



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 (BOD)

Meeting Minutes

Thursday, December 21, 2023

9:00 a.m. – 12:00 p.m.

LICA Boardroom and via Microsoft Teams

Present:

Colin Cote
Amanda Avery Bibo
Leo Paquin
Alyssa Krawchuk
Murray Phillips (left at 10:30 a.m.)
Louise White
Robert Machatis
Vic Toutant
Kristen Berezanski
Bernie Poitras
Jason Stelmaschuk
Wayne Bamber

Guests and Observers:

Paul Kip
Vicky Lefebvre

Staff and Contractors:

Kristina Morris, Executive Director
Maria Cueva, Financial Coordinator
Michael Bisaga, Environmental Monitoring Programs Manager
Lily Lin, Data & Reporting Specialist
Kayla Hellum, Environmental Coordinator
Stephanie Sampson, Education and Outreach Coordinator
Eveline Hartog, Administrative Professional
Lori Jodoin, Administrative Professional

Regrets:

Xiaofeng Wang
Kayla Blanchette
Annette Hobart
Abdi Siad-Omar
Shawn Elgert
Lorne Halisky

1.0 CALL TO ORDER:

The LICA Board Chairperson, called the meeting to order at 9:03 a.m.

1.1 LICA Vision, Mission, and Values & Traditional Acknowledgement

1.2 Member Introductions

The Executive Director reviewed expectations for virtual attendees which include:

- Attending meetings in-person, when possible,
- Participating with cameras on for the duration of meetings
- Providing notification 10-15 minutes in advance prior to leaving the meeting to ensure quorum is maintained.

1.3 Attendance Review

The Chairperson reviewed the attendance with the Board and mentioned that the Town of Bonnyville representative was not in attendance, as this would be the third consecutive meeting. The Executive Director shared that she has been in contact with Bill Rogers from the Town, and he stated that it is difficult for councillors to attend daytime meetings as most of them have employment during the day. He also shared that they will be looking into appointing a staff member from their Environmental department to the LICA Board as a representative on behalf of the Town of Bonnyville.

1.4 Approval of Agenda

1.4.1 December 21, 2023, BOD Meeting Agenda

#1 Moved by Vic Toutant AND CARRIED that the December 21, 2023, BOD Meeting Agenda be approved as presented.

1.5 Approval of Minutes

1.5.1 November 23, 2023, BOD Meeting Minutes – DRAFT

#2 Moved by Murray Phillips AND CARRIED that the November 23, 2023 – BOD Meeting Minutes be approved as presented.

2.0 ONGOING BUSINESS

2.1 Manager of Environmental Monitoring Programs Report

The Manager of Environmental Monitoring Programs presented his report, noting:

- Stations have not been externally audited since before the pandemic, so an internal audit is being scheduled to serve as a preparatory step prior to the anticipated Alberta Environment and Protected Areas (EPA) audit.
- Alberta Quality Health Index on the Grid is a new way to monitor the air quality of the entire province. This grid will make air quality information available for the province, including rural and remote areas.

- St. Francis Xavier students completed the first phase of their field sampling work. LICA's Data & Reporting Specialist assisted them in decommissioning their equipment. The students informally approached LICA's Manager of Environmental Monitoring Programs regarding hosting phase two of their monitoring work next year. The students will prepare a proposal to be presented to the Board of Directors for review in the new year.

2.2 Education and Outreach Coordinator's Report

The Education and Outreach Coordinator delivered her report, noting:

- She has heard back from the National Program Director of the Little Green Thumbs Program. They stated that all ten gardens and equipment belong to LICA and therefore do not need to be shipped back to them. The E&O Coordinator will connect with the schools who have the gardens to see if they would like to keep the kits and use them for their own programming. Otherwise, alternative uses will be explored as LICA does not have room to store all ten gardens at their office.
- Three schools have been booked to participate in the Stream of Dreams Program, so the targets will be met for the 2023-24 and 2024-25 fiscal years.
- Wildlife Workshop had to be postponed due to a family emergency but there are plans to host it in January or February of 2024.

2.3 Environmental Coordinator's Report

The Environmental Coordinator delivered her report, noting:

- The Species at Risk Flipbook is in development and the final draft will be brought back to the Committee in February and then to the Board of Directors.
- On December 17, 2023, the Executive Director and herself, attended a meeting with Buffalo Lake Métis Settlement to discuss Métis names for the Species at Risk Flipbook. After the meeting, they were invited to attend Buffalo Lake Métis Settlement's Cree and Tea Event in January, as observers.
- LICA was not a successful recipient of the Aquatic Invasive Species Prevention Fund; however, the project was placed on the Aquatic Invasive Species (AIS) Prevention Fund over-programming list. In the event that funds become available, the Department of Fisheries and Oceans may consider funding projects from this list, based on strategic program priorities. In light of this funding update, two different options were presented to the Board seeking their opinion on both. The first is that the North Saskatchewan Watershed Alliance (NSWA) reached out to the Environmental Coordinator to see if LICA would be interested in collaborating with them in eDNA AIS monitoring for Indigenous communities with shared territories between both watersheds. For the second option, Jennifer Kerr from EPA reached out a few months ago to see if there were projects LICA would like to be considered in next fiscal year's budget in terms of funding/resource support. After both options were given, one Board member inquired about the possibility of exploring both as an option to support AIS work in the Beaver River watershed. More information is needed on the scope of the NSWA's project to make sure what is being monitored, the value the data brings, and what they would need from LICA. Another Board member also brought forward the possibility of training Indigenous partners in the area. The Environmental Coordinator was told to proceed with gathering more information on both options and cautioned to be aware of her time commitment for each option.

2.3.1 2023-24 Winter Citizen Science Programs Proposal

The Environmental Coordinator presented the 2023-24 Winter Citizen Science Programs proposal to the Board for decision. She went through both options, the first was the Winter Wildlife Monitoring and the second was the ALMS Winter LakeKeepers Program.

The Winter Wildlife Monitoring Program could also include other wildlife, such as fish and mammals, as suggested by the Board at the November meeting. This would also pair well with the Wildlife Identification course that will be held in the new year. This option has a lower time commitment from the Environmental Coordinator. One Board member also shared that the data collected could be submitted to the Fisheries and Wildlife Management Information System (FWMIS) as part of citizen science, as Industry regularly uses this platform. The second option, the ALMS Winter LakeKeepers Program, is a great way to support winter lake monitoring but a concern would be finding enough volunteers to support the monitoring, as watershed stewardship groups are already having trouble obtaining enough volunteers. LICA has not participated in the Winter LakeKeepers Program since it began five years ago. One Board member put his name forward to collect samples if needed. Another member asked if LICA could just sample a few lakes. The Environmental Coordinator explained that there is an interactive calendar, where you can pick your lakes and choose dates in advance so that equipment can be provided for the sampling event. They do however like to receive a variety of lakes for data collection in addition to sampling lakes and sites from previous years to support data trends. A Board member stated that LICA needs to encourage community residents and environmental enthusiasts to participate in this program since volunteers are scarce. The Environmental Coordinator was going to send this opportunity to local organizations and clubs to see if they may be interested in this program.

It was decided that LICA would offer the Winter Wildlife Monitoring Program this year and then re-evaluate next winter on its effectiveness. The Board also decided that they would like the Environmental Coordinator to promote option two, the ALMS Winter LakeKeepers Program, by sharing the program with local groups in the hopes of gaining enough interest and volunteers for next winter. If there is interest, the Environmental Coordinator, will hold a workshop demonstrating how to conduct the sampling and possibly create a Winter LakeKeepers group.

#3 Moved by Colin Cote AND CARRIED that LICA offer and promote the Winter Wildlife Monitoring in the LICA Region from January – March 2024 and promote the ALMS Winter LakeKeepers Program in the Beaver River Watershed.

2.4 Executive Director's Report

The Executive Director delivered her report, noting:

- All quarterly and year end deadlines have been met.
- The Canada Summer Jobs (CSJ) program application was submitted. Service Canada will inform LICA of the status of our application in April 2024.

- Alberta Airsheds Council gave notification that their annual membership fee will increase from \$2000.00 to \$2500.00.
- Staff benefits/ Health Spending information has been shared with all staff and an anonymous survey has been sent out. The Board requested that a professional be brought in to educate the staff of the options available, such as group benefits, health spending accounts, and wellness accounts. They further clarified that after the professional presents, then a staff survey should be conducted to give the Executive Director direction on what option to further investigate. Based on the results of the survey, the Executive Director will obtain quotes to be presented to the Board.
- A landowner in the LICA region, came in to voice her concern about the ice on Hilda Lake, which seems to be heaving, moving up and down, and rumbling loudly. She is concerned as this is the first time in her 40 years of living there that she has experienced seismic activity to this degree. She has been in contact with AER and Strathcona Resources who are both sending representatives out to her residence. She is worried that this activity may affect the integrity of her well. The Executive Director asked the Board if they had any suggestions or direction. One Board member suggested that it could be ice forming and thawing due to the temperature changes, as this is known to cause loud noises and ground disturbance on Cold Lake. Another Board member also pointed out that snow muffles the sound, so lack of snow this year may cause the sound to be intensified. The Executive Director will share the outcome with the Board should she be made aware.

2.4.1 Website Redesign Quote Comparison

The Executive Director presented the Website Redesign Quote Comparison to the Board for decision. A discussion was held on what LICA wants to see on the new website redesign. The main components include improved navigation, a drop-down mega menu, a search bar, and an organized resource library. The Executive Director also went through the Project Work Scope slide on her presentation which showed a more detailed breakdown. One Board member thought that updating the website may not be as effective as building a new one. After a discussion, it was decided that the Board would like a brand-new look for the website by hiring SOS Media Corp. for the website redesign and website domain hosting. The Executive Director will contact SOS Media Corp. to request a contract, see if they can host the website, and ask them how hosting may be transferred without interruption and the timeline for this to occur prior to contacting BubbleUp regarding the termination date.

#4 Moved by Jason Stelmaschuk and seconded AND CARRIED by Vic Toutant that LICA contract SOS Media Corp. for the redesign of LICA’s website and website domain hosting.

2.4.2 LICA Strategic Plan Q3 Progress Report

The Executive Director presented LICA’s Strategic Plan Q3 Progress Report to the Board of Directors for information. Incomplete or in-progress items were reviewed but it was also highlighted how much LICA has accomplished this year. One Board member suggested holding another garden event in the spring, as a Grand Opening of the garden. Other Board members thought a barbeque would be

a great way of getting new gardeners out and signed up for a plot, for the upcoming season. The Education and Outreach Coordinator would also be hosting a garden prep event with a chance to sign up for a garden plot.

2.4.3 LICA 2023-27 Strategic Plan Annual Review

The Executive Director presented LICA's 2023-27 Strategic Plan Annual Review to the Board for decision. A specific discussion was held around the feasibility of strategy 3.2.1 pertaining to the Lower Athabasca Regional Plan (LARP), as this strategy was brought up at a prior Board meeting. Board members decided to leave it in there and maintain the same strategies for the upcoming 2024-25 fiscal year.

#5 Moved by Louise White AND CARRIED that LICA's 2023-27 maintain the same strategies outlined in the 2023-27 Strategic Plan for the 2024-25 fiscal year.

2.5 Financial Reports

2.5.1 Accounts Receivable Report to December 12, 2023

The accounts receivable report as of December 12, 2023, was presented to the Board. The Financial Coordinator confirmed that a payment from Strathcona Resources has been received. She also stated that Imperial Oil requested LICA to sign up for their payment system. This was not completed, at this time.

All 2024 membership invoices have been sent out as it can take 90 days to receive payments.

2.5.2 Finances to Date November 30, 2023

The Finances to Date as of November 30, 2023, were presented to the Board. Eight months into the fiscal year, we have now spent 48% of our budget from Industry, 61% from AEG, 66% from WPAC, and 46% from Airshed. The Financial Coordinator stated that spending needs to accelerate a little as we are nearing the end of the third quarter.

Salaried staff has \$40,000.00 left over in its budget. This will be used to cover items passed by the Board such as potential Health Spending Account, a potential new E&O hire, cushion for wage adjustments, or mandatory employer related costs. The Financial Coordinator stated that if any retroactive payments for staff occur, they need to happen by mid-January to be included in the 2023 T4 statements.

The Financial Coordinator also informed the staff that she would be monitoring LICA's bank accounts over the Christmas Break, as the fraudulent activity that happened last year occurred at this time. She also stated that she would be working remotely in January and February 2024.

2.6 Chairperson's Report

The LICA Chairperson presented their report to the Board for information, noting:

- They attended two Committee meetings this last month.
- Have been working closely with Lakeland HR Solutions and LISC regarding how to roll out the HR decisions in accordance with employment standards.
- Working with the Executive Director on the management of the website redesign.

3.0 LICA COMMITTEE UPDATES

3.1 Governance Committee (GC)

3.1.1 December 7, 2023, GC Meeting Minutes – DRAFT

The Executive Director presented the December 7, 2023, Governance Committee Meeting Minutes to the Board for information.

3.1.1.1 Motion #3 Committee Terms of Reference Annual Review

The Executive Director shared that in the December 7, 2023, Governance Committee Meeting, they recommend including Virtual Attendee Expectations in all of the Committee Terms of References. The Board agreed to this recommendation.

#6 Moved by Leo Paquin AND CARRIED that Motion #3 Committee Terms of Reference Annual Review be approved as presented.

3.1.1.2 Policy 2.7 Board and Committee Expense Remuneration (Motion #4)

The Executive Director presented Motion #4 Policy 2.7 *Board and Committee Expense Remuneration* to the Board. They agreed that the Chairperson flat rate allowance should be increased to \$260.00 effective December 2023.

#7 Moved by Louise White AND CARRIED that the LICA Chairperson flat rate allowance be increased to \$260.00, effective December 2023.

#8 Moved by Leo Paquin AND CARRIED that Policy 2.7 *Board and Committee Expense Remuneration* be approved as presented.

3.1.1.3 Motion #5 Chairperson Monthly Report

The Executive Director presented Motion #5 Chairperson Monthly Report to the Board of Directors. The Board agreed that the Chairperson will submit a written report to the Board of Directors at their monthly meeting.

#9 Moved by Vic Toutant AND CARRIED that Motion #5 Chairperson Monthly Report be approved as presented.

3.2 Education and Outreach Committee (EOC)

3.2.1 November 29, 2023, EOC Meeting Minutes – DRAFT

The Education and Outreach Coordinator presented the November 29, 2023, EOC Meeting Minutes to the Board for information.

3.2.1.1 Motion #3 Committee Terms of Reference Annual Review

The Education and Outreach Coordinator presented Motion #3 Committee Terms of Reference Annual Review. The Virtual Attendee Expectations was added into the Terms of Reference as requested by the Governance Committee.

#10 Moved by Colin Cote AND CARRIED that Motion #3 Committee Terms of Reference Annual Review be approved as amended to include virtual attendee expectations.

3.2.1.2 Motion #4 Stream of Dreams Spring Application Selection

The Education and Outreach Coordinator presented Motion #4 Stream of Dreams Spring Application Selection to the Board.

#11 Moved by Colin Cote AND CARRIED that Motion #4 Stream of Dreams Spring Application Selection be approved as presented.

3.2.1.3 Motions #5-9 LICA Writing Contest

The Education and Outreach Coordinator presented Motions #5-9 LICA Writing Contest to the Board.

#12 Moved by Colin Cote AND CARRIED that Motion #5 LICA Writing Contest be approved as presented.

#13 Moved by Leo Paquin AND CARRIED that Motion #6 LICA Writing Contest be approved as presented.

#14 Moved by Alyssa Krawchuk AND CARRIED that Motion #7 LICA Writing Contest be approved as presented.

#15 Moved by Vic Toutant AND CARRIED that Motion #8 LICA Writing Contest be approved as presented.

#16 Moved by Kristen Berezanski AND CARRIED that Motion #9 LICA Writing Contest be approved as presented.

3.2.1.4 Motion #10 LICA Photo Contest

The Education and Outreach Coordinator presented Motion #10 LICA Photo Contest to the Board. There will be six prizes in total, three for the

youth category and three for the adult category. The fan favourite will be awarded a printed framed copy.

#17 Moved by Bernie Poitras AND CARRIED that Motion #10 LICA Photo Contest be approved as presented.

3.3 LICA Watershed Committee (LWC)

3.3.1 November 30, 2023, LWC Meeting Minutes – DRAFT

The Environmental Coordinator presented the November 29, 2023, LWC Meeting Minutes to the Board for information.

3.3.1.1 Motion #3 Committee Terms of Reference Annual Review

The Environmental Coordinator presented Motion #3 Committee Terms of Reference Annual Review to the Board. The Virtual Attendee Expectations was added into the Terms of Reference as requested by the Governance Committee.

One Board member questioned if the Committee should meet on an as needed basis, as recommended, or if it should state that they should have four meetings per year. It was explained that this committee has evolved into a technical committee and with project implementation underway, it takes time to gather the necessary information for decisions. This makes it challenging to create meaningful quarterly meetings, as there aren't enough items for review and/or decision. The Board agreed to trust the committee's recommendation and accept this change.

Chairperson spoke about the length of Board meetings and how they seem to be getting longer with the addition of project decisions. It was suggested that more of these lengthy project discussions could be made at the Committee level and just brought forward to the Board as recommendation in order to minimize lengthy discussions held at Board level. A Board member stated that the process in which decisions are made at the committee level can be changed, as it was implemented as a trial after the re-organization of LICA. Further discussion is recommended to occur at the Board level regarding the degree of committee involvement and how the new process can look like, should this be a concern.

#18 Moved by Jason Stelmaschuk AND CARRIED that Motion #3 Committee Terms of Reference Annual Review be approved as amended to include virtual attendee expectations.

3.3.1.2 Motion #4 Riparian Health Campaign Guide

The Environmental Coordinator shared the Riparian Health Campaign Guide with the Board for approval.

#19 Moved by Kristen Berezanski AND CARRIED that Motion #4 Riparian Health Campaign Guide be approved as presented.

3.3.1.3 Motion #5 Brochure

The Environmental Coordinator shared the Brochure with the Board for approval. One Board member requested that the word “clean” be put on the second line.

#20 Moved by Louise White AND CARRIED that Motion #5 Brochure be approved as amended to include moving the word “clean” to the second line.

3.3.1.4 Motions #6-7 Campaign Slogan

The Environmental Coordinator shared the Campaign Slogans with the Board for approval.

#21 Moved by Louise White AND CARRIED that Motions #6-7 Campaign Slogan be approved as presented.

3.3.1.5 Motion #8 Campaign Lawn Sign

The Environmental Coordinator shared the Campaign Lawn Sign with the Board for approval.

#22 Moved by Wayne Bamber AND CARRIED that Motion #8 Campaign Lawn Sign be approved as presented.

3.3.1.6 Motion #9 Information Post Card

The Environmental Coordinator shared the Information Post Card with the Board for approval.

#23 Moved by Jason Stelmaschuk AND CARRIED that Motion #9 Information Post Card be approved as presented.

4.0 OTHER BUSINESS

4.1 Lakeland HR Solutions Policy Review Recommendations

The Chairperson presented the Lakeland HR Solutions Policy Review Recommendations for discussion. Three options were brought forward. The first was to hire Lakeland HR Solutions, the second was having the Governance Committee amend the policies in-house, or lastly use this as training in policy development for LICA’s Executive Director in conjunction with Lakeland HR Solutions, using the Canada Job Grant. One Board member stated that they like the idea of having Lakeland HR Solutions involved and not leaving it solely for the Governance Committee. The Executive Director expressed concern of the time commitment on her end to review all 19 policies, however, is open to receiving training. A Board member agreed and stated that they need to understand the level of commitment for the Executive Director before they can decide. The Chairperson stated that they would bring this back to Lakeland HR Solutions and request a breakdown of a training scenario in comparison to them completing in on their own.

4.2 HR Pay Grid Proposal (approved by LISC)

The Chairperson informed the Board that the LISC approved the presented HR Pay Grid Proposal. The Officers recommended rolling it out with the new employment agreement in conjunction with staff performance evaluations. The Financial Coordinator advised the Board that any retroactive payments must be made prior to mid-January should they wish for it to be included in the 2023 T4 slips.

Performance evaluations will be led by the Executive Director with Lakeland HR Solutions in attendance to explain the changes and answer any questions from LICA employees. The Officers will lead the Executive Director's performance evaluation with Lakeland HR Solutions.

Lakeland HR Solutions was also asked to assist with completing the performance evaluation policy. This would include an additional 16 hours of project work at a rate of \$125/hr, in addition to the current project scope. Once finalized, the policy will be shared with staff. The Executive Director asked if the Board no longer wishes for the Governance Committee to review this policy, as it is on the January 8, 2024, agenda. The Board agreed to remove this policy from the Governance review.

#24 Moved by Wayne Bamber AND CARRIED that Lakeland HR Solutions be contracted for 16 hours, at a rate of \$125 per hour, to complete the Performance Evaluation Policy.

4.3 Board Chairperson Honorarium for Increased Workload

The Executive Director presented a request to the Board to offer an honorarium to the Chairperson for their increased workload. She was approached by the LISC regarding the Chairperson's workload increase and they suggested that the Board present an honorarium, that aligns with LICA policy, as recognition. One Board member spoke about some of the items that have increased the Chairperson's workload recently. Another member stated that in the past, gift cards have been given. All Board members agreed that an honorarium for increased workload should be presented to the Chairperson.

#25 Moved by Robert Machatis AND CARRIED that LICA purchase a \$100.00 Sobeys Gift Card as an honorarium for the Board Chairperson as recognition of their increased workload.

5.0 ACTION LIST

5.1 Follow-up on Action List

5.1.1 November 23, 2023, Board of Directors Meeting

The Chairperson reviewed the November 23, 2023, Action List.

At the end of the meeting, one Board member suggested that in the future, grouping together Committee meeting motions by topic, may save time. The Board agreed.

6.0 UPCOMING MEETING DATES

6.1 Board Meeting – January 25, 2024

7.0 ADJOURNMENT

The meeting adjourned at 12:19 p.m.

#26 Moved by Colin Cote AND CARRIED that the meeting is adjourned.

Approved on: _____
Date

Signature

LICA Board of Directors Meeting Attendance 2023-24

Reminder- if attending virtually please be cognizant of quorum before logging off

Name	Org. Mtg	Oct. 19, 2023	Nov. 23, 2023	Dec. 21, 2023	Jan. 25, 2024	Feb. 22, 2024	Mar. 21, 2024	Apr. 25, 2024	May 23, 2024	June 27, 2024	Sept. 19, 2024
Amanda Avery Bibo	✓	✓	✓								
Louise White	✓	✓	✓								
Colin Cote	✓	✓	✓								
Alyssa Krawchuk	TC	TC	TC								
Vic Toutant	TC	TC	TC								
Robert Machatis	✓	✓	✓								
Wayne Bamber	✓	✓	TC								
Leo Paquin	✓	✓	✓								
Kristen Berezanski	✓	✓	TC								
Shawn Elgert	TC	TC	TC								
Xiaofeng (Will) Wang	TC	TC	TC								
Annette Hobart	✓	✓	A								
Abdi Siad-Omar	TC	TC	TC								
Murray Phillips	✓	✓	✓								
Kayla Blanchette	A	A	A								
Lorne Halisky	-	-	A								
Jason Stelmaschuk	-	-	✓								
Bernie Poitras	-	-	✓								
Contractors											
Michael Bisaga											
Kayla Hellum	✓	✓	✓								
Lily Lin	✓	✓	✓								
Stephanie Sampson			✓								

NOTE:

✓ = Present

TC = Telephone/Video Conference

A = Absent from Meeting



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LICA Board of Directors (BOD) Meeting LICA Boardroom and via Microsoft Teams Thursday, December 21, 2023 9:00 a.m. – 12:00 p.m.

Time	Item	Agenda	Discussion Leader	Required Outcome
9:00	1.0	CALL TO ORDER		
	1.1	LICA Vision, Mission, and Values & Territorial Acknowledgement		
	1.2	Member Introductions	All	
	1.3	Attendance Review	Amanda	For Review
9:10	1.4	Approval of Agenda 1.4.1 December 21, 2023, BOD Meeting Agenda	Amanda	For Decision
9:15	1.5	Approval of Minutes 1.5.1 November 23, 2023, BOD Meeting Minutes – DRAFT	Amanda	For Decision
	2.0	ONGOING BUSINESS		
9:20	2.1	Manager of Environmental Monitoring Programs Report	Mike	For Information
9:30	2.2	Education and Outreach Coordinator’s Report	Stephanie	For Information
9:40	2.3	Environmental Coordinator’s Report 2.3.1 2023-24 Winter Citizen Science Programs Proposal	Kayla Kayla	For Information For Decision
		BREAK – 10 minutes		
10:00	2.4	Executive Director’s Report	Kristina	For Information
10:05		2.4.1 Website Redesign Quote Comparison	Kristina	For Decision
10:15		2.4.2 LICA Strategic Plan Q3 Progress Report	Kristina	For Information
10:20		2.4.3 LICA 2023-27 Strategic Plan Annual Review	Kristina	For Decision
10:25	2.5	Financial Reports		
10:30		2.5.1 Accounts Receivable Report to December 12, 2023 2.5.2 Finances to Date November 30, 2023	Maria Maria	For Information For Information
10:35	2.6	Chairperson’s Report	Amanda	For Information
	3.0	LICA COMMITTEE UPDATES		
10:45	3.1	Governance Committee (GC)		
		3.1.1 December 7, 2023, GC Meeting Minutes – DRAFT	Kristina	For Information
		3.1.1.1 Motion #3 Committee Terms of Reference Annual Review	Kristina	For Decision
		3.1.1.2 Policy 2.7 Board and Committee Expense Remuneration (Motion #4)	Kristina	For Decision
		3.1.1.3 Motion #5 Chairperson Monthly Report	Kristina	For Decision

11:00	3.2	Education and Outreach Committee (EOC) 3.2.1 November 29, 2023, EOC Meeting Minutes – DRAFT 3.2.1.1 Motion #3 Committee Terms of Reference Annual Review 3.2.1.2 Motion #4 Stream of Dreams Spring Application Selection 3.2.1.3 Motions #5-9 LICA Writing Contest 3.2.1.4 Motion #10 LICA Photo Contest	Stephanie Stephanie Stephanie Stephanie	For Information For Decision For Decision For Decision For Decision
11:15	3.3	LICA Watershed Committee (LWC) 3.3.1 November 30, 2023, LWC Meeting Minutes – DRAFT 3.3.1.1 Motion #3 Committee Terms of Reference Annual Review 3.3.1.2 Motion #4 Riparian Health Campaign Guide 3.3.1.3 Motion #5 Brochure 3.3.1.4 Motions #6-7 Campaign Slogan 3.3.1.5 Motion #8 Campaign Lawn Sign 3.3.1.6 Motion #9 Information Post Card	Kayla Kayla Kayla Kayla Kayla Kayla	For Information For Decision For Decision For Decision For Decision For Decision For Decision
	4.0	OTHER BUSINESS		
11:30	4.1	Lakeland HR Solutions Policy Review Recommendations	Kristina	For Discussion
11:40	4.2	HR Pay Grid Proposal (approved by LISC)	Amanda	For Decision
11:45	4.3	Board Chairperson Honorarium for Increased Workload	Kristina	For Decision
	5.0	ACTION LIST		
11:55	5.1	Follow-up on Action List 5.1.1 November 23, 2023, Board of Directors Meeting	Amanda	For Review
	6.0	UPCOMING MEETING DATES		
	6.1	Board Meeting – January 25, 2024	Amanda	For Information
12:00	7.0	ADJOURNMENT	Amanda	For Decision



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BOARD OF DIRECTORS

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Bernie Poitras
Jason Stelmaschuk
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Lori Adams (Abdi Siad-Omar's alternate)

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Eveline Hartog, Administrative Professional
Lori Jodoin, Administrative Professional

Regrets:

Annette Hobart
Kayla Blanchette
Lorne Halisky

1.0 CALL TO ORDER:

The LICA Board Chairperson, called the meeting to order at 9:02 a.m.

1.1 LICA Vision, Mission, and Values & Traditional Acknowledgement

1.2 Member Introductions

The Executive Director reviewed expectations for virtual attendees which include:

- Attending meetings in-person, when possible,
- Participating with cameras on for the duration of meetings
- Providing notification 10-15 minutes in advance prior to leaving the meeting to ensure quorum is maintained.

1.3 Attendance Review

The Chairperson reviewed the Attendance with the Board. The Executive Director noted the two consecutive absences for Kayla Blanchette. A discussion with her has taken place, and she confirmed her attendance at the next meeting. No further actions were directed by the Board at this time.

1.4 Approval of Agenda

1.4.1 November 23, 2023, Board of Directors Meeting

#1 Moved by Murray Phillips AND CARRIED that the November 23, 2023, Agenda be amended to include an In-Camera Session related to Human Resources as agenda item 1.6.

1.5 Approval of Minutes

1.5.1 October 19, 2023 – Organizational Meeting Minutes

#2 Moved by Kristen Berezanski AND CARRIED that the October 19, 2023 – Organizational Meeting Minutes be approved as presented.

1.5.2 October 19, 2023 – Board Meeting Minutes

#3 Moved by Colin Cote AND CARRIED that the October 19, 2023 – Board Meeting Minutes be approved as presented.

1.5.3 October 31, 2023 – Email Motion re – LARP Input Letter

The Environmental Coordinator shared the final draft of the letter with the Board.

Two Board members, Robert Machatis and Annette Hobart had recused themselves from the discussion and the decision, due to a conflict of interest.

#4 Ratified by Murray Phillips the motion moved by Colin Cote AND CARRIED for LICA to approve the amended input letter for consideration as input to the stakeholder engagement process for the ten-year review of the Lower Athabasca Regional Plan (LARP).

1.6 In-Camera Session

#5 Moved by Leo Paquin AND CARRIED that the Board go in-camera at 9:21 a.m. and that all staff and observers leave the LICA office for the duration of the discussion.

#6 Moved by Louise White AND CARRIED that the Board go out of-camera at 10:07 a.m.

#7 Moved by Murray Phillips AND CARRIED for Leo Paquin to provide additional information received from Lakeland HR Solutions to the LISC.

#8 Moved by Colin Cote AND CARRIED for the Executive Director to initiate process for research and delivery of group benefits options.

2.0 ONGOING BUSINESS

2.1 Manager of Environmental Monitoring Programs Report

The Data & Reporting Specialist presented the Manager of Environmental Monitoring Programs report, noting:

- The precipitation collector and gauge at the St. Lina monitoring station are both now collecting data. There are also plans to install cable protectors for the equipment at the site.
- Last Tuesday, Portage College reached out and invited LICA to present once again to their second-year students. The presentations will be held in December or January, but specific dates have not yet been confirmed.
- New AQHI lanterns were installed at the Town of Bonnyville and the County of Two Hills offices. Each lantern is connected to the closest Air Monitoring Station. Bonnyville's lantern is connected to LICA's Cold Lake's station and the lantern in Two Hills is connected to Lamont's station. Next year when the Portable Air Monitoring Station (PAMS) is relocated to St. Paul, Lamont's lantern will be changed to this station, as it would become the closest station in proximity to the County of Two Hills office.

2.2 Education and Outreach Coordinator Report

The Education and Outreach Coordinator delivered her report, noting:

- Shoreline Cleanup targets will not be met this year due to changes in scheduling. There are plans in place to hold them sooner next year to ensure targets are met for 2024.
- Calendar Contest winners have been notified and prizes are ready for pick up at the LICA office. A proof of the calendar should be ready by the end of the week.
- After reaching out to Little Green Thumbs through email, no response has been received regarding the return of equipment. She suggested that LICA continue to contact them until January 2024 to demonstrate that we have attempted to return the equipment. One Board member suggested the Education and Outreach Coordinator, phone and leave a message, in case the email is not being monitored. The Board agreed that LICA should demonstrate due diligence in our attempt to return the equipment prior to taking ownership.

- On December 19, 2023, LICA will be hosting a Wildlife Identification Course geared towards adults. This has stemmed from our current Skulls and Pelts schools' presentation.
- A Board member asked for a list of all schools that the coordinator has visited this year. The list was brought up and shared at the meeting.

2.3 **Environmental Coordinator Report**

The Environmental Coordinator delivered her report, noting:

- There are various project ideas for 2024-25 IWMP implementation being presented at the November 30 LWC meeting, she mentioned that if Board members would like to take part in the discussions they are encouraged to attend before the committee's recommendations are brought to the Board for decision.
- The Species at Risk Flipbook is in development, and she has reached out to different communities to assist with the Indigenous names of the species. She asked the Board for recommendations for an Indigenous representative to collaborate on this with. One Board member stated that Donna Webster, from the Canadian Native Friendship Centre in Lac La Biche, may be a contact to assist with the proper names of animals or may know of someone else who could assist.
- The 2022 Alberta Water Council Annual Report was attached to her report for Board information, and an update shared with the WPACs from the recent AWC board meeting is that Environment & Protected Areas (EPA) is taking preparation for extreme drought very seriously. As resources become available, she will disperse them in our watershed for drought awareness.
- A meeting was held on November 6th with the WPACs, associated organizations and EPA. The EPA has been asked to brief the Minister on the partnership model with WPACs for the Spring meeting and they wanted to take this opportunity to meet with us to allow us to help shape the messaging. The Executive Director updated the Board that the same meeting was also held with Alberta's Airsheds. She further noted that EPA will be sending formal request in the new year asking WPACs and Airsheds to submit questions that they wish for Minister to ask during the meeting. In preparation for this request in the new year, the Board is asked to begin thinking about potential questions they wish LICA to present.
- Two different Winter Citizen Science Projects were presented to the Board and the Environmental Coordinator asked if the Board was interested in these projects as she could develop a formal proposal and bring them forward to the next Board meeting. One Board member suggested the Backyard Bird Count which is a global weekend event in February. The Environmental Coordinator shared that this is where she initially got her idea for the Winter Bird Monitoring program from last year. Another member suggested expanding the program to include anglers to have a Winter Fish Monitoring Program, possibly tracking the type of fish, count and name of the lake. After some discussion, the Environmental Coordinator let the Board know that she would bring forth a proposal for winter wildlife biodiversity monitoring and the Winter LakeKeepers program at the next Board meeting.

