

2023/2024

Consolidated Annual Work Plan



LICA
ENVIRONMENTAL STEWARDS



Presence


Increase presence and credibility by connecting stakeholders, promoting community involvement, improving the advocacy for environmental protection, and sharing our successes.



1.1 Increase Presence and Credibility in the LICA Region

Strategy	Target	Timeline
1.1.1 Expand LICA membership	• Make membership forms easily available and accessible to all stakeholders.	March 2024
	• Engage municipalities within the LICA Region in efforts to increase the awareness and presence of LICA.	
	• Enroll at least 20 new LICA members.	
1.1.2 Host events that engage the community to collaborate on local environmental concerns	• Work to implement the Beaver River IWMP.	March 2024
	• 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.	
1.1.3 Participate in community events focused on environmental stewardship	• Attend at least five community events offered by different municipalities to promote the LICA vision and mission.	March 2024
1.1.4 Make meetings open to the public	• Maintain an up-to-date calendar on the LICA website with upcoming meeting dates.	March 2024
	• Disseminate meeting materials to LICA members who have identified an interest in participating in LICA meetings.	
1.1.5 Develop and disseminate communication materials on relevant topics	• Develop and disseminate quarterly newsletters.	July 2023, October 2023, February 2024, April 2024
	• Develop and disseminate the LICA Annual Report to all LICA members and publish it on the LICA website.	September 2023
	• Update and publish the Introduction to LICA animated video on the LICA website, social media, and YouTube Channel.	August 2023



Strategy	Target	Timeline
1.1.5 Develop and disseminate communication materials on relevant topics (cont.) 	<ul style="list-style-type: none"> Examine between year differences in passive air quality results i.e., bubble and isopleth maps. 	June 2023, September 2023, January 2024, March 2024
	<ul style="list-style-type: none"> Develop and publish a multi-year monitoring report. 	September 2023
	<ul style="list-style-type: none"> Publish and deliver Air Quality presentations and other data visualizations. 	March 2024
	<ul style="list-style-type: none"> Publish an interim report to summarize the Portable Air Monitoring System (PAMS) Lac La Biche Air Quality Monitoring Project. 	
	<ul style="list-style-type: none"> Post and update information regarding the Integrated Watershed Management Plan (IWMP) on the LICA website. 	
	<ul style="list-style-type: none"> Post and update information regarding the Acid Deposition Monitoring Program Expansion Plan on the LICA website. 	
1.1.6 Maintain and update the LICA website regularly with current information, resource materials, and publications for public knowledge	<ul style="list-style-type: none"> Publish up-to-date bylaws, policies, and meeting minutes on the LICA website, once approved by the Board of Directors. 	March 2024
	<ul style="list-style-type: none"> Conduct quality assurance on the LICA website quarterly, at a minimum, to ensure information is current and accurate. 	

