LICA
ENVIRONMENTAL STEWARDS

2021/2022

Consolidated Annual Work Plan

Photograph by John Webber

Convene & Collaborate

We Connect Stakeholders And Promote Community Involvement

1.1 Connect with Local People

Strategy	Target	Timeline
1.1.1 Host events that engage the community to collaborate on local environmental concerns	• Host IWMP engagement sessions	March 2022
	• Promote events and/or dialogue through online forums on social media and the LICA website	
	• Circulate surveys to members to identify topics of interest and feedback on LICA programs	
1.1.2 Expand LICA membership and increase social media presence	• Make membership forms easily available and accessible to all stakeholders	March 2022
	• Engage municipalities within the LICA Region in efforts to increase awareness and presence of LICA	
	• Enroll at least 20 new LICA members	
	• Increase social media followers (Facebook, Instagram) by 10%	
	• Engage social media followers with posts on relevant information a minimum of 4 times per week	
1.1.3 Recruit, maintain and provide recognition for dedicated volunteers	• Engage interested volunteers on opportunities to participate on the LICA Board and Committees.	September 2021
	• Provide recognition and appreciation to all volunteers	September 2021
1.1.4 Engage with Indigenous communities	• Provide information and presentations to local Indigenous councils as requested	March 2022
	• Deliver educational programs to schools in Indigenous communities	
	• Develop and maintain relationships with Indigenous peoples and communities within the LICA Region	
1.1.5 Engage with local governments	• Attend council meetings as requested; provide information and presentations to local municipal governments as required	March 2022
	• Continue to work with the Town of Bonnyville on the Jessie Lake Restoration Project	
	• Support Municipal Land Use Planning and policy development as requested	
	• Create one new partnership per year for a project or event	

Strategy	Target	Timeline
1.1.6 Partner with organizations within the LICA Region on matters related to the environment	• Develop and maintain partnerships with organizations to deliver environmental programming	March 2022
	• Partner with the Alberta Lake Management Society (ALMS) on the delivery of the LakeWatch program	

1.2 Support Stewardship Efforts

Strategy	Target	Timeline
1.2.1 Support projects and collaborate on Water for Life aligned initiatives with local Watershed Stewardship Groups (WSG)	• Collaborate with at least one WSG on a joint initiative	March 2022
	• Maintain partnerships with WSGs on ongoing projects and programs	
1.2.2 Participate in local WSG meetings	• Represent LICA in Moose Lake Watershed Society (MLWS) meetings	March 2022
	• Represent LICA in Muriel Lake Basin Management Society (MLBMS) meetings	
	• Participate in other local WSG meetings, if requested	
1.2.3 Support citizen science and community-based monitoring initiati	• Support and develop community-based monitoring projects, when applicable	September 2021
	• Plan, organize, and implement the RiverWatch Institute of Alberta's CreekWatch Citizen Science Program	September 2021
1.2.4 Engage local communities in environmental stewardship action	• Partner with local WSGs and/or community members to expand the Keep Our Lake Blue (KOLB) campaign	March 2022
	• Promote the KOLB campaign and guide to other WSGs and WPACs	
	• Promote the "Stop Needless Idling Campaign" in communities and/or businesses in the LICA region	

1.3 Promote the LICA Vision and Mission Beyond the LICA Region

Strategy	Target	Timeline
1.3.1 Participate in events of other Alberta WPACs and Airsheds when possible	• Participate in at least one project or event with another WPAC in Alberta	March 2022
	• Participate in at least one project or event with another Airshed in Alberta	
	• Participate in the WPAC Managers meetings	
	• Represent LICA on the AAC Board of Directors	
1.3.2 Participate in the WPAC Summit and annual Synergy Alberta Conference	• Attend the annual Synergy Alberta conference	November 2021
1.3.3 Provide input to the Alberta Water Council (AWC)	• Provide feedback, input, and concerns to the AWC through the Alberta WPACs representative on the AWC Board of Directors.	March 2022
1.3.4 Participate in the Alberta Airsheds Council (AAC)	• Attend Alberta Airsheds Council meetings	March 2022
	• Participate on AAC sub-committees as required	