2.4 Administration

2.4.1 Executive Director's Report

The Executive Director delivered her report, noting:

- LICA's Annual Return is prepared and ready to be signed and submitted.
- OSM Contracts have been signed by LICA and waiting to be executed by the Government of Alberta. Confirmation was received that the contracts are expected to be executed by the end of this week.
- She will be working to have LICA's Canada Summer Jobs application prepared and submitted prior to the January 12, 2024, deadline.
- On Monday, it was brought to her attention that LICA did not submit the CIP grant final report prior to the March 2023, deadline. This was likely missed due to the changeover in the Executive Director and Education and Outreach Coordinator's roles. The last report related to the delivery of the CIP grant final report was presented at the April 2022 Board of Directors meeting. CIP also sent the notification of late reporting to a Board member who is no longer with LICA, which is the reason for the delay in notification. Since Monday, she has been able to finalize the report, which is now ready for the Chairperson's review and signature. She thanked the Financial Coordinator and Education and Outreach Coordinator for their assistance in completing the report.
- A LICA 101 presentation loop will be playing on CNRL's internal television network, PAW TV. She thanked the Industry Board member for bringing this opportunity forward.
- All handouts from the Indigenous Training, have been saved and compiled for Directors and Staff to reference at anytime. A binder was also created in the event someone wishes to borrow a tangible copy. This will be considered as a training opportunity offered as part of LICA's Strategic Plan target. She also highly encouraged everyone to view the YouTube video linked in her report, as it demonstrates the traumas that Indigenous People have faced. The link to access the reference material will be sent to the Board of Directors following this meeting.

2.4.1.1 LICA Website Redesign Recommendation

The Executive Director presented the two different package options, Custom Package and Build Your Brand Package, from BubbleUp. The website redesign will enhance LICA's website by making it more accessible and easier to navigate through the wealth of information. Board members agreed that having a clear, easy to use website is important. One Board member asked if quotes from other companies were obtained as this amount supersedes \$5,000 thus requiring three quotes as per LICA policy. The Executive Director advised the Board that quotes were not obtained because LICA currently has a contract with BubbleUP that contains a non-compete clause. She does not believe they would allow another company to redesign the website since they are LICA's website and domain host. Board members agreed that the Executive Director should obtain quotes from other companies to ensure prices are comparable and confirm that the contract with BubbleUP stipulates a non-

compete in relation to web design. The Executive Director will report back via email, to the Board, if there were any restrictions in the contract. Another Board member stated that if other companies are pursued, LICA should try to explore local companies and also mentioned that short one-year contract should be used to evaluate their effectiveness.

The Board agreed to table this agenda for the time being, so the Executive Director can look at the BubbleUP contract and report back to the Board via email for further direction.

2.4.2 Financial Reports

2.4.2.1 Accounts Receivable Report to November 14, 2023

The accounts receivable report as of November 14, 2023, was presented to the Board. The Financial Coordinator stated that payment was received from Baytex Energy on November 22, 2023.

2.4.2.2 Finances to Date October 31, 2023

The Finances to Date as of October 31, 2023, were presented to the Board.

The Financial Coordinator also stated that we are on track for spending with certain areas being underspent. Seven months into the fiscal year, nearing the end of the third quarter, we have now spent 46% of our budget from Industry, 56% from AEG, 57% from WPAC and 41% from OSM.

The Financial Coordinator also gave a brief breakdown of our four revenue streams for our new Board members. The Board found it very helpful, and one member suggested that it should be included in the Organizational meeting as a way to start off the year.

2.4.3 Chairperson's Report

The Chairperson provided a report on the fraudulent cheques. RCMP have completed their investigation, finding that cheques were deposited into four bank accounts residing in Ontario. Since these accounts are outside of RCMP jurisdiction, it has been handed off to Ontario authorities to complete the investigation.

2.4.3.1 Lakeland HR Solutions Assessment Update

The Chairperson shared the Lakeland HR Solutions Assessment Update with the Board for information, during the In-Camera Session, while waiting for staff to return to the office.

3.0 OTHER BUSINESS

3.1 Alberta Airsheds Council Update

The Executive Director shared the Alberta Airsheds Council Update to the Board for information.

4.0 ACTION LIST

4.1 Follow-up on Action List

4.1.1 October 19, 2023, Board of Directors Meeting

The Chairperson reviewed the Action List and requested Industry and Municipal Directors to forward any training policies to the Executive Director to assist with the creation of LICA's Professional Development Policy.

5.0 UPCOMING MEETING DATES

5.1 Education & Outreach Committee Meeting – November 29, 2023

5.2 LWC Committee Meeting – November 30, 2023

5.3 Governance Committee Meeting – December 7, 2023

5.4 ADMPE Committee Meeting – December 14, 2023

5.5 Board Meeting – December 21, 2023

6.0 ADJOURNMENT

The meeting adjourned at 12:10 p.m.

#9 Moved by Louise White AND CARRIED that the meeting is adjourned.

Approved on: _____
Date

Signature

Environmental Monitoring Programs

December 21st 2023, Board of Directors Update



Routine Operations & Reporting

Network Improvements: No major sampler/analyzer capital replacement is anticipated this year. Monitoring instruments are in good shape!

Special Projects and Other Updates

Digital Regulatory Assurance System (DRAS) pilot program for Airshed reporting: In November, LICA actively participated in the DRAS (Data Reporting and Analysis System) pilot program, a new initiative aimed at streamlining reporting non-emergency air quality events. LICA also engaged in the feedback session held on November 17. AEPA indicated that they are very open to receiving suggestions on how to improve the system.

Internal Station Audit: As part of our ongoing commitment to operational excellence and compliance, staff have scheduled an internal audit of our network from December 5th to December 15th. This project is strategically planned as a preparatory step for the anticipated upcoming AEPA audit.

AQHI on the Grid: On November 29, ECCC (Environment and Climate Change Canada) hosted "Air Quality on the Grid – A New Way of Reporting the AQHI," outlining a shift to grid-based forecasting and reporting. This innovative approach by the Meteorological Service of Canada will transition from predefined station points to a geo-referenced grid system using modelling to complement fixed monitoring location, enhancing accuracy in weather forecasting and AQHI reporting. This means that, through the Weather Office Web Site and App, weather and air quality information will be more precisely available for all areas, including rural and remote regions, offering detailed AQHI values across most of the county, not just at monitoring stations. This marks a significant improvement in making air quality data accessible and accurate for all Canadians.

Aeroqual Sensor Trials: AEPA is scheduled to present on the Aeroqual sensor evaluation and pilot at the next AAC-TC meeting on January 11, 2024. Aeroqual represents a significant advancement in outdoor air monitoring, offering a low-cost solution capable of monitoring a variety of pollutants ... (unlike the PurpleAir microsensor which is limited to particulate matter (PM_{2.5}) monitoring. This development is of particular interest to LICA, as the approval of Aeroqual's data quality by AEPA could pave the way for budgeting and acquisition of these sensors. LICA might benefit from these sensors in rural areas to bridge the existing monitoring gaps, potentially enhancing our capability to gather comprehensive air quality data across a broader range of environments.

Acid Deposition Monitoring Program Enhancement Committee (ADMPEC): The ADMPEC met on December 14, 2023 for the first time since the AGM. The committee was presented with an update on implementation activities and received a presentation from AEPA about the new Acid Deposition Management Framework.

Michael Bisaga
Monitoring Programs Manager

Lily Lin
Data and Reporting Specialist

monitoring@lica.ca



Lakeland Industry and Community Association

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LICA Education & Outreach Update December 12th, 2023

Program and Event Analytics 2023 - 2024					
Synergy		Watershed		Airshed	
Audience Reached	2,158	Water School Programs	74	Air School Programs	15
Community Events	17	X-Stream Science	7	CARS	0
Audience Reached	1,780				
LICA Workshops/Events	19	Stream of Dreams	1	These analytics are up to date Dec 31 st 2023	
Contests	1	Vermicompost Bins	101		
Youth & Summer Programs	10				
Kilometers Travelled	6647				

Recent Meetings & School Programming

- November 29th – EOC Meeting
- November 30th – Watershed Meeting
- December 5th – AAC Communications Committee Meeting
- December 5th – Beaver River Fish & Game Association AGM
- December 12th – Staff Meeting

2024 Calendar Art Contest

- 250 Calendars have been ordered – they should be printed by December 18th and ready for dissemination before the Christmas Break

Little Green Thumbs

- The Education & Outreach Coordinator has attempted multiple times to get in touch with Brit MacDonald, the National Program Director for Little Green Thumbs, all of which have been unsuccessful to date.
 - Phone calls – have left voicemails
 - Emails – last email on Dec 13th, letting them know we will consider the lack of response the go-ahead to do what we decide with the equipment – deadline to respond is end of day, January 10th to respond.

Stream of Dreams

- Three schools have been chosen and contacted regarding programming, meaning our 2023-2024 and 2024-2025 target of 2 programs per year will be met.
- 2023-2024:
 - Spring session with Ecole St. Catherine in Lac La Biche – 1-2 day programming; 41 participants; installation in spring.
- 2024-2025:
 - Spring session with Elizabeth School in Cold Lake – 123 participants; installation in spring
 - Fall session with Ecole St. Paul Elementary School – over 400; exact number TBD as it is new school year. Installation in fall 2024.

Trades Fair with Lakeland Region Schools

- LICA has been invited to participate in a two-day trades fair co-hosted between the Northern Lights Public Schools, and Lakeland Catholic School Division
- Takes place April 16th & 17th in Bonnyville.
 - Geared towards grade 9-12, hoping to inspire students to find a career within their home communities.
 - Highlighting potential careers and providing information on these trades
 - This would be a great introduction to a “Enviro Careers” presentation – allowing students to see what kind of jobs there are in the environmental and non-profit sectors, including participation on board/committees.
 - Could do profiles on different board/committee members and their careers.
 - Opportunity to host interactive displays – could use LICA Little Stewards programming.
- Table is \$300 for both days, although they agreed to discuss a “non-profit” rate with us, should we require a discount to participate.

- Aligns with LICA's strategic plan in broadening our presence within the LICA region.

Social Media

Social Media Analytics					
Platform	Likes	Followers	Reach	Engagement (90-days)	Page Views
Facebook Insights					
Oct 11 – Nov 14	835	980	4235	487	440
Nov 14 – Dec 13	835	980	1928	471	200
Instagram Insights					
Oct 11 – Nov 14	-	534	174	153	23
Nov 14 – Dec 13		536	117	142	10

Platform	Subscribers	Impressions	Watch Time (Hours)	Video Views
YouTube Insights				
Sept 1 – Nov 14	7	17	0.0	1
Nov 14 – Dec 13	7	10	0.1	4

Social Media Definitions

Platform	Using websites and applications to communicate informally with others, find people, and share similar interests.
Likes	The number of likes of your Facebook Page.
Followers	The number of accounts that started following your Instagram account.
Reach	The number of people who saw any content from or about your page, including posts, stories, ads, and more. This metric is estimated.
Engagement	The number of reactions, comments, and shares on your posts.
Page Views	The number of times your page (profile) was visited.
Subscribers	The people or accounts that are subscribed to your channel.
Impressions	How many times your video thumbnails were shown to viewers. Includes only impressions on YouTube, not on external sites or apps.
Watch Time:	Channel watch time compared with the previous period. This includes public, private, unlisted, and deleted videos.
Video Views	Channel views compared with the previous period. This includes public, private, unlisted, and deleted videos.

Upcoming Meetings and Events

- December 14th – WPAC E&O Meeting
- December 19th – Wildlife Workshop at LICA
(Cancelled due to unforeseen circumstances)
- December 22nd – January 9th – Holiday Vacation
- January 15th to 16th – Adobe Premiere Pro Course



December 14th, 2023

Kayla Hellum
Environmental Coordinator
Lakeland Industry and Community Association
5107W 50th Street
Bonnyville, AB, T9N 2J5
watershed@lica.ca

Dear Kayla Hellum,

On behalf of the Aquatic Invasive Species Prevention Fund (AISPF), I would like to thank you for submitting your project proposal entitled: *LICA's Aquatic Invasive Species Monitoring and Prevention Project*.

Your proposal was identified as having met the AISPF criteria and is considered an eligible project. AISPF is a National competitive program and received a high number of quality projects. With the limited funds available not every eligible projects could be funded. Unfortunately, your project will not receive AISPF funding at this time; however, your project has been placed on the AISPF over-programming list.

In the event funds become available, DFO may consider funding projects from the over-programming list, based on strategic program priorities. If this should occur, the AISPF regional team will contact you to inform you of the next steps in the process and discuss the amounts that may be allocated to your project.

Again, thank you for your interest in the AISPF. Please do not hesitate to contact the regional AISPF team (DFO.OPAISP-EAPOP.MPO@DFO-MPO.GC.CA) if you have any questions or would like to discuss this matter further.

Best Regards,

Nicole Bouchard
Director General, Biodiversity Management
Fisheries and Oceans Canada

cc: Kaitlyn Brougham, A/Regional Coordinator (Prairies)
kaitlyn.brougham@dfo-mpo.gc.ca
Maude Tremblay, A/Regional Coordinator (Ontario)
maude.tremblay@dfo-mpo.gc.ca



2.3 Environmental Coordinator's Report

December 21, 2023, Board of Directors Meeting

LICA Watershed Committee (LWC)

- A committee meeting was held on November 30th. New business included discussion for 2024-2025 IWMP implementation projects such as the State of the Watershed report.

2023-2024 IWMP Implementation Project Development

LICA's Little Environmental Stewards Program

- I am continuing to work on program development as time permits. Currently, I am working on designing roll-up banners for each workstation.

Riparian Health Campaign

- All resources were presented and accepted at the November 30th LWC meeting. Please see agenda items 3.2.1.2 – 3.2.1.6, for decision.

Species at Risk (SAR) Flipbook

- The LWC reviewed the DRAFT SAR flipbook and provided feedback. The committee's suggestions will be included in the final draft which will be presented at the next LWC meeting for approval, prior to Board decision.
- December 19th, meeting with Buffalo Lake Métis Settlement representatives for Métis names of Species at Risk.

2024-2025 IWMP Implementation Project Planning

State of the Watershed (SOW) Report

- At the November 30th LWC meeting, I presented a document to summarize my findings after reaching out to 5 different organizations/consultants. The initial responses from 3 organizations/consultants for 3 different project avenues were discussed.
- Following the results of the discussion, I was directed to request formalized project proposals from the 3 contractors/organizations for a two-year project. Year one of the project will be to recreate the SOW report, and year two of the project will be to complete an online database. They also advised that I seek each contractor's recommendations on which indicators they feel would give us the most meaningful data for our watershed. The Committee stressed the need for indicators which also involve emerging issues (including drought). I am currently working to fulfil these requests. Following the next LWC meeting (Likely in February), this will be brought to the Board for a decision.
- Please see further details in the LWC meeting minutes.

For additional 2024-2025 project discussion, please see the LWC November 30th meeting minutes.



Watershed Planning & Advisory Council (WPAC) Manager

- An article for the annual Alberta Water Council (AWC) newsletter was submitted regarding IWMP implementation projects.
- I attended the '2024 Drought Risk and Management' meeting with EPA and the WPACs on December 12th.
 - If there is interest in viewing the meeting presentation provided by EPA, I can circulate it, via email.
- A Watershed Planning Coordinator with the North Saskatchewan Watershed Alliance (NSWA), reached out to me, as they were interested in learning more about our Aquatic Invasive Species Fund project. They are looking to complete eDNA work for Indigenous communities in their watershed and were interested in our project's intent as she noticed Frog Lake was included and that NSWA provided a letter of support. If we are not a successful recipient of the grant funding, there is a potential opportunity to work with NSWA in eDNA AIS monitoring for Indigenous communities with shared territories between our watersheds.

2023-2024 Winter Citizen Science Projects

- Please see agenda item 3.2.1, for decision.

Project Specific Funding

- **Department of Fisheries & Oceans Canada, Aquatic Invasive Species Fund**
 - The Board will be advised when the outcome of the application is received.

Additions

- November 23, ALMS Annual General Meeting.
- November 29, E&O Committee Meeting.
- November 30, LICA Watershed Committee Meeting.
- December 1, Submission date for WPAC Interim Grant Report
- December 5, LakeKeepers Information Session.
- December 12, LICA Staff Meeting.
- December 13, Muriel Lake Basin Management Society Meeting.
- December 14, Moose Lake Watershed Society Annual Meeting.
- December 15, LICA Staff Christmas Party.
- December 21, LICA Board of Directors Meeting
- December 25 – Jan 1, LICA Office Closed



I hope everyone has a wonderful Christmas and a Happy New Year!

Kayla Hellum, LICA Environmental Coordinator
watershed@lica.ca



Proposal to the LICA Board of Directors
2024 Winter Citizen Science Program Options

Kayla Hellum, Environmental Coordinator

Recommendation Options:

LICA to offer and promote Winter Wildlife Monitoring in the LICA Region from January – March 2024.

Or,

LICA to promote and participate in the 2023/2024 ALMS Winter LakeKeepers Program in the Beaver River Watershed.

Project Options Breakdown

Option 1: Winter Wildlife Monitoring

Background:

From February – April 2023, LICA piloted a Winter Bird Monitoring project and encouraged community members to identify and count bird species sighted from a location of their choosing. This project idea stemmed from Species at Risk awareness and was completed in conjunction with a bird identification workshop offered by LICA's Education and Outreach (E&O) Coordinator. Participants were asked to fill out a short data form so that sightings could be added by LICA, to *eBird*. *eBird* was created by [Cornell Lab of Ornithology](#) for the purpose of supporting both birders and bird conservation. Data submitted to *eBird* contributes to science and conservation as the Cornell Lab conducts a detailed analysis of the database and produces valuable maps and data products on bird distribution, abundance, and migratory behaviour. Citizen science provides an opportunity for naturalists, both novice and experienced, to meaningfully contribute to science and the conservation of biodiversity.

The Great Backyard Bird Count (February 17-20, 2023) was also promoted on LICA's social media during this time for community members to participate in on their own or submit their counts for LICA to upload.

Discussion

As discussed at the November 23, 2023, Board of Directors meeting, LICA could add the addition of other wildlife such as fish and mammals to the Winter Monitoring program. If LICA chooses to offer a Winter Wildlife Monitoring Program this will begin in January and be promoted until March 31st. Similar to the year prior, the winter bird count data will be added to *eBird*.

The addition of including other wildlife counts will pair well with the wildlife identification course offered on December 19, 2023, by LICA's E&O Coordinator. Participants will be asked to fill out a short data form where information on the location and surroundings, in addition to the species count or indicator (i.e., tracks/scatt) will be gathered. They will be encouraged, if possible, to submit photos, to be shared with a wider audience. Information on Wildlife Species at Risk can also be promoted with the Winter Wildlife Counts for further awareness. Data counts received will not contribute to a larger data platform unless otherwise directed by the Board and instead will be used in-house and for education and outreach purposes.



December 21, 2023

The winter angling community will be targeted for fish counts in the region. The Fisheries workshop offered in September 2023 supported fish identification and educated the participants about different fishes in the watershed. Collecting fish counts and photos from anglers will help to continue to support particularly sport fish identification, at different lakes in the region. Data counts received will not contribute to a larger platform unless otherwise directed by the Board.

Time Commitment:

This Citizen Science project will not require a large time commitment from the Environmental Coordinator position. Project tasks include program advertisements, social media posts, uploading data, etc.

[Option 2: ALMS Winter LakeKeepers Program](#)

Background:

ALMS piloted the [LakeKeepers program](#) in 2019. The participant effort primarily consisted of volunteers associated with WPACs, Watershed Stewardship Groups, ice anglers and partner organizations. This program is designed to address a variety of water parameters, such as snow cover, quality of ice, salination impacts, fish habitat, algae ecology, etc. There is a large data gap in winter lake data, and as far as they can tell, this program in the last 5 years has already gathered more data than what is available in the last three decades.

Discussion:

The LakeKeepers Program is a great opportunity to support winter lake monitoring in the Watershed. Last year, Garner Lake (3 locations), Skeleton North, Skeleton South, North Buck, Touchwood, Spencer, Seibert and Cold Lake (2 locations), were sampled by volunteers. Click here to see the [2022/23 LakeKeepers Report](#).

ALMS provides all the necessary equipment, sampling bottles and instruction to participate in this program. They recommend monthly sampling to show seasonal trends, collect multiple samples on large lakes, and to target sample sites from years prior. ALMS covers the shipping costs associated with the samples.

It may be difficult to find and retain volunteers for sampling each month, similar to issues had in the CreekWatch program. This will require an increase in time commitment on LICA staff to fulfil the sampling requirements. LICA staff conducting the sampling efforts also needs to be cautioned with grant funding stipulations, therefore, volunteer support is needed.

Time Commitment:

This program would require coordination of sampling events with ALMS to ensure LICA has access to equipment when it is needed (limited equipment that is shared with all participants), and that samples are shipped in the required timeframe. It would also require the coordination of volunteers, volunteer training and field sampling.

Executive Director's Report

December 21, 2023, Board of Directors Meeting

Please consider this as my report to inform the LICA Board of Directors of the various tasks and activities undertaken since the November 23, 2023, Board of Directors meeting, in addition to my regular duties as Executive Director.

Funding/Financials Update

- LICA received payment for the OSM Q2 invoices. The Q3 Deliverables and Financial Reports will be submitted in January 2024.
- LICA's Society's Annual Return was filed on November 27, 2023, to Corporate Registries.
- The WPAC Interim Grant Report and Budget Projection was submitted prior to the December 1, 2023, Deadline.
- The CIP Final Grant Report was submitted on November 23, 2023.
- The Canada Summer Jobs (CSJ) program application was reviewed by the Officers and will be submitted prior to the Office Closure.
- The Alberta Airsheds Council notified Airsheds that annual membership fees will increase by \$500, for a total of \$2,500, to assist with the expanding project work being implemented. This membership is covered under the OSM Contract.

Human Resource Updates:

- Lakeland HR Solutions (LHRS) conducted their review of LICA's HR-related policies to ensure that they are all current with employment standards and best practices. A total of 19 policies were assessed. A document was provided with general and policy specific update recommendations. I met with LHRS, Sara Hurtubise, on December 11, 2023, to review the recommendations. LICA can either bring these recommendations to the Governance Committee for further edits, or have LHRS draft the policies. Sara offered to provide LICA with a quote for this project. A discussion on how the Board would like to proceed will be held at the December Board of Directors Meeting.
- The Governance Committee met on December 7, 2023, and developed a draft training policy, as assigned by the Board of Directors. This policy will be reviewed at the December Board Meeting for approval.

Additional Updates:

- The Strategic Plan Q3 Progress Report was successfully completed to be presented to the Board at the December meeting.
- A Strategic Plan review was conducted with LICA's Program Managers on December 12, 2023, to discuss successes, challenges, and relevancy of the current Strategic Plan. A recommendation to maintain the current strategies will be brought forward to the Board at the December Meeting for approval.
- An Annual Work Plan planning session is scheduled with LICA's Program Managers on January 11, 2024, to discuss successes and challenges of this fiscal year and develop recommendations for the 2024-2025 Annual Work Plan relevant to LICA's Strategic Plan. Recommendations, if any, will be brought forward to the Board at the January Meeting for approval.
- With a special thanks to LICA's Administrative Professionals, LICA is planning a volunteer appreciation Christmas luncheon on December 21, 2023. All volunteers have been invited to attend and gifts will be presented to our Board and Committee members. In addition, LICA mailed Christmas Card to all of our partners and supporters.
- LICA held its Staff Christmas party on December 15, 2023. Staff were taken to a restaurant for dinner, followed by neon bowling. They were also given a gift on behalf of LICA (thank you!).
- I will be on vacation for the following days in December: 13th and 22nd.

- I will be working from home January 2 – 5, 2024, due to school closure.
- WBEA Airshed sent a letter to the Minister regarding challenges with the OSM delayed timelines and payment of invoices. WBEA will update the other Oilsands Airsheds (PRAMP and LICA) with the response received as meetings are scheduled.

Additional meetings/events attended:

- November 27th: Synergy Alberta Annual General Meeting
- November 28th: Alberta Airsheds Council Board Meeting
- November 29th: LICA Education and Outreach Committee Meeting
- November 30th: LICA Watershed Committee Meeting
- December 7th: Governance Committee Meeting
- December 12th: LICA Staff Meeting
- December 14th: LICA Acid Deposition Monitoring Program Expansion Committee Meeting
- December 19th: Buffalo Lake Métis Settlement Meeting re IWMP implementation projects

Respectfully submitted,

Kristina Morris
Executive Director, LICA – Environmental Stewards

Happy Holidays!

**Just a reminder that the LICA Office will be closed from
December 25, 2023, until January 1, 2024.**





LICA
ENVIRONMENTAL STEWARDS

LICA Website Redesign Quotes

Prepared by: Kristina Morris, LICA Executive Director

Comparison

BubbleUP

- Design Cost: \$21,198.00 + GST
- Website/Domain hosting and security monitoring cost: \$468.00 + GST
- Estimated Timeline: 12-15 weeks
- Hourly rate: \$160/hour
- Main Office: Edmonton, AB

[Link to Proposal](#)

Octopus Creative

- Design Cost: \$22,999.00 + GST
- Website/Domain hosting and security monitoring cost: \$499.99 + GST
- Estimated Timeline: 12-15 weeks
- Hourly rate: \$150/hour
- Main Office: Abbotsford, BC

[Link to Proposal](#)

SOS Media Corp.

- Design Cost: \$17,015.62 + GST
Originally \$22,687.50, but gave LICA 25% off to cover any changes in scope of work/deliverables.
- Website/Domain hosting and security monitoring cost: \$300.00 + GST
- Estimated Timeline: 12-15 weeks
- Hourly rate: \$165/hour
- Main Office: Edmonton, AB

[Link to Proposal](#)

All companies require to be contracted as LICA's website/domain host, security monitoring, and support service provider, should they be selected as the website designer.

Timelines are contingent on LICA's response times and content provision.

Project Work Scope

Same:

- New home page design layout
- “Mega Menu” drop-down menu with sub-categories
- Custom search bar with document tags
- Page layout & content population
- Custom Document/Resource Library
- Post launch support for any technical issues
- Google Analytics access to track site visits and user behaviour.
- Training on the new website – how it works and how to update content.

Project Work Scope

Different:

- Page layout and content population
 - i. BubbleUP will design and populate 20 pages, using new and existing content. They will provide LICA with the design template to populate content for the remaining pages.
Additional pages may be populated at an additional \$180/page.
 - ii. Octopus Creations will design and populate each page, requesting LICA to provide content for all pages before population occurs.
 - iii. SOS Media Corp. will design and populate each page, transferring existing content and requesting LICA to provide new content.

Recommendation

LICA to employ BubbleUP for the redesign of LICA's website, specifically the Custom Website Package. In addition, should budget allow, LICA may consider BubbleUP conducting additional design and content population of website pages to alleviate capacity from LICA employees at a rate of \$180 per page.

Rationale:

- Currently contracted as LICA's website/domain host and support service provider,
- In-depth knowledge and experience with LICA and our brand,
- Known quality service,
- Experience with live data streams, specific to Airsheds,
- Cost is comparable to other companies, and
- Opportunity to allocate addition funds towards the project, should other budget areas are underspent this year.

Other Companies Contacted

- Two local companies were contacted (Little Bird Design Studio and AB Web Services), however they either were not able to support a website of our magnitude or the deliverables were not comparable to the larger companies.
- The Board Chairperson assisted by actioning a call for proposals through Bark.com and Yellow Pages (thank you!). Many companies who reached out seeking more information were from the United States, which did not align with the Boards direction in supporting local companies.

Let's Talk Money

Website Maintenance (GL 56850)	WPAC Funding Cushion (GL 56610 & 58790)	AEG Funding Cushion (GL 56610)
WPAC - \$914 IND - \$114 OSM - \$264	\$21,610.51	\$3,091.28

*Note: GST is not covered by our grants and is 100% reimbursed to LICA





LICA
ENVIRONMENTAL STEWARDS

2023/2024 – Q3

STRATEGIC PLAN
PROGRESS REPORT



Photo Credit: Hannah Pelchat

BACKGROUND

This report is to provide an overview of the third quarter of LICA's achievements in the 2023-2024 fiscal year. Included within this report is a progress summary of LICA's four Strategic Directions articulated in the 2023-2028 Strategic Plan and completed targets outlined in the 2023-2024 Core Operational & Program Work Plan.

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.

FOUR STRATEGIC DIRECTIONS

1 - PRESENCE

Sharing Our
Successes

2 - SUSTAINABILITY & RESILIENCY

Communicating
Clear
Objectives

Adaptively
Evaluating
Programming

3 - ORGANIZATIONAL CAPABILITY

Leveraging
Initiatives and
Sustainable
Funding

Strategically
Pursuing
Alternative
Funding

4 - ORGANIZATIONAL CAPACITY

Effectively
Engaging and
Retaining
Volunteers

Strategically
Managing
Human
Resources

Maximizing
Virtual
Platforms for
Engagement

Legend:

● Achieved	● In Progress	● Incomplete
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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	PROGRESS	WORK PLAN
1.1.1 Expand LICA Membership	Make Membership forms easily available and accessible to all stakeholders.	<ul style="list-style-type: none"> Online membership registration is promoted on our Facebook Page and an electronic sign-up form is available on the LICA website. Membership forms are also available at all LICA events. 	WPAC AEG
	Engage municipalities within the LICA Region in efforts to increase the awareness and presence of LICA.	<ul style="list-style-type: none"> In the first quarter, all municipalities were provided with a hard copy of the Beaver River IWMP, Summary of Key Contents document, and LICA IWMP promotional items to promote awareness of the Plan. Municipalities have been invited to our industry talks and lunch n' learns. 	WPAC AEG
		<ul style="list-style-type: none"> In the second quarter, municipalities were invited to join the Riparian Health Workshop on August 9, 2023. Members from the following attended: M.D. of Bonnyville, Town of Bonnyville, Town of Smoky Lake, and County of Thorhild. LICA's Environmental Coordinator also attended a delegation with the City of Cold Lake Mayor and Council on August 22, 2023, to speak to initial IWMP Implementation programs. 	

1.1.1 Expand LICA Membership (cont.)	Engage municipalities within the LICA Region in efforts to increase the awareness and presence of LICA. (cont.)	<ul style="list-style-type: none"> LICA applied for the Fisheries and Oceans Canada, Aquatic Invasive Species Fund in August 2023. The following Municipalities provided a letter of support to accompany the application: Athabasca County, County of St. Paul, Lac La Biche County, M.D. of Bonnyville, Smoky Lake County, and the Town of Bonnyville. Municipalities were invited to join the Fisheries Workshop on September 16-17, 2023. Members from the Town of Bonnyville, and M.D. of Bonnyville attended. 	WPAC AEG
		<ul style="list-style-type: none"> In the third quarter, the Executive Director invited the four new Board appointed municipalities to host an Air Quality Health Index (AQHI) lantern at their main office to promote the importance of air quality in their region. Two posters accompany these lanterns providing more information on LICA's Airshed and the data which is visually represented. To date, the Town of Bonnyville and County of Two Hills have AQHI lanterns installed. 	
	Enroll at least 20 new LICA members.	<ul style="list-style-type: none"> Since March 31, 2023, LICA has enrolled 16 new members. 	WPAC AEG
1.1.2 Host events that engage the community to collaborate on local environmental concerns	Work to implement the Beaver River IWMP.	<ul style="list-style-type: none"> The following meetings and updates were provided to the LICA Watershed Committee (LWC): <ul style="list-style-type: none"> A meeting was held on November 30, 2023, to discuss IWMP Implementation projects including the current progress of the 2023-2024 projects and 2024-2025 project brainstorm. A meeting was held on April 4, 2023, to discuss priorities and potential implementation projects for the 2023-24 fiscal year. An email update was sent on June 29, 2023, in lieu of hosting a meeting, as one was not needed at that time. 	WPAC

1.1.2 Host events that engage the community to collaborate on local environmental concerns	Work to implement the Beaver River IWMP (cont.)	<ul style="list-style-type: none"> – The LICA Watershed Committee met on September 26, 2023, to discuss IWMP implementation projects and related expenses. 	WPAC
		<ul style="list-style-type: none"> • All Stakeholders and Rightsholders located within the Beaver River watershed received a printed copy of the Final Beaver River IWMP and Summary of Key Content document. 	
		<ul style="list-style-type: none"> • Printed copies were also provided to all the WPACs, and Government representatives at the WPAC Summit in October. 	
		<ul style="list-style-type: none"> • Promotional items to support IWMP awareness to aid in implementation were purchased and are being dispersed within the community and with decision-makers. 	
		<ul style="list-style-type: none"> • An IWMP Fact Sheet was developed for disbursement to support a greater understanding of the intent behind the IWMP development and who the Plan effects. IWMP Summary Document booklets and information cards were also developed to support additional outreach to entice individuals to read and implement recommendations in the Plan. Please see section 3.2.2 for initial IWMP implementation projects. 	
		<ul style="list-style-type: none"> • To support fish and fish habitat knowledge in the watershed, LICA hosted a two-day workshop with <i>School of Fish</i>, which provided an in-class and outdoor experience. Community members were invited to learn about key morphological features to help identify fishes and were given the opportunity to handle live fish caught during the workshop at Moose Lake. There were 14 attendees at this workshop. 	