1.2 Promote the LICA Vision and Mission Beyond the LICA Region

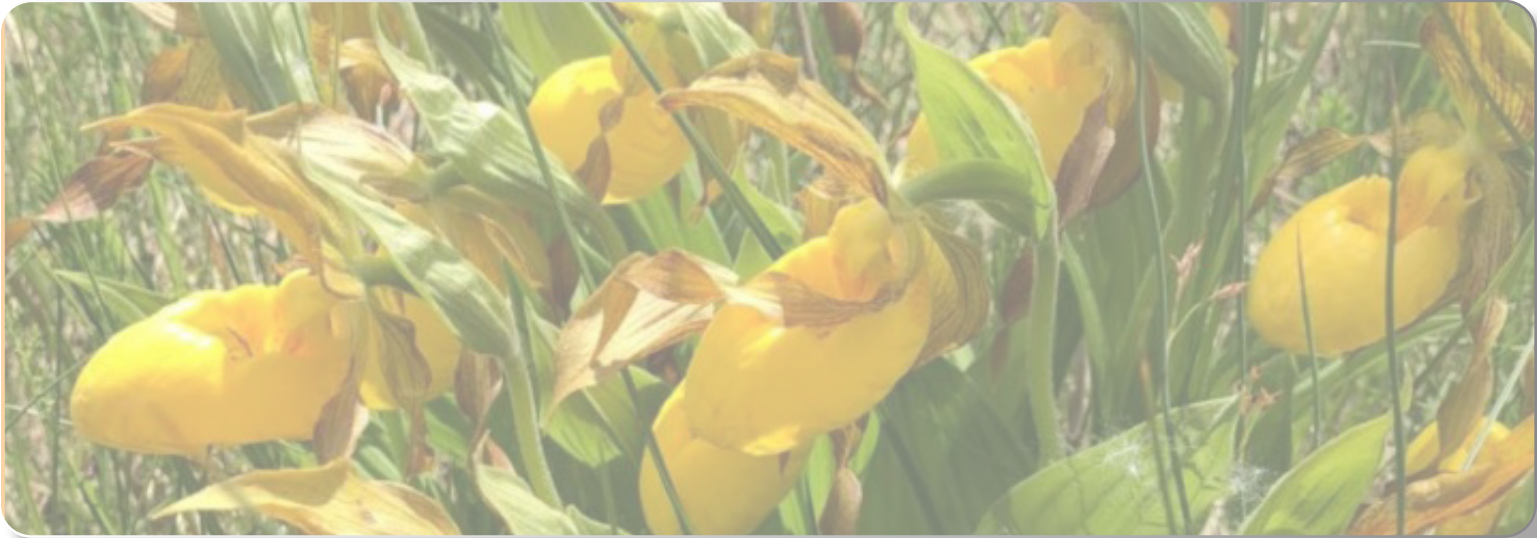
Strategy	Target	Timeline
1.2.1 Participate in events of other Alberta WPACs and Airsheds when possible	<ul style="list-style-type: none"> Participate in at least one project or event with another WPAC in Alberta. 	March 2024
	<ul style="list-style-type: none"> Participate in at least one project or event with another Airshed in Alberta. 	
	<ul style="list-style-type: none"> Participate in the WPAC Manager meetings. 	
	<ul style="list-style-type: none"> Represent LICA on the AAC Board of Directors. 	
1.2.2 Participate in the WPAC Summit and annual Synergy Alberta Conference	<ul style="list-style-type: none"> Attend the annual Synergy Alberta Conference. 	November 2023
	<ul style="list-style-type: none"> Attend the WPAC Summit. 	August 2023
1.2.3 Provide input to the Alberta Water Council (AWC)	<ul style="list-style-type: none"> Provide feedback, input, and concerns to the AWC through the Alberta WPACs representative on the AWC Board of Directors. 	March 2024



1.2.4 Participate in the Alberta Airsheds Council (AAC)	• Attend Alberta Airsheds Council meetings.	March 2024
	• Participate on AAC sub-committees as required.	

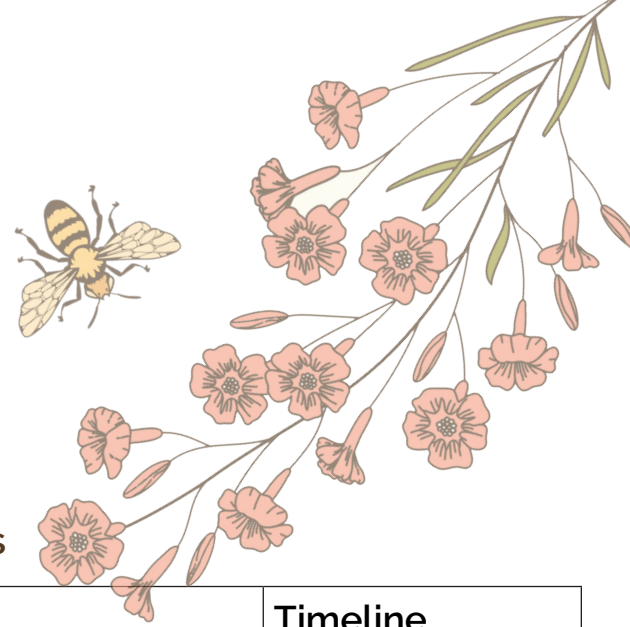
1.3 Improve Advocacy for Environmental Protection

Strategy	Target	Timeline
1.3.1 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 2024
	• Maintain partnerships with WSGs on ongoing projects and programs.	
1.3.2 Participate in local WSG meetings	• Represent LICA in Moose Lake Watershed Society (MLWS) meetings.	March 2024
1.3.2 Participate in local WSG meetings (cont.)	• Represent LICA in Muriel Lake Basin Management Society (MLBMS) meetings.	March 2024
	• Participate in other local WSG meetings, if able.	
1.3.3 Support citizen science and community-based monitoring initiatives	• Support and develop community-based monitoring projects, when applicable.	March 2024
	• Plan, organize, and implement at least one community Citizen Science Program.	
1.3.4 Engage local communities in environmental stewardship action	• Partner with local WSGs and/or community members to expand LICA campaigns.	March 2024
	• Promote the KOLB campaign and guide other WSGs and WPACs.	
	• Collaborate with Alberta Airsheds to implement an Air Quality Campaign in communities and/or businesses in the LICA region.	