Educate & Inform

We Educate The Community, Advocating For Environmental Stewardship

2.1 Deliver Environmental Education Programs and Information

Strategy	Target	Timeline
2.1.1 Deliver environmental education programs and information	• Hold a Calendar Contest in the LICA region and obtain a minimum of 120 entries	October 2021
	• Hold an Earth Day writing contest and obtain a minimum of 50 entries	May 2021
	• Deliver at least 75 classroom presentations with a watershed focus	March 2022
	• Deliver at least 7 classroom presentations with an air quality focus	
	• Deliver the Little Green Thumbs and Little Green Sprouts program in at least 10 schools	
	• Deliver at least 2 Stream of Dreams programs to local schools	
	• Deliver at least 10 X-Stream Science programs to local schools	October 2021
2.1.2 Deliver events and programs that foster environmental stewardship in the community	• Host or deliver at least 1 event, workshop, or program to LICA municipal partners	March 2022
	• Deliver 10 summer and youth-centered programs	
	• Participate in or hold at least 3 Shoreline Cleanups within the Beaver River Watershed	
2.1.3 Develop and disseminate communication materials on relevant topics	• Develop and disseminate quarterly newsletters	June 2021, September 2021, January 2022, March 2022
	• Develop and disseminate the LICA Annual Report to all LICA members and publish on the LICA website	September 2021
	• Update and publish the Introduction to LICA animated video on the LICA website and social media	August 2021
	• Publish quarterly Dashboard reports	June 2021, September 2021, January 2022, March 2022

Strategy	Target	Timeline
2.1.3 Develop and disseminate communication materials on relevant topics (cont.)	• Examine between year differences in passive air quality results i.e. bubble and isopleth maps	June 2021, September 2021, January 2022, March 2022
	• Develop and publish a multi-year monitoring report	September 2021
	• Publish and deliver Air Quality DNA presentations and other data visualizations	March 2022
	• Publish an interim report to summarize the Portable Air Monitoring System (PAMS) Lac La Biche Air Quality Monitoring Project	
	• Post and update information regarding the Integrated Watershed Management Plan on the LICA website	
	• Publish watershed related information on the LICA website and social media.	
2.1.4 Participate in community events focused on environmental stewardship	• Attend at least 5 community events offered by different municipalities to promote the LICA vision and mission	March 2022
2.1.5 Adaptively manage and continuously improve education and outreach programs	• Evaluate educational programs for effectiveness through teacher surveys and update programs based on feedback	March 2022
	• Ensure classroom presentations are curriculum-aligned and update as required	March 2022

2.2 Maintain Organizational Transparency

Strategy	Target	Timeline
2.2.1 Ensure monitoring results are accessible to the public	• Make water monitoring results and reports publicly available for download on the LICA website	March 2022
	• Provide ambient air data and pollutant concentrations in populated areas needed to calculate the Air Quality Health Index (AQHI).	
2.2.2 Make meetings open to the public	• Maintain an up-to-date calendar on the LICA website with upcoming meeting dates	March 2022
	• Disseminate meeting materials to LICA members who have identified an interest in participating in LICA meetings.	
2.2.3 Maintain and update the LICA website regularly with current information, resource materials, and publications for public knowledge	• Publish up-to-date bylaws, policies, and meeting minutes on the LICA website, once approved by the Board of Directors.	March 2022
	• Conduct quality assurance on the LICA website quarterly, at a minimum, to ensure information on the LICA website is current and accurate.	