	<p>Promote events and/or dialogue through online forums on social media and the LICA website.</p>	<ul style="list-style-type: none"> ● Since March 31, 2023, LICA's Community Garden Facebook Group has 68 members. A total of three posts were made in the Facebook group in the second quarter. ● LICA maintains a minimum frequency of at least four posts per week on Facebook and at least one post per week on Instagram. These posts range from educational information, LICA programming, advertisements for local events and those hosted by other WPACs/Airsheds, and health/smoke advisories to the public. ● LICA continues to notify the community of upcoming events via social media. Events shared on Facebook include: the Bonnyville Community Garden orientation, garden workshops, the riparian health workshop, garden work days, the Family Fun Day in the Garden, the Fisheries Workshop, and LICA's 23rd Annual General Meeting. ● Following the Fisheries Workshop, LICA ran "Fish Fridays" for a duration of one month to promote four of the fish species caught at Moose Lake. The goal was to guess the correct species based on the photos posted, to be entered into a draw to win a LICA Swag Bag, which included a Fish Identification booklet developed by <i>School of Fish</i>. 	<p>WPAC AEG</p>
	<p>Circulate surveys to members to identify topics of interest and feedback on LICA programs.</p>	<ul style="list-style-type: none"> ● LICA makes every effort to circulate feedback evaluation forms for all its workshops and presentations to measure successes and identify areas to improve in the future. Evaluation forms are provided in a variety of formats, including online surveys and physical print copies. Surveys were also provided to teachers at the end of the school year. 	<p>WPAC AEG</p>
<p>1.1.3 Participate in community events focused on</p>	<p>Attend at least five community events offered by different municipalities to</p>	<ul style="list-style-type: none"> ● In the first quarter, LICA held booths at the FCSS Cold Lake Volunteer Day (April 21, 2023) and FCSS Bonnyville Discovery Day (May 6, 2023). 	<p>WPAC AEG</p>

environmental stewardship	promote the LICA vision and mission.	<ul style="list-style-type: none"> ● In the second quarter, LICA held a booth at the Bonnyville Oil & Gas Show on June 21-22, 2023, where members of the public were able to learn more about LICA's watershed and airshed initiatives. ● LICA also held a booth at Canada Day in Cold Lake (July 1, 2023), the FCSS Community Campfire in Lac La Biche (July 24, 2023), and Aqua Days in Cold Lake (August 5, 2023). Attendees were able to learn about wildlife in the Lakeland, and learned about the programming that LICA offers. ● In the third quarter, LICA attended a meeting at the Beaver River Fish and Game Association and co-hosted a canning workshop with the Ladies League of their organization. LICA also attended a community plant swap, hosted by the garden club at Notre Dame High School. 	
1.1.4 Make meetings open to the public	Maintain an up-to-date calendar on the LICA website with upcoming meeting dates.	<ul style="list-style-type: none"> ● All LICA meeting dates and events are published on the LICA website calendar at www.lica.ca with the meeting link and supporting information included. 	WPAC AEG
	Disseminate meeting materials to LICA members who have identified an interest in participating in LICA meetings.	<ul style="list-style-type: none"> ● LICA Board and Committee meeting agendas and supporting documents are sent electronically to all appointed and interested LICA members one week in advance of each meeting. Additionally, anyone may request to be added to the email distribution list of the LICA Board or Committees to receive information and meeting invitations. 	WPAC AEG

1.1.5 Develop and disseminate communication materials on relevant topics	Develop and disseminate quarterly newsletters.	<ul style="list-style-type: none"> The Spring Newsletter was disseminated on April 27, 2023. The newsletter highlighted the Vermicomposting program, the Winter Bird Monitoring program, and Acid Deposition Monitoring. 	WPAC AEG
		<ul style="list-style-type: none"> The Summer Newsletter was disseminated on July 28, 2023, which highlighted summer youth programming, blue-green algae, an introduction to LICA's summer student, and Methane Monitoring Collaboration with Flux Lab and St. Francis Xavier University. 	
		<ul style="list-style-type: none"> The development of the Winter Newsletter is underway and is expected to be published in mid-January. This edition highlights current projects by the Environmental Coordinator, including the LICA Little Stewards program, Riparian Health Campaign, and Integrated Watershed Management Plan Implementation. There is also an interview with one of our new board members, Alyssa Krawchuk. 	
	Develop and disseminate the LICA Annual Report to all LICA members and publish it on the LICA website.	<ul style="list-style-type: none"> The LICA 2022-23 Annual Report was completed in August 2023 and disseminated electronically to all LICA Membership on September 6, 2023, within LICA's Annual General Meeting (AGM) invitation packages. The Annual Report was also included with the Beaver River IWMP packages when dispersed to Government representatives and the Alberta WPACs at the WPAC Summit in October. 	WPAC AEG
	Update and publish the Introduction to LICA animated video on the LICA website, social media, and YouTube Channel.	<ul style="list-style-type: none"> The LICA 2022-23 Introductory Video was completed in August 2023. The video was uploaded to the LICA website, YouTube channel. It was also shared on social media and within LICA's AGM invitations packages. 	WPAC AEG

1.1.5 Develop and disseminate communication materials on relevant topics (cont.)	Examine between year differences in passive air quality results i.e., bubble and isopleth maps.	<ul style="list-style-type: none"> The annual technical report and annual community report both contain different representations of year over year differences in air quality pollutants. 	AEG OSM
	Develop and publish a multi-year monitoring report.	<ul style="list-style-type: none"> LICA finalized its Cold Lake Long-Term Soil Acidification Monitoring Report. This report summarized 2021 soil acidification parameters using descriptive statistics and analysis of variance at the Cold Lake Long-Term Soil Acidification Monitoring site. These data were used to determine if there are significant difference between sampling periods (1982 to 2021) and suggests that slow acidification may be occurring. 	OSM
	Publish and deliver Air Quality presentations and other data visualizations.	<ul style="list-style-type: none"> New visualizations of active and deposition air monitoring data were prepared for use in the Annual Report and other LICA publications. 	AEG
	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"> Anticipating a draft of the report to be complete by the fourth quarter of 2023-24 or the first quarter of 2024-25. 	OSM AEG
	Post and update information regarding the Integrated Watershed Management Plan (IWMP) on the LICA website.	<ul style="list-style-type: none"> Updates regarding the Beaver River IWMP are uploaded to the LICA website. This includes updated priorities and implementation initiatives, which are updated at the end of each fiscal year. 	WPAC
	Post and update information regarding the Acid Deposition Monitoring Program Expansion Plan on the LICA website.	<ul style="list-style-type: none"> Reference materials and other documents used to support the work of the Acid Deposition Monitoring Program Expansion Committee (ADMPEC) are uploaded to the LICA website. This includes the Acid Deposition Monitoring Program Plan, scientific studies and journal articles, monitoring methods, and other reference materials. 	OSM

1.2 Promote the LICA Vision and Mission Beyond the LICA Region

STRATEGY	TARGET	PROGRESS	WORK PLAN
<p>1.2.1 Participate in events of other Alberta WPACs and Airsheds when possible</p>	<p>Participate in at least one project or event with another WPAC in Alberta.</p>	<ul style="list-style-type: none"> ● In the first quarter, the Education and Outreach Coordinator participated in X-Stream Science training day, and an in-person E&O meeting with several WPACS in Camrose, on May 23-24, 2023. This was hosted by the Battle River Watershed Alliance. ● The Education and Outreach Coordinator also participated in the Caring for Our Watersheds project proposal with Battle River Watershed Alliance, for preliminary judging. This project wrapped up in May 2023. ● The Environmental Coordinator also attended an Alberta Biodiversity Monitoring Institute (ABMI) Information and Engagement session with the WPAC and AWC community. <hr/> <ul style="list-style-type: none"> ● In the second quarter, the Environmental Coordinator attended a Drought Training Workshop on July 12, 2023, presented by the Milk River Watershed Council and AWC. <hr/> <ul style="list-style-type: none"> ● In the third quarter, the Executive Director, Environmental Coordinator, and one Board Member attended the WPAC Summit on October 12-13, 2023. The Environmental Coordinator presented during the Education & Literacy component of the event, to highlight LICA's program developments in IWMP implementation. ● LICA's Education & Outreach Coordinator also attends WPAC Education & Outreach Committee meetings. She attended a meeting on December 14, 2023. 	<p>WPAC</p>

1.2.1 Participate in events of other Alberta WPACs and Airsheds when possible (cont.)	Participate in at least one project or event with another Airshed in Alberta.	<ul style="list-style-type: none"> The Education and Outreach Coordinator and Manager of Environmental Monitoring Programs actively participates in the Alberta Airsheds Council's (AAC) Innovative Air Education Program. This program's objective is to reduce urban transportation emissions through education through a campaign. <p>In collaboration with ZGM, a third-party contractor, the AAC revealed the proposed campaign where the purpose is to raise awareness of vehicle emissions, specifically in rush-hour traffic, to help Albertans understand their role in making a lasting difference to the air they breathe. The campaign is expected to be launched in January 2024 within the cities of Edmonton and Calgary as the impact of rush hour is greatest in these areas.</p>	AEG
		<ul style="list-style-type: none"> The Manager of Environmental Monitoring Programs and the Data and Reporting Specialist participates on the AAC Technical Committee. The Committee meets at least twice a year to share operational experiences and discuss implementation of new air monitoring policies and regulations. 	
		<ul style="list-style-type: none"> The Education and Outreach Coordinator continues to participate in the AAC's monthly social media campaigns. 	
		<ul style="list-style-type: none"> As part of a panel of speakers, LICA was invited to present at the Alberta Capital Airshed's Clean Air Webinar on October 18, 2023. 	
	Participate in the WPAC Manager meetings.	<ul style="list-style-type: none"> In the first quarter, the Environmental Coordinator attended the WPAC Manager's meeting on April 12, 2023, and the WPAC Manager/ E&O Committee Governance meeting on May 16, 2023, virtually. 	WPAC
		<ul style="list-style-type: none"> In the second quarter, the Environmental Coordinator and Executive Director attended the WPAC Managers Meeting on July 11, 2023. 	

1.2.1 Participate in events of other Alberta WPACs and Airsheds when possible (cont.)		<ul style="list-style-type: none"> In the third quarter, the Environmental Coordinator attended the WPAC Managers Meeting in-person on October 11, 2023. 	
	Represent LICA on the AAC Board of Directors.	<ul style="list-style-type: none"> The Executive Director represents LICA on the AAC Board of Directors and is supported by the Manager of Environmental Monitoring Programs. 	AEG
1.2.2 Participate in the WPAC Summit and annual Synergy Alberta Conference	Attend the annual Synergy Alberta Conference.	<ul style="list-style-type: none"> Synergy Alberta confirmed that there will be no conference planned for 2024, due to reduced funding. Alternatives are currently being investigated at this time. 	IND
	Attend the WPAC Summit.	<ul style="list-style-type: none"> The WPAC Summit was held on October 12-13, 2023, in Drumheller, AB. The Executive Director, Environmental Coordinator, and one LICA Board member attended in person. LICA presented two of our 2023/2024 IWMP implementation programs; LICA's Little Environmental Stewards Program & the Riparian Health Campaign. 	WPAC
1.2.3 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.	<ul style="list-style-type: none"> LICA provides information, feedback, and concerns to the AWC through Steve Meadows and Al Corbett, the Alberta WPAC representatives on the AWC Board, as required. 	WPAC
		<ul style="list-style-type: none"> The Environmental Coordinator attended the AWC Water Conservation, Efficiency and Productivity Sector updates on October 26, 2023, to stay informed on AWC updates. 	
		<ul style="list-style-type: none"> In the third quarter, the WPACs provided a response to the WPAC representatives regarding the Drought Resiliency Report as it relates to the WPAC mandate, capabilities and roles, for AWC consideration. 	
1.2.4 Participate in the Alberta Airsheds Council (AAC)	Attend Alberta Airsheds Council meetings.	<ul style="list-style-type: none"> In the first quarter, the Executive Director attended the AAC regular Board Meeting on May 11, 2023. 	AEG
		<ul style="list-style-type: none"> In the second quarter, the Executive Director attended the AAC regular Board Meeting and Annual General Meeting on June 12 and regular Board Meeting on September 12, 2023. 	

1.2.4 Participate in the Alberta Airsheds Council (AAC) (Cont.)	Attend Alberta Airsheds Council meetings. (cont.)	<ul style="list-style-type: none"> In the third quarter, the Executive Director attended the AAC partnership meeting on October 24, 2023, and regular Board Meeting on November 28, 2023. 	AEG
	Participate on AAC sub-committees as required.	<ul style="list-style-type: none"> The Data and Reporting Specialist and the Manager of Environmental Monitoring Programs participate in the Alberta Airsheds Council Technical Committee meetings. 	AEG
		<ul style="list-style-type: none"> The Education and Outreach Coordinator and Manager of Environmental Monitoring Programs participate in the AAC's Innovative Air Education Program Committee. 	
		<ul style="list-style-type: none"> The Manager of Environmental Monitoring Programs participates in the AAC Conference Planning Committee. 	
		<ul style="list-style-type: none"> The E&O Coordinator participates in the AAC Communications Committee on a monthly basis. 	
		<ul style="list-style-type: none"> The Executive Director was appointed by the AAC in the third quarter to participate in the Clean Air Strategic Alliance (CASA) Dust Best Practices Project Team. Further details will be shared after the first committee meeting. 	

1.3 Improve Advocacy for Environmental Protection

STRATEGY	TARGET	PROGRESS	WORK PLAN	
<p>1.3.1 Support projects and collaborate on Water for Life-aligned initiatives with local Watershed Stewardship Groups (WSG)</p>	<p>Collaborate with at least one WSG on a joint initiative.</p>	<ul style="list-style-type: none"> Two LICA staff members attended the Muriel Lake Basin Management Society's (MLBMS) annual highway cleanup to support their fundraising initiative to help raise funds for projects at Muriel Lake. LICA has collaborated with Healthy Waters Lac La Biche on the Keep Our Lakes Blue campaign. 	<p>WPAC</p>	
	<p>Maintain partnerships with WSGs on ongoing projects and programs.</p>	<ul style="list-style-type: none"> The Environmental Coordinator continues to provide support to WSG projects and programs, as needed. She also schedules MLBMS meetings via zoom, and hosts MLWS meetings at the LICA office. The Education and Outreach Coordinator has continued to work with Healthy Waters Lac La Biche on the Keep Our Lakes Blue Campaign, scheduled to continue in 2024. 	<p>WPAC</p>	
	<p>1.3.2 Participate in local WSG meetings</p>	<p>Represent LICA in Moose Lake Watershed Society (MLWS) meetings.</p>	<ul style="list-style-type: none"> The Environmental Coordinator represents LICA at MLWS meetings and provides support as requested. 	<p>WPAC</p>
			<ul style="list-style-type: none"> In the first quarter, she attended meetings held on May 25, 2023, and June 20, 2023. 	
<ul style="list-style-type: none"> There were no meetings scheduled in the second quarter. 				
<ul style="list-style-type: none"> In the third quarter, the Environmental Coordinator attended the MLWS annual meeting on December 14, 2023. 				

1.3.2 Participate in local WSG meetings (cont.)	Represent LICA in Muriel Lake Basin Management Society (MLBMS) meetings.	<ul style="list-style-type: none"> The Environmental Coordinator represents LICA at MLBMS meetings and provides support as requested. In the first quarter, she attended meetings held on June 11, 2023. 	WPAC
		<ul style="list-style-type: none"> In the second quarter, LICA shared the invitation for the MLBMS AGM on August 12, 2023, with the LICA membership to encourage community participation. 	
		<ul style="list-style-type: none"> In the third quarter, the Environmental Coordinator attended the MLBMS meeting on October 4th and December 13th. 	
	Participate in other local WSG meetings, if able.	<ul style="list-style-type: none"> In the second quarter, the Environmental Coordinator attended the Healthy Waters Lac La Biche Annual General Meeting on September 27, 2023. 	WPAC
1.3.3 Support citizen science and community-based monitoring initiatives	Support and develop community-based monitoring projects, when applicable.	<ul style="list-style-type: none"> LICA offered the CreekWatch program, a community-based water quality monitoring program, in the region to volunteer groups and organizations interested in monitoring specific creeks. <p>On August 2, 2023, LICA's Environmental Coordinator and Summer Student met with members of Buffalo Lake Métis Settlement for CreekWatch sampling. Two sites of community concern were tested.</p> <p>On August 3, 2023, LICA's Environmental Coordinator and Summer Student met with members of Kikino Métis Settlement for CreekWatch sampling. Three sites of community concern were tested.</p>	WPAC
	Plan, organize, and implement at least one community Citizen Science Program.	<ul style="list-style-type: none"> In the second quarter, LICA planned and organized CreekWatch Citizen Science sampling events in the watershed. 	

1.3.4 Engage local communities in environmental stewardship action	Partner with local WSGs and/or community members to expand LICA campaigns.	<ul style="list-style-type: none"> The Education and Outreach Coordinator collaborated with Healthy Waters Lac La Biche to bring Keep Our Lake Blue (KOLB) to Lac La Biche and surrounding lakes. 	WPAC
		<ul style="list-style-type: none"> The Executive Director met with the Moose Lake Watershed Society's Executives to discuss a potential partnership for the KOLB Campaign in Summer 2024. 	
		<ul style="list-style-type: none"> The Environmental Coordinator shared information about the KOLB Campaign and upcoming Riparian Health Campaign with an active community group at Laurier Lake. 	
		<ul style="list-style-type: none"> The Environmental Coordinator has begun announcing the upcoming Riparian Health Campaign with community groups in preparation for the delivery of the Campaign in the Spring of 2024. 	
	Promote the KOLB campaign and guide other WSGs and WPACs.	<ul style="list-style-type: none"> LICA partnered with Healthy Waters Lac La Biche to facilitate the KOLB Campaign in Summer 2023. In the second quarter, Healthy Waters Lac La Biche hosted a booth at Environment Week kickoff (June 4, 2023), which LICA attended. They have also hosted information sessions at the Lac La Biche Farmer's Market during the summer to promote the campaign. A total of 33 people pledged in the campaign. A shoreline cleanup took place in Lac La Biche on September 20th with 3 attendees. 	WPAC
	Collaborate with Alberta Airsheds to implement an Air Quality Campaign in communities and/or businesses in the LICA region.	<ul style="list-style-type: none"> Discussion has begun with the Lac La Biche County to implement a Stop Needless Idling Campaign within the municipality. Further discussion is set to continue in the third quarter. 	AEG
		<ul style="list-style-type: none"> LICA collaborates monthly with Alberta Airsheds Council to implement social media campaigns. These posts occur 1-3 times per week, and have a new theme monthly. 	

<p>1.3.4 Engage local communities in environmental stewardship action (cont.)</p>	<p>Collaborate with Alberta Airsheds to implement an Air Quality Campaign in communities and/or businesses in the LICA region. (cont.)</p>	<ul style="list-style-type: none"> • The AAC Innovative Air Education Program, in collaboration with ZGM, is developing a campaign for EPA with a purpose to raise awareness of vehicle emissions, specifically in rush-hour traffic, to help Albertans understand their role in making a lasting difference to the air they breathe. The campaign is expected to be launched in January 2024 within the cities of Edmonton and Calgary as the impact of rush hour is greatest in these areas. All Airsheds will also be given materials to promote the campaign within their regions. 	<p>AEG</p>
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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	PROGRESS	WORK PLAN
2.1.1 Maintain sub-committees for projects and programs as required	Maintain a standing Governance Committee (GC).	<ul style="list-style-type: none"> The GC meets on a quarterly basis and schedules additional meetings as required. A meeting was held on April 24, September 5, and December 7, 2023. 	All
	Maintain a standing Education and Outreach Committee (EOC).	<ul style="list-style-type: none"> The EOC meets on a quarterly basis and schedules additional meetings, as required. A meeting was held on May 8, September 7, and November 29, 2023. 	WPAC AEG
	Maintain a working LICA Watershed Committee (LWC).	<ul style="list-style-type: none"> The LWC meets on a quarterly basis. A meeting was held on April 4, September 26, and November 30, 2023. 	WPAC
	Maintain an ad-hoc Acid Deposition Monitoring Program Expansion Committee (ADMPEC).	<ul style="list-style-type: none"> The ADMPEC schedules meetings on an as-needed basis. A meeting was held on April 4, 2023, and December 14, 2023. The Manager of Environmental Monitoring Programs also provided a quarterly update to the ADMPEC regarding implementation activities in September 2023. 	OSM
2.1.2 Use a consensus decision-making process for all LICA business	Ensure the continuity of consensus decision-making for all LICA business.	<ul style="list-style-type: none"> LICA's Consensus Decision-Making Model is displayed in the board room to ensure process is followed during all LICA meetings. The policy was also reviewed at the Inaugural Board and Committee meetings, in the fall. 	All

2.1.3 Develop and evaluate annual work plans	Develop annual work plans collaboratively with all LICA staff, contractors, and Officers, for Board approval.	<ul style="list-style-type: none"> Work is underway to review LICA's annual work plans at the beginning of the fourth quarter. 	All
	Complete quarterly Strategic Plan Progress Reports for the Board's review.	<ul style="list-style-type: none"> Quarterly reports are provided to the Board of Directors for their review. The third quarter Strategic Plan Progress Report was developed and presented at the December 21, 2023, Board of Directors Meeting. 	All

2.2 Maintain a Sound Financial Management and Reporting Procedure

STRATEGY	TARGET	PROGRESS	WORK PLAN
2.2.1 Develop annual budgets for all revenue sources	Review Strategic Budget annually to assess financial needs.	<ul style="list-style-type: none"> The 2023-24 Consolidated Budget was amended to include the increase in WPAC and AEG funding at the May 25, 2023, Board of Directors Meeting. 	All
		<ul style="list-style-type: none"> The 2024-25 Consolidated Budget was developed and presented to the Board for acceptance at the June 15, 2023, Board of Directors Meeting. The Budget was approved by the LISC on September 13, 2023, and by the Board of Directors at the September 28, 2023, meeting. 	
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.	<ul style="list-style-type: none"> The WPAC grant multi-year agreement ending March 31, 2023, provided LICA with \$195,000 in WPAC administrative and operational funds per fiscal year. <ul style="list-style-type: none"> The 2022-2023 Interim Report was submitted prior to the April 15, 2023, deadline. The Final Report was submitted prior to the June 30, 2023, deadline. 	WPAC

2.2.2 Secure funding required to implement work plans (cont.)	Submit WPAC Operating Grant interim and annual reports by specified deadlines to ensure continuity of funding. (cont.)	<ul style="list-style-type: none"> The 2023-27 WPAC grant interim report was developed and submitted prior to the December 1, 2023 deadline. Included within the report were projections on budget allocations for the remainder of the year. The final interim report will be submitted prior to April 15, 2024. 	
	Submit Airshed Engagement Grant (AEG) interim and annual reports by specified deadlines to ensure continuity of funding.	<ul style="list-style-type: none"> The AEG grant multi-year agreement ending March 31, 2023, provided LICA with \$38,000 in airshed administrative and operational funds per fiscal year. <ul style="list-style-type: none"> The 2022-2023 Interim Report was submitted prior to the April 15, 2023, deadline. The Final Report was submitted prior to the June 30, 2023, deadline. Work will be underway in the fourth quarter to complete the 2023-27 AEG grant interim report prior to the February 1, 2024, deadline. Included within the report will be projections on budget allocations for the remainder of the year. The final interim report will be submitted prior to April 15, 2024. 	AEG
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.	<ul style="list-style-type: none"> A comprehensive financial report is prepared and presented to the Board of Directors at each monthly meeting. The report includes a summary of outstanding account receivables and a detailed budget-to-actual report, which breaks down each source of revenue. The Financial Coordinator also provides quarterly updates to the Board regarding interest accrued in LICA's saving accounts. 	All
2.2.4 Conduct an independent annual financial review	Contract a professional accountant to complete an annual financial review for the organization.	<ul style="list-style-type: none"> LICA's accountant, Baker Tilly (formerly Ross + Sylvestre) completed the 2022-2023 financial review. A copy of the financial report was provided to the Government of Alberta prior to the June 30, 2023, deadline. 	All

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.	<ul style="list-style-type: none"> On May 25, 2023, the LICA Board of Directors approved contracting an HR Consultant to perform a compensation and benefits market assessment. Results from this assessment will be brought forth to the Board of Directors for review along with suggested policy and strategies. The purpose of this review is to improve staff retention. 	All
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.	<ul style="list-style-type: none"> Electronic agendas and supporting documents are sent via calendar invitation to Board and Committee members one week in advance of meetings. The calendar invitation also includes a Microsoft Teams virtual meeting link and phone number to promote ease of accessibility. 	All
2.2.6 Achieve organizational goals through the collaboration of LICA staff and Board members (cont.)	Hold staff meetings monthly, at a minimum.	<ul style="list-style-type: none"> LICA staff members and contractors meet monthly to discuss current projects, share knowledge and information, and collaborate on upcoming work in alignment with the 2023-24 annual work plans. 	All
	Hold Officer meetings as needed.	<ul style="list-style-type: none"> The Executive Director schedules in-person meetings with the Officers and seeks input via email, as necessary. A formal Officers meeting was held on July 26, 2023. Meeting minutes were reviewed, and decisions were ratified at the September 28, 2023, Board of Directors meeting. 	All

2.3 Maintain Sound Governance Practices

STRATEGY	TARGET	PROGRESS	WORK PLAN
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.	<ul style="list-style-type: none"> As per Policy 1.4 – Bylaws, it was determined that no changes to the bylaws were necessary for the 2023-24 fiscal year. As such, the Governance Committee did not conduct a review of LICA's bylaws. 	All
	Review policies and procedures triennially at a minimum and amend as needed.	<ul style="list-style-type: none"> The review of 1/3 of all LICA policies is complete for the year 2023. 	All
		<ul style="list-style-type: none"> A Fire Emergency Procedure was developed to ensure all staff are aware of the proper protocols to follow in the event of a fire, including the assigned Fire Wardens, the Muster Point, and evacuation protocols/map. 	
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	<ul style="list-style-type: none"> LICA's Executive Director and Program Managers reviewed LICA's strategic plan for relevancy. The results of this review will be provided to the Board of Directors at the December 2023 Board of Directors Meeting. 	All
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.	<ul style="list-style-type: none"> Approved Terms of References are in place for the E&O Committee, the Governance Committee, the LICA Watershed Committee, and the ADMPE Committee. These documents were reviewed at the inaugural committee meetings following the Annual General Meeting in October 2023. 	All

2.3.4 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 the Board of Director positions.	<ul style="list-style-type: none"> LICA successfully hosted its 23rd AGM. The event was held virtually and in-person on October 5, 2023, at McArthur Community Hall in Lac La Biche. A total of 55 people attended - 41 in person and 14 virtually. Of the 55 attendees, 34 were LICA members. Attendees included LICA members and representation from Indigenous communities, the Government of Alberta, and the Canada Energy Regulator 	All
		<ul style="list-style-type: none"> This year, LICA offered tours of the Portable Air Monitoring Station (PAMS) in Lac La Biche, beginning at 5 pm. A total of 10 attendees participated in the PAMS tours. 	
		<ul style="list-style-type: none"> LICA held elections for one Community Director (with five nominations), one Agriculture Director (with three nominations), and one Forestry/Trapping Director (with three nominations). 	

2.4 Adaptively Evaluate Programming

STRATEGY	TARGET	PROGRESS	WORK PLAN
2.4.1 Adaptively manage and continuously improve education and outreach programs	Evaluate educational programs for effectiveness through teacher surveys and update programs based on feedback.	<ul style="list-style-type: none"> The Education and Outreach Coordinator sent teachers a survey via email following any/all in-classroom presentations. An end-of-year feedback survey was also provided to teachers who received LICA presentations in the 2022-2023 school year on June 16, 2023. 	WPAC AEG
		<ul style="list-style-type: none"> The Education and Outreach Coordinator continues to make updates to classroom programming upon the suggestion of teachers and/or based on frequently asked questions. 	

2.4.1 Adaptively manage and continuously improve education and outreach programs (cont.)	Ensure classroom presentations are curriculum-aligned and updated as required.	<ul style="list-style-type: none"> All of LICA's classroom presentations align with the current Grade K-6 curriculum. The Education and Outreach Coordinator also frequently communicates with teachers to ensure materials align with lesson plans. 	WPAC AEG
		<ul style="list-style-type: none"> In the second quarter, classroom presentations were reviewed and updated to ensure they align with the newly implemented 2023-2024 curriculum. 	
2.4.2 Ensure monitoring results are accessible to the public	Make water monitoring results and reports publicly available on the LICA website and social media.	<ul style="list-style-type: none"> As reports are completed, they are uploaded and available under the Resource tab on the LICA Website. 	WPAC
		<ul style="list-style-type: none"> Within the first quarter, the 2022 LakeWatch report was disseminated to the LICA Membership and published on the LICA Website. 	
		<ul style="list-style-type: none"> Water monitoring and Health Advisories from AHS pertaining to Blue Green Algae are shared with the LICA membership and on social media. 	
	Provide ambient air data and pollutant concentrations in populated areas needed to calculate the Air Quality Health Index (AQHI).	<ul style="list-style-type: none"> The PAMS, Cold Lake, St. Lina, and Tamarack monitoring stations provided the AQHI as intended. The 2023 wildfire season was exceptional in terms of the intensity and duration of smoke events, extending well into the fall months. LICA's network of AQHI stations had an operational up time over 95% providing a reliable source of air quality information to area residents. 	AEG
		<ul style="list-style-type: none"> LICA currently operates AQHI lanterns in the Cold Lake Energy Centre, Bonnyville Library, and Lac La Biche Bold Centre. In the third quarter, this was expanded to include the Bonnyville Centennial Centre, the Town of Bonnyville Office, and the County of Two Hills Office. 	