Sustainability & Resiliency

Achieve LICA's vision and mission by maintaining strong foundational support through precise communication and adaptive evaluating, of the Association's resources.



2.1 Manage and Improve Organizational Operations

Strategy	Target	Timeline
2.1.1 Maintain sub-committees for projects and programs as required	• Maintain a standing Governance Committee (GC).	March 2024
	• Maintain a standing Education and Outreach Committee (EOC).	
	• Maintain a working LICA Watershed Committee (LWC).	
	• Maintain an ad-hoc Acid Deposition Monitoring Program Expansion Committee (ADMPEC).	
2.1.2 Use a consensus decision-making process for all LICA business	• Ensure the continuity of consensus decision-making for all LICA business.	March 2024
2.1.3 Develop and evaluate annual work plans	• Develop annual work plans collaboratively with all LICA staff, contractors, and Officers, for Board approval.	February 2024
	• Complete quarterly Strategic Plan Progress Reports for the Board's review.	June 2023, September 2023, January 2024, March 2024

2.2 Maintain a Sound Financial Management and Reporting Procedure

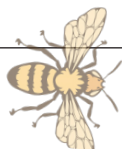
Strategy	Target	Timeline
2.2.1 Develop annual budgets for all revenue sources	• Review Strategic Budget annually to assess financial needs.	September 2023



2.2.2 Secure funding required to implement work plans	• Submit WPAC Operating Grant interim and annual reports by specified deadlines to ensure continuity of funding.	March 2024
	• Submit Airshed Engagement Grant interim and annual reports by specified deadlines to ensure continuity of funding.	
2.2.3 Manage finances in accordance with the Generally Accepted Accounting Principles (GAAP)	• Complete monthly financial reports to present to the Board of Directors outlining expenditures from all revenue sources.	March 2024
2.2.4 Conduct an independent annual financial review	• Contract a professional accountant to complete an annual financial review for the organization.	June 2023
2.2.5 Adaptively evaluate and improve the efficiency of LICA resources to ensure the organization's goals are achievable	• Conduct assessment(s) on LICA resources to ensure the organization is adequately equipped to conduct business.	March 2024
2.2.6 Achieve organizational goals through the 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 2024
	• Hold staff meetings monthly, at a minimum.	
	• Hold Officer meetings as needed.	

2.3 Maintain Sound Governance Practices

Strategy	Target	Timeline
2.3.1 Continuously review and improve organizational bylaws, policies, and procedures	• Engage Governance Committee for bylaw review and recommend amendments to the Board, as needed.	March 2024
	• Review policies and procedures triennially at a minimum and amend as needed.	
2.3.2 Conduct an annual review of the Strategic Plan	• Hold an annual strategic planning session with the Board of Directors. Update the 5-year plan and strategic budget as required	May 2023
2.3.3 Develop and maintain Terms of Reference for all committees and subcommittees	• Develop and/or review Terms of Reference for all LICA Committees for Board approval.	November 2023



2.3.4 Host an Annual General Meeting to elect Board members and to inform the general membership of current LICA activities and initiatives	<ul style="list-style-type: none"> • Hold an AGM and complete elections for the Board of Director positions. 	October 2023
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2.4 Adaptively Evaluate Programming

Strategy	Target	Timeline
2.4.1 Adaptively manage and continuously improve education and outreach programs	<ul style="list-style-type: none"> • Evaluate educational programs for effectiveness through teacher surveys and update programs based on feedback. 	March 2024
	<ul style="list-style-type: none"> • Ensure classroom presentations are curriculum-aligned and updated as required. 	March 2024
2.4.2 Ensure monitoring results are accessible to the public	<ul style="list-style-type: none"> • Make water monitoring results and reports publicly available on the LICA website and social media. 	March 2024
2.4.2 Ensure monitoring results are accessible to the public (cont.)	<ul style="list-style-type: none"> • Provide ambient air data and pollutant concentrations in populated areas needed to calculate the Air Quality Health Index (AQHI). 	March 2024



