

STRATEGIC PLAN



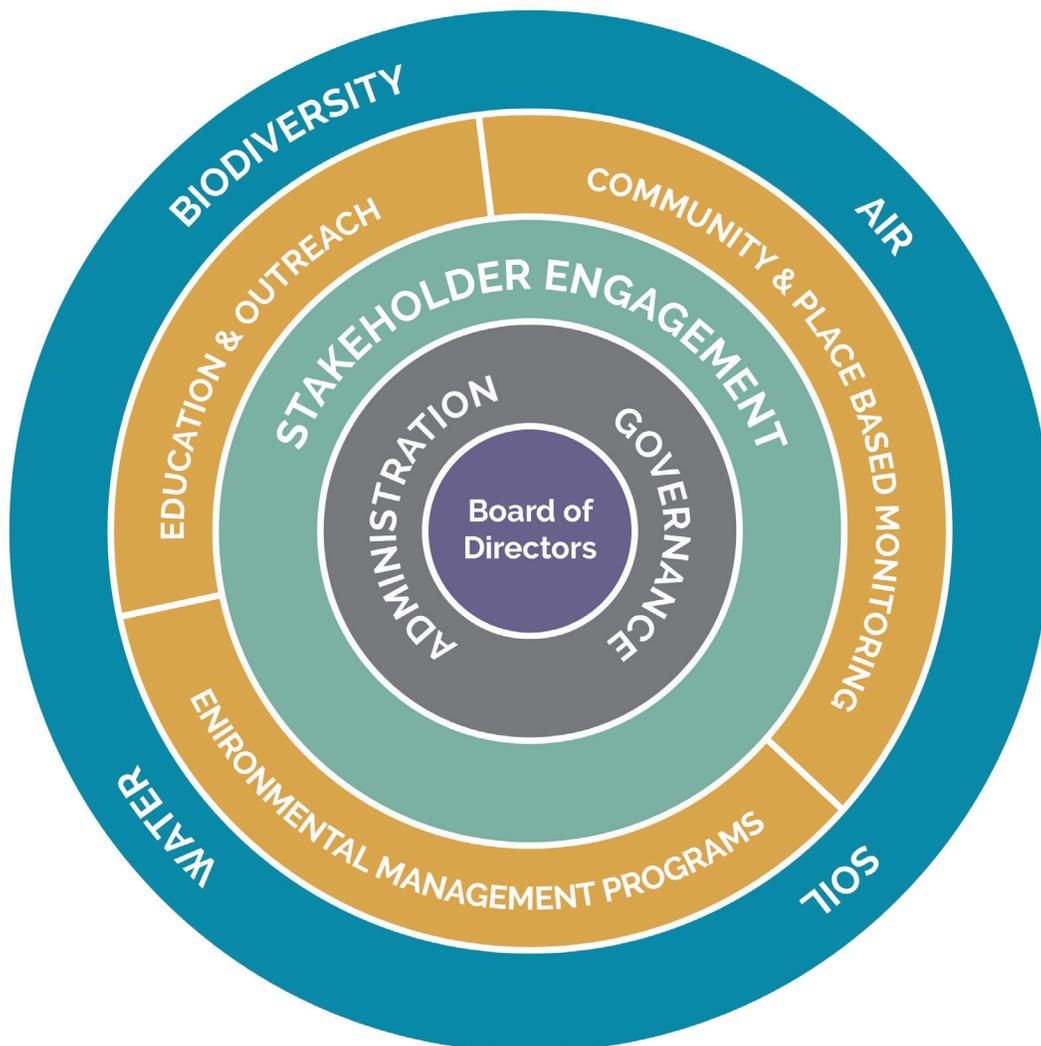