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	PROGRESS	WORK PLAN
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 (SO ₂), hydrogen sulphide (H ₂ S), nitrogen dioxide (NO ₂), ozone (O ₃), polycyclic aromatic compounds (PAC) and other pollutants as required. Note that all pollutants are not monitored at all stations.	<ul style="list-style-type: none"> • The LICA Passive monitoring program operated as planned during this quarter. Currently working with CNRL to re-establish access to the Burnt Lake site (restricted due to military protocols). 	OSM Deposition

3.1.1 Operate regional monitoring programs (cont.)	Operate and maintain the LICA soil acidification monitoring programs.	<ul style="list-style-type: none"> The Whitney Lakes soil monitoring site was sampled in late October. Samples have been prepared and analysis is underway at the Northern Forestry Centre in Edmonton. 	OSM Deposition
	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"> The PAMS, Cold Lake, St. Lina, and Tamarack monitoring stations operated as intended this quarter. 	OSM Active Air Monitoring
	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"> Both VOC and PAH sampling were fully operational at the Cold Lake station this quarter. The VOC sampling system was also active at the PAMS site and was triggered during wildfire smoke episodes which extended well into the fall. 	OSM Active Air Monitoring
	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).	<ul style="list-style-type: none"> Monthly calibrations and preventative maintenance were performed this quarter as required. Calibration records and the maintenance log for each station can be found in the monthly reports. 	OSM Active Air Monitoring

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 sands region.	<ul style="list-style-type: none"> The Monitoring Programs Manager participated in the Air and Deposition Technical Advisory Committee meetings as required. 	OSM Active Air Monitoring and Deposition
	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).	<ul style="list-style-type: none"> New algorithm for determining PM2.5 concentrations using Teledyne T640 analyzers was uploaded to the applicable instrument in the LICA network (as required by EPA). 	OSM Active Air Monitoring and Deposition
	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).	<ul style="list-style-type: none"> No activity in this quarter. 	OSM Active Air Monitoring and Deposition
	Continue to deploy PurpleAir particulate monitors within the LICA region, as opportunities arise.	<ul style="list-style-type: none"> Connections were made with representatives in the Kehewin Cree Nation #123 and Buffalo Lake Métis Settlement regarding sensor installation. Deployment is expected to occur in the fourth quarter alongside presentations about air quality in general and how to access data from the global network of PurpleAir Sensors. 	AEG
	Implement LICA's acid deposition monitoring strategy to meet new regional regulatory compliance acid deposition monitoring and reporting requirements.	<ul style="list-style-type: none"> Wet deposition collectors and gauges ordered last fiscal year were delivered to LICA. The St. Lina monitoring station is now a fully operational acid deposition monitoring site with passives, a denuder sampler, deposition collector, and precipitation gauge. A prototype array for remote, off-grid locations has also 	OSM Deposition

	<ul style="list-style-type: none"> – Provide LICA Annual Report for the previous calendar year to the GoA 		
3.1.3 Provide and report data in a timely manner (cont.)	Provide data generated by the Cold Lake soil acidification program to EPA in an agreed-upon format.	<ul style="list-style-type: none"> ● No activity this quarter. Reporting of soil chemistry is expected to occur in March 2023. 	OSM Deposition
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 EPA and LICA.	<ul style="list-style-type: none"> ● All work was conducted in accordance with the Air Monitoring Directive and LICA's Standard Operating Procedures. 	OSM Active Air Monitoring and Deposition
3.1.5 Recognize, respect, and support the use of local and Indigenous Knowledge	Recruit and maintain Indigenous representation on the LICA Board of Directors, all standing committees, and all ad-hoc committees.	<ul style="list-style-type: none"> ● LICA encourages the representation of First Nations Communities, Métis Settlements, and the Otipemisiwak Métis Government on all committees and the Board of Directors. The current seats held are as followed: <ul style="list-style-type: none"> – Board of Directors: (2) Director seats: First Nations (filled) and Métis (filled) representatives. – Governance Committee: (3) seats: First Nations (filled), Métis (vacant) representatives and one vacant seat. An invitation to join the committee was provided to the new Otipemisiwak Métis Government, should they wish to participate. – Education and Outreach Committee: (2) seats: First Nations (filled) and Métis (vacant) representatives. An invitation to join the committee was provided to the new Otipemisiwak Métis Government, should they wish to participate. This committee also has 2 of 3 Community seats filled by 	WPAC AEG

3.1.5 Recognize, respect, and support the use of local and Indigenous Knowledge (cont.)	Recruit and maintain Indigenous representation on the LICA Board of Directors, all standing committees, and all ad-hoc committees. (cont.)	<p>indigenous members: one filled by a First Nations representative and the other by a Métis representative.</p> <ul style="list-style-type: none"> – LICA Watershed Committee: (2) seats: First Nations and Métis representatives. – Acid Deposition Monitoring Program Expansion Committee: (2) seats: First Nations representatives. 	WPAC AEG
	Engage with Indigenous peoples and communities to incorporate Indigenous Knowledge and Rights into environmental monitoring, management, and education & outreach programs.	<ul style="list-style-type: none"> ● In the second quarter, LICA's Environmental Coordinator, Education and Outreach Coordinator, and Summer Student joined the Kehewin Water Camp at Kehewin Provincial Recreation Area. Staff hosted a booth and networked with members of the Kehewin Cree Nation Community. ● 12 Indigenous Communities were invited to join the Riparian Health Workshop (August 9, 2023). Members of Whitefish First Nations, and Buffalo Lake Metis Settlement attended. ● CreekWatch Citizen Science sampling was completed with Buffalo Lake Métis Settlement and Kikino Métis Settlement during the second quarter. ● All Indigenous communities were invited to join the Fisheries workshop hosted on September 16-17, 2023. ● LICA's Environmental Coordinator and Education and Outreach Coordinator reached out to the Kehewin Cree Nation #123 to seek if they would be interested in providing Cree words to be included in LICA's Bird ID Presentation. LICA has been notified of their interest and anticipates to receive feedback in the third quarter. 	WPAC AEG

3.1.5 Recognize, respect, and support the use of local and Indigenous Knowledge (cont.)	Engage with Indigenous peoples and communities to incorporate Indigenous Knowledge and Rights into environmental monitoring, management, and education & outreach programs. (cont.)	<ul style="list-style-type: none"> • The Environmental Coordinator plans to engage with all Indigenous communities in the LICA region to seek their knowledge and perspective while developing the LICA's Little Environmental Stewards program. • The Environmental Coordinator is engaging with Indigenous Communities in the development of the Species at Risk flipbook resources to include the Dene, Cree, and Métis names for the species included. The Environmental Coordinator and the Education and Outreach Coordinator are scheduled to meet with members of Buffalo Lake Métis Settlement on December 19, 2023. 	WPAC AEG
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3.2 Support the Development and Implementation of Environmental Management Plans and Strategies

STRATEGY	TARGET	PROGRESS	WORK PLAN
3.2.1 Support the continuous improvement and implementation of Management Frameworks for the Lower Athabasca Regional Plan (LARP)	Seek opportunities to provide input on the continuous improvement of the LARP, as applicable.	<ul style="list-style-type: none"> • In the third quarter, LICA provided a letter of input including priorities of the Beaver River IWMP, and links to the document for consideration in the 10-year review of the Plan. 	WPAC AEG
	Support the development of sub-regional plans, as applicable.	<ul style="list-style-type: none"> • No requests have been presented during the third quarter. 	WPAC AEG
	Implement recommendations from updated LARP, as appropriate.	<ul style="list-style-type: none"> • As the LARP was considered in the development of the Beaver River IWMP, areas of shared interest may be addressed during IWMP implementation. 	WPAC AEG

<p>3.2.2 Implement the Integrated Watershed Management Plan for the Beaver River watershed</p>	<p>Work to implement the priorities identified within the Beaver River IWMP.</p>	<ul style="list-style-type: none"> ● The LICA Watershed Committee met on April 4, 2023, to discuss priorities and potential implementation projects for the 2023-24 fiscal year. The LWC will continue to assist the Environmental Coordinator in IWMP implementation. The following IWMP implementation projects are currently being developed and executed: <ul style="list-style-type: none"> – The Environmental Coordinator is working to determine knowledge gaps between the State of the Watershed report and the Beaver River IWMP to assist in priority implementation projects. To implement the IWMP focusing towards youth education, the Environmental Coordinator is developing 'LICA's Little Environmental Stewards Program', which will incorporate educational programming for watershed health; water, plants, and animals, and the airshed in the LICA region. – The Environmental Coordinator, with assistance from LICA's Summer Student, is currently developing a Riparian Health Campaign to raise awareness about riparian areas and the role it plays in watershed health. – Hosted on September 16-17, 2023, a two-day fisheries workshop provided attendees the opportunity to learn about our local fisheries with an in-class and hands on field experience. – LICA applied for the Fisheries and Oceans Canada, Aquatic Invasive Species Fund where proposed project deliverables will implement an Aquatic Invasive Species (AIS) monitoring program, offer a voluntary boat cleaning station, increase the dispersal of AIS educational resources, install educational signage and implement AIS control efforts where/if necessary. LICA hopes to be a successful recipient of this funding! – LICA is currently developing an identification flipbook to raise awareness of Species at Risk in the LICA Region. The 	<p>WPAC</p>
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<p>3.2.2 Implement the Integrated Watershed Management Plan for the Beaver River watershed (cont.)</p>	<p>Work to implement the priorities identified within the Beaver River IWMP. (cont.)</p>	<p>flipbook will include identification tips, habitat information, and current threats for each species.</p> <ul style="list-style-type: none"> – An IWMP Fact Sheet was developed for disbursement to support a greater understanding of the intent behind the IWMP development and who the Plan affects. – An IWMP Summary Document booklet and information cards were developed to support additional outreach to entice individuals to read and implement recommendations in the Plan. – LICA met with Alberta Environment and Protected Areas and Ducks Unlimited Canada to determine areas to implement wetland priorities in the watershed. 	<p>WPAC</p>
<p>3.2.3 Work with municipalities, Indigenous Communities/Settlements, and WSGs to support the development and implementation of environmental management plans</p>	<p>Support the development of environmental management plans, as applicable.</p>	<ul style="list-style-type: none"> ● No requests have been presented during the third quarter. 	<p>WPAC</p>
<p>3.2.4 Implement approved environmental management work plans</p>	<p>Research, apply for, and implement project-specified grants related to environmental management.</p>	<ul style="list-style-type: none"> ● The Environmental Coordinator applied for the Fisheries and Oceans Canada, Aquatic Invasive Species Fund where the proposed project deliverables will implement an Aquatic Invasive Species (AIS) monitoring program, offer a voluntary boat cleaning station, increase the dispersal of AIS educational resources, install educational signage and implement AIS control efforts where/if necessary. Successful recipients will be notified by April 2024. ● The Environmental Coordinator actively seeks grants, applicable to LICA, that are related to environmental management. 	<p>WPAC</p>

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	PROGRESS	WORK PLAN
4.1.1 Recruit, maintain, and provide recognition for dedicated volunteers	Engage interested volunteers on opportunities to participate on the LICA Board and Committees.	<ul style="list-style-type: none"> The LICA 101 brochure was updated to include information about the organization and how volunteers may become a LICA Committee member or Board of Director. 	WPAC AEG
		<ul style="list-style-type: none"> Community members who express interest in LICA initiatives are invited to become a LICA member, volunteer for upcoming LICA events, and/or participate on LICA committees or Board of Directors. 	
		<ul style="list-style-type: none"> The Executive Director contacted LICA members who've expressed interest in participating on LICA committees and Board of Directors in September 2023. She also contacted organizations who share similar interests to encourage participation. A total of 8 individuals signed-up to become LICA members from this process. 	
	Provide recognition and appreciation to all volunteers.	<ul style="list-style-type: none"> A catered lunch was offered as a thank-you to the LICA Board and Committee members prior to the summer break on June 15 and on September 28, 2023, prior to the Annual General Meeting. 	WPAC AEG
<ul style="list-style-type: none"> In the second quarter, LICA continued to offer tokens of appreciation to organizations who have provided in-kind donations, such as ice cream, coffee, and LICA swag. LICA also 		WPAC	

4.1.1 Recruit, maintain, and provide recognition for dedicated volunteers (cont.)	Provide recognition and appreciation to all volunteers. (cont.)	hosted a Family Fun Day in the Garden, offering fresh vegetables, lunch, and ice cream to all members of the public, including volunteers.	AEG
		<ul style="list-style-type: none"> In the third quarter, LICA hosted a volunteer appreciation Christmas luncheon to thank all LICA volunteers for their support throughout the year. A catered meal and small gifts were provided as a token of gratitude. <p>In addition, Christmas cards were sent via mail to all LICA partners and supporters.</p>	
4.1.2 Engage with Indigenous communities	Provide information and presentations in efforts to collaborate with local Indigenous councils.	<ul style="list-style-type: none"> All 12 Indigenous Communities were invited to join the Riparian Health Workshop (August 9, 2023). Members of Whitefish First Nations, and Buffalo Lake Metis Settlement attended. 	WPAC AEG
		<ul style="list-style-type: none"> All 12 Indigenous communities were invited to join the Fisheries Workshop hosted on September 16-17, 2023. 	
	Collaborate on educational programs for schools in Indigenous communities.	<ul style="list-style-type: none"> In the first to third quarters, all schools in Tribal Chiefs Education Foundation have been included in disseminated E&O program information. 	WPAC AEG
	Develop and maintain relationships with Indigenous peoples and communities within the LICA Region.	<ul style="list-style-type: none"> University nuhelot'jne thaiyots'j nistameyimâkanak Blue Quills: From May 23-26, 2023, LICA delivered the ENVM 107 Air Monitoring Course for the Community-Based Environmental Monitoring Program at Blue Quills University. This involved 35 hours of in-class, field, and computer lab training. LICA was asked to return to deliver the program in the future. 	All
<ul style="list-style-type: none"> Indigenous communities will be consulted on the new soil acidification monitoring area identified by the ADMPEC; the need for an additional monitoring location close to acidifying sources was initially identified by Cold Lake First Nations. 			

<p>4.1.2 Engage with Indigenous communities (cont.)</p>	<p>Develop and maintain relationships with Indigenous peoples and communities within the LICA Region. (cont.)</p>	<ul style="list-style-type: none"> • The Environmental Coordinator and Education and Outreach Coordinator met with Kehewin Cree Nation #123 Tribal Engagement representative to collaborate on youth projects in the community. 	<p>All</p>
		<ul style="list-style-type: none"> • The Environmental Coordinator and the Education and Outreach Coordinator are scheduled to meet with members of Buffalo Lake Métis Settlement on December 19, 2023. 	
		<ul style="list-style-type: none"> • As part of IWMP Implementation, Indigenous communities and settlements received a printed copy of the Beaver River IWMP and Summary of Key Contents document in addition to IWMP promotional items. 	
		<ul style="list-style-type: none"> • CreekWatch Citizen Science sampling was completed with Buffalo Lake Métis Settlement and Kikino Métis Settlement during the second quarter. 	
		<ul style="list-style-type: none"> • In the second quarter, LICA's Environmental Coordinator, Education and Outreach Coordinator, and Summer Student joined the Kehewin Water Camp at Kehewin Provincial Recreation Area. A booth was hosted, and staff networked with members of the Indigenous Community. 	
		<ul style="list-style-type: none"> • LICA invited Dianne Ludwig, Métis Reion 1 – Regional, Provincial, and National Elder to offer an opening prayer at its Annual General Meeting on October 6, 2023. 	
		<ul style="list-style-type: none"> • Beaver Lake Cree Nation, Buffalo Lake Métis Settlement and Kehewin Cree Nation provided letters of support to accompany LICA application in the Aquatic Invasive Species Fund. Cold Lake First Nations provided input to the application. 	
		<ul style="list-style-type: none"> • In the third quarter, all 12 Indigenous Communities were contacted to collaborate in the development of the Species at Risk Flipbook for the 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.	<ul style="list-style-type: none"> The Environmental Coordinator attends council meetings as needed or upon request. Delegations are offered as projects specific to each municipality present. <p>In the second quarter, LICA's Environmental Coordinator attended a delegation with the City of Cold Lake to speak to IWMP implementation projects. The Executive Director attended in support.</p>	WPAC AEG
	Engage in Municipal Land Use Planning and policy development, as needed.	<ul style="list-style-type: none"> No requests have been presented during the third quarter. 	WPAC
	Create one new partnership per year for a project or event.	<ul style="list-style-type: none"> Cold Lake Fish & Game requested LICA to attend an event to educate their members. A conversation has begun to determine which event. It is anticipated that LICA will deliver this presentation in the third quarter. LICA and the Beaver River Fish & Game Ladies League co-hosted two canning workshops, September 28 and October 12, 2023. 	WPAC AEG
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.	<ul style="list-style-type: none"> LICA has continued partnerships with various organizations to provide educational programming in the second quarter. Examples include: <ul style="list-style-type: none"> Participating in the Alberta Airsheds Council social media campaigns and Innovative Air Education Program. Delivering workshops in partnership with other organizations, such as Cows & Fish (riparian health workshops), School of Fish (Fish Identification workshop), and Alternative Land Use Services (ALUS 101). 	WPAC AEG

<p>4.1.4 Partner with organizations within the LICA Region on matters related to the environment (cont.)</p>	<p>Develop and maintain partnerships with organizations to deliver environmental programming. (cont.)</p>	<ul style="list-style-type: none"> - The Education and Outreach Coordinator is participating in the preliminary judging for the Caring for Our Watersheds contest, taking place in March 2024. - Working with the Bonnyville Wellness Coalition on the "Lettuce Grow" community garden decoration project. ● In LICA's application for the Aquatic Invasive Species Fund, 14 organizations provided letters of support indicating their support in the fight against Aquatic Invasive Species spread. LICA will be advised by April 2024 if chosen as a recipient of funding. The following detail in-kind contributions. <ul style="list-style-type: none"> - The University of Alberta indicated in their letter of support that they are equipped to contribute \$246,000.00 of in-kind support to perform lab analysis of the AIS eDNA sampling completed within LICA's proposed project. - Alberta Lake Management Society indicated their in-kind contribution of \$50,000.00 to support genetic testing of watermilfoil specimens through the Alberta Plant Health Lab for accurate species identification. - LICA will also be partnering with Alberta Environment and Protected Areas to expand the existing Clean, Drain, Dry, and Don't Let it Loose Campaign messaging as part of project deliverables. 	<p>WPAC AEG</p>
	<p>Partner with the Alberta Lake Management Society (ALMS) on the delivery of the LakeWatch program.</p>	<ul style="list-style-type: none"> ● The Environmental Coordinator worked with the ALMS Executive Director to determine how LICA can support the 2023 LakeWatch program. Approval was granted by the LISC for LICA to fund a full sampling program this season, which will include ten lakes. Volunteers are the leading determining factor for lakes to be sampled in the region. <p>LICA's Environmental Coordinator and Summer Student participated in two ALMS sampling events during the second quarter to learn more about the LakeWatch program.</p>	<p>WPAC</p>

4.1.4 Partner with organizations within the LICA Region on matters related to the environment (cont.)	Partner with the Alberta Lake Management Society (ALMS) on the delivery of the LakeWatch program. (cont.)	<ul style="list-style-type: none"> The Environmental Coordinator and Administrative Professional attended the ALMS Annual General Meeting on November 23, 2023. 	WPAC
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4.2 Enhancing and Retaining LICA's Governing Body and Human Resources

STRATEGY	TARGET	PROGRESS	WORK PLAN
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.	<ul style="list-style-type: none"> In the first quarter, a total of five Board members volunteered their time at the LICA booth during the Bonnyville Oil and Gas Show. In the second quarter, one Board member participated in the Community Garden Work Day on September 25, 2023. In the second quarter, three board members attended the Fisheries workshop on September 16-17, 2023. 	All
	Committee members participate in LICA initiatives and events, as required.	<ul style="list-style-type: none"> In the first quarter, a total of two E&O Committee members volunteered their time at the LICA booth during the Bonnyville Oil and Gas Show. In the second and third quarter, participation in LICA events did not occur. 	All

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.	<ul style="list-style-type: none"> ● The Executive Director is planning to offer a professional development opportunity to the new Board of Directors and Committee members in the fourth quarter. ● In the second quarter, a board member represented LICA at the annual ALMS Conference on September 12-13, 2023. A report was provided to the Board of Directors at the following Board Meeting. ● In the third quarter, the Executive Director shared resource materials from the Indigenous Introductory Training and Indigenous Cultural Protocol Training attended in the month of October 2023 with the Board of Directors. Printed copies are also located in a green binder at the LICA Office for those who wish to borrow. 	All
	Provide at least one professional development opportunity per staff or contractor.	<ul style="list-style-type: none"> ● LICA staff members are encouraged to participate in courses, seminars, workshops, and other events that promote professional development and improve LICA's business operations. In addition to publicly accessible online resources, below outlines developmental opportunities that were funded by LICA in the third quarter: <p><u>Kayla Hellum, Environmental Coordinator</u></p> <ul style="list-style-type: none"> – October 20, 2023: Indigenous Introductory by the GoA – October 27, 2023: Training and Indigenous Cultural Protocol Training by the GoA <p><u>Stephanie Sampson, Education and Outreach Coordinator</u></p> <ul style="list-style-type: none"> – Oct 20-22, 2023: Advancing Women in Conservation Summit – Oct 30, 2023: FoodSafe Certification <p><u>Lori Jodoin, Administrative Professional</u></p> <ul style="list-style-type: none"> – Dec. 7, 2023: Business Budgeting for Beginners <p><u>Maria Cueva, Financial Coordinator</u></p> <ul style="list-style-type: none"> – National Payroll Institute – Legislative Update: Year-end and New Year 	All

4.2.2 Provide professional development opportunities to LICA Board and Committee members and LICA staff (cont.)	Provide at least one professional development opportunity per staff or contractor. (cont.)	<u>Kristina Morris, Executive Director</u> <ul style="list-style-type: none"> - October 20, 2023: Indigenous Introductory by the GoA - October 27, 2023: Training and Indigenous Cultural Protocol Training by the GoA - CMIS 245 – Microcomp Apps in Business (degree program reimbursement) - ADMN 233 – Writing in Organizations (degree program reimbursement) <u>Mike/Lily</u> <ul style="list-style-type: none"> - November 28, 2023: Best Practices in Document Management 	All
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4.3 Deliver Enhanced Programming and Initiatives

STRATEGY	TARGET	PROGRESS	WORK PLAN
4.3.1 Deliver educational activities and programs that foster environmental stewardship in schools	Hold and promote a Calendar Contest in the LICA region.	<ul style="list-style-type: none"> • The 2023 Calendar Contest package was disseminated to all K-12 schools on May 11, 2023. The package was disseminated again, along with a list of E&O programs, in person at the beginning of September to encourage teachers to integrate LICA programming in their lesson plans. <p>LICA will accept entries until October, 19, 2023. The theme for this year's calendar contest is "Species at Risk", which encourages participants to draw an at-risk species and submit information regarding the importance of the species.</p> <p>LICA received 126 submissions, of which 39 were disqualified for not portraying Canadian species at risk.</p> <p>13 Winners were chosen, and their prizes will be disseminated when the calendars are printed.</p>	WPAC AEG

4.3.1 Deliver educational activities and programs that foster environmental stewardship in schools (cont.)	Hold an Earth Day writing contest and obtain a minimum of 50 entries.	<ul style="list-style-type: none"> The Earth Day Writing Contest was not held this year due to time constraints related to turnover in the Education and Outreach Coordinator role. The Contest will be reinstated in 2024. A theme of “Plastics in Our Place” was chosen as a theme for 2024. It was decided that LICA would offer writing prompts for both Grade 6 and Grade 9 students. 	WPAC AEG
	Deliver at least 50 classroom presentations with a watershed focus.	<ul style="list-style-type: none"> Since April 1, 2023, the E&O Coordinator has delivered 56 classroom presentations with a watershed focus: <ul style="list-style-type: none"> (14) Vermicomposting workshops (20) Wildlife Discovery (3) Creepy Crawlies (1) Animal Survival (2) number of Plants in Our Watershed (10) Wastewater (4) Wetlands (6) Ecosystems (6) Water Quality <p>A total of 24 schools have received programming</p>	WPAC
	Deliver at least 10 classroom presentations with an air quality focus.	<ul style="list-style-type: none"> Since April 1, 2023, the E&O Coordinator has delivered 7 classroom presentations with an airshed focus. <ul style="list-style-type: none"> (2) Air, Water & Climate (5) Trees & Forests <p>A total of 4 schools have received programming</p>	AEG
	Deliver the Little Green Thumbs and Little Green Sprouts program to local schools, as available.	<ul style="list-style-type: none"> In September 2023, the Education & Outreach Committee voted to discontinue the Little Green Thumbs/Little Green Sprouts programs. This is due to the ongoing communication challenges the provincial program lead and other grant opportunities available to schools for related programs. This recommendation was approved by the Board of Directors on September 28, 2023. 	WPAC AEG

4.3.1 Deliver educational activities and programs that foster environmental stewardship in schools (cont.)	Deliver at least two Stream of Dreams programs to local schools and organizations.	<ul style="list-style-type: none"> One Stream of Dreams program was hosted at Light of Christ Catholic School in Lac La Biche on May 29-June 5, 2023. No applications have been received to date for the fall 2023 Stream of Dreams session. Schools that have shown past interest have been contacted among other organizations. Three applications have been received for 2024 programming. One school has been chosen for a spring session, and two were chosen for the 2024-2025 year. The target for 2023-2024 will be achieved. 	WPAC
	Deliver at least 10 X-Stream Science programs to local schools.	<ul style="list-style-type: none"> A total of three X-Stream Science Programs were delivered in the first quarter. Participating schools include Le Goff School (Cold Lake First Nations), Bonnyville Composite High School, and Cold Lake Middle School. A total of two X-Stream Science Programs have been scheduled for the second quarter. Participating schools include Glendon School, and Bonnyville Composite High School. A site search was conducted in the third quarter in order to accommodate requests for X-Stream Science in new locations due to safety risks. Unfortunately, the target of 10 programs delivered will not be achieved this fiscal year. 	WPAC
		Seek opportunities to deliver post-secondary in-class programming and presentations.	<ul style="list-style-type: none"> University nuhelot'jne thiyots'j nistameyimâkanak Blue Quills: From May 23-26, 2023, LICA delivered the ENVM 107 Air Monitoring Course for the Community-Based Environmental Monitoring Program at Blue Quills University. This involved 35 hours of in-class, field, and computer lab training. LICA was asked to return to deliver the program in the future.

4.3.1 Deliver educational activities and programs that foster environmental stewardship in schools (cont.)	Seek opportunities to deliver post-secondary in-class programming and presentations. (cont.)	<ul style="list-style-type: none"> LICA was invited to deliver a seminar to Portage College students enrolled in their Environmental Technology Program. This is the third year in a row that LICA has been asked to provide this opportunity to students. Planning is underway to offer an expanded classroom and lab session early in 2024. 	AEG
4.3.2 Deliver events and programs that foster environmental stewardship in the community	Host or deliver at least one event, workshop, or program to LICA municipal partners.	<ul style="list-style-type: none"> In the second quarter, municipalities within the LICA region were invited to participate in Riparian Assessment workshop, hosted by Cows and Fish, on August 9, 2023. A total of 8 representatives were in attendance from the Town of Bonnyville, M.D. of Bonnyville, Smoky Lake County, and Thorhild County. <p>Municipalities were also invited to participate in a two-day Fish Identification workshop hosted by LICA in partnership with School of Fish on September 16-17, 2023. A total of 3 representatives were in attendance, which included 2 from the Town of Bonnyville, and 1 from the M.D. of Bonnyville.</p>	WPAC AEG
	Deliver 10 youth-centered summer programs.	<ul style="list-style-type: none"> A total of 10 youth-centered programs were delivered in Summer 2023, which included: <ul style="list-style-type: none"> Four sessions at the FASD camp in Cold Lake (July 4, 11, 18, and 25, 2023). Two sessions at the MFRCS youth camp in Cold Lake (July 19-20, 2023). Two presentations at the St. Paul Library Summer Reading Program (July 24, 2023). One interactive booth at the Lac La Biche FCSS Community Campfire (July 24, 2023). One Wildlife Discovery for Books and Bannock Day at Cold Lake Library South (August 25, 2023). 	WPAC AEG

4.3.2 Deliver events and programs that foster environmental stewardship in the community (cont.)	Participate in or hold at least three Shoreline Cleanups within the Beaver River watershed.	<ul style="list-style-type: none"> ● One shoreline cleanup was hosted by Healthy Waters Lac La Biche on September 20, 2023, in conjunction with the Keep our Lake Blue campaign. ● Attempts were made to plan two other shoreline cleanups for the second quarter, however, due to conflicting schedules, Partners requested these be postponed until Spring 2024. 	WPAC
	Deliver five workshops in association with the Bonnyville Community Garden and Compost.	<ul style="list-style-type: none"> ● In the second quarter, the Education and Outreach Coordinator and Summer Student hosted the following workshops: <ul style="list-style-type: none"> – One Seed Starting workshop at the Cold Lake Library on May 2, 2023. – One Garden Orientation at the LICA office on May 16, 2023. – One D.I.Y. Seed Bomb Workshop at the Community Garden on August 22, 2023. – Two canning workshops in partnership with the Beaver River Fish & Game Ladies League on September 28, 2023, and October 12, 2023. ● LICA also hosted a Family Fun Day in the Garden event on August 26, 2023, to raise awareness of the Community Garden and compost. A total of approx. 140 people were in attendance, most of whom did not know about the opportunity and displayed an interest. 	WPAC AEG
	Enroll at least 10 Community Garden Individual Members and one Business Sponsorship.	<ul style="list-style-type: none"> ● The Bonnyville Community Garden five individual members for the 2023 garden season, with a total of 15 raised garden beds rented. <p>This lower enrollment was primarily because the lack of awareness and challenges faced last year at the garden due to staff turnover. The remaining beds were planted as Community beds with donated seeds and vegetable plants. A total of 274lbs of fresh produce was donated to the local food bank, impacting approx. 60 families. The Community beds were also available to members of the public who were in need of fresh produce.</p>	WPAC AEG

4.4 Maximize Virtual Platforms for Engagement

STRATEGY	TARGET	PROGRESS	WORK PLAN
4.4.1 Maintain and increase social media platform presence	Increase social media followers (Facebook, Instagram) by 10%.	<ul style="list-style-type: none"> As of March 31, 2023, LICA's Facebook followers have increased to 981 from 958 (2.4%). LICA's Instagram followers have increased to 534 from 532 (0.38%) in the same period. 	WPAC AEG
	Engage social media followers with posts on relevant information at a minimum of four times per week.	<ul style="list-style-type: none"> LICA maintains a posting interval of a minimum of four times a week on Facebook and once a week on Instagram, as per the LICA social media policy and guidelines. Topics in the third quarter included: Health impacts of Air Pollution, Air Quality and Climate Change, and profiles on all the Alberta Airsheds Council Partners. 	WPAC AEG
	Record and publish at least five LICA videos to the LICA YouTube channel.	<ul style="list-style-type: none"> One video was published in the second quarter. This included the animated introductory video. Plans are in place to publish more videos in the fourth quarter. 	WPAC AEG

ACRONYMS

ABMI	Alberta Biodiversity Monitoring Institute
ACC	Alberta Airshed Council
ADMPEC	Acid Deposition Monitoring Program Expansion Committee
AEG	Airshed Engagement Grant
AGM	Annual General Meeting
AHS	Alberta Health Services
ALMS	Alberta Lake Management Society
AMD	Air Monitoring Directive
AQHI	Air Quality Health Index
AWC	Alberta Water Council
EOC	Education and Outreach Committee
EPA	Environment and Protected Areas
FCSS	Family and Community Support Services
GAAP	Generally Accepted Accounting Principles
GC	Governance Committee
GoA	Government of Alberta

HUC	Hydrologic Unit Codes
IWMP	Integrated Watershed Management Plan
KOLB	Keep Our Lake Blue
LARP	Lower Athabasca Regional Plan
LISC	Lakeland Industry Steering Committee
LWC	LICA Watershed Committee
MLBMS	Muriel Lake Basin Management Society
MLWS	Moose Lake Watershed Society
OSM	Oil Sands Monitoring
PAH	Polycyclic Aromatic Hydrocarbon
PAMS	Portable Air Monitoring Station/Systems
QA/QC	Quality Assurance/ Quality Control
VOC	Volatile Organic Compound
WPAC	Watershed Planning & Advisory Councils
WSG	Watershed Stewardship Groups



A Special
THANK YOU
to All of our Partners,
Volunteers, and Staff
for Your Assistance
with Carrying-out such
Important Work!

It Would Not be Possible Without You!

2023-24 Annual Strategic Plan Review

LICA’s Executive Director and Program Managers reviewed LICA’s Strategic Plan strategies (highlighted in blue) on December 12, 2023. Note: this review does not include targets. A meeting will take place in January 2024 once the strategies are approved. Below is our recommendation to the Board of Directors:

Our recommendation to the Board is to maintain the same strategies for the 2024-2025 fiscal year. In addition, the Board should consider discussing the feasibility of strategy 3.2.1 pertaining to the Lower Athabasca Regional Plan (LARP), given the recent discussion of its political nature.

1.0 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	<ul style="list-style-type: none"> • Make membership forms easily available and accessible to all stakeholders. 	March 2024
	<ul style="list-style-type: none"> • Engage municipalities within the LICA Region in efforts to increase the awareness and presence of LICA. 	
	<ul style="list-style-type: none"> • Enroll at least 20 new LICA members. 	
1.1.2 Host events that engage the community to collaborate on local environmental concerns	<ul style="list-style-type: none"> • Work to implement the Beaver River IWMP. 	March 2024
	<ul style="list-style-type: none"> • Promote events and/or dialogue through online forums on social media and the LICA website. 	
	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Maintain an up-to-date calendar on the LICA website with upcoming meeting dates. 	March 2024
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Develop and disseminate quarterly newsletters. 	July 2023, October 2023, February 2024, April 2024
	<ul style="list-style-type: none"> Develop and disseminate the LICA Annual Report to all LICA members and publish it on the LICA website. 	September 2023
	<ul style="list-style-type: none"> Update and publish the <i>Introduction to LICA</i> animated video on the LICA website, social media, and YouTube Channel. 	August 2023
	<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 c 	

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)	<ul style="list-style-type: none"> ● Attend Alberta Airsheds Council meetings. 	March 2024
	<ul style="list-style-type: none"> ● 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)	<ul style="list-style-type: none"> Collaborate with at least one WSG on a joint initiative. 	March 2024
	<ul style="list-style-type: none"> Maintain partnerships with WSGs on ongoing projects and programs. 	
1.3.2 Participate in local WSG meetings	<ul style="list-style-type: none"> Represent LICA in Moose Lake Watershed Society (MLWS) meetings. 	March 2024
	<ul style="list-style-type: none"> Represent LICA in Muriel Lake Basin Management Society (MLBMS) meetings. 	
	<ul style="list-style-type: none"> Participate in other local WSG meetings, if able. 	March 2024
1.3.3 Support citizen science and community-based monitoring initiatives	<ul style="list-style-type: none"> Support and develop community-based monitoring projects, when applicable. 	March 2024
	<ul style="list-style-type: none"> Plan, organize, and implement at least one community Citizen Science Program. 	
1.3.4 Engage local communities in environmental stewardship action	<ul style="list-style-type: none"> Partner with local WSGs and/or community members to expand LICA campaigns. 	March 2024
	<ul style="list-style-type: none"> Promote the KOLB campaign and guide other WSGs and WPACs. 	
	<ul style="list-style-type: none"> Collaborate with Alberta Airsheds to implement an Air Quality Campaign in communities and/or businesses in the LICA region. 	

