2 Conduct annual review of Strategic Plan, ~~and Strategic Budget~~

4.4.3 Make governance documents publicly available

4.4.4 Develop and maintain Terms of References for all committees and subcommittees, ~~as needed~~

4.4.5 Host an Annual General Meeting to elect board members and to inform the general membership of current LICA activities and initiatives

Commented [AC38]: This is redundant and already captured above in 4.3.1