Organizational Capability

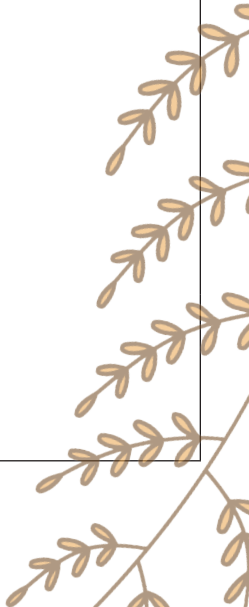
Provide an accessible, informative, and practical environmental hub for the LICA region through:



- advancing and adapting data interpretation with all partners to promote growth and interpretation of the region's environment.
- leveraging and identifying initiatives for environmentally beneficial successors.
- maintaining and strategically pursuing sustainable funding.



3.1 Collect, Analyze, and Interpret Data

Strategy	Target	Timeline
3.1.1 Operate regional monitoring programs	<ul style="list-style-type: none">• 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), nitric oxide (HNO₃), ammonia (NH₃), polycyclic aromatic compounds (PAC), and other pollutants, as required. Note that all pollutants are not monitored at all stations.	March 2024
	<ul style="list-style-type: none">• Operate and maintain the LICA soil acidification monitoring program.	
	<ul style="list-style-type: none">• Operate continuous monitoring stations in the Cold Lake oil sands region. This includes the following air monitoring stations:<ul style="list-style-type: none">• Cold Lake South station• St. Lina station• Tamarack station• PAMS	
	<ul style="list-style-type: none">• 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 as needed.	
	<ul style="list-style-type: none">• 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).	



<p>3.1.2 Adaptively manage and continuously improve monitoring programs</p> 	<ul style="list-style-type: none"> • 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 sands region. • 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 the approved OSM Program work plan(s). • Continue to deploy PurpleAir particulate monitors within the LICA region, as opportunities arise. 	<p>March 2024</p>
<p>3.1.3 Provide and report data in a timely manner</p>	<ul style="list-style-type: none"> • As required by the Air Monitoring Directive (AMD): <ul style="list-style-type: none"> • Report exceedances of the Alberta Ambient Air Quality Objectives and Guidelines, and non-compliances of the Air Monitoring Directive to the Alberta Government (GoA) for active and deposition monitoring results, • Provide real-time air quality data from continuous air monitoring stations to the Alberta Environment and Protected Areas (EPA) real-time website in the required format, • Submit monthly Ambient Air Monitoring Reports to the GoA for active, non-continuous (integrated), and deposition monitoring, • Submit deposition, non-continuous (integrated), and continuous air monitoring data to the Alberta Air Data Warehouse, • Provide LICA Annual Report for the previous calendar year to the GoA. 	
<p>3.1.3 Provide and report data in a timely manner (cont.)</p>	<ul style="list-style-type: none"> • Provide data generated by the Cold Lake soil acidification program to EPA in an agreed-upon format. 	<p>March 2024</p>

3.1.4 Maintain the highest standard of Quality Assurance and Quality Control for monitoring programs	<ul style="list-style-type: none"> • 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 EPA and LICA. 	March 2024
3.1.5 Recognize, respect, and support the use of local and Indigenous Knowledge	<ul style="list-style-type: none"> • Recruit and maintain Indigenous representation on the LICA Board of Directors, all standing committees, and all ad-hoc committees. 	March 2024
	<ul style="list-style-type: none"> • Engage with Indigenous peoples and communities to incorporate Indigenous Knowledge and Rights into environmental monitoring, management, and education & outreach programs. 	March 2024

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)	<ul style="list-style-type: none"> • Seek opportunities to provide input on the continuous improvement of the LARP as applicable. 	March 2024
	<ul style="list-style-type: none"> • Support the development of sub-regional plans, as applicable. 	
	<ul style="list-style-type: none"> • Implement recommendations from updated LARP as appropriate. 	
3.2.2 Implement the Integrated Watershed Management Plan for the Beaver River watershed	<ul style="list-style-type: none"> • Work to implement the priorities identified within the Beaver River IWMP. 	March 2024
3.2.3 Work with municipalities, Indigenous Communities/ Settlements, and WSGs to support the development and implementation of environmental management plans	<ul style="list-style-type: none"> • Support the development of environmental management plans, as applicable. 	March 2024
3.2.4 Implement approved environmental management work plans	<ul style="list-style-type: none"> • Research, apply for, and implement project-specific grants related to environmental management. 	June 2023
		March 2024