2.0 SUSTAINABILITY AND 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	<ul style="list-style-type: none"> ● Maintain a standing Governance Committee (GC). 	March 2024
	<ul style="list-style-type: none"> ● Maintain a standing Education and Outreach Committee (EOC). 	
	<ul style="list-style-type: none"> ● Maintain a working LICA Watershed Committee (LWC). 	
	<ul style="list-style-type: none"> ● Maintain an ad-hoc Acid Deposition Monitoring Program Expansion Committee (ADMPEC). 	
2.1.2 Use a consensus decision-making process for all LICA business	<ul style="list-style-type: none"> ● Ensure the continuity of consensus decision-making for all LICA business. 	March 2024
2.1.3 Develop and evaluate annual work plans	<ul style="list-style-type: none"> ● Develop annual work plans collaboratively with all LICA staff, contractors, and Officers, for Board approval. 	February 2024
	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> Review Strategic Budget annually to assess financial needs. 	September 2023
2.2.2 Secure funding required to implement work plans	<ul style="list-style-type: none"> Submit WPAC Operating Grant interim and annual reports by specified deadlines to ensure continuity of funding. 	March 2024
	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Encourage active participation and discussion during LICA meetings by providing the Board and Committee meeting materials in advance of each meeting. 	March 2024
	<ul style="list-style-type: none"> Hold staff meetings monthly, at a minimum. 	
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Engage Governance Committee for bylaw review and recommend amendments to the Board, as needed. 	March 2024
	<ul style="list-style-type: none"> Review policies and procedures triennially at a minimum and amend as needed. 	
2.3.2 Conduct an annual review of the Strategic Plan	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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

3.0 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 	

3.1.1 Operate regional monitoring programs (cont.)	– PAMS	March 2024
	<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). 	
3.1.2 Adaptively manage and continuously improve monitoring programs	<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. 	March 2024
	<ul style="list-style-type: none"> • 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). 	
	<ul style="list-style-type: none"> • 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). 	
	<ul style="list-style-type: none"> • Continue to deploy PurpleAir particulate monitors within the LICA region, as opportunities arise. 	
	<ul style="list-style-type: none"> • Implement LICA’s acid deposition monitoring strategy to meet regional 	March 2024

	regulatory compliance acid deposition monitoring and reporting requirements.	
3.1.3 Provide and report data in a timely manner	<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. ● Provide data generated by the Cold Lake soil acidification program to EPA in an agreed-upon format. 	March 2024
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

3.1.5 Recognize, respect, and support the use of local and Indigenous Knowledge (cont.)	<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
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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

4.0 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	<ul style="list-style-type: none"> Engage interested volunteers on opportunities to participate on the LICA Board and Committees. 	September 2023
	<ul style="list-style-type: none"> Provide recognition and appreciation to all volunteers. 	September 2023
4.1.2 Engage with Indigenous communities	<ul style="list-style-type: none"> Provide information and presentations in efforts to collaborate with local Indigenous councils. 	March 2024
	<ul style="list-style-type: none"> Collaborate on educational programs for schools in Indigenous communities. 	
	<ul style="list-style-type: none"> Develop and maintain relationships with Indigenous peoples and communities within the LICA Region. 	
4.1.3 Engage with local governments	<ul style="list-style-type: none"> Attend council meetings, when available, and provide information, updates, and presentations in an effort to collaborate with local municipal governments. 	March 2024
	<ul style="list-style-type: none"> Engage in Municipal Land Use Planning and policy development, as needed. 	
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Develop and maintain partnerships with organizations to deliver environmental programming. 	March 2024
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Board members participate in LICA initiatives and events to further demonstrate their support. 	March 2024
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Complete one annual performance review per staff or contractor, this includes the conclusion of probationary periods. 	March 2024
	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Hold and promote a Calendar Contest in the LICA region. 	October 2023
	<ul style="list-style-type: none"> Hold an Earth Day writing contest and obtain a minimum of 50 entries. 	May 2023
	<ul style="list-style-type: none"> Deliver at least 50 classroom presentations with a watershed focus. 	March 2024
	<ul style="list-style-type: none"> Deliver at least 10 classroom presentations with an air quality focus. 	
	<ul style="list-style-type: none"> Deliver the Little Green Thumbs and Little Green Sprouts program to local schools, as available. 	

4.3.1 Deliver educational activities and programs that foster environmental stewardship in schools (cont.)	<ul style="list-style-type: none"> • Deliver at least two Stream of Dreams programs to local schools and organizations. 	March 2024
	<ul style="list-style-type: none"> • Deliver at least 10 X-Stream Science programs to local schools. 	October 2023
	<ul style="list-style-type: none"> • 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. 	

Lakeland Industry and Community Association Aged Overdue Receivables Summary As at Dec 12, 2023

Name	Total Due	Total Current	Total Overdue	1 to 30 Overdue	31 to 60 Overdue	61+ Overdue
Cenovus Energy Inc.	14,070.46	0.00	14,070.46	0.00	0.00	14,070.46
Strathcona Resources Ltd	6,217.86	0.00	6,217.86	0.00	0.00	6,217.86
Total outstanding:	20,288.32	0.00	20,288.32	0.00	0.00	20,288.32

Generated On: Dec 12, 2023

Note:

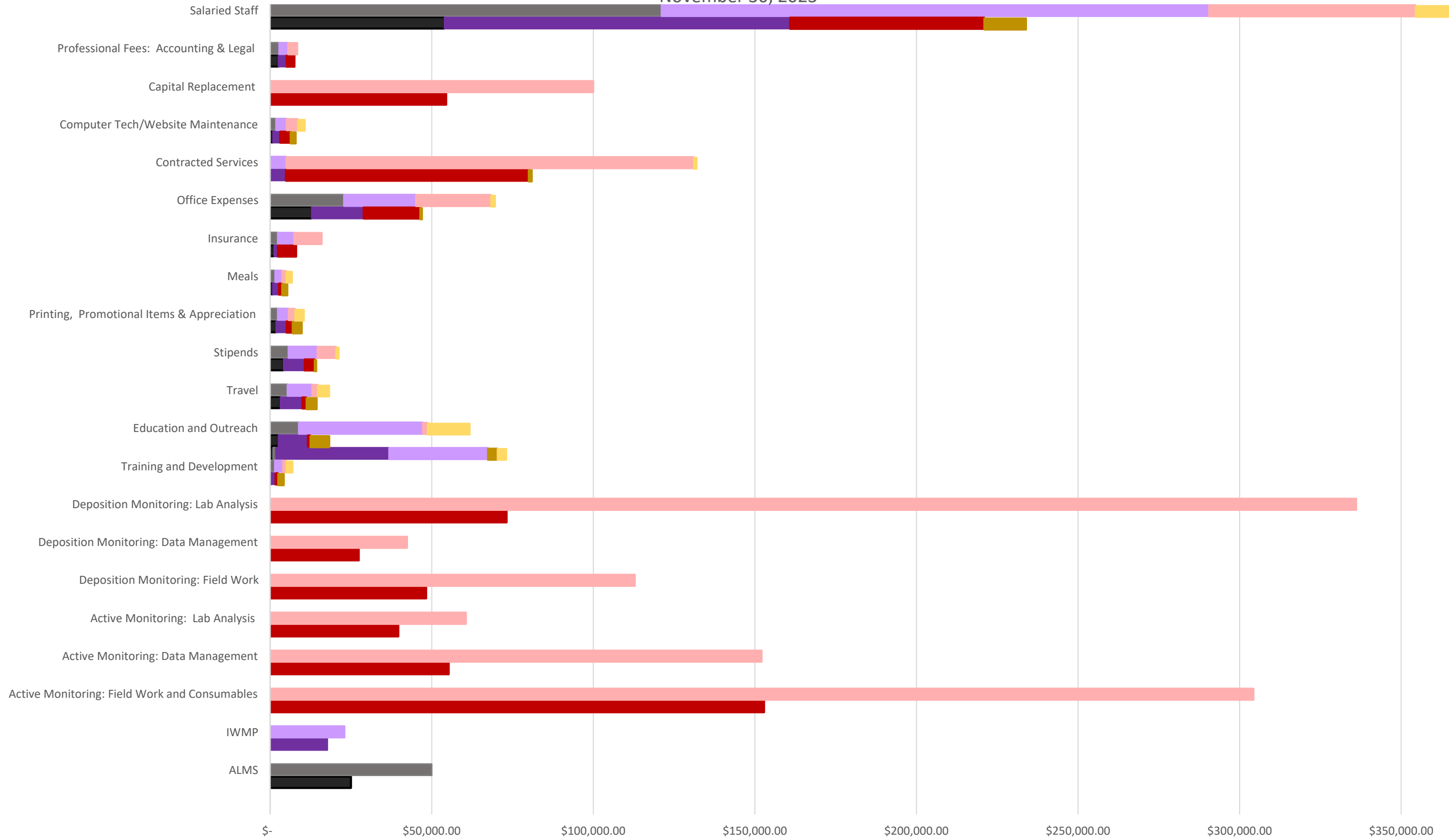
*Cenovus Payment is scheduled to be received on January 14th 2024.

*Strathcona Resources approved the Q2 invoice on October 26th 2023.

Awaiting payment from them. They usually pay after the 90 day period.

LICA Consolidated Finances to Date

November 30, 2023



Industry and Membership Funding
 Industry and Membership Funding Budget
 WPAC Grant
 WPAC Grant Budget
 Airshed Contract
 OSM/Airshed Budget
 AEG
 AEG Budget

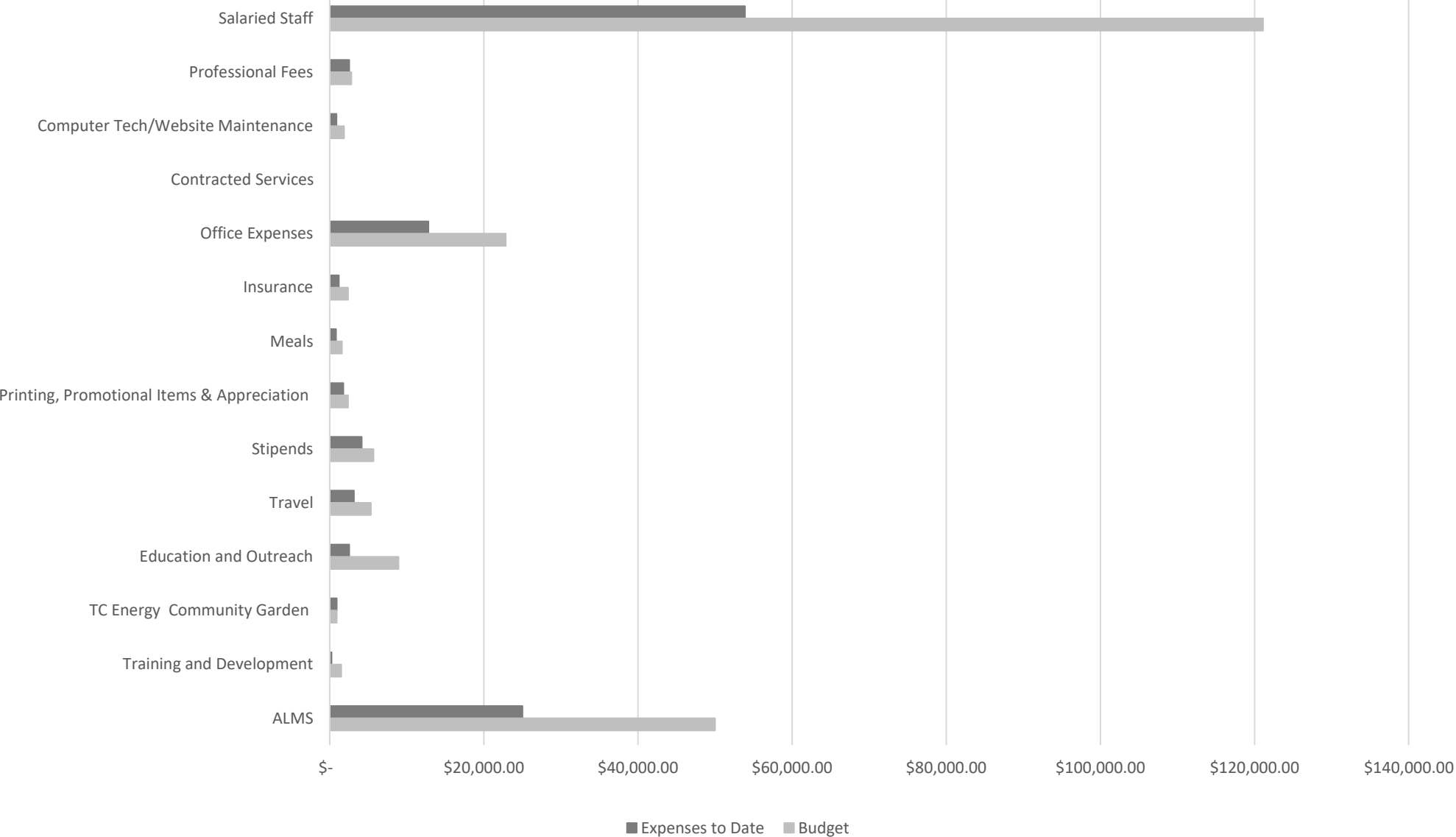
Finances to Date

November 30, 2023		Industry Funding			WPAC Grant			OSM/Air Monitoring Contract			Airshed Engagement Grant		
Revenue		Actual Revenue	Budget	Balance	Actual Revenue	Budget	Balance	Actual Revenue	Budget	Balance	Actual Revenue	Budget	Balance
Membership Fees			\$ 25,000.00	\$ 25,000.00									
Associate Membership Fees (Municipality)			\$ 5,750.00	\$ 5,750.00									
Funding Formula		\$ 81,795.51	\$ 144,439.60	\$ 62,644.09									
ALMS Funding		\$ 8,340.00	\$ 50,000.00	\$ 41,660.00									
Misc		\$ 1,303.62	\$ 1,167.98										
Carry Over	TC Energy Donation	\$ 893.72	\$ 893.72										
Carry Over	WPAC Operational Grant 2022-2023				\$ 608.21	\$ 608.21							
Carry Over	Multi year grants 2019-2023				\$ 0.51	\$ 0.51					\$ 0.18	\$ 0.18	
Grant Revenue													
	WPAC Operational Grant				\$ 320,000.00	\$ 320,000.00	\$ -						
	AEG Grant										\$ 58,000.00	\$ 58,000.00	\$ -
	Canada Summer Jobs (CSJ) Grant				\$ 3,878.00	\$ 3,878.00	\$ -						
OSM Contract Revenue							\$ -	\$ 476,637.53	\$ 1,349,475.20	\$ 872,837.67			
TOTAL REVENUE		\$ 92,332.85	\$ 227,251.30	\$ 135,054.09	\$ 324,486.72	\$ 324,486.72	\$ -	\$ 476,637.53	\$ 1,349,475.20	\$ 872,837.67	\$ 58,000.18	\$ 58,000.18	\$ -
Expenses		Expenses to Date	Budget	Balance	Expenses to Date	Budget	Balance	Expenses to Date	Budget	Balance	Expenses to Date	Budget	Balance
Salaried Staff		\$ 53,880.03	\$ 121,117.60	\$ 67,237.57	\$ 107,003.24	\$ 169,429.54	\$ 62,426.30	\$ 60,090.98	\$ 63,879.84	\$ 3,788.86	\$ 12,986.63	\$ 26,375.60	\$ 13,388.97
Professional Fees		\$ 2,533.00	\$ 2,800.00	\$ 267.00	\$ 2,534.00	\$ 2,800.00	\$ 266.00	\$ 2,533.00	\$ 2,800.00	\$ 267.00	\$ -		
Capital Replacement								\$ 54,514.87	\$ 100,000.00	\$ 45,485.13	\$ -		
Computer Tech/Website		\$ 869.30	\$ 1,850.00	\$ 980.70	\$ 2,197.77	\$ 3,239.00	\$ 1,041.23	\$ 3,265.89	\$ 3,500.00	\$ 234.11	\$ 1,598.96	\$ 2,173.00	\$ 574.04
Contracted Services		\$ -	\$ -	\$ -	\$ 4,825.00	\$ 5,000.00	\$ 175.00	\$ 75,200.00	\$ 126,048.00	\$ 50,848.00	\$ 1,000.00	\$ 1,000.00	\$ -
Office Expenses		\$ 12,819.37	\$ 22,840.00	\$ 10,020.63	\$ 16,102.11	\$ 22,290.00	\$ 6,187.89	\$ 17,541.56	\$ 23,200.00	\$ 5,658.44	\$ 573.30	\$ 1,330.00	\$ 756.70
Insurance		\$ 1,197.20	\$ 2,370.00	\$ 1,172.80	\$ 1,197.20	\$ 5,045.00	\$ 3,847.80	\$ 5,728.10	\$ 8,570.00	\$ 2,841.90	\$ -		
Meals		\$ 819.83	\$ 1,588.00	\$ 768.17	\$ 1,858.25	\$ 2,140.00	\$ 281.75	\$ 989.70	\$ 1,200.00	\$ 210.30	\$ 1,678.87	\$ 1,900.00	\$ 221.13
Printing, Promotional Items & Appreciation		\$ 1,775.25	\$ 2,360.00	\$ 584.75	\$ 3,269.35	\$ 3,350.00	\$ 80.65	\$ 1,919.78	\$ 1,950.00	\$ 30.22	\$ 2,893.64	\$ 2,850.00	\$ (43.64)
Stipends		\$ 4,152.13	\$ 5,679.00	\$ 1,526.87	\$ 6,505.11	\$ 9,009.00	\$ 2,503.89	\$ 3,104.27	\$ 5,700.00	\$ 2,595.73	\$ 545.55	\$ 870.00	\$ 324.45
Travel		\$ 3,142.04	\$ 5,345.00	\$ 2,202.96	\$ 6,805.29	\$ 7,677.50	\$ 872.21	\$ 1,312.55	\$ 1,700.00	\$ 387.45	\$ 3,206.21	\$ 3,637.50	\$ 431.29
Education and Outreach		\$ 2,534.86	\$ 8,907.98	\$ 6,373.12	\$ 9,074.16	\$ 38,397.96	\$ 29,323.80	\$ 829.30	\$ 1,450.00	\$ 620.70	\$ 5,900.07	\$ 13,083.90	\$ 7,183.83
	TC Energy Donation (Carry over)	\$ 893.72	\$ 893.72										\$ -
	Community Garden Project				\$ 35,022.31	\$ 30,608.72					\$ 2,907.57	\$ 2,780.18	\$ (127.39)
Training and Development		\$ 224.95	\$ 1,500.00	\$ 1,275.05	\$ 1,435.00	\$ 2,500.00	\$ 1,065.00	\$ 813.76	\$ 1,000.00	\$ 186.24	\$ 1,808.29	\$ 2,000.00	\$ 191.71
Deposition Monitoring: Lab Analysis								\$ 73,240.72	\$ 336,119.68	\$ 262,878.96			
Deposition Monitoring: Data Management								\$ 27,467.58	\$ 42,421.60	\$ 14,954.02			
Deposition Monitoring: Field Work								\$ 48,334.24	\$ 112,901.79	\$ 64,567.55			
Active Monitoring: Lab Analysis								\$ 39,706.00	\$ 60,597.33	\$ 20,891.33			
Active Monitoring: Data Management								\$ 55,329.68	\$ 152,115.35	\$ 96,785.67			
Active Monitoring: Field Work/Consumables								\$ 152,908.33	\$ 304,321.61	\$ 151,413.28			
IWMP					\$ 17,708.51	\$ 23,000.00	\$ 5,291.49			\$ -			
ALMS		\$ 25,000.00	\$ 50,000.00	\$ 25,000.00						\$ -			
TOTAL EXPENSES		\$ 109,841.68	\$ 227,251.30	\$ 117,409.62	\$ 215,537.30	\$ 324,486.72	\$ 113,363.01	\$ 624,830.31	\$ 1,349,475.20	\$ 724,644.89	\$ 35,099.09	\$ 58,000.18	\$ 22,901.09
EXCESS REVENUE OVER EXPENSES		\$ (17,508.83)	\$ -		\$ 108,949.42	\$ -		\$ (148,192.78)	\$ -		\$ 22,901.09	\$ -	

TOTAL BUDGETS	\$ 1,959,213.40
	\$ 985,308.38
	\$ 973,905.02

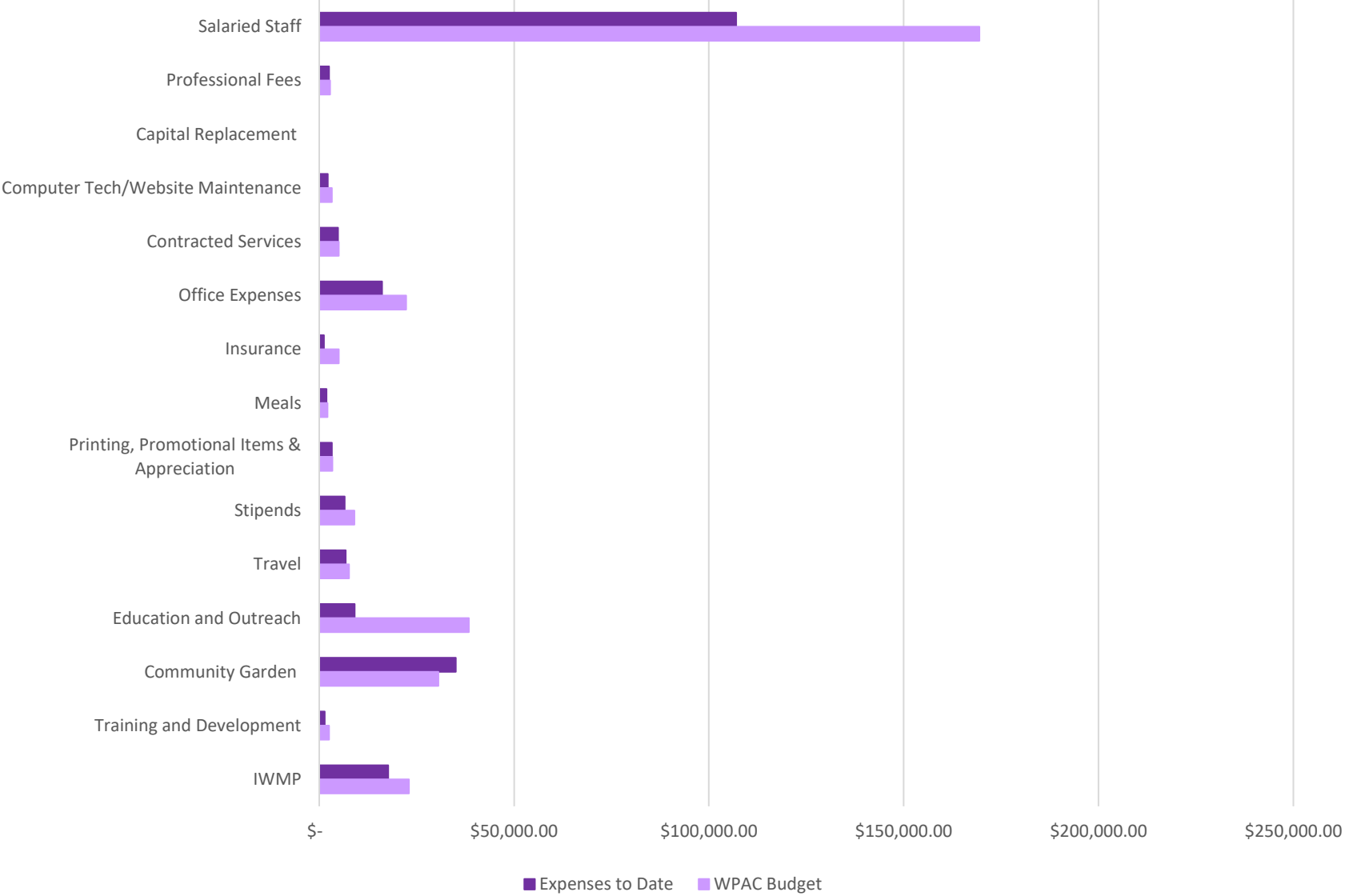
Industry and Membership Funding Expenditures to Date

November 30, 2023



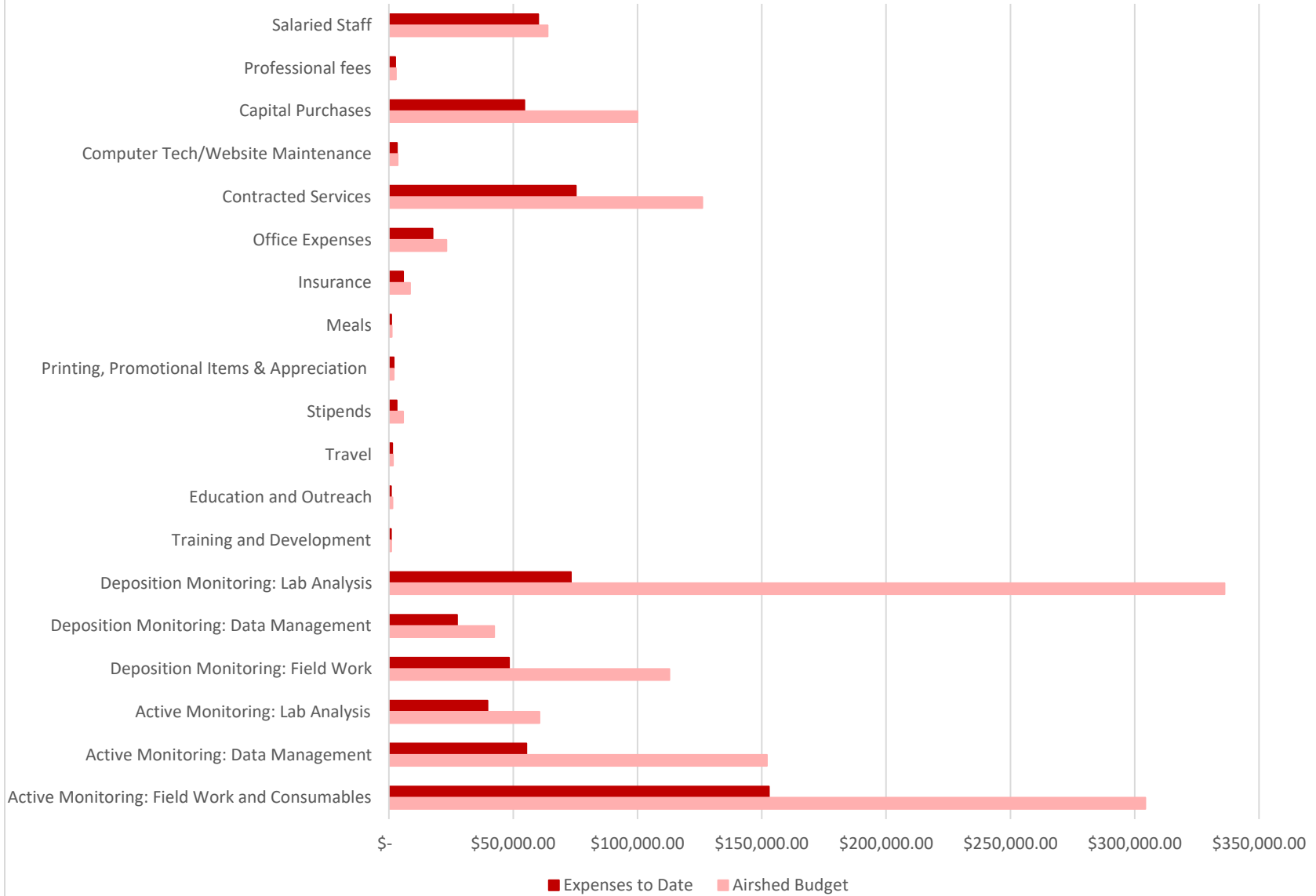
WPAC Grant Expenditures to Date

November 30, 2023



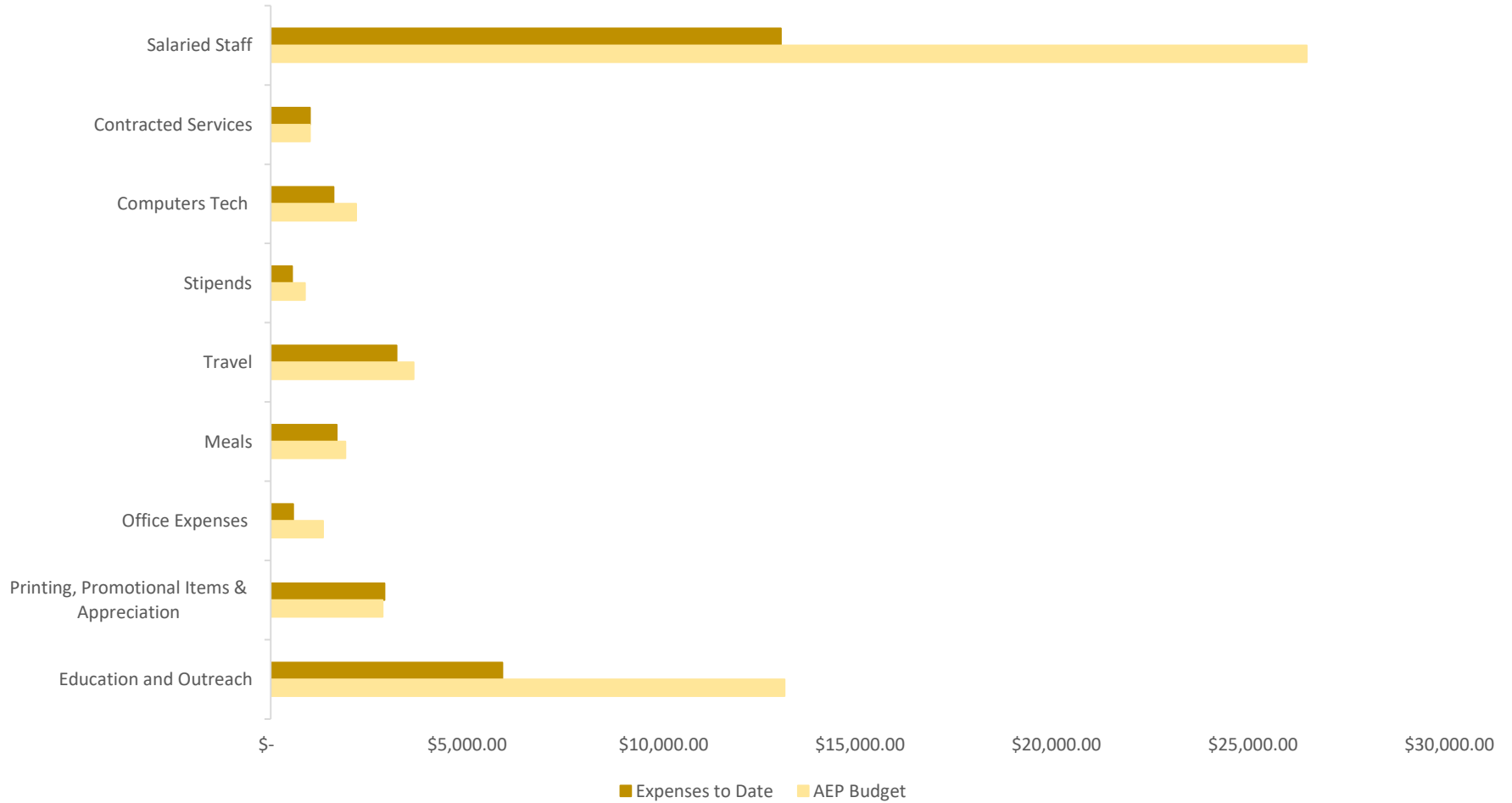
Airshed Contract Expenditures to Date

November 30, 2023



Airshed Engagement Grant

November 30, 2023





Lakeland Industry and Community Association

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

780 812-2182

780 812-2186

www.lica.ca

Governance Committee Meeting Minutes Thursday, December 7, 2023 1:00 p.m. – 4:00 p.m. LICA Boardroom and Microsoft Teams

Present: John Ilchuk
Jeff Zalaski
Kelly Dion-McFeeters
Amanda Avery Bibo
Andrea Woods
Cindy Connolly
Monty Moore (left at 3:00 p.m.)
Justin Inman
Robert Machatis
Colin Cote (left at 3:30 p.m.)

Observers and Guests:

Staff: Kristina Morris, LICA Executive Director
Eveline Hartog, LICA Administrative Professional

Regrets: Kirsti Tooke

1.0 **CALL TO ORDER**

The Executive Director, called the meeting to order at 1:03 p.m.

1.1 **LICA Vision, Mission, and Values & Territorial Acknowledgement**

1.2 **Introductions**

1.3 **Attendance Review**

The Executive Director reviewed expectations for virtual attendees which include:

- Attending meetings in-person, when possible,
- Participating with cameras on for the duration of meetings,
- Providing notification 10-15 minutes in advance prior to leaving the meeting to ensure quorum is maintained.

1.4 Approval of Agenda

1.4.1 December 7, 2023, Governance Committee Agenda

#1 Moved by Colin Cote AND CARRIED that the December 7, 2023, Agenda be approved as presented.

1.5 Approval of Minutes

1.5.1 September 5, 2023, Governance Committee Minutes

#2 Moved by Jeffrey Zalaski AND CARRIED that the September 5, 2023, Minutes be approved as presented.

2.0 NEW BUSINESS

2.1 Committee Chair Appointment

The Executive Director opened the floor for nominations for the position of Committee Chair for a one (1) year term.

Jeffrey Zalaski was nominated by John Ilchuk, seconded by Robert Machatis.

After three calls, nominations ceased.