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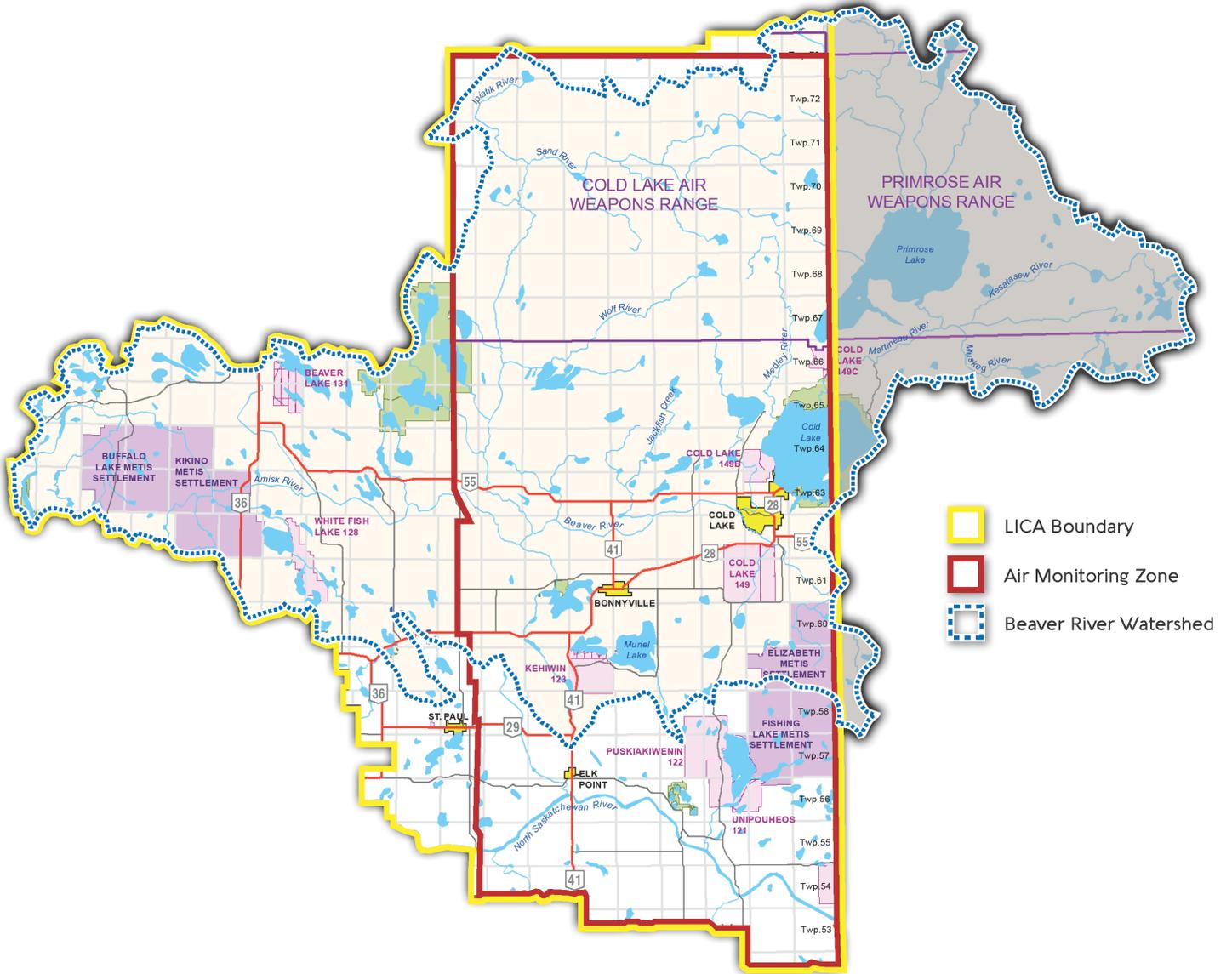
Introduction