Organizational Capacity

Strategically engage and manage the Association's capacity of volunteers, human resources, and virtual platform engagement through enhanced meaningful partnerships and programming initiatives



4.1 Engage and Retain Enhanced Meaningful Partnerships

Strategy	Target	Timeline
4.1.1 Recruit, maintain, and provide recognition for dedicated volunteers	• Engage interested volunteers on opportunities to participate on the LICA Board and Committees.	September 2023
	• Provide recognition and appreciation to all volunteers.	September 2023
4.1.2 Engage with Indigenous communities	• Provide information and presentations in efforts to collaborate with local Indigenous councils.	March 2024
	• Collaborate on educational programs for schools in Indigenous communities.	
	• Develop and maintain relationships with Indigenous peoples and communities within the LICA Region.	
4.1.3 Engage with local governments	• Attend council meetings, when available, and provide information, updates, and presentations in an effort to collaborate with local municipal governments.	March 2024
	• Engage in Municipal Land Use Planning and policy development, as needed.	
	• Create one new partnership per year for a project or event.	
4.1.4 Partner with organizations within the LICA Region on matters related to the environment	• Develop and maintain partnerships with organizations to deliver environmental programming.	March 2024
	• Partner with the Alberta Lake Management Society (ALMS) on the delivery of the LakeWatch program.	



4.2 Enhancing and Retaining LICA's Governing Body and Human Resources

Strategy	Target	Timeline
4.2.1 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 2024
	• Committee members participate in LICA initiatives and events, as required.	March 2024
4.2.2 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 2024
	• Provide at least one professional development opportunity per staff or contractor.	March 2024
4.2.3 Adaptively evaluate and improve the efficiency of LICA resources to ensure the organization's goals are achievable	• Complete one annual performance review per staff or contractor, this includes the conclusion of probationary periods.	March 2024
	• Conduct assessment(s) on LICA resources to ensure the organization is adequately equipped to conduct business.	

4.3. Deliver Enhanced Programming and Initiatives

Strategy	Target	Timeline
4.3.1 Deliver educational activities and programs that foster environmental stewardship in schools	• Hold and promote a Calendar Contest in the LICA region.	October 2023
	• Hold an Earth Day writing contest and obtain a minimum of 50 entries.	May 2023
	• Deliver at least 50 classroom presentations with a watershed focus.	March 2024
	• Deliver at least 10 classroom presentations with an air quality focus.	
	• Deliver the Little Green Thumbs and Little Green Sprouts program to local schools, as available.	
	• Deliver at least two Stream of Dreams programs to local schools and organizations.	
	• Deliver at least 10 X-Stream Science programs to local schools.	October 2023
	• Seek opportunities to deliver post-secondary in-class programming and presentations.	March 2024

4.3.2 Deliver events and programs that foster environmental stewardship in the community	<ul style="list-style-type: none"> • Host or deliver at least one event, workshop, or program to LICA municipal partners. 	March 2024
	<ul style="list-style-type: none"> • Deliver 10 youth-centered summer programs. 	
	<ul style="list-style-type: none"> • Participate in or hold at least three Shoreline Cleanups within the Beaver River watershed. 	
	<ul style="list-style-type: none"> • Deliver five workshops in association with the Bonnyville Community Garden and Compost. 	
	<ul style="list-style-type: none"> • Enroll at least 10 Community Garden Individual Members and one Business Sponsorship. 	

4.4 Maximize Virtual Platforms for Engagement

Strategy	Target	Timeline
4.4.1 Maintain and increase social media platform presence	<ul style="list-style-type: none"> • Increase social media followers (Facebook, Instagram) by 10%. 	March 2024
	<ul style="list-style-type: none"> • Engage social media followers with posts on relevant information at a minimum of four times per week. 	
	<ul style="list-style-type: none"> • Record and publish at least five LICA videos to the LICA YouTube channel. 	