The Executive Director declared Jeffrey Zalaski elected by acclamation as Committee Chair for a one (1) year term.

2.2 Committee Terms of Reference Annual Review

The Governance Committee reviewed the Terms of Reference. The Committee recommends that the expectations for virtual attendees noted in agenda item 1.3 Attendance Review be added in the Terms of Reference. The Committee further recommends that the Board of Directors consider including these expectations in all LICA committee Terms of References. [Click here](#) to see all of the amendments.

#3 Moved by John Ilchuk AND CARRIED that the LICA Governance Committee Terms of Reference be accepted as amended.

2.3 Committee Onboarding – Policy Overview

2.3.1 Policy 1.5 Decision-Making Process

The Committee reviewed Policy 1.5 *Decision-Making Process*.

2.3.2 Policy 1.12 Volunteer Hours

The Governance Committee reviewed Policy 1.12 *Volunteer Hours* and were reminded of the expectation to track and report their volunteer hours for the month on the LICA sign-in sheet at the meeting and/or via email (executivedirector@lica.ca). These hours are reported within LICA's interim grant reports to the Government of Alberta, and it is crucial to have accurate numbers of in-kind support. The Executive Director reminded them that reviewing agenda material prior to meetings should be included in their volunteer hours.

A Committee member suggested that a reminder slide be shown both at the beginning and end of all LICA meetings as a reminder to participants to report their volunteer hours. It was further suggested that the virtual etiquette expectations also be posted at the beginning of LICA meetings.

2.3.3 Policy 1.13 Confidentiality

The Committee reviewed Policy 1.13 *Confidentiality* and each Member was requested to sign a copy for retention by LICA. Those virtual attendees were informed that this form would be emailed to them for signature. A variance has been granted to government employees due to internal policy that holds them to a higher standard. The Executive Director stated that this form needs to be filled out once per year.

2.3.4 Policy 2.7 Board and Committee Expenses and Remuneration

The Governance Committee reviewed Policy 2.7 *Board and Committee Expenses and Remuneration*. The Committee was informed if they had any questions as to whether they were eligible for stipends to contact the Executive Director.

2.3.4.1 Expense Claim Form

The Committee reviewed the LICA Expense Claim Form.

2.3.4.2 Direct Deposit Option

The Committee Members were given the option to complete the Direct Deposit form noting that a VOID cheque will be required to accompany the form.

2.3.5 Committee Member Sign-On

The Committee was requested to complete the Committee Sign-on sheet for retention by the Financial Coordinator. Members who have already completed this form from prior tenure on the Committee were requested to complete the form to ensure their contact information has not changed over the past year. It was clarified that the bottom portion of the form is to only be completed for members who claim stipends.

3.0 ONGOING BUSINESS

3.1 Board Assigned Policies

3.1.1 Policy 2.7 Board and Committee Expenses and Remuneration

The Governance Committee recommends the attached changes to the Board of Directors to Policy 2.7 *Board and Committee Expenses and Remuneration*.

It was noted that Amanda Avery Bibo, LICA Chairperson, recused herself from the discussion and decision(s) of Implementation Item 2.7.2.3 as it pertains to her role.

At the October 19, 2023, Board of Directors meeting, the Board motioned to have the Governance Committee review Implementation Item 2.7.2.3 (the monthly allowance for the Chairperson) in comparison to the duties outlined in Policy 1.7 *Board Member Job Descriptions*, specifically Implementation Item 1.7.2.1. Discussion was held regarding whether the current amount is a fair representation of the roles and responsibilities of the Chairperson.

The Committee inquired as to how many hours per committee the Chairperson spends to effectively do their job. They were informed by a member who previously held the chairperson role that on average the Chairperson spent over seven (7) hours a month over and above attending meetings, preparation, cheque signing, etc.; the time commitment and responsibilities are significant. It was agreed by the Committee that \$100/month was not sufficient compensation for this position.

In terms of compensation, a Committee member felt that \$300-\$400/month should be considered but needs to be quantified and tracked. It was felt that perhaps the question of tracking hours may not be necessary since the Chairperson is answerable to the Board of Directors, officers, the Executive Director, etc. It was further suggested that if the rate for a meeting is \$130 (averaging 4-hours in length) then an additional \$260 a month (based on an additional 8 hours spent on LICA business) be considered as the added compensation. The Executive Director informed the Committee that this would equate to a \$1,920 annual increase in the budget. A committee member asked the Executive Director if LICA has the budget to accommodate this increase, to which she answered yes, it will mean reallocating funds from another GL code. The Committee felt that this would be fair compensation for the Chairperson's extra duties outlined in Policy 1.7.

#4 Moved by Andrea Woods, Seconded by Colin Cote AND CARRIED that the Board of Directors consider increasing the Chairperson's flat rate from \$100 per month to \$260 per month over and above the meeting stipend of \$130 and that the Board of Directors review all budget implications of this increase. This figure is based on an equivalent of an additional eight hours spent on LICA business.

The Committee further discussed the earlier point of tracking hours to ensure the Board is apprised of the hours spent toward other Chairperson duties performed, above regular meeting attendance. The Executive Director mentioned that LICA used to have a Chairperson's Report within each Board Agenda, similar to the Project Manager Reports. The member who formerly held the Chairperson's role attested that there was no specific reason for these reports to have ceased. This ended during the re-organization of LICA because of the workload added to the role. The Committee agreed that a brief written, monthly Chairperson's Report to the Board of Directors should be reinstated. They further recommend that this expectation be added to Policy 1.7 under Chair.

#5 Moved by Colin Cote AND CARRIED that the Board of Directors consider that the Chairperson submits a written report to the Board of Directors at their monthly meeting and that this requirement be included in Policy 1.7 *Board Member Job Descriptions*, as Implementation Item 1.7.2.1.9.

The Governance Committee further discussed if there should be a different stipend for those who attend virtually as opposed who attended in-person. It was the consensus of the Committee that if a member attended the meeting, they should be compensated the same stipend amount as this still counts towards attendance. It was also stressed that those in attendance would remain for the majority of the meeting.

3.1.2 NEW DRAFT – Policy 3.13 *Employee Training and Professional Development*

At the September 28, 2023, Board of Directors meeting, the Board motioned to have the Governance Committee develop a professional development policy, which specifies parameters around training. This may include training required by LICA, training proposed by an employee, and proposed completion of a degree program. They would like to have a guideline or scale created for what percentage of reimbursement and/or coverage by LICA would be allotted for training in comparison to the duration of employment. The intent of the proposed policy is to protect LICA's investment in training in the event an employee leaves shortly after being employed. As LICA does not currently have a training policy in place, a draft was created as a starting point. The content includes current LICA practices as well as commonly practiced business standards.

The Committee discussed if there was a difference between contractors and service providers and if there was a possibility of including training in contractor's contracts, rather than including them into policy.

A Committee member asked if there was a dollar value established for each employee. The Committee further inquired on how LICA calculates the budget numbers to be allocated specifically for training. The Executive Director indicated that a dollar value was not broken out per employee, instead a number of factors are considered in the approval process to

ensure balance is achieved. Factors include, the number of training courses taken by each employee, the amount of time invested, the total cost per course, etc. For example, an employee may take two 1-day courses at \$50 each, and the other may take one 2-day course at \$100. Each role requires different types of training, based on role responsibilities and the level of experience of the individual in the role. This makes it challenging to assign a specific number to each employee. She further explained that Training dollars are calculated based on the current year's approved budget and the previous year's actual expenditures. Also considered is employee turnover. The Committee requested that the Executive Director look at the budget ramifications in terms of wage increase expectations that may derive from continuance of education/ certification training. The Executive Director notified the Committee that this should be included in the salary/wage grid being developed by Lakeland HR Solutions. The Committee also asked the Executive Director to forward the Canada-Alberta Job Grant information to them for review to further support the development of the remaining section of this policy.

The Committee discussed tabling the review of Implementation Item 3.13.2.4 until such time Policy 3.1 may be reviewed, as the process may be changed. To be efficient, the Committee agreed to revisit this Item at the next meeting, as they will require a second meeting to finish developing this policy. This section will be highlighted as a reminder.

The Committee also had considerable discussion as well regarding the Continuance of Education section. A committee member felt that parts of this section could be included as a separate Appendix to Policy 3.13 or as a separate agreement template, specifically the items pertaining to reimbursement and payback provision. Another suggestion was made that an Implementation Item could be included describing the conditions that must be included in the continuance education agreement to guide the development of the agreement. It was agreed by the Committee that further discussion of this draft policy was needed and that a Rally Poll will be forwarded to the Committee to establish a meeting date in early January to continue the review.

#6 Moved by Jeffrey Zalaski AND CARRIED that Governance Committee Agenda items 3.1.2 *Policy 3.13 Employee Training and Professional Development* and 3.1.3 *Policy 3.1 Employee/Contractor Annual Performance Evaluation* be tabled for discussion until the next Governance Committee meeting in January 2024.

4.0 UPCOMING MEETING DATES

4.1 Board Meeting and Christmas Lunch – December 21, 2023

The Executive Director informed the committee that a Volunteer Appreciation Christmas Luncheon would be held after the December Board meeting and invited them all to attend. She also let them know that a Christmas Gift Exchange would take place, for all those interested in participating. More information will be sent out closer to the date.

4.2 Next Meeting - TBD

A poll will be sent out to the Committee in December, to determine when the next meeting will be held in January 2024.

5.0 ADJOURNMENT

The meeting adjourned at 4:20 p.m.

#7 Moved by Jeffrey Zalaski AND CARRIED that the meeting be adjourned.

Approved on: _____
Date

Signature

DRAFT

LICA

Lakeland Industry and Community Association

Governance Committee (GC) Terms of Reference

The Governance Committee (GC) is a standing committee of LICA which reports its recommendations to the Board for approval.

Purpose: The GC is mandated to:

- Spearhead policy development, bylaw review, and policy review at the direction of the Board.

Key Duties and Responsibilities:

- Review the bylaws as per Policy 1.4 and recommend any required changes to the Board
- To ensure that the policies are reviewed triennially at a minimum, and recommend any required changes to the Board
- Subject to Board approval research, develop, amend, and/or recommend policy
- Review GC Terms of Reference for Board approval

Membership:

- The GC chair will be a Committee Member appointed by the Committee at their first meeting after the annual general meeting
- The Chair of the Board may attend as ex-officio
- Community members, Indigenous representatives, and Non-Government organizations may be appointed by the Board, and will be eligible for remuneration and expenses according to LICA policy
- The Board may request additional members from among Industry and Government to be appointed from their respective sectors.

Meetings:

- The GC will meet quarterly and hold additional meetings as required.
- Committee meetings will comply with Policy 1.6 – Board and Committee Meetings
- **Committee members will attend meetings in-person when possible.**
- Expectations for Committee members attending virtually must Virtual Attendees be included stating:
 - Attending meetings in-person when possible.
 - Participateing with their cameras on for the duration of the meeting to demonstrate presence and attention to the discussion.
 - Provide notification 10-15 minutes in advance prior to leaving the meeting to ensure quorum is maintained.

Review Date: September 5th, 2007; January 9, 2014; November 5, 2015; November 28, 2016; January 26, 2017, January 8, 2018; December 8, 2020; December 8, 2021, November 21, 2022; December 7, 2023

Approval Date: September 5th, 2007; January 9, 2014, November 5, 2015; February 2, 2017; December 17, 2020; December 16, 2021; November 24, 2022

Expenses and Budget:

- The GC will have access to the resources of the LICA office and Executive Director
- The GC will operate its finances as per LICA's bylaws and policies.

Reporting Process:

- The Board will be provided with copies of GC meetings minutes and drafts of any new or revised policies, terms of reference, or bylaw clauses.

Review Date: September 5th, 2007; January 9, 2014; November 5, 2015; November 28, 2016; January 26, 2017, January 8, 2018; December 8, 2020; December 8, 2021, November 21, 2022; December 7, 2023

Approval Date: September 5th, 2007; January 9, 2014, November 5, 2015; February 2, 2017; December 17, 2020; December 16, 2021; November 24, 2022

2.7 BOARD AND COMMITTEE EXPENSES AND REMUNERATION

INTENT:

Board and appointed committee members who represent the community, Indigenous, and non-government sectors will be reimbursed for pre-approved expenses and time spent on LICA activities.

2.7.1 DIRECTIVES:

- 2.7.1.1 Board and committee members will endeavour to keep expenses and claims to a minimum.** Pre-approved stipends and expenses will be paid where participants are providing service as a LICA Board or committee member.
- 2.7.1.2** Board and committee members whose time is covered by their employers are not eligible for remuneration.
- 2.7.1.3** LICA members attending meetings as guests or observers are not eligible for stipends.

2.7.2 IMPLEMENTATION:

- 2.7.2.1** LICA Board and committee members attending an approved conference may claim a stipend for conference days only.
- 2.7.2.2** Elected and appointed members will be paid stipends and be reimbursed for expenses at the following rates:
 - Meetings, events, and training (excluding the AGM) - \$ 130.00
 - Round-trip mileage in accordance with the Alberta Government rate in effect at the time of LICA's annual organizational meeting.
 - Parking as per itemized receipt
 - ~~Meal allowances, Where meals are not provided, meal allowances which~~ including gratuity and GST; no receipts required will be as follows:
 - Breakfast - \$20.00
 - Lunch - \$25.00
 - Dinner - \$30.00
 - Accommodation as per itemized receipt
- 2.7.2.3** The Board Chairperson will receive a flat rate of ~~\$260.00~~ per month, over and above any stipends paid.

Review Dates: Jan 2006; Sep 2006; Oct 2007; May 2008; Sep 2008; Jan 2010; Jun 2010; May 2011; May 3, 2012; April 3, 2014; October 2, 2014; June 26, 2017; January 8, 2018; April 16, 2018; December 8, 2021; February 8, 2023; September 5, 2023

Approval Dates: Jan 24, 2002; Sep 27, 2006; Oct 03, 2007; Feb 04, 2010; Sep 02, 2010; June 2, 2011; May 3, 2012; Oct 02, 2014; September 7, 2017; April 12, 2018; January 27, 2022; February 23, 2023; October 6, 2023

- 2.7.2.4 The Officers may receive stipends, upon approval of the Board, for additional duties associated with their roles.
- 2.7.2.5 ~~While there~~There is an expectation of attendance for the complete meeting, event, or training, therefore individuals who participate for the majority of the meeting, event or training stipends will be paid a stipend and recorded as in attendance. ~~only if individuals remain for the major portion of the meeting, event, or training.~~
- 2.7.2.6 An individual will receive one stipend per committee event, meeting, or training per day. Required attendance records will be cross referenced with stipend approvals.
- 2.7.2.7 Mileage will be paid for travel based on round trip from office to home, for ~~individuals travelling to and from a~~ meetings, events, or training sessions related to LICA business. LICA reserves the right to verify mileage charges prior to approval.
- 2.7.2.8 Where two or more individuals carpool to a meeting, training, or event, only the person whose vehicle makes the trip will be reimbursed for mileage.
- 2.7.2.9 Industry representatives will be eligible for reimbursement of expenses as pre-approved by the Board of Directors.
- 2.7.2.10 Other members may be approved to attend meetings, conferences, etc. with reimbursement at the discretion of the Board.
- 2.7.2.11 Reimbursement will be made after expenses are incurred and receipts and invoices are submitted and approved.
- 2.7.2.12 Claims other than mileage, meals, and stipends require original itemized receipts.
- 2.7.2.13 All expense and remuneration claims will be reviewed and approved by the Executive Director or Board designate.
- 2.7.2.14 Where anticipated expenses are known (e.g., conference fees), the Executive Director may pay for them with the LICA credit card.

Review Dates: Jan 2006; Sep 2006; Oct 2007; May 2008; Sep 2008; Jan 2010; Jun 2010; May 2011; May 3, 2012; April 3, 2014; October 2, 2014; June 26, 2017; January 8, 2018; April 16, 2018; December 8, 2021; February 8, 2023; September 5, 2023

Approval Dates: Jan 24, 2002; Sep 27, 2006; Oct 03, 2007; Feb 04, 2010; Sep 02, 2010; June 2, 2011; May 3, 2012; Oct 02, 2014; September 7, 2017; April 12, 2018; January 27, 2022; February 23, 2023; October 6, 2023



Lakeland Industry and Community Association

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Education & Outreach Committee Meeting Minutes

Wednesday, November 29, 2023

9:00 a.m. – 12:00 p.m.

LICA Boardroom and via Microsoft Teams

Present: Colin Cote
Murray Phillips
Cindy Connolly
Kim Foisy
Valerie Zahara
Kelly Dion-McFeeters

Guests and Observers:

Staff and Contractors: Kristina Morris, LICA Executive Director
Stephanie Sampson, Education & Outreach Coordinator
Kayla Hellum, LICA Environmental Coordinator
Eveline Hartog, LICA Administrative Professional
Lori Jodoin, LICA Administrative Professional

Regrets: Duane Zaraska
Warren Hobart

1.0 **CALL TO ORDER**

The Executive Director called the meeting to order at 9:03 a.m.

1.1 **LICA Vision, Mission, and Values & Territorial Acknowledgement**

1.2 **Introductions**

1.3 **Attendance Review**

The Executive Director reviewed expectations for virtual attendees which include:

- Attending meetings in-person, when possible,
- Participating with cameras on for the duration of meetings

- Providing notification 10-15 minutes in advance prior to leaving the meeting to ensure quorum is maintained.

1.4 Approval of Agenda

1.4.1 November 29, 2023

#1 Moved by Kim Foisy AND CARRIED that the November 29, 2023, Agenda be approved as presented.

1.5 Approval of Minutes

1.5.1 September 7, 2023

#2 Moved by Murray Phillips AND CARRIED that the September 7, 2023, Minutes be approved as presented.

2.0. NEW BUSINESS

2.1 Committee Chair Appointment

The Executive Director opened the floor for nominations for the position of Committee Chair for a one (1) year term.

Kim Foisy was nominated by Colin Cote, seconded by Kelly Dion-McFeeters.

After three calls, nominations ceased.

The Executive Director declared Kim Foisy elected by acclamation as Committee Chair for a one (1) year term.

2.2 Committee Terms of Reference Annual Review

The LICA Education & Outreach Committee reviewed the Terms of Reference document. The Executive Director stated that any changes would go to the Board of Directors for approval. The only change was an addition of 2.5 Promote and participate in voluntary LICA events and activities during the year.

#3 Moved by Valerie Zahara AND CARRIED that the Education and Outreach Committee Terms of Reference be accepted as amended.

2.3 Committee Onboarding - Policy Overview

2.3.1 Policy 1.5 Decision-Making Process

The LICA Education & Outreach Committee reviewed Policy 1.5 *Decision-Making Process*.

2.3.2 Policy 1.12 Volunteer Hours

The LICA Education & Outreach Committee reviewed Policy 1.12 *Volunteer Hours* and were reminded of the expectation to track and report their volunteer hours for the month on the LICA sign-in sheet at the meeting and/or via email (executivedirector@lica.ca). These hours are reported within LICA's interim grant reports to the Government of Alberta, and it is crucial to have accurate numbers of in-kind support. The Executive Director reminded them that reviewing agenda material prior to meetings, judging contests, and distributing LICA material should be included in their volunteer hours.

2.3.3 Policy 1.13 Confidentiality

The LICA Education & Outreach Committee reviewed Policy 1.13 *Confidentiality* and each Member was requested to sign a copy for retention by LICA. Those virtual attendees were informed that this form would be emailed to them for signature. The Executive Director stated that this form only needs to be filled out once per year.

2.3.4 Policy 2.7 Board and Committee Expenses and Remuneration

The LICA Education & Outreach Committee reviewed Policy 2.7 *Board and Committee Expenses and Remuneration*. The Committee was informed if they had any questions as to whether they were eligible for stipends to contact the Executive Director.

2.3.4.1 Expense Claim Form

The Committee reviewed the LICA Expense Claim Form.

2.3.4.2 Direct Deposit Option

The Committee Members were given the option to complete the Direct Deposit form noting that a VOID cheque will be required to accompany the form.

2.3.5 Committee Member Sign-on

The Committee was requested to complete the Committee Sign-on sheet for retention by the Financial Coordinator. Members who have already completed this form from prior tenure on the Committee were requested to complete the form to ensure their contact information has not changed over the past year. It was clarified that the bottom portion of the form is to only be completed for members who claim stipends.

2.4 Stream of Dreams Spring Application Selection

The Education and Outreach Coordinator stated that no applications were submitted for the fall 2023 workshop. Due to this, if a workshop is not offered before the end of March 2024, LICA will not reach their target of hosting two per year.

She further stated that LICA received three applications for next year and recommended that we host one program prior to March 2024 and wait until late spring to install the mural. The Committee members supported this. It was suggested that the other two schools could be completed during the 2024-25 fiscal year. The Education and Outreach Coordinator was going to connect with Elizabeth School to see if they would be interested in participating in the program after the new year. If scheduling does not permit, she will reach out to École St. Catherine Elementary School as they have fewer students and should only take a couple of days to host the program.

#4 Moved by Murray Phillips AND CARRIED to accept all three applications with one school to be conducted in the 2023-24 fiscal year and the other two to be conducted in the 2024-25 fiscal year.

2.4.1 St. Paul Elementary School Application

2.4.2 École St. Catherine Elementary School Application

2.4.3 Elizabeth School Cold Lake Application

3.0. ONGOING BUSINESS

3.1 Education & Outreach Update

The Education & Outreach (E&O) Coordinator presented her update to the Committee, noting:

- She removed Little Green Thumbs from her Analytics Report and replaced it with kilometers travelled, since the program has been discontinued.
- A step-by-step guide is being developed to ensure all work plan targets are not missed. This will include timelines and will assist with succession planning, if needed.
- A contact from Lakeland College in Vermillion offered to supply LICA with soil samples for a soil painting workshop. They also supply Hand Texturizing Kits to schools or organizations who may be interested.
- A potential for LICA to host or team up with Lakeland College for the Envirothon in 2025. This is a global event with the finals being held in Alberta. LICA could possibly host a contest for the Youth in the LICA region. More information can be found at <https://envirothon.org/>
- She expressed interest in attending the Lakeland College and Portage College career fairs in the spring, to promote environmental positions from our Industry representatives.
- A possibility of creating an E&O Programming 101 presentation to share with teachers to promote what LICA can bring to their classrooms. Possibly being a part of their professional development days or using staff meetings to share the presentation.
- The Animal ID/Tracking workshop, geared toward adults, will be on December 19, 2023. She is thinking about making it virtual for attendees and also recording it for LICA's YouTube Channel. It will be promoted on Facebook and the ad will be boosted for more exposure. The Executive Director also mentioned that an advertisement could be put in the newspaper.

A Committee member also suggested advertising in the Respect Newspaper to engage seniors. Another Committee member requested a copy of the poster, so it could be put up at their place of work. A poster will be sent out to all Board and Committee members to distribute.

- She now personally sits on the Beaver River Fish & Game Association Board, which will also serve as a liaison between LICA and them.

3.1.1 LICA Calendar Contest Winners

The Education & Outreach Coordinator presented a slideshow showcasing the Calendar Contest Winners to the Committee for information.

The Executive Director asked the Committee about their experience with the online voting program, PollUnit. They agreed it was easy to use and mentioned that the program does not give a final confirmation when votes are submitted, so some voters were not sure if their votes were registered. It was brought to the attention of admin, and they confirmed the votes were received. This will be noted if the program is used again in the future.

The Education and Outreach Coordinator shared that the proof for the calendar design has been received. She also mentioned that clearer instructions will be given to students next year, as some entries were not Canadian species at risk.

One Committee member suggested making collages and grouping similar pictures from different age categories for the calendar, instead of having one picture per calendar month. Another member thought a collage of all the submissions could be made.

It was also brought forward the possibility of having honorable mentions alongside the 13 winners. The Education and Outreach Coordinator then suggested that a Fan Favourite could possibly be chosen for the cover.

3.1.2 LICA Writing Contest

The Education and Outreach Coordinator shared that the writing contest would be linked to the Provincial Achievement Test, so teachers and students could use this contest as a way to further prepare for the examinations.

In previous years the contest has varied in the grade levels it has been offered to. One Committee member suggested two different categories for the contest, grade six and grade nine. The other members agreed that opening the contest up to these grade levels would be a good idea.

#5 Moved by Cindy Connolly AND CARRIED that the LICA Writing Contest be extended to both grade six and grade nine students.

The Education and Outreach Coordinator shared the cash prize amounts that have been offered in the past. First place received \$100.00, second place received \$75.00, and third place received \$50.00. The Committee

members agreed to keep the prize amounts the same. These prizes would be available for both grade levels in the contest.

#6 Moved by Colin Cote AND CARRIED that the prizes for each grade, be set to \$100.00, \$75.00, \$50.00, respectively for first, second, and third place.

The Education and Outreach Coordinator shared that the theme for the contest was pulled from the Earth Day website which states that the theme for 2024 is Planet vs. Plastics. After a discussion, the Committee members decided to adjust the theme as they wanted to make sure LICA remains unbiased and refrain from conflict with partners who produce plastics. The Committee felt that the focus should be more toward reducing, reusing, and recycling.

#7 Moved by Kim Foisy AND CARRIED that the theme for the 2024 Earth Day Writing Contest be Plastics in our Place.

The Committee then held a discussion in regard to the two different writing prompts that would be needed for each grade level. One member suggested focusing on reducing, reusing, and recycling. Others agreed and thought students should focus on what they can do in their own homes and communities, to make a difference. Another member suggested the possibility of students looking at alternatives to plastics. After the discussion the Committee agreed on a grade six prompt and a grade nine prompt.

#8 Moved by Valerie Zahara AND CARRIED that the grade six prompt be to write a letter to their family on how to manage plastics in their household and become more environmentally responsible.

#9 Moved by Kelly Dion-McFeeters AND CARRIED that the grade nine prompt be to write a letter to LICA on what they think is most important to focus on in becoming more responsible in the management of plastics. Possible suggestions can be offered to include health risks to plastics, sustainable plastic alternatives, alternatives to fast fashion, or other topics related to reducing, reusing, and recycling plastics.

3.1.3 LICA Photo Contest

The Education and Outreach Coordinator gave a brief explanation of the contest to the committee. All photos must be taken within the LICA region and the photographers must live in the region as well.

Submission Specifications were amended to include:

- No visible faces or other identifiable features i.e. Business names, addresses, logos.
- No Artificial Intelligence (A.I.)
- LICA reserves the right to disqualify photos that do not meet the submission specifications.

It was also stated that a Rally Poll would be sent out when choosing a date for the judges to meet in person. One Committee member suggested asking a youth to participate in the judging, possibly LICA's summer student from

last year. A professional photographer will also be invited to join the panel to offer their expertise on the technical aspects of photography.

The Education and Outreach Coordinator stated that watermarks will be added to the winner's photos to show their placement in the LICA Photo Contest. The winners who place first, second and third, will receive a framed 8"x10" copy of their photo plus \$150.00, \$100.00, and \$50.00 respectively. A Fan Favourite will be selected by the public on Facebook, from all the photos submitted. The prize for the Fan Favourite will be a printed 8"x10" copy of their photo.

#10 Moved by Murray Phillips AND CARRIED that the committee accepts the photo contest details as amended in the [3.1.3 Photo Contest Details document](#). The winners for first, second, and third will receive a framed 8"x10" copy of their photo plus \$150.00, \$100.00, and \$50.00 respectively.

3.2 YouTube Channel Review

3.2.1 Video Topic Brainstorming

The Education and Outreach Coordinator explained that her plan is to focus on this target over the winter. She has the editing software that she needs and will be completing some training to further develop her skills.

The Committee then spent time brainstorming various video topic ideas for LICA's YouTube channel. [Click here](#) to see the list that was documented during the meeting.

4.0 ACTION LIST

4.1 Follow-Up on Action List

4.1.1 September 7, 2023

The Committee reviewed the E&O Action List from the September 7, 2023, meeting and the E&O Coordinator updated the items that were complete.

5.0 UPCOMING MEETING DATES

5.1 Board Meeting – December 21, 2023

The Executive Director informed the committee that a Volunteer Appreciation Christmas Luncheon would be held after the December Board meeting and invited them all to attend. She also let them know that a Christmas Gift Exchange would take place, for all those interested in participating. More information will be sent out closer to the date.

5.2 Next Meeting – TBD

The Executive Director explained that a poll would be sent out to the committee, in February 2024, to choose possible dates for the next meeting.

6.0 ADJOURNMENT

The meeting adjourned at 12:03 p.m.

#11 Moved by Valerie Zahara AND CARRIED that the meeting be adjourned.

Approved on: _____
Date

Signature

DRAFT

LICA

Lakeland Industry and Community Association

Education & Outreach Committee (EOC) Terms of Reference

The Education & Outreach Committee (EOC) is a standing Committee of LICA that will report its activities and requests to the Board for approval.

1. 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 Education & Outreach (E&O) Coordinator, Executive Director, Board, and Committees.
- 2.4.2.5. Promote and participate in voluntary LICA events and activities during the year.

3. Membership:

- 3.1. The EOC Chair will be a Committee Member appointed by the Committee at their first meeting after the Annual General Meeting 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 will 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:

Review Dates: January 17, 2018; November 27, 2018; November 18, 2019; December 15, 2020;
November 16, 2021, December 12, 2022, November 29, 2023

Approval Dates: February 8, 2018; December 13, 2018; December 12, 2019; January 21, 2021; November 25, 2021; December 15, 2022

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

5. Expenses and Budget:

5.1. The EOC will have access to the resources of the LICA office, the E & O Coordinator, and the Executive Director.

5.2. The EOC will operate its finances as per LICA's Bylaws and Policies.

6. Reporting Process:

6.1. An appointed Board liaison who attended the EOC Meeting must attend the following Board Meeting, to report to the Board. The Education & Outreach (E & O) Coordinator will support the Board liaison with reporting and questions.

6.2. The LICA Board will be provided with copies of Committee meeting minutes.

6.3. Annual EOC reporting will be submitted to the Board via required grant reports, and to the membership through LICA's Annual Report and at the Annual General Meeting.

7. Evaluation:

7.1. The EOC shall review its Terms of Reference and evaluate its objectives annually.

Review Dates: January 17, 2018; November 27, 2018; November 18, 2019; December 15, 2020;
November 16, 2021, December 12, 2022, November 29, 2023

Approval Dates: February 8, 2018; December 13, 2018; December 12, 2019; January 21, 2021; November 25, 2021; December 15, 2022



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LICA Watershed Committee Meeting Minutes Thursday, November 30, 2023 1:00 p.m. – 4:00 p.m. LICA Boardroom and Microsoft Teams

Present: Richard Bourgeois
Clem Parenteau
Shawn Elgert
John Ilchuk
Abdi Siad-Omar
Alex Oiffer
Kristen Berezanski
Robert Machatis- left at 2:52 p.m.
Louise White
Nathan Ballard
Paul Kip
Vic Toutant- left at 2:53 p.m.
Bill Parker

Observers and Guests: Kevin Nipp

Staff: Kayla Hellum, LICA Environmental Coordinator
Kristina Morris, LICA Executive Director
Eveline Hartog, LICA Administrative Professional
Lori Jodoin, LICA Administrative Professional

Regrets: Alyssa Krawchuk

1.0 CALL TO ORDER

The Executive Director called the meeting to order at 1:01 p.m.

1.1 LICA Vision, Mission, and Values & Territorial Acknowledgement

1.2 Introductions

1.3 Attendance Review

The Executive Director reviewed expectations for virtual attendees which include:

- Attending meetings in-person, when possible,
- Participating with cameras on for the duration of meetings,
- Providing notification 10-15 minutes in advance prior to leaving the meeting to ensure quorum is maintained.

1.4 Approval of Agenda

1.4.1 November 30, 2023, LWC Agenda

#1 Moved by Clem Parenteau AND CARRIED that the November 30, 2023, Agenda be approved as presented.

1.5 Approval of Minutes

1.5.1 September 26, 2023, LWC Minutes

#2 Moved by John Ilchuk AND CARRIED that the September 26, 2023, Minutes be approved as presented.

2.0 NEW BUSINESS

2.1 Committee Chair Appointment

The Executive Director opened the floor for nominations for the position of Committee Chair for a one (1) year term.

Paul Kip was nominated by Louise White, seconded by John Ilchuk.

After three calls, nominations ceased.

The Executive Director declared Paul Kip elected by acclamation as Committee Chair for a one (1) year term.

2.2 Committee Terms of Reference Annual Review

The LICA Watershed Committee reviewed the Terms of Reference document. One of the changes was 2.2 LWC will meet on an as-needed basis, as sometimes meetings are not required each quarter depending on the current projects, deliverables, and items for committee discussion and decisions. The Committee members agreed, and one member stated that they would appreciate advance notice for upcoming meetings. 5.2.4 was also deleted as the committee decided that the staff member should be the one to report Committee minutes at the Board meetings. Further amendments were discussed pertaining to roles and responsibilities. [Click here](#) to see all of the amendments.

#3 Moved by John Ilchuk AND CARRIED that the LICA Watershed Committee Terms of Reference be accepted as amended.

2.3 Committee Onboarding – Policy Overview

2.3.1 Policy 1.5 Decision-Making Process

The LICA Watershed Committee reviewed Policy 1.5 *Decision-Making Process*.