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 the state of air quality and trends as well as for community monitoring needs which include 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 the 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 collaboration 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

Optimize and Evaluate

How We Operate

Vision

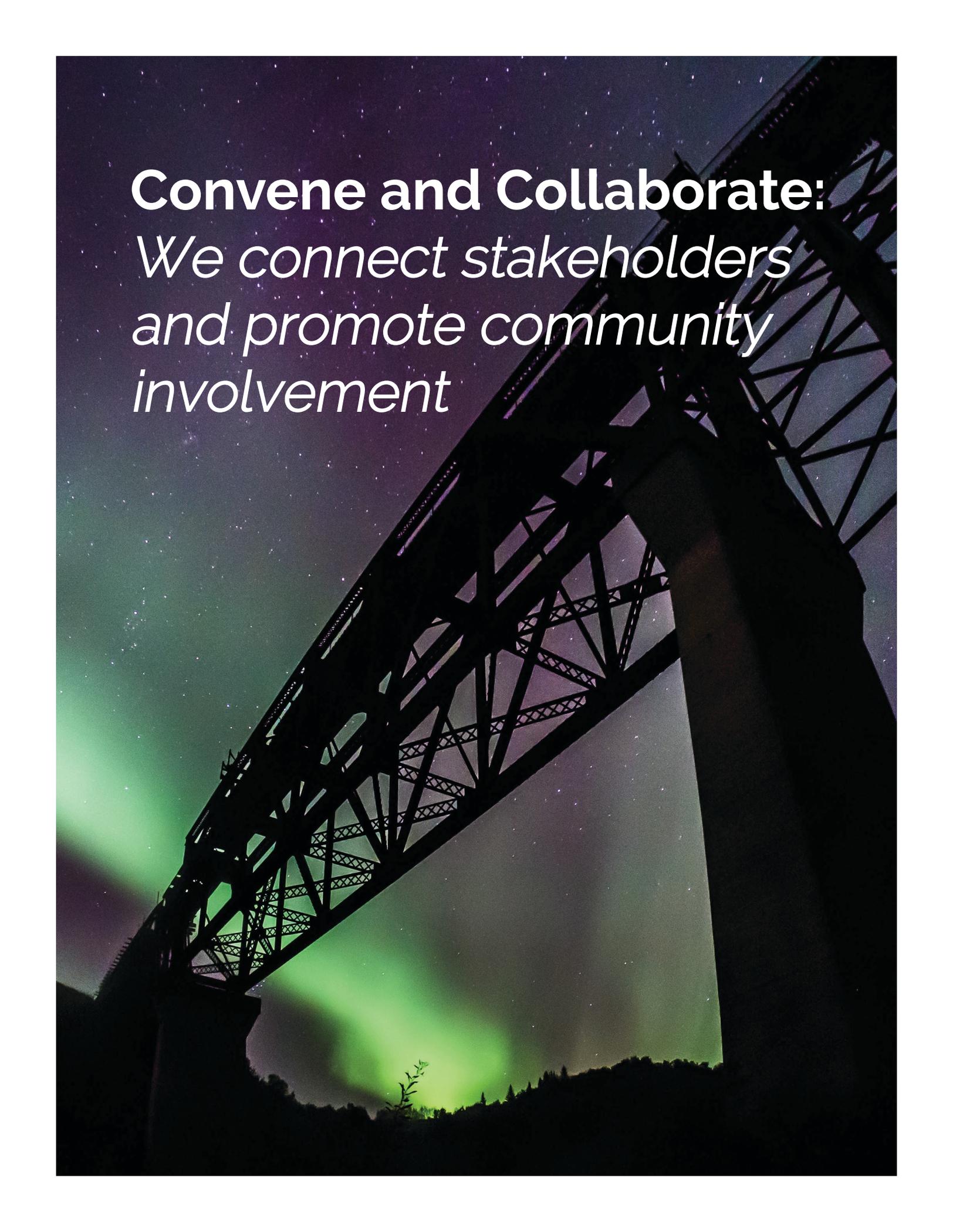
The environment in the LICA region is ecologically healthy and sustainable.

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 Connect with local people

- 1.1.1 Host events that engage the community to collaborate on local environmental concerns
- 1.1.2 Expand LICA membership and increase social media presence
- 1.1.3 Recruit, maintain and provide recognition for dedicated volunteers
- 1.1.4 Engage with Indigenous communities
- 1.1.5 Engage with local governments
- 1.1.6 Partner with organizations within the LICA Region on matters related to the environment

1.2 Support stewardship efforts

- 1.2.1 Support projects and collaborate on Water for Life-aligned initiatives with local Watershed Stewardship Groups (WSGs)
- 1.2.2 Participate in local WSG meetings
- 1.2.3 Support citizen science and community-based monitoring initiatives
- 1.2.4 Engage local communities in environmental stewardship action

1.3 Promote the LICA vision and mission beyond the LICA region

- 1.3.1 Participate in events of other Alberta WPACs and Airsheds when possible
- 1.3.2 Participate in WPAC Summit and annual Synergy Alberta Conference
- 1.3.3 Send input to the Alberta Water Council on behalf of LICA
- 1.3.4 Participate in the Alberta Airsheds Council

Educate and Inform:

*We educate the community,
advocating for environmental
stewardship*



Strategies

2.1 Deliver environmental education programs and information

- 2.1.1 Deliver educational activities and programs that foster environmental stewardship in schools
- 2.1.2 Deliver events and programs that foster environmental stewardship in the community
- 2.1.3 Develop and disseminate communication materials on relevant topics
- 2.1.4 Participate in community events focused on environmental stewardship
- 2.1.5 Adaptively manage and continuously improve education and outreach programs

2.2 Maintain organizational transparency

- 2.2.1 Ensure monitoring results are accessible to the public
- 2.2.2 Make meetings open to the public
- 2.2.3 Maintain and update the LICA website regularly with current information, resource materials, and publications for public knowledge



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.

