



Strategic Plan 2023-2028

Photo Credit: Natalie

PREPARED IN CONJUNCTION WITH:

Parsons
DIALOGUE



LICA
ENVIRONMENTAL STEWARDS

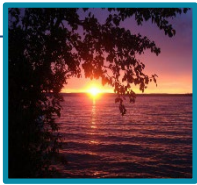


Photo Credit: Bonnie Robinson, Russel Quinney, and Darah Blandford

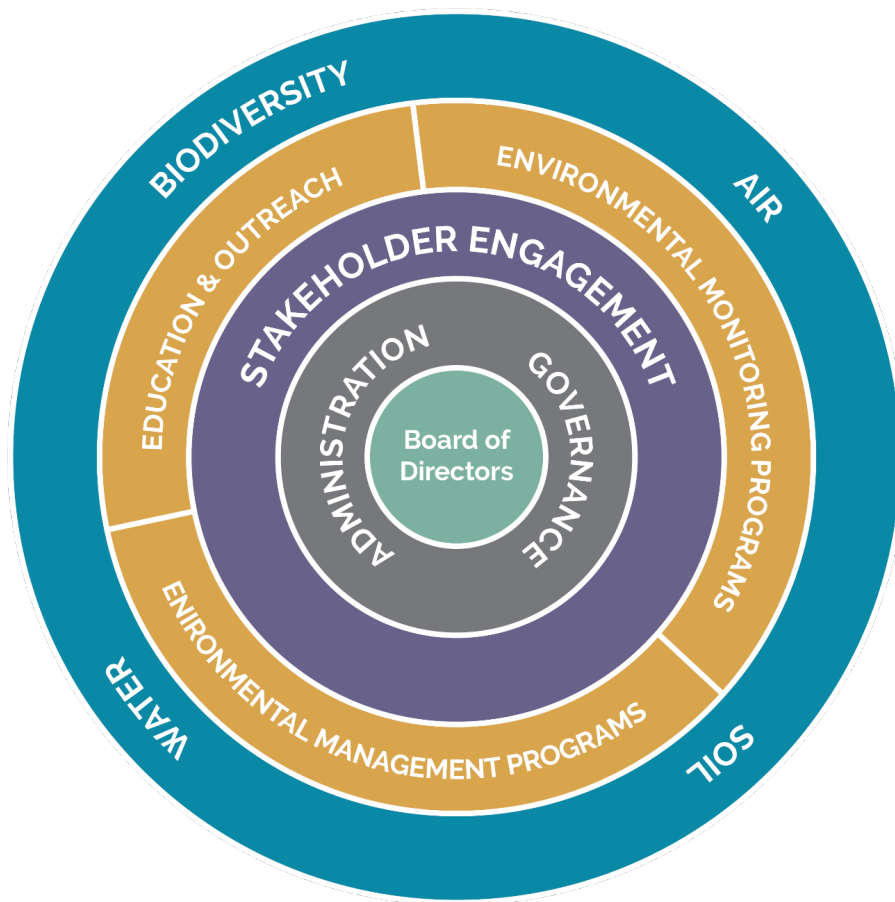
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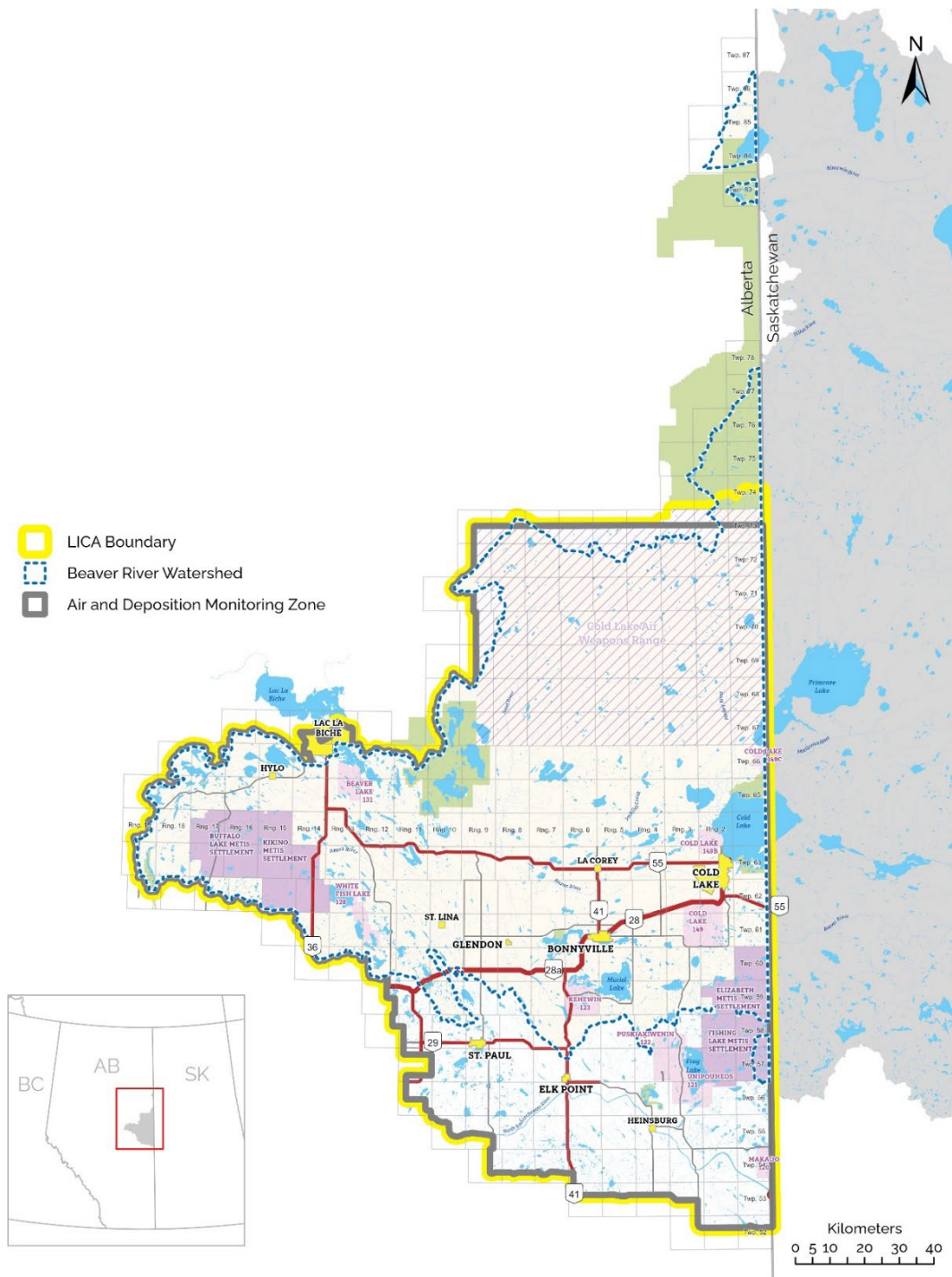
Introduction