2.3.2 Policy 1.12 Volunteer Hours

The LICA Watershed Committee reviewed Policy 1.12 *Volunteer Hours* and were reminded of the expectation to track and report their volunteer hours for the month on the LICA sign-in sheet at the meeting and/or via email (executivedirector@lica.ca). These hours are reported within LICA's interim grant reports to the Government of Alberta, and it is crucial to have accurate numbers of in-kind support. The Executive Director reminded them that reviewing agenda material prior to meetings should be included in their volunteer hours.

2.3.3 Policy 1.13 Confidentiality

The LICA Watershed Committee reviewed Policy 1.13 *Confidentiality* and each Member was requested to sign a copy for retention by LICA. Those virtual attendees were informed that this form would be emailed to them for signature. A variance has been granted to government employees due to internal policy that holds them to a higher standard. The Executive Director stated that this form only needs to be filled out once per year.

2.3.4 Policy 2.7 Board and Committee Expenses and Remuneration

The LICA Watershed Committee reviewed Policy 2.7 *Board and Committee Expenses and Remuneration*. The Committee was informed if they had any questions as to whether they were eligible for stipends to contact the Executive Director.

2.3.4.1 Expense Claim Form

The Committee reviewed the LICA Expense Claim Form.

2.3.4.2 Direct Deposit Option

The Committee Members were given the option to complete the Direct Deposit form noting that a VOID cheque will be required to accompany the form.

2.3.5 Committee Member Sign-On

The Committee was requested to complete the Committee Sign-on sheet for retention by the Financial Coordinator. Members who have already completed this form from prior tenure on the Committee were requested to complete the form to ensure their contact information has not changed over the past year. It was clarified that the bottom portion of the form is to only be completed for members who claim stipends.

2.4 Alberta Water Council 2022 Annual Report

The Environmental Coordinator shared the Alberta Water Council 2022 Annual Report with the Committee for information.

2.5 2024-2025 IWMP Implementation

2.5.1 2024-2025 IWMP Implementation Budget

The Environmental Coordinator shared the 2024-2025 IWMP Implementation Budget with the Committee for information. The \$110,000.00 budget was approved by the LICA Board of Directors at the September 2023 Board meeting.

2.5.2 State of the Watershed Reporting

The Environmental Coordinator was seeking direction from the Committee on the three potential options in revisiting the Beaver River State of the Watershed (SOW) Report. She presented a summary of the options and the feedback she received from meeting with 3 different contractors/organizations who complete SOW work. She also had four questions for Committee members to consider:

- Which three options should be the focus: update components of it, recreate it or digitize it into an interactive, online component,
- Should they complete the whole watershed at once or in sub-watersheds,
- How many indicators should be included,
- Should this be a multi-year project?

There was a discussion that took place in regard to the three options available. The Committee members all agreed that only updating components of the Beaver River State of the Watershed (SOW) would not be sufficient and may not provide relevant data. Instead, they agreed that it would be best to recreate the whole report using relevant indicators. Some members expressed their interest in digitizing it and having an online interactive component as well. One member shared that creating the system is not the expensive part, but maintaining the system has an expensive annual fee. An additional budget will need to be considered to support these more frequent updates. The discussion then moved to how the information would be used. It was agreed that the information needs to be meaningful and used to form future projects.

Next, there was a discussion on how many indicators should be included. One member stated that they would like to see what the indicators would actually show to ensure the data being collected is informative and useful. Having this information would help facilitate the decision on how many indicators would be needed. Another member expressed the need for the indicators to address the emerging issues in the watershed. This keeps the focus on the issues within the community. It was also brought forward by a member that the indicators need to show what is happening on the landscape over time.

The Environmental Coordinator will request formalized project proposals from the three contractors/organizations now that she has direction from the Committee. She will request that the proposals include a cost breakdown and timeline to recreate the SOW report in year one and complete an online database, for year two, making it a multi-year project. She was also going to ask them to include their recommendations on which indicators they feel would give us the most useful data for our watershed.

2.5.3 2024-2025 IWMP Implementation Projects Brainstorm

The Environmental Coordinator shared the 2024-2025 IWMP Implementation Projects Brainstorm with the Committee. She informed them of a meeting she attended with the Executive Director, Alberta Environment and Protected Areas, and Ducks Unlimited Canada, and the possibility of a potential wetland IWMP implementation project. Committee members showed interest in having Ducks Unlimited Canada come and present to the Committee at the next meeting. The Environmental Coordinator was going to reach out and organize this.

One Committee member suggested that LICA split the \$110,000.00 budget between a wetland project with Ducks Unlimited Canada and the State of the Watershed report to ensure an action-based project is in place, too. The Executive Director suggested tabling the discussion until formal quotes are received from the contractors for the State of the Watershed project, as that is a priority and expectation in LICA's Mandate & Roles Document with the Government of Alberta. This brainstorm is on what other projects the committee would like to include for the upcoming fiscal year, should the budget allow. The Committee members agreed.

One member inquired about the option of enhancing wetlands, not just creating new ones. The Environmental Coordinator also presented the idea of a phytoremediation floating island project with the New Myrnam School, as the Vice-Principal of the School had reached out to LICA. Since this project would involve monitoring, separate grant funding would be needed.

During the discussion, one Committee member read a notice he had just received which stated that Alberta is now in a level four drought alert. All 120 water basins in Alberta are low with 51 of them in serious condition. He suggested that LICA could consider a drought-focused project. Another member stated that they would share a fact sheet with LICA on drought and regulations and also a water conservation article that he had written, once it is released.

The Government of Alberta is undertaking drought management planning, specifically focusing on southern Alberta. It was asked if there are any areas in the Beaver River watershed and LICA region that are affected. One member suggested doing another fly-by on the Beaver River to compare it to the last one, in regard to drought, as the water levels may be changing. Other Watershed Planning Advisory Councils (WPAC) will also be looking at emerging issues in their areas. WPACs are meeting in

December to discuss drought issues, specifically in southern Alberta. A committee member will forward the meeting invitation to the Executive Director and Environmental Coordinator.

2.6 Youth Water Council

The Environmental Coordinator shared an update on the Youth Water Council. All high schools were sent a short survey to complete, to determine their level of interest. To date, no survey responses have been received. The Environmental Coordinator asked the Committee if there was another way, they would like her to reach out, or if they would like her to table it. All members agreed that this should be tabled for now.

3.0 ONGOING BUSINESS

3.1 2023-2024 IWMP Implementation Promotional

The Environmental Coordinator shared the 2023-2024 IWMP Implementation Promotional items update with the Committee for information.

3.2 Draft Species at Risk Flipbook

The Committee reviewed the DRAFT Species at Risk Flipbook which was created using the Government of Alberta's Species at Risk resources. One Committee member felt that some species were missing from the flipbook and suggested using multiple references to compile a more accurate, up to date list. They felt the Peregrine Falcon, Whooping Crane, and Northern Head Shrike should be included. A question was brought up regarding where LICA should draw the line on which species should be included based on the number of sightings in the area. They also offered to collaborate with the Environmental Coordinator on some of the missing birds. Other Committee members assisted in brainstorming alternative resources that could be used. That list included:

- Field Guide to Alberta Birds by Federation of Alberta Naturalists,
- Alberta Biodiversity Monitoring Institute (ABMI),
- Atlas of Breeding Birds of Alberta,
- Industry companies also have a list of species in the area.

The Committee members liked the idea of linking in audio bird calls through QR codes. One member also stated that she liked the Fun Facts page and was wondering if they could be put on the specific bird pages, if space allowed. The Environmental Coordinator also shared that she was in the process of obtaining Cree, Dene, and Métis words for the species. She stated that some words may change as some languages may not have specific species names but rather general terms. Other members shared some edits with the Environmental Coordinator which will be updated in the final draft.

The final draft will be shared with the committee at the next meeting for decision.

3.3 Riparian Health Campaign Update

The Environmental Coordinator gave an update on the Riparian Health Campaign.

3.3.1 Riparian Health Campaign Guide

The Environmental Coordinator presented the Riparian Health Campaign Guide to the Committee. It was developed to be given out to organizations who would like to run the campaign on their own, as it includes all materials needed it do so. The chosen slogan will be inserted on the back page.

#4 Moved by Louise White AND CARRIED that the Riparian Health Campaign Guide be accepted as presented.

3.3.2 Brochure

The Environmental Coordinator presented the Riparian Health Brochure to the Committee. The chosen slogan will also be inserted on the front page of the brochure.

#5 Moved by Paul Kip AND CARRIED that the Riparian Health Campaign Brochure be accepted as presented.

3.3.3 Campaign Slogan

The Environmental Coordinator presented the Riparian Health Campaign Slogan options to the Committee for a decision. It was agreed by the Committee to have two slogans – one to raise awareness of what a riparian area is, and the second to educate on the role of riparian areas. The Committee all agreed that they liked the slogan “Where land meets water” best for the first slogan. The Environmental Coordinator stated that she would have to ask the North Saskatchewan Watershed Alliance for permission to use it, as that is the slogan they use. The Committee then chose a second choice in case permission was not granted. The second choice was, “Transition between land and water”. For the second slogan the Committee members all agreed on, “Green shores, clean waters”.

#6 Moved by John Ilchuk AND CARRIED that the first Riparian Health Campaign Slogan be: “Where land meets water”, contingent on gaining permission from the North Saskatchewan Watershed Alliance. If permission is not granted the second choice would be: “Transition between land and water”.

#7 Moved by Louise White AND CARRIED that the second Riparian Health Campaign Slogan be: “Green shores, clean water”.

3.3.4 Campaign Lawn Sign

The Environmental Coordinator presented the Riparian Health Campaign Lawn Sign to the Committee. The Committee was in agreement to have the slogan "Green shores, clean waters" inserted on the back of the sign.

#8 Moved by Kristen Berezanski AND CARRIED that the Riparian Health Campaign Lawn Sign be accepted as presented.

3.3.5 Information Post Card

The Environmental Coordinator presented the Riparian Health Campaign Information Post Card to the Committee. The chosen slogan will be inserted on the front of the post card.

#9 Moved by Robert Machatis AND CARRIED that the Riparian Health Campaign Information Post Card be accepted as presented.

3.4 LICA's Little Environmental Stewards (LLES) Update

The Environmental Coordinator provided a brief overview of LICA's Little Environmental Stewards Program, for the new Committee members. The program is being developed for students in grades four and five. They will spend the day going through three different workstations, focusing on water, plants & animals, and air quality & acid deposition in the watershed. Her goal is to have the manual completed and all of the supplies ready by Spring 2024.

4.0 ACTION LIST

4.1 Follow-up on Action List

4.1.1 September 26, 2023

The Committee reviewed the Action List from the September 26, 2023, meeting. They agreed to not pursue further elaboration on stakeholders, in the IWMP Fact Sheet, as there would be a risk of not listing everyone. Therefore, it has been removed from the action list.

5.0 UPCOMING MEETING DATES

5.1 Board of Directors Meeting – December 21, 2023

The Executive Director informed the committee that a Volunteer Appreciation Christmas Luncheon would be held after the December Board meeting and invited them all to attend. She also let them know that a Christmas Gift Exchange would take place, for all those interested in participating. More information will be sent out closer to the date.

5.2 Next Meeting - TBD

A poll will be sent out to the Committee in the new year, to determine when the next meeting will be held.

6.0 ADJOURNMENT

The meeting adjourned at 3:52 p.m.

#10 Moved by Louise White AND CARRIED that the meeting be adjourned.

Approved on: _____
Date

Signature

DRAFT

LICA

Lakeland Industry and Community Association

LICA Watershed Committee (LWC) Terms of Reference

The Lakeland Industry and Community Association (LICA) formed the LICA Watershed Committee (LWC) to assist the Environmental Coordinator in watershed management planning and projects including Beaver River Integrated Watershed Management Plan (IWMP) implementation. The LWC is a working committee of LICA that will report its activities and requests to the Board for approval. The LWC is supported by representation from Industry, Government, Indigenous communities, Non-Government Organizations, and the community, which allows for diverse insight and support when it comes to priorities in the Beaver River Watershed.

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 while being accountable to the LICA Board of Directors regarding the oversight of watershed management planning and projects and the implementation and priorities of the IWMP.
- 1.3 To act on behalf of the stakeholders they represent and to bring that perspective when addressing watershed concerns and the IWMP.
- 1.4 To make recommendations related to messaging surrounding watershed issues, goals, objectives, targets, implementation, and other items to the IWMP.
- 1.5 Deliver relevant, accurate, reliable, and credible data and information that addresses stakeholder needs and priorities.
- 1.6 To act on behalf of the Board to represent stakeholders of the Beaver River watershed. Provide insight into environmental program needs, regional monitoring priorities, and concerns.
- 1.7 To ensure the dissemination of comprehensive information in and for the IWMP and other watershed reporting.
- 1.8 To support the implementation of recommendations from environmental management plans such as the Lower Athabasca Regional Plan (LARP), the 2006 Cold Lake Beaver River Water Management Plan and other local land and water management plans.

2.0 Operating Principles

- 2.1 The LWC will follow LICA's Vision and Mission and will operate within LICA's policies in support of the Strategic Plan.
- 2.2 The LWC will meet on an as needed basis, quarterly at a minimum.
- 2.3 The LWC will report to the Board, and when needed, be responsible for facilitating Board discussion regarding their recommendations.
- 2.4 The LWC will ensure that the IWMP effectively addresses stakeholder needs through regular evaluation of stakeholders' objectives related to LICA, throughout the implementation process.
- 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 LWC's objectives, priorities, and accomplishments, as well as any issues that may need to be resolved.
- 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 LWC prior to the final issue. These will be made available to all LWC members as part of the review process.
- 2.8 The LWC will strive for consensus recommendations and decisions. If it becomes clear that the LWC 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 targets, watershed concerns and projects, and contractor selection, and advise the LWC 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 LWC is made up of the Environmental Coordinator, Executive Director, Education & Outreach Coordinator, core members, and resource members. Core members are selected by the sectors that they represent or appointed by the LICA Board. Resource members are subject matter experts and LICA staff that may be included by invitation of the Environmental Coordinator or Executive Director.

- 3.1 The LWC chair will be a Committee Member appointed by the Committee at their first meeting after the annual general meeting.
- 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.
- 3.5 The core membership will be Board approved.
- 3.6 Core Membership
 - 3.6.1 Alberta Environment and Protected Areas (EPA) – Sector nominated
 - 3.6.2 Alberta Energy Regulator (AER) – Sector nominated
 - 3.6.3 Industry, Oil & Gas – Sector nominated
 - 3.6.4 Agriculture and Irrigation- (AGI) Sector nominated
 - 3.6.5 LICA Board Directors- Board appointed
 - 3.6.6 Indigenous Communities – Sector nominated
 - 3.6.7 Environmental Organizations & Special Interest Groups - Sector nominated
 - 3.6.8 Municipal Governments - Sector nominated
 - 3.6.9 Community Members - Sector nominated

4.0 Meetings

- 4.1 Committee meetings will comply with Policy 1.6 Board and Committee Meetings. Please contact the LICA office at lica2@lica.ca for up-to-date policies.

5.0 Roles and Responsibilities of the LWC and its Members

5.1 General LWC Members

- 5.1.1 Actively participate in meetings and provide technical knowledge and support.
- 5.1.2 Understand and represent the interests and regulatory requirements (if applicable) of the group they represent.
- 5.1.3 Implement key priorities, goals, recommendations and targets of the IWMP to address watershed concerns.
- 5.1.4 Make recommendations as required regarding the implementation of the IWMP.
- 5.1.5 Provide support for planning future phases of the IWMP.
- 5.1.6 Keep the implementation of the IWMP in alignment with LICA's Strategic Plan and budget.
- 5.1.7 Ensure that the work is being conducted in a transparent manner.
- 5.1.8 Engage other expertise as needed.
- 5.1.9 Form ad hoc groups as needed to work on specific projects related to the LWC.

5.2 Roles in Addition to General LWC Member Roles

5.2.1 Environmental Coordinator

~~5.2.1.1 Act as LWC Vice-Chair to convene meetings and prepare agendas.~~

~~5.2.1.2~~ 5.2.1.1 Report to the LICA Board as a representative of the LWC.

~~5.2.1.3~~ 5.2.1.2 Lead ad hoc groups as required.

~~5.2.1.4~~ 5.2.1.3 Develop ~~annual work plans and~~ budgets related to IWMP Implementation Projects for Board approval.

~~5.2.1.5~~ 5.2.1.4 Oversee operations and maintenance of environmental programs, including the following:

~~5.2.1.5.1~~ 5.2.1.4.1 Establish key performance indicators used to monitor the performance of third-party contractors based on best practices.

~~5.2.1.5.2~~ 5.2.1.4.2 Monitor the performance of third-party contractors and report to the Board.

~~5.2.1.6~~ 5.2.1.5 Report issues of non-compliance to the Board immediately for corrective action or direction based on recommendations from the LWC.

~~5.2.1.7~~ 5.2.1.6 Review the implementation of the IWMP to ensure the progress of the IWMP is being met with the standards of the provincial government; update the progress plan as required.

~~5.2.1.8~~ 5.2.1.7 Stay informed of changes in land and water management as directed by the federal or provincial governments.

~~5.2.1.9~~ 5.2.1.8 Ensure the environmental programs operate cost-effectively and within budget.

~~5.2.1.10~~ 5.2.1.9 Develop, coordinate, and deliver community and stakeholder forums throughout the watershed.

~~5.2.1.10~~ —

~~5.2.1.11~~ 5.2.1.10 Promote the implementation progress of the IWMP to the public and disseminate materials as they become available.

5.2.2 Executive Director

Reviewed: December 1, 2022; November 30, 2023

Approved: December 15, 2022;

- 5.2.2.1 Advise the LWC on LICA policies as required.
- 5.2.2.2 Act as a liaison between other LICA committees and the LWC.
- 5.2.2.3 Maintain collaborative relationships with stakeholders.

5.2.3 Education & Outreach Coordinator

- 5.2.3.1 ~~Support~~ Advise the LWC ~~with public engagement on on best practices to engage with the public on~~ watershed-related matters and IWMP implementation.
- 5.2.3.2 Assist in coordinating and delivering outreach activities to engage the public, such as forums.
- 5.2.3.3 ~~Promote the implementation progress of the IWMP to the public and disseminate materials as they become available.~~

~~5.2.4 Board Director~~

- ~~5.2.4.1 Act as a liaison between the LICA Board and LWC.~~

~~5.2.5~~ 5.2.4 Indigenous Representative(s)

- ~~5.2.5.1~~ 5.2.4.1 Ensure Indigenous Environmental Knowledge is recognized and integrated into watershed projects.
- ~~5.2.5.2~~ 5.2.4.2 Provide information about cultural protocols and assistance with appropriate community engagement.

~~5.2.6~~ 5.2.5 EPA, AER, and AGI Representative(s)

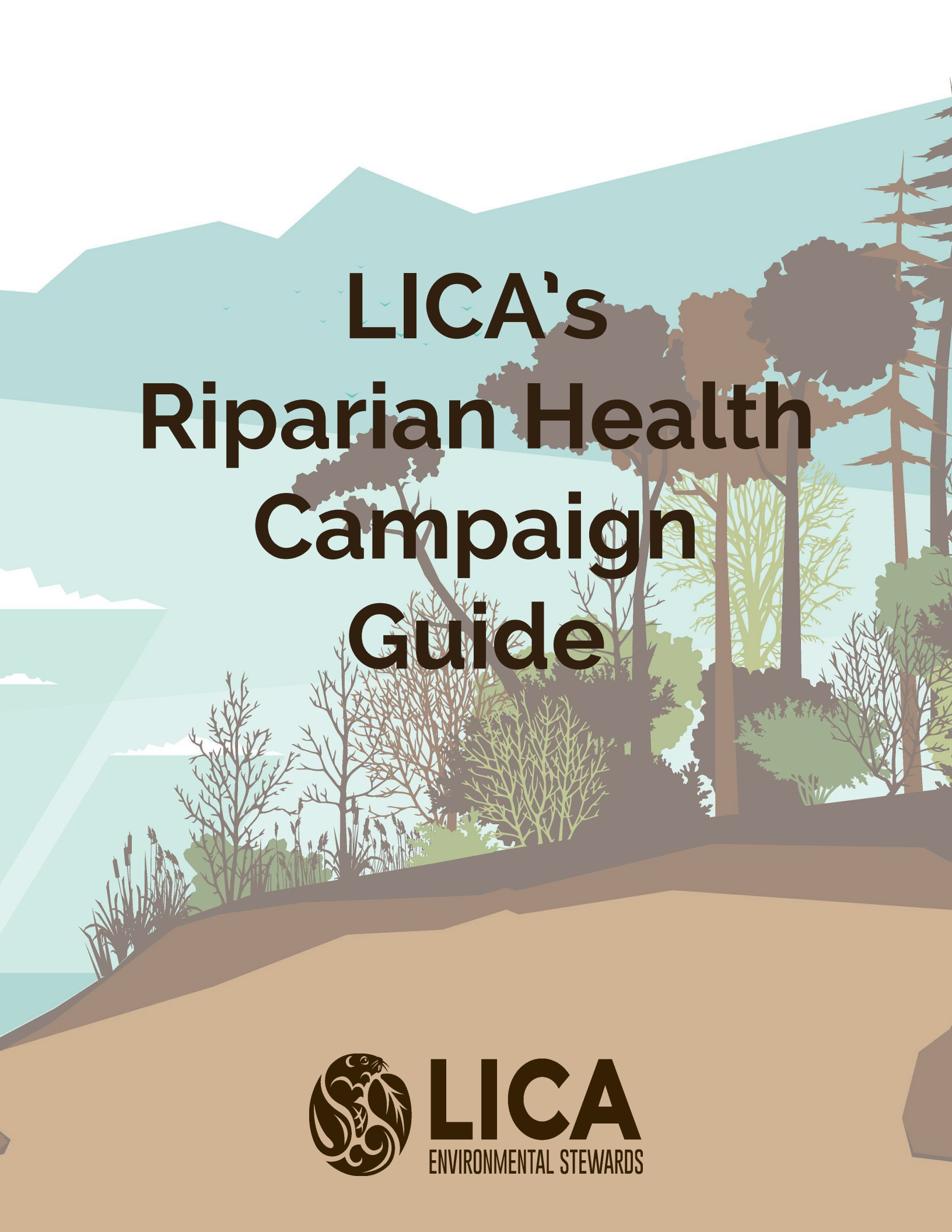
- ~~5.2.6.1~~ 5.2.5.1 Provide advice and technical input regarding watershed projects, and implementation of the IWMP.
- ~~5.2.6.2~~ 5.2.5.2 Provide a link to other Government of Alberta and Regulatory staff and resources.
- ~~5.2.6.3~~ 5.2.5.3 Act as a liaison regarding regulatory requirements, policy development, and approvals.

~~5.2.7 Third Party Contractor(s)~~

- ~~5.2.7.1~~ 5.2.5.4 Perform duties according to approved standards and protocols as per their current contracts.

6.0 Evaluation

- 6.1 The LWC shall review its Terms of Reference annually.

A stylized landscape illustration in shades of teal, brown, and tan. It features rolling mountains in the background, a variety of trees including deciduous and coniferous types in the middle ground, and a body of water with reeds in the foreground. The overall style is flat and graphic.

LICA's Riparian Health Campaign Guide



LICA
ENVIRONMENTAL STEWARDS

'Where Land Meets Water'

What is a Riparian Area?

A riparian area is the green zone around the surface water of a stream, river, wetland, or lake. It is the transitional area from the water's edge to upland habitat.

A healthy riparian area generally has abundant vegetation including trees, shrubs, and herbaceous cover; formed as a result of water, soil, and vegetation interacting with one another.

Functions of a Riparian Area...

Riparian areas are an essential part of the watershed that play an important role in maintaining its health.

Some key functions are:

Trapping & Storing Sediments

Building & Maintaining Banks

Storing Water & Energy

Recharging Aquifers

Buffering & Filtering Water

Reducing & Dispersing Energy

Acting as Animal Travel Corridors

Acting as growing mediums for many traditional medicines that only grow in water or on the shores/banks of rivers and lakes ¹

Why Should you Leave your Riparian Area Intact?

Riparian areas are found along the shoreline of all aquatic habitats. These habitats have substantial ecological, economic, and social value.

Intact riparian areas stabilize the banks for waterbodies and help modulate water velocities and high water events, thereby improving water quality and protecting lands from flooding.

Intact riparian areas also play a vital role in the exchange of inorganic and organic material between terrestrial and aquatic ecosystems and regulate water temperature and the in-stream light environment, thereby ensuring suitable habitat for a range of aquatic species.

¹ Beaver Lake Cree Nation

In 2022, LICA completed the Beaver River Integrated Watershed Management Plan (IWMP), with a vision of 'A Healthy Beaver River watershed for the Future.'

IWMP Goal: Healthy riparian areas and wetlands contribute to watershed resilience with response to flood and drought, water quality and critical habitat.

To meet recommendation actions of the Beaver River IWMP at a community level that contributes to healthy riparian areas and wetlands, a greater emphasis on community education and awareness is needed.



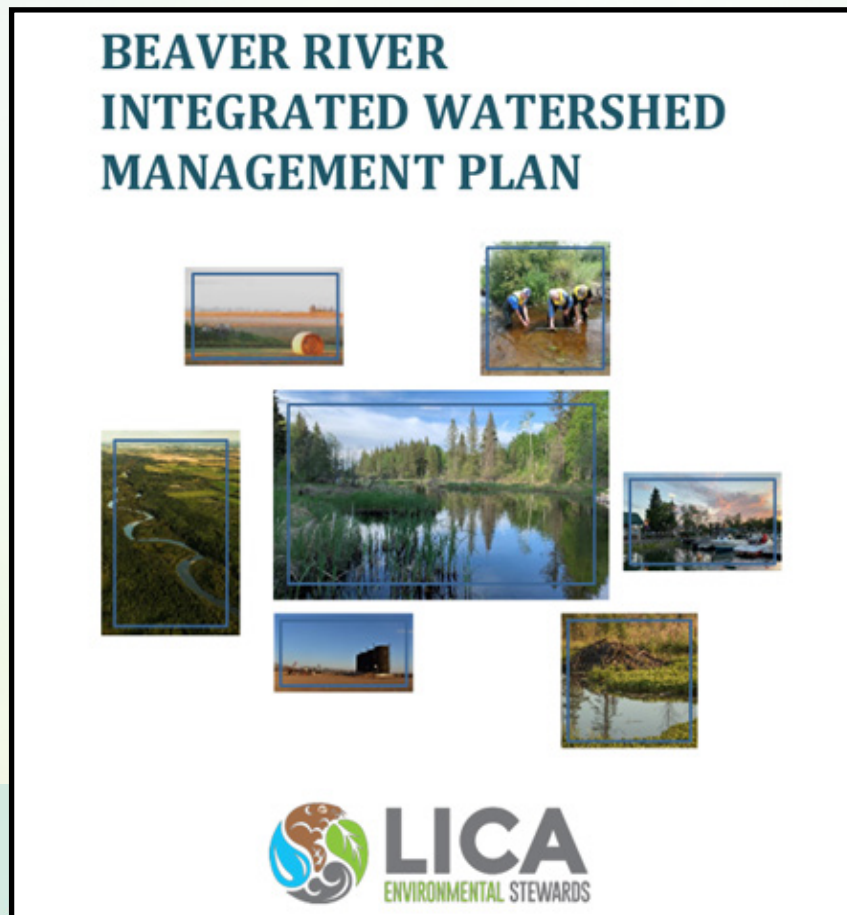
Debbie Woodruff



Sarah Chileen



Kayla Helum



This guide provides resources and instructions for watershed stewardship groups, municipalities, Indigenous communities, and other community groups interested in promoting the conservation and restoration of riparian areas within the Beaver River watershed!

Areas Identified as High Restoration and/or High Conservation Priority...

Click the links below to view the results of the 2021 riparian intactness assessments:

[Upper Beaver River Watershed Summary Report](#)
[Jackfish-Muriel Creeks Watershed Summary Report](#)

Riparian Area Recommendations of the Beaver River Integrated Watershed Management Plan...

[Beaver River Integrated Watershed Management Plan Summary of Key Contents Document](#)

Learn how to complete a riparian area assessment on your property!

[Cows & Fish Riparian Health Assessment for Streams and Small Rivers](#)
[Cows & Fish Riparian Health Assessments for Lakes, Wetlands & Sloughs](#)

Learn more about other ways to support healthy aquatic systems, and other actions you can take.

[LICA's Keep our Lake Blue Campaign](#)

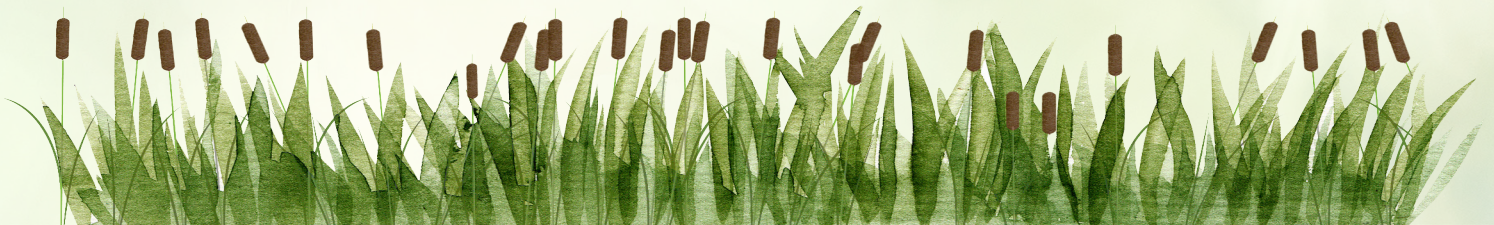
Developing Partnerships

Seek partnerships with local groups with an interest in the environment and water quality to assist in launching the Riparian Health campaign. Water stewardship groups, watershed protection and advisory councils are examples of potential partners.

Funding:

Acquire funding to support the Riparian Health campaign. Funding will be required for printing resources materials, tree/shrub seedlings, lawn signs, and hosting engagement events.

Funding can be acquired through fundraising or grants. Contact LICA for more information about grant opportunities.



Engage the Community...

1. Host a Riparian Health Campaign booth at different community events to engage community members with the campaign. Host a free barbeque, have outdoor games and activities available for kids, and have campaign material present at booths. During this event, have volunteers engage with community members to encourage them to sign up for the Riparian Health campaign.

Volunteers complete the following tasks:

- Explain the role of riparian areas in watershed health.
- Explain the benefit and function of trees and shrubs in riparian areas.
- Ask community members if they have a riparian area on their land, and if they know what plant species are present.
- Community members who commit to riparian restoration and conservation on their property sign the “Sign Up to Commit to a Healthy Riparian Area” form, found at the end of this guide.
- Community members that sign up, are given riparian area resources to promote a greater understanding of riparian areas and its role in watershed health.
- Community members that sign up, are given 10 seedlings to kick start riparian area restoration on their property.
- Community members that sign up, are given a lawn sign to further promote the campaign.
- Community members that sign up for this campaign, commit to taking a survey in the fall and returning their lawn sign to the host organization during the fall pick-up.

2. Host a second/winter event with a more formal presentation describing the results of that season’s riparian health campaign, and the restoration results. Encourage community members to sign up for the next season of the riparian area health campaign.

3. Host an invasive species control volunteer event, encouraging the awareness and control of undesirable species within riparian areas.

4. Have volunteers go door knocking to inform more community members about the campaign and encourage them to sign up.





Collect Lawn Signs

At the end of the season, collect lawn signs from the participants to be reused for the next year.

Measure Success: Collect Survey Data

Survey all participants to determine what commitments they took over the course of the summer and what they commit to doing in the future. The Riparian Health Campaign survey can be found at the end of this guide.

Measure Success: Evaluate Survey Data

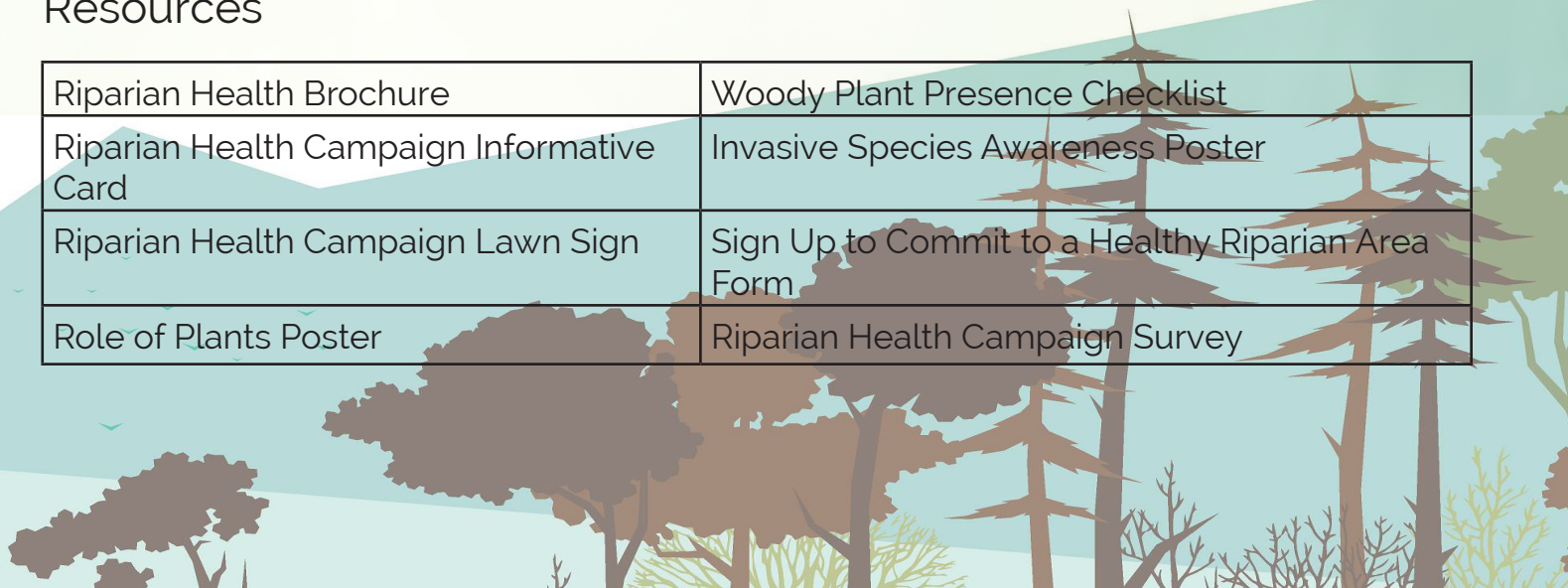
Determine the total number of community members that participated in the campaign. Determine the survey completion rate by comparing the number of community members that completed the survey to the total number of campaign sign-ups. Determine the restoration impact by tallying the number of trees planted with the number of properties.