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

Strategy	Target	Timeline
3.1.1 Operate regional monitoring programs	• Operate passive monitoring stations in the Cold Lake oil sands region. Passive monitoring includes gases such as sulphur dioxide (SO2), hydrogen sulphide (H2S), nitrogen dioxide (NO2), ozone (O3), polycyclic aromatic compounds (PAC) and other pollutants as required. Note that all pollutants are not monitored at all stations	March 2022
	• Operate and maintain the LICA soil acidification monitoring programs.	
	• Operate continuous monitoring stations in the Cold Lake oil sands region. This includes the following air monitoring stations: o Cold Lake South station o St. Lina station o Tamarack (formerly Maskwa) station o PAMS	
	• Operate and maintain the Cold Lake oil sands region integrated monitoring program including regional and triggered integrated volatile organic compound (VOC) and polycyclic aromatic hydrocarbon (PAH) monitoring at two monitoring sites located at: o Cold Lake South station o PAMS	
	• Complete routine calibrations and preventative maintenance at all ambient air monitoring stations in the LICA network in accordance with Alberta's Air Monitoring Directive (AMD).	
	• Maintain meteorological monitoring in the Beaver River Valley, as approved by the Board.	

Strategy	Target	Timeline
3.1.2 Adaptively manage and continuously improve monitoring programs	• Participate in Oil Sands Monitoring (OSM) Program committees and activities related to optimizing and improving the active air and atmospheric deposition monitoring network in the Cold Lake oil sand region.	March 2022
	• Implement any additions, deletions, or any other changes to the LICA active air and atmospheric deposition monitoring network consistent with approved OSM Program work plan(s)	
	• Document any additions, deletions, or any other changes to the LICA active air and atmospheric deposition monitoring network not indicated previously. Identify and describe any deviations from approved OSM Program work plan(s)	
	• Deploy a minimum of 3 PurpleAir particulate monitors in Bonnyville, St. Paul, Lac La Biche. Additional locations will be deployed as approved by the Board.	June 2021
	• Develop an acid deposition monitoring plan to meet new regional regulatory compliance acid deposition monitoring and reporting requirements.	July 2021
3.1.3 Provide and report data in a timely manner	• As required by the Air Monitoring Directive (AMD): o Report exceedances of the Alberta Ambient Air Quality Objectives and Guidelines, and non-compliances of the Air Monitoring Directive to the Alberta Government for active and deposition monitoring results o Provide real time air quality data from continuous air monitoring stations to the Alberta Environment and Parks real time web site in the required format o Submit monthly Ambient Air Monitoring Reports to the Government of Alberta (GoA) for active, non-continuous (integrated), and deposition monitoring o Submit deposition, non-continuous (integrated), and continuous air monitoring data to the Alberta Air Data Warehouse o Provide LICA Annual Report for the previous calendar year to the GoA	March 2022
	• Provide data generated by the Cold Lake soil acidification program to AEP in an agreed upon format.	
3.1.4 Maintain the highest standard of Quality Assurance and Quality Control for monitoring programs	• Conduct quality assurance and quality control in accordance with the Air Monitoring Directive, the Air Monitoring Quality Assurance Plan and Standard Operating Procedures for data QA/QC developed by AEP and LICA	March 2022
3.1.5 Recognize, respect and support the use of local and Traditional Knowledge	• Recruit and maintain Indigenous representation on the LICA Board of Directors, all standing committees, and all ad-hoc committees.	March 2022
	• Engage with Indigenous peoples and communities to incorporate Traditional Knowledge into environmental monitoring, management, and education & outreach programs	

3.2 Support the Development and Implementation of Environmental Management Plans and Strategies

Strategy	Target	Timeline
3.2.1 Support the continuous improvement and implementation of Management Frameworks for the Lower Athabasca Regional Plan (LARP)	• Provide input on the continuous improvement of the LARP as requested by the GoA • Support the development of sub-regional plans, as requested • Implement recommendations from updated LARP as appropriate	March 2022
3.2.2 Develop an Integrated Watershed Management Plan for the Beaver River Watershed	• Complete 2021-22 targets set forth within the IWMP project work plan	March 2022
3.2.3 Work with municipalities, Indigenous Communities/ Settlements, and WSGs to support the development and implementation of environmental management plans	• Support the development of environmental management plans, as requested	March 2022
3.2.4 Implement approved environmental management work plans	• Execute board approved Watershed Resiliency and Restoration Program (WRRP) work plans	March 2022