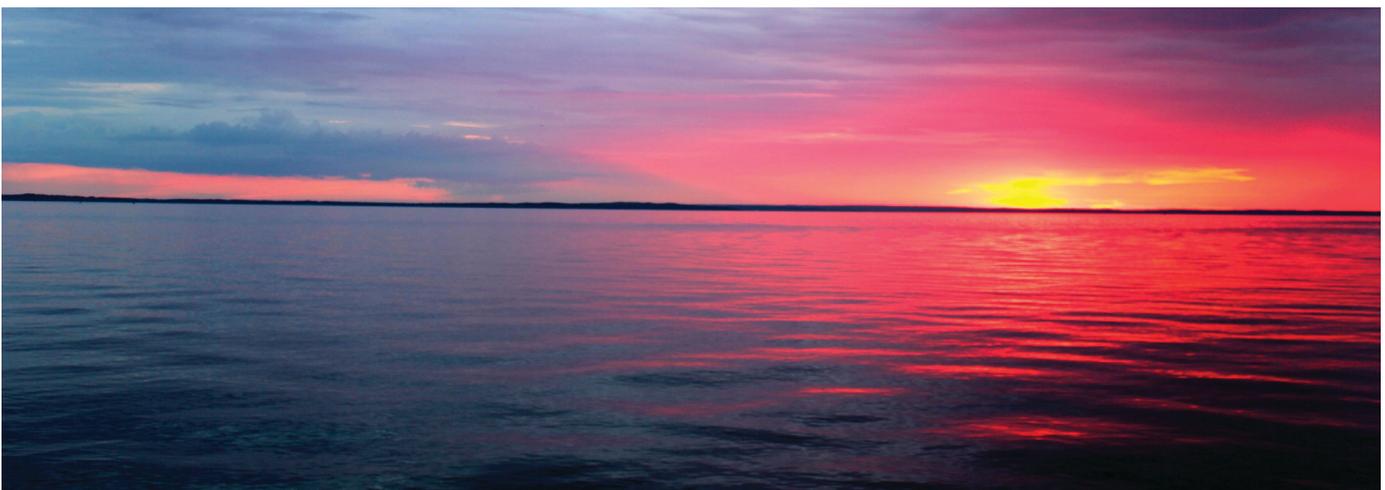
Strategies

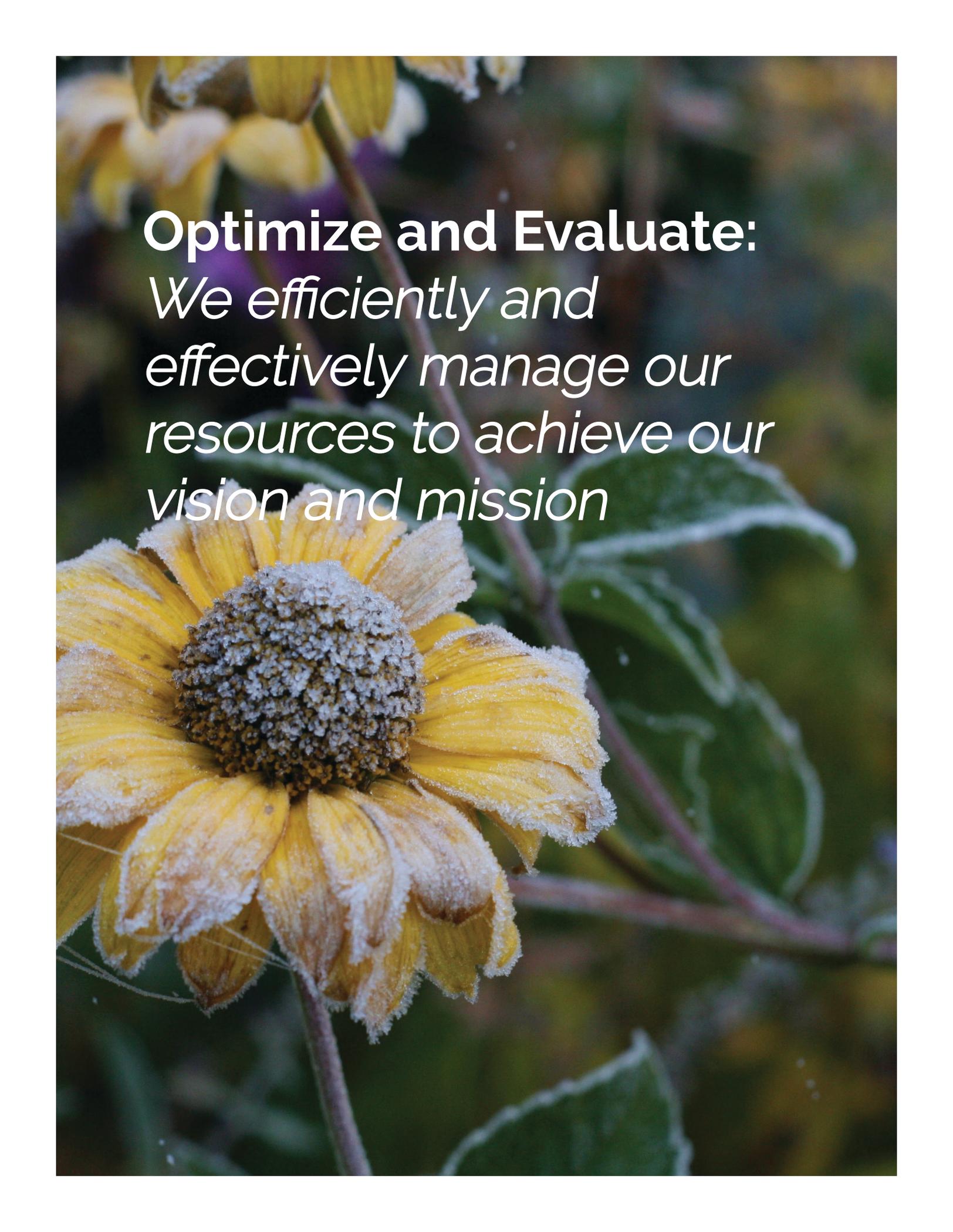
3.1 Collect, analyze, and interpret data

- 3.1.1 Operate regional monitoring programs
- 3.1.2 Adaptively manage and continuously improve monitoring programs
- 3.1.3 Provide and report data in a timely manner
- 3.1.4 Maintain the highest standard of Quality Assurance and Quality Control for monitoring programs
- 3.1.5 Recognize, respect, and support the use of local and Traditional Knowledge

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

- 3.2.1 Support the continuous improvement and implementation of Management Frameworks for the Lower Athabasca Regional Plan (LARP)
- 3.2.2 Develop an Integrated Watershed Management Plan for the Beaver River Watershed
- 3.2.3 Work with Municipalities, Indigenous communities/Settlements, and WSGs to support the development and implementation of environmental management plans
- 3.2.4 Implement approved environmental management work plans





Optimize and Evaluate:
We efficiently and effectively manage our resources to achieve our vision and mission

Strategies

4.1 Manage and Improve organizational capacity

- 4.1.1 Encourage active participation from Board and committee members in LICA initiatives and events
- 4.1.2 Provide professional development opportunities to LICA Board and committee members, and LICA staff
- 4.1.3 Maintain subcommittees for projects and programs as required
- 4.1.4 Use a consensus decision-making process for all LICA business
- 4.1.5 Develop and evaluate annual work plans
- 4.1.6 Adaptively evaluate and improve the efficiency of LICA resources to ensure the organizations goals are achievable.
- 4.1.7 Achieve organizational goals through collaboration of LICA staff and Board members

4.2 Maintain a sound financial management and reporting procedure

- 4.2.1 Develop annual budgets for all revenue sources
- 4.2.2 Secure funding required to implement work plans
- 4.2.3 Manage finances in accordance with the Generally Accepted Accounting Principles (GAAP)
- 4.2.4 Conduct an independent annual financial review

4.3 Maintain sound governance practices

- 4.3.1 Continuously review and improve organizational bylaws, policies and procedures
- 4.3.2 Conduct an annual review of the Strategic Plan
- 4.3.3 Develop and maintain Terms of References for all committees and subcommittees
- 4.3.4 Host an Annual General Meeting to elect board members and to inform the general membership of current LICA activities and initiatives