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 is a community-based not-for-profit association registered under the Alberta Societies Act. The Association has evolved to become a Synergy Group, Airshed Zone, and Watershed Planning and Advisory Council (WPAC) for the Beaver River Watershed. The primary focus is on environmental monitoring and 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 in a specified region. 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 that allows 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 to 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 the 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



Photo Credit: Brenda Parsons

Summary

In May of 2022, the Board of Directors and Staff of LICA (hereinafter collectively referred to as “they”) attended a workshop to develop a five-year strategic plan. The workshop was hosted to facilitate the Association’s discussion to determine in-depth results for the following objectives:

- Develop a five-year vision for LICA.
- Identify obstacles that block the future state.
- Develop strategies to address blocks.
- Identify the next steps.

How We Operate

Vision

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

Mission

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

Values

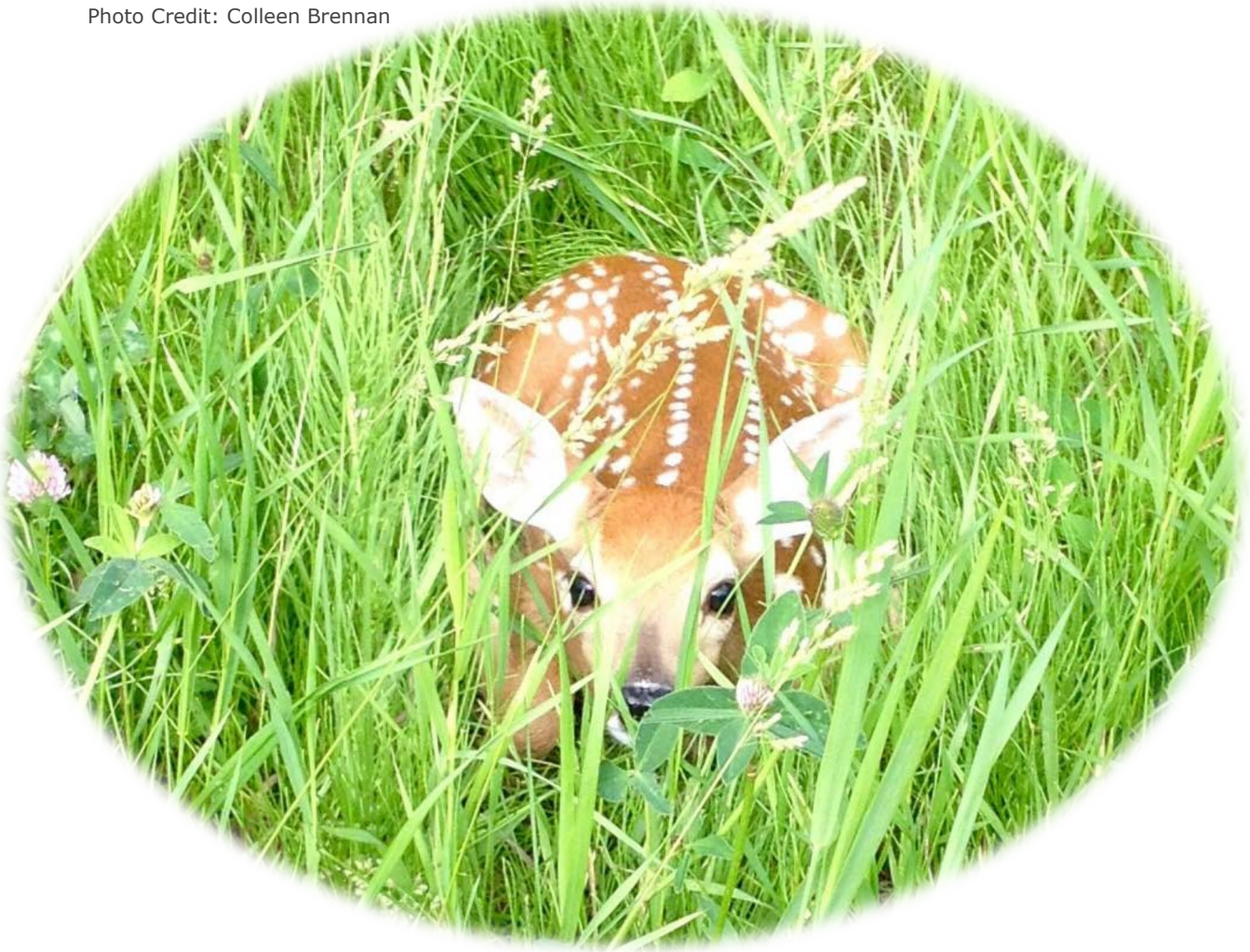
- We connect stakeholders and promote community involvement
- We provide timely, defensible, and accessible data
- We educate the community, advocating for environmental stewardship
- We responsibly manage our resources to achieve our vision and mission

Process

LICA chose to use a participatory process so that participants could share insights, debate, and create a consensus around the Five-Year Strategic Plan. The group participated in a one-day workshop to help build alignment among Board Members and Staff to create a more defined clarity about their mutual priorities of the Association.

In completion, this Plan was developed to portray LICA's shared view of the best road to take, to ensure the Association's longevity while maintaining alignment with its vision, mission, and values.

Photo Credit: Colleen Brennan



Practical Vision

LICA's practical vision is a description of its desired future. It answers the question, "What do they want to see in place in five years because of their efforts?" and offers a multi-dimensional description. In this time frame, LICA has forecasted that these projections will occur:

Improved Water Health: The health of the lakes within the Association's boundaries is protected and enhanced. As leaders in lake protection, LICA has an in-house water monitoring program.

Enhanced Meaningful Partnerships: They will foster continued collaboration with all stakeholders through inclusive, long-term relationships. LICA will have strong working connections with Indigenous communities and support from an engaged volunteer base.