Share Success Stories

Share the survey results with the community through community newsletters and social media updates. Email the participants with a summary of the campaign results and thank them for their participation. Post the results of the campaign on websites and contact the local newspaper to share the results.

Resources

Riparian Health Brochure	Woody Plant Presence Checklist
Riparian Health Campaign Informative Card	Invasive Species Awareness Poster
Riparian Health Campaign Lawn Sign	Sign Up to Commit to a Healthy Riparian Area Form
Role of Plants Poster	Riparian Health Campaign Survey



Let Plants Clean our Water...

The Role...

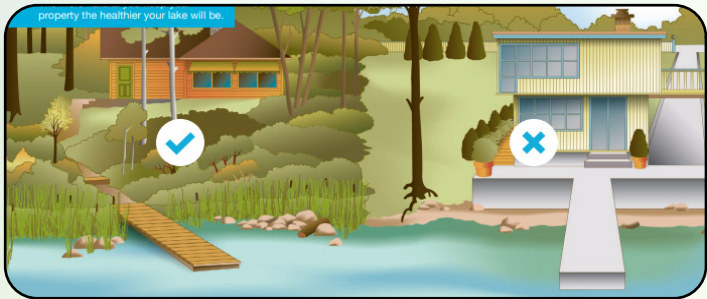
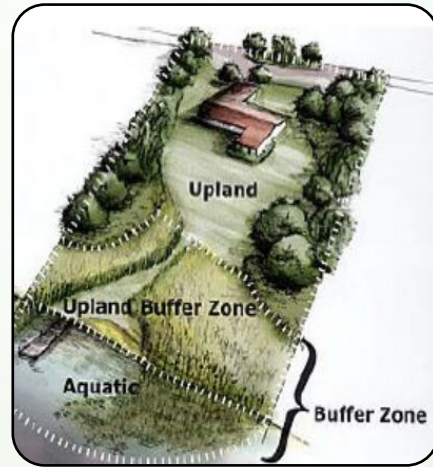
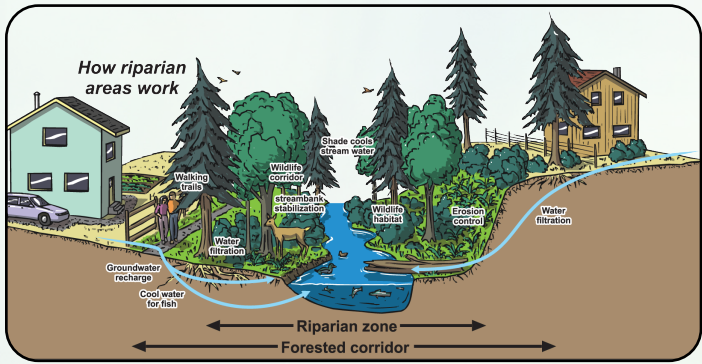
Plants Reduce Runoff, Phosphorus, and other Pollutants!

Layered Landscapes...

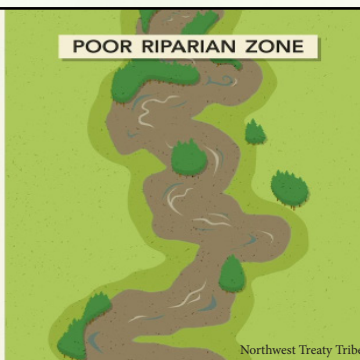
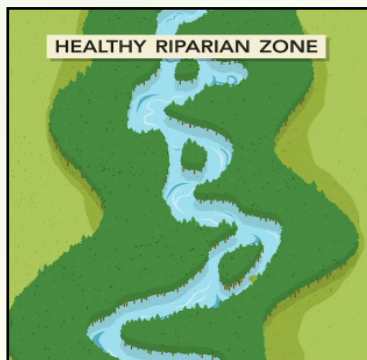
Lawns absorb less rainfall than natural areas that have multiple layers of vegetation like mature trees, an understory of shrubs and younger trees, and herbaceous ground cover. Adding layers of vegetation helps reduce runoff, and the plants help filter pollutants out of the water!

Native Species

Riparian plants that thrive near water attract wildlife, protect the shoreline, and are the 'glue' that binds the shoreline together. Sedges are grass-like plants with deep root systems that help stabilize banks. Shrubs like Willow species, stabilize the shoreline and provide wildlife habitat. Cattails help purify water by removing nutrients and trapping sediment. Rushes are leafless with round stems, providing critical nesting habitat for marsh birds.



Comparing healthy VS unhealthy riparian areas...



Northwest Treaty Tribes



Woody Plant Presence Checklist

Check the box for the species that you have in your riparian area. The species included in this document are desirable riparian trees and shrubs. Consider planting more in your riparian area!

TREES



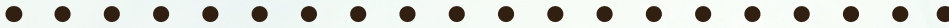
Aspen Poplar (*Populus tremuloides*)

Also known as Trembling Aspen; this species is excellent at bank and shoreline protection.

The bark along most of the trunk is greenish-white to gray on young trees and blackened/furrowed at the base of the trunk and branches of more mature trees.

The leaves are alternate, 2-7 cm long, oval to nearly round, with a sharp pointed tip, rounded teeth on the margin, with a flattened stem. Leaf buds are small and are not sticky.

Trembling Aspen bark is an important food source for many wildlife species. Their roots can spread out 30 m horizontally and more than 2.7 m vertically.



Balsam Poplar (*Populus balsamifera*)

This species is excellent at bank and shoreline protection.

It can be identified by having light grey and smooth bark on young trees, and dark grey/furrowed bark on mature trees. The winter buds are large, sticky and smell sweet. The leaves are alternate, with a sharp pointed tip, a dark glossy green top with a paler bottom side with a round leaf stem.

Large amounts of cottony seeds are released from dropping catkins in late spring.

Deep binding root systems, protect shorelines against erosion and protect other riparian plants from damage during spring ice breakup.



White Spruce (*Picea glauca*)

This species is great at bank and shoreline protection.

These dense evergreens average 25 m tall and can reach up to 40 m under ideal conditions.

It has scaly bark that is ash-brown, sometimes reddish in colour.

This species can also be identified by its needles that are blue-green and straight, 4-sided, sharp-pointed, and have a distinguishable "evergreen smell" when crushed.

Its cones are light brown to reddish, 2.5-5 cm long and are cylinder-shaped. The scales have rounded-blunt tips.

Its branches point outwards or upwards.

In riparian areas, the white spruce cools the water by shading it, and creates important fish habitat.



SHRUBS



Silverberry (*Elaeagnus commutata*)

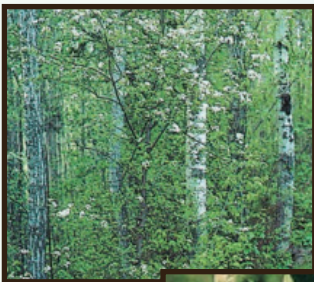
The silverberry, also known as Wolf Willow or Silver Willow is great at bank and shoreline protection. This shrub species grows to 4 m in height and has silver berries.

From May to June, it has tiny, sweet-smelling, yellow flowers.

It has small leaves, around 2-8 cm, that are silvery-grey with wavy-edges. The leaves alternate along the branch and the underside of smaller leaves have rusty spots.

The branches are grey-black in colour.

This species spreads rapidly, making it useful for reclaiming disturbed riparian areas.



Saskatoon (*Amelanchier alnifolia*)

This shrub species is great at bank and shoreline protection.

In May, it has small clusters of white flowers. The branches are smooth, and reddish-brown when young and dark-grey when mature. They have a bitter smell when scraped. The leaves are oval-shaped and toothed at the tip and 1/2 to 2/3 along the margins. The leaves and branches alternate.

The purple berries are also an indicative factor.

Saskatoons have a massive root crown, horizontal and vertical rhizomes, and an extensive root system, so they play an important role in bank stability along flowing water and on deep slopes.



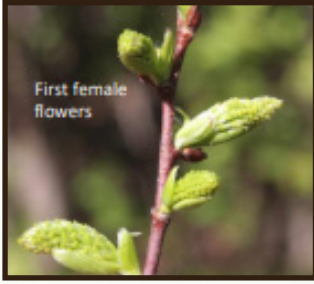
Red Osier Dogwood (*Cornus stolonifera*)

This shrub species is great at bank and shoreline protection.

It grows 1-3 m tall and has white berries that grow in clusters. Its leaves grow opposite of each other and are oval to lance-shaped. They are rounded at the base, pointed at the tip, with 5-7 prominent parallel veins that converge at the leaf tip. The leaves will turn red or purple in autumn.

This is the only shrub with truly red bark on many branches, the older branches will turn grey.

The Red Osier Dogwood is known as the "ice cream plant" as many species forage on it. The leaves are eaten by moose, deer, rabbits, and beaver; and the berries are eaten by songbirds, grouse, ducks, bears, mice, and even trout!



Bebb's Beaked Willow (*Salix bebbiana*)

This species is excellent at bank and shoreline protection.

It is a widely branched shrub or small tree that can grow up to 5 m tall.

Its leaves are grey and prominently veined below, dull green above, and sparsely hairy on both sides.

The oval shaped, alternating leaves are 2-6 cm long with smooth or coarse rounded teeth.

Catkins (flowers) appear just before or with the leaves, on short leafy shoots. Seed capsules are long-beaked and hairy.

Mature bark is grey and young branches are yellowish to light brown.

It's deep binding roots are key to stabilizing shorelines.

This is an indicator of healthy riparian communities.



Sandbar Willow (*Salix exigua*)

This species is excellent at bank and shoreline protection.

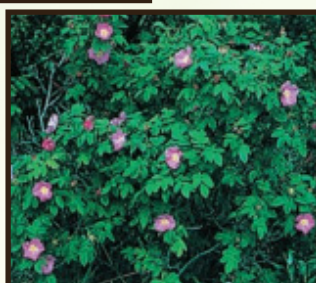
This columnar-shaped (tall and thin) shrub that grows up to 4 m tall. Plants form dense thickets of colonies by sending up shoots from shallow roots.

Its leaves are narrowly linear to 14 cm in length and are 7-20 times longer than they are wide.

The green leaves alternate, and are sharply pointed, with smooth or evenly spaced teeth on the leaf margins.

Catkins (flowers) on leafy twigs appear with leaves or throughout the summer. Mature bark is greyish.

Its deep binding roots are key to stabilizing streambanks and shorelines.



Prickly Rose (*Rosa acicularis*)

This species is fine at bank and shoreline protection.

It has pink flowers, with 5 petals, that bloom from June-August.

The leaves are compound with 3-7 leaflets, are oval to elliptical shaped, toothed up to 4 cm long, and alternate on the branch.

The branches are red-brown, densely prickly with straight, slender bristles.

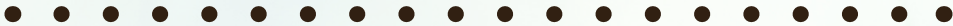
The fruit (rosehips) are red to orange-red and are up to 1.5 cm long.

The prickly rose is a pioneer species, growing up to 2.5 m tall, and is often establishing and increasing in areas of disturbed soil.





Northern Gooseberry (*Ribes oxycanthoides*)
 This species is fine at bank and shoreline protection. This shrub that grows up to 1.5 m tall and has alternating leaves. The leaves are 3-5 lobed, heart-shaped at the base, and have prominent, rounded, irregular, teeth that are slightly hairy. The leaves are dark green above, and paler below, which grow from very prickly stems. The berries are yellow-green with pale stripes, and turn red-purple when ripe. The flowers are bell-shaped, greenish yellow or white in clusters of 1-3 and bloom from May - June. The Northern Gooseberry shrub tends to decrease in abundance with moderate grazing by wildlife.



Western Snowberry (*Symphoricarpos occidentalis*)
 Western Snowberry, also known as the Buckbrush is fine at bank and shoreline protection. This species is a branched shrub that grows up to 1 m tall. The leaves are opposite, oblong, grey-green, thick, and 3-6 cm long. The leaf margins are smooth, or occasionally wavy-toothed. Branches are pale green to light red-brown; young twigs are hairy; older bark is grey-brown and shredding. It blooms from June-August, with pinkish-white flower parts extending beyond the petals. Greenish-white berries (inedible), turn purplish in autumn, and grow in clusters.



How many riparian tree and shrub species did you find in your riparian area?

The greater the number, the better the ecological diversity and shoreline stability on your property! Great work!

If you did not find these species, LICA's Riparian Health Campaign will support restoration by providing seedlings to plant!



Reference:
 Cows & Fish
 Government of Alberta

Invasive Species Awareness Poster

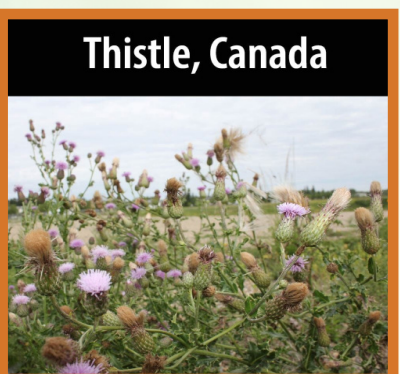
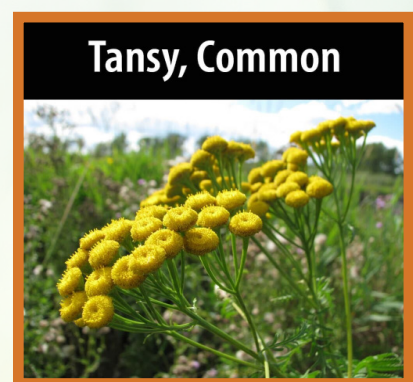
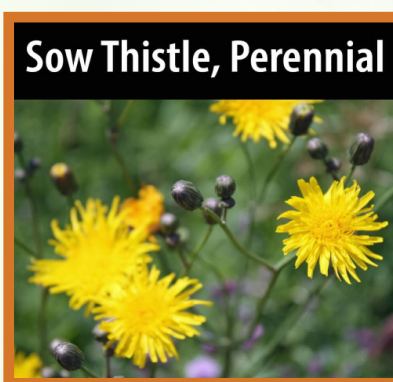
Invasive plants are introduced plants that grow on land and in water that have no natural means of control and will spread quickly and reduce biodiversity.

Alberta Provincial Designation of Invasive Species:

- **Prohibited Noxious** - As per the Weed Control Act, shall be **destroyed**.
- **Noxious** - As per the Weed Control Act, shall be **controlled**.

Below are invasive plants that you may find in your riparian areas of your property. Those outlined in **RED** are **Prohibited Noxious** and must be destroyed. Those in **Orange** are **Noxious** and must be controlled.

There are many other invasive species in Alberta, please visit Alberta Invasive Species Council, or contact LICA for more information!



Sign Up to Commit to a Healthy Riparian Area on Your Property!



I commit to taking action to help improve riparian area health within the Beaver River watershed! This summer I will:

- Commit to learning more about the health of riparian areas on my property.
- Commit to conserving and restoring the riparian area on my property.
- Display a lawn sign near the riparian area on my property to promote further awareness of healthy riparian areas.
- Return my lawn sign at the end of the season during sign pick-up or to the LICA office.
- Tell my neighbors about the importance of riparian areas and their role in watershed health.
- Take a survey in the fall to share my riparian area conservation and restoration success!

Name	Address	Phone Number	Email Address



Survey

Steps Taken this Year in Committing to a Healthy Riparian Area

**Please check the steps (relevant to your property), that you committed to this year.*

Riparian Vegetation

- I took time to learn about the benefit of layered landscapes and will work to support this on my property.
- I took steps to conserve existing vegetation in the riparian area on my property.
- I took time to learn about the desirable plant species that I have in my riparian area.
- I completed the woody plant presence checklist and would like to plant more trees and shrub species now that I know what will grow best in a riparian area.
- I identified invasive species and took measures to control and/or eradicate them.
- I took steps to restore the riparian area on my property by planting a minimum of 10 seedlings that were provided by LICA's Riparian Health Campaign.

Human Impact

- I identified areas where I can improve my riparian area by alleviating human-caused pressures.
- I left a buffer by not mowing vegetation to the water's edge to allow for woody plant establishment.
- I fenced off a portion of the shoreline and only accessed the water in one small location.
- I fenced off natural water sources in most areas, only allowing livestock to access a small, controlled area.
- I installed an offsite watering system for livestock and fenced off the whole riparian area.
- Other: Please explain:

- I value riparian areas, and their role in watershed health and will educate others.

'Green Shores, Clean Waters'

lica.ca
watershed@lica.ca
780-812-2182



@infolica



@infoLICAonline



www.lica.ca



@licaenviro



LICA
ENVIRONMENTAL STEWARDS

What is a Riparian Area?

'Where Land Meets Water'

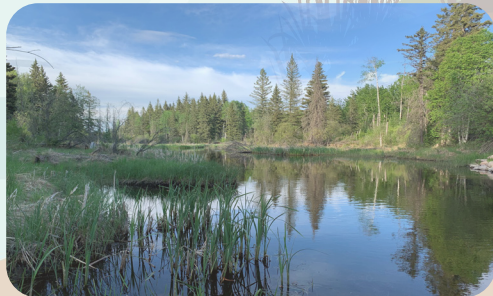
A riparian area is the green zone around the surface water of a stream, river, wetland, or lake.

It is the transitional area from the water's edge to upland habitat.

A healthy riparian area generally has abundant vegetation including trees, shrubs, and herbaceous cover; formed as a result of water, soil, and vegetation interacting with one another.



Unhealthy



Healthy

'Where Land Meets Water' tagline courtesy of the Riparian Web Portal

Want to Learn More?

For more information about LICA's Riparian Health Campaign, contact us at:

Phone: 780-812-2182

Email: Watershed@lica.ca

Office Location:

5107 W 50th Street
Bonnyville, Alberta

Check out the LICA website for riparian area intactness reports completed in the Beaver River watershed!

 [@infoLICAonline](#)

 [@infoLICA](#)

 www.lica.ca

 [@licaenviro](#)

LICA's Riparian Health Campaign

'Green Shores, Clean Waters'



LICA
ENVIRONMENTAL STEWARDS



LICA
ENVIRONMENTAL STEWARDS

Why Should you Leave your Riparian Area Intact?

Riparian areas are found along the shoreline of all aquatic habitats. These habitats have substantial ecological, economic, and social value.

Intact riparian areas stabilize the banks for waterbodies and help modulate water velocities and high water events, thereby improving water quality and protecting lands from flooding.

Intact riparian areas also play a vital role in the exchange of inorganic and organic material between terrestrial and aquatic ecosystems and regulate water temperature and the instream light environment, thereby ensuring suitable habitat for a range of aquatic species.

Plants That Make up a Healthy Riparian Area! ¹

Trembling Aspen

Balsam Poplar

White Spruce

Bebb's/Beaked Willow

Northern Gooseberry

Red Oiser Dogwood

Saskatoon

Sandbar Willow

Prickly Rose

Common Cattail

A variety of Sedge and Rush Species

Functions of a Riparian Area...

Riparian areas are an essential part of the watershed that play an important role in maintaining its health.

Some key functions are:

Trapping & Storing Sediments

Building & Maintaining Banks

Storing Water & Energy

Recharging Aquifers

Buffering & Filtering Water

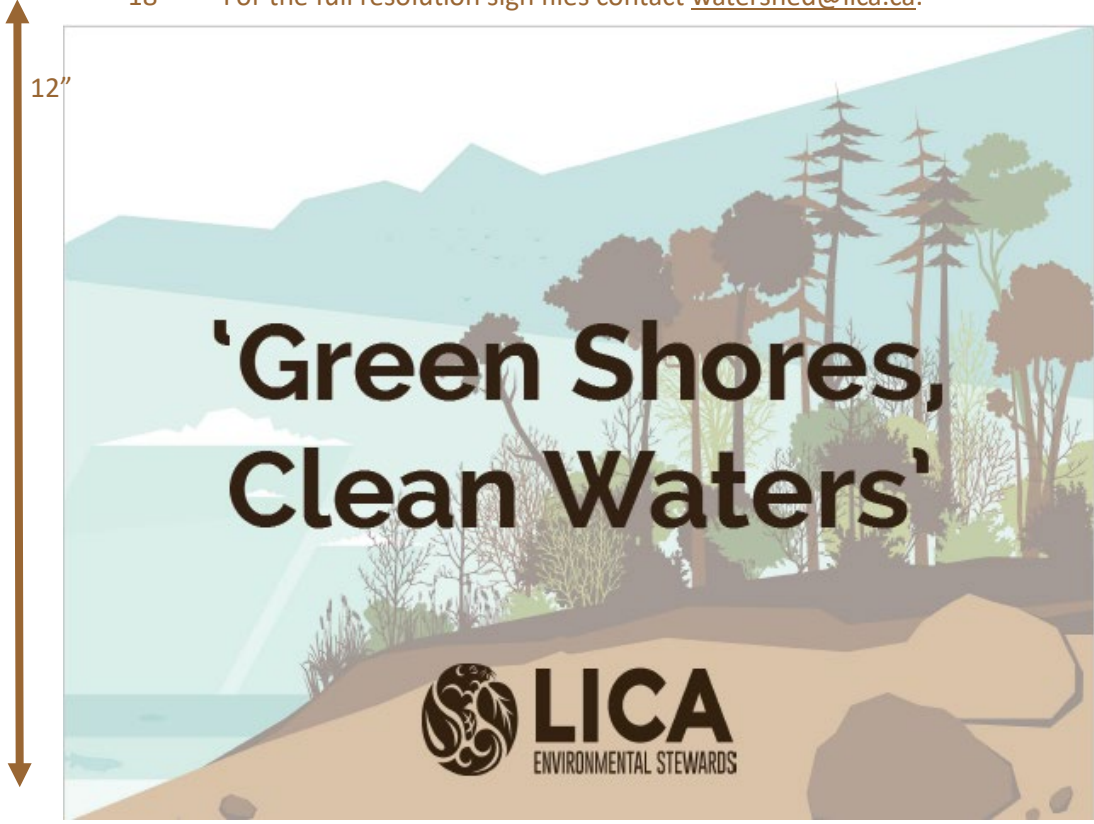
Reducing & Dispersing Energy

Acting as Animal Travel Corridors

Acting as growing mediums for many traditional medicines that only grow in water or on the shores/banks of rivers and lakes ¹



18" For the full resolution sign files contact watershed@lica.ca.





4"

6"

For the full-resolution Information Postcard files, contact watershed@lica.ca



4"

Those who sign up for the campaign will receive:

- 1. Resources to learn what a riparian area is, its role in watershed health and areas of high-conservation and high-restoration priority.**
- 2. Information on invasive species.**
- 3. A desirable woody plant presence checklist.**
- 4. Resources to learn how to complete a riparian area health assessment.**
- 6. A bundle of native shrubs to kick-start community-based riparian restoration.**
- 6. A small lawn sign stating commitment to riparian health.**

Contact LICA today to sign up!
Phone: 780-812-2182
Email: Watershed@lica.ca

Placeholder
for Guide QR
Code





custom. professional. local.

Policy Review

Client: LICA

Date: November 2023

Focus of Review: Policies provided by Client ([folder](#))

*Updated on December 11, 2023, with notes after the review meeting with the LICA Executive Director and Lakeland HR Solutions (LHRS).

Summary:

Policy review was completed with policies shared. Included is specific feedback from reviewing individual policies as well as higher level feedback and recommendations for policy additions.

Next Steps:

- If you have additional policies that you would like reviewed, please send (as referenced in document asking if additional policies are present).

Additional policies sent:

- Policy 1.3 *Responsibilities of the Board of Directors - Code of Ethics*
 - Policy 1.19 *Use of LICA Equipment*
 - LICA's Safety & Security Office Procedures
- A review meeting was held on December 11, 2023, to review this document.
 - If you would like support drafting updated policies as per the recommendations in this report, next step would be to meet to review the specific recommendations and we can support in drafting the updates. LHRS will provide a project proposal for this project. They confirmed that there is flexibility in how this project can be rolled out (i.e., via a training grant currently being discussed with the Officers or separated between fiscal years to accommodate budgets). It is an excellent time to amend these policies during LICA's HR Assessment review.

Policy Review:

Structure:

- Overall Policy Manual expectations - which includes policy review, policy expectations (and consequences), policy exceptions process (if applicable), definitions, policy review intervals, revision log
- Opportunity to re-organize different sections of manual based on audience (some policies pertain to Board, employees, and contractors. Recommended to separate

policies within the sections (i.e., code of conduct, confidentiality, use of technology, as these will contain different expectations of volunteers vs. employees).

- Policies describing Employees and Contractors need clarity on the scope if it includes contractors or not. Some policies should include both while many should not due to risks to the organization (i.e., requirements to pay out deductibles, vacation time, and other compensation/entitlements that normally is only reserved for employees).
- Opportunity for more point form instead of numbering at a point form level (creates a very busy manual, looking for ease of reference)
- Directives / Implementation titles - add something maybe?
- Include a Supporting Documentation section, rather than appendixes.
- Add a definitions section

Commented [KM1]: We can include a scope in each policy so it is clear. Some things just won't apply if they are true contractors, while other policies would. The CRA has a clear definition of what a contractor and employee is (LHRS can supply this).

For example any thing with compensation/termination such as probationary period, vacation, etc. wouldn't apply but conduct policies such as harassment/violence, code of conduct, etc would apply

Language:

- Recommend using the words Direct Supervisor / Manager as they are interchangeable?
Or add context of how the process differs with executive director vs. other employees?
- Recommend to update to gender neutral language throughout
- Define board and designate - is this officers or all board (i.e. board approval)

Recommend Policies to Add:

- Is there a health and safety manual? If not recommend adding the requirements of OHS (LHRS will provide)
- Code of Conduct for employees
- Conflict of Interest for employees
- Diversity and Inclusion
- Accommodation Policy
- Use of Technologies
- Vehicle Usage Policy
- Working from home
- Investigations
- Termination of Employment

Commented [KM2]: This may include social media use and internet searches, as these impact LICA's reputation.

Commented [KM3]: This is a Human Rights obligation

Commented [KM4]: We have included this in our employment agreements

Commented [GU5R4]: Often time also want a policy as well to fully cover the topic (including the OHS/safety component, and ability to revoke)

Commented [KM6]: We include this in our employment agreements, and it is ok to not have a separate policy. This is an option.

Individual Policy Review

1.13 Confidentiality Policy:

- Recommend updating intent to include the protection of LICA's reputation
- Recommend to add definitions (confidential information, in camera proceedings).
- Be clear on what is considered confidential as per scope of this policy
- 1.13.2.2: Accounting assistant – needs to be updated to the Financial Coordinator. May want to add additional parties as approved by BOD.

- 1.13.2.5 - who is the owner?

Oath of Confidentiality:

- Should add after tenure to align with policy
- Add definition of confidential information
- Recommend rewording the 3rd paragraph
- Add consequences (the legal ones in the 3rd paragraph, but additional consequences with LICA such as immediate termination of director or member role)
- Consider answering questions around how confidentiality is protected (in implementation section):
 - How do they safeguard confidential information?
 - Access to records that contain personal information - can access their own information, cannot access any information of other people. A request for this information can be refused if it would reveal personal information about another individual.
 - Questions / Complaints

1.18 Respectful Workplace Policy:

- Usually in Employee Section of manual (can reference in board manual, such as their code of conduct)
- Intent:
 - Add compliance to OHS, Human Rights
- Directives:
 - Can add Responsibilities: Board of Directors, Employees, Executive Directors, etc.
- Implementation:
 - Add training (requirement of OHS)
 - 1.18.2.3: recommend rewording, encourage to not use email, add channels of conflict for clear expectations of no gossip, add safety considerations
 - 1.18.2.3.2: can add external mediator
 - 1.18.2.3.3: recommend keeping the board level formal, so taking this level out
 - Where is the formal process? Investigation process?
- 1.18.3 Definitions, recommend reformatting and aligning to OSH definitions and adding examples; eg: Harassment: add the end of the employment standards definition “ Workplace harassment is defined as a single or repeated incident of objectionable or unwelcome conduct, comment, bullying or action intended to intimidate, offend, degrade or humiliate a particular person or group.”
- Need to add domestic violence, recommend to add workplace

Missing Items (as per OHS) need to add:

- Formal process

- Investigation process (can be in this policy or have a stand alone investigation policy which can be used for more than just respect in the workplace)
- Workplace violence prevention
- Training
- No retaliation (against filing a complaint)
- False accusations
- Confidentiality
- Counselling (the right to access it)

Commented [KM7]: i.e., How does LICA determine what happened and whether it is a violation?

2.4 General Purchasing

- Intent: add policy is to ensure fiscal responsibility with developing clear policy limits and approvals
- 2.4.2.1.2: what is outside of normal business operations? Is this as long as it is within budget? May want to consider rewording for clarity
- Credit card: who can use the credit card access?
- Not consistent with 2.4.2.1 - so if I am reading right the ED can approve purchases up to \$1000 unless it is credit card then the BOD needs to approve all expenditures? Should clarify that "designate" means ED.
- Opportunity to clarify internal controls (budget approval, how it is documented, how approved expenses work) in this policy or have it captured in a separate policy.

2.6 Records Retention Policy

- 2.6.2.1 - unless LICA ceases operations - this could end up in a lot of files, recommend looking into requirements and at least having a defined interval review and a destruction of records statement in this policy.
- 2.6.2.2: recommend moving over to personnel files policy, keep this policy specific to accounting as per the intent and keeping this policy focused on financial records and board records.

2.7 Board and Committee Expenses

- 2.7.1.1 - who approves?
- 2.7.1.2: how is it captured if they are paid by their employer?
- Stipend is used multiple times, think worth defining for complete transparency - assuming this is the \$130?
- Round trip from Bonnyville, or their actual starting location (whichever is closer?)
- Good prices for breakfast, lunch, and dinner are pretty do-able with today's prices. Do not think adjustment is needed. Maybe add a maximum accommodation amount? Just says accommodation as per receipt.
- 2.7.2.14 - would the limitations to credit card expenditures in Policy 2.4 apply?
- Are there any forms used for this approval process? If so would recommend adding to the process and referencing as a supporting document
- Process to submit and timeline for payment? (i.e., at the end of the month).
- Opportunity to clarify use of personal vehicle at BOD risk

Commented [KM8]: This will be included in the policy recommendation from the December Governance Meeting.

Commented [KM9]: LICA does have an expense claim form for stipends/reimbursement for volunteers.

2.8 Employee Contractor Expenses

- Move to employee manual
- Contractors treated the same as employees? Or negotiated via contract? If it is in the contract, they should be excluded from this policy.
- 2.8.2.1 - is it pre-approved or submission of original receipt? Think separate out so it is clear pre-approval is required (and by who) and the to get the reimbursement they need to submit the expense form and original receipts
- Recommended adding the expense claim form as a supporting document
- Timeline for payment? When to submit?
- Opportunity to clarify use of personal vehicle at employee / contractor risk (or could have separate vehicle usage policy)
- Recommend referencing training policy / training agreement and needing approval for those expenses with an individual agreement (or create separate policy). Not recommended to reimburse contractors for training, as this is an expense directed to employees (contractors can invoice for additional time/deliverables).

3.1 Employee Contractor Annual Performance Eval

- Note this will be updated to align with Compensation Policy updates
- Usually employer and contractor processes are separate. Employees have a performance evaluation with professional development goals, whereas a contractor has a services/deliverables review (ability to perform services as outlines in their contract).
- Add more in intent to include the intent of the policy
- 3.11: recommend employee self-assessment first
- Include timelines, and who is responsible for what

Section 3.1.2:

- Include reference to disciplinary policy for any required improvement plans
- Include review of compensation to align with that updated process
- Include career development discussion, annual training plan, etc.
- Utilization of employee concern form if there are concerns

3.10 Personnel Files

- Legislation - have you assessed if PIPA (Personal Information Protection Act) applies as well? If so we would need to update policy, either way recommend adding the elements of PIPA for best practice (retention, access, limitations, protection, etc)
- Freedom of Information & Privacy states that the collection of information will and must only be used for the purposes which it is collected for. Could be added under 3.10.1.2.

3.11 Hiring and Recruitment

- Add ensuring fair and equitable process for hiring