Optimize & Evaluate

We Efficiently And Effectively Manage Our Resources To Achieve Our Vision And Mission

4.1 Manage and Improve Organizational Capacity

Strategy	Target	Timeline
4.1.1 Encourage active participation from Board and committee members in LICA initiatives and events	• Board members participate in LICA initiatives and events to further demonstrate their support	March 2022
	• Committee members participate in LICA initiatives and events, as required	
4.1.2 Provide professional development opportunities to LICA Board and committee members and LICA staff	• Provide the opportunity to each LICA Board and Committee member to attend at least one professional development workshop or information session, either hosted by LICA or other community groups	March 2022
	• Provide at least one professional development opportunity per staff or contractor	March 2022
4.1.3 Maintain sub-committees for projects and programs as required	• Maintain a standing Governance Committee (GC)	March 2022
	• Maintain a standing Education and Outreach (E&O) Committee	
	• Maintain an ad-hoc Integrated Watershed Management Plan (IWMP) Committee	
	• Maintain an ad-hoc Acid Deposition Monitoring Program Expansion Committee (ADMPEC)	
	• Establish and maintain an ad-hoc LICA Boundary Change Advisory Committee	
4.1.4 Use a consensus decision-making process for all LICA business	• Ensure the continuity of the consensus decision-making process for all LICA business	March 2022

Strategy	Target	Timeline
4.1.5 Develop and evaluate annual work plans	• Develop annual work plans collaboratively with LICA Program Managers, Executive Director, and Officers, for Board approval	February 2022
	• Complete quarterly Strategic Plan Progress Reports for review by the Board	June 2021, September 2021, January 2022, March 2022
4.1.6 Adaptively evaluate and improve the efficiency of LICA resources to ensure the organizations goals are achievable.	• Complete one annual performance review per staff or contractor, this includes the conclusion of probationary periods.	March 2022
	• Conduct assessment(s) on LICA resources to ensure the organization is adequately equipped to conduct business.	
4.1.7 Achieve organization's goals through collaboration of LICA staff and Board members	• Encourage active participation and discussion during LICA meetings by providing the Board and Committee meeting materials in advance of each meeting	March 2022
	• Hold staff meetings monthly, at a minimum	
	• Hold Officers meetings as needed	

4.2 Maintain a Sound Financial Management and Reporting Procedure

Strategy	Target	Timeline
4.2.1 Develop annual budgets for all revenue sources	• Review Strategic Budget annually to assess financial needs	September 2021
4.2.2 Secure funding required to implement work plans	• Submit WPAC grant interim and annual reports by specified deadlines to ensure continuity of funding	March 2022
	• Submit Airshed Engagement grant interim and annual reports by specified deadlines to ensure continuity of funding	
4.2.3 Manage finances in accordance with the Generally Accepted Accounting Principles (GAAP)	• Complete monthly financial reports to present to Board of Directors outlining expenditures from all revenue sources	March 2022
4.2.4 Conduct an independent annual financial review	• Contract a professional accountant to complete an annual financial review for the organization	June 2021

4.3 Maintain Sound Governance Practices

Strategy	Target	Timeline
4.3.1 Continuously review and improve organizational bylaws, policies, and procedures	• Engage Governance Committee for annual bylaw review and recommend amendments to the Board, as needed. • Review policies and procedures triennially at a minimum and amend as needed	March 2022
4.3.2 Conduct an annual review of the Strategic Plan	• Hold an annual strategic planning session with Board of Directors. Update the 5 year plan and strategic budget as required	November 2021
4.3.3 Develop and maintain Terms of Reference for all committees and subcommittees	• Develop terms of reference for all LICA committees for approval by the Board	November 2021
4.3.4 Host an Annual General Meeting to elect Board members and to inform the general membership of current LICA activities and initiatives	• Hold an AGM and complete elections for board of director positions	October 2021