Improved Advocacy for Environmental Protection: They will have a strong voice that advocates for exceptional environmental protections and alternative energy sources.

Increased Presence and Credibility: LICA is a household name known as a driving force for community environmental education, outreach, and stewardship.

Strong Foundational Support: LICA is financially stable and has the resources to invest in capacity and achieve its short-term goals.

Enhanced Programming and Initiatives: We work with the academic community to perform important research, conduct monitoring programs, and execute environmental initiatives.

Accessible, Informative, and Practical Environmental Hub: As a hub for environmental knowledge, they will make data and research readily accessible and available to stakeholders, the community, and the public.

Obstacles

The following obstacles block LICA from moving forward and reflecting on previous strategies, decisions, and structures. A doorway for change was discovered through the exploration of these barriers, therefore allowing LICA the opportunity to fulfill its vision by overcoming the following critical challenges:

Limited funding sources force this Association to focus on existing programs and prevent them from starting new initiatives.

Being in a rural location limits their ability to acquire skills and talent in order to retain staff.

Too many priorities affect LICA's ability to stay focused, and their organization is thin and shallow rather than focused and deep. This issue prevents LICA from:

- Engaging proactively and successfully with stakeholders, which contributes to disunity.
- Providing meaningful deliverables that create focused and specific impacts.

Unfocused expectations and requests of volunteers prevent engagement and slow their ability to expand, grow and add new programs.



Photo Credit: Debbie Wooldridge

Strategic Directions

Strategies answer the question “What can LICA do to address their obstacles and move towards the desired future state?” and are clustered into strategic directions.

These directions emerge from the tension between the Association’s desired future state and the current reality. That tension then sets the path for moving toward a target while allowing a solution to be discovered. The fundamental nature of the course allows the strategic initiatives to reveal the path forward.

Not every strategy is bold and new. LICA applies tactics to their contradictions to begin to focus on the patterns that are no longer benefiting the organization.

Presence

Sharing Our Successes: The Association will celebrate all successes and promote their accomplishments through a more coordinated approach to communication.

Sustainability and Resiliency

Communicating Clear Objectives: With a more cohesive vision, they will set clear objectives for government involvement and better communicate their expectations to staff, volunteers, and contractors.

Adaptively Evaluating Programming: They will streamline their programs to focus on creating the greatest impact possible, while effectively using the available funding provided.

Organizational Capability

Leveraging Initiatives and Sustainable Funding: They will re-engage their membership and leverage Alberta Environment and Parks funding to secure more sustainable financial support.

Strategically Pursuing Alternative Funding: Investigation will commence for new, project-specific forms of funding and, through better engagement. LICA will advocate for a larger support base.

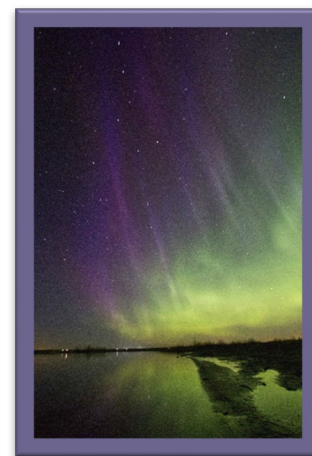
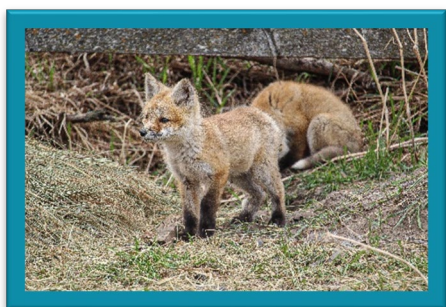


Photo Credit: Cathy Olstad, Michaela Bourbeau, and Brayden Sayer

Organizational Capacity

Effectively Engaging and Retaining Volunteers: They will help their staff focus on coordinating their volunteer base to expand capacity. LICA will be more active in its staff recruiting, training, and retention efforts.

Strategically Managing Human Resources: Volunteer groups will be more actively approached in efforts to collaborate and gain a higher level of consideration for both employee and volunteer time. In the same light, more explicit expectations will be set, and better direction will be relayed to volunteers.

Maximizing Virtual Platforms for Engagement: They will leverage virtual engagement platforms to access specialized professionals.

Appendix 1: Strategy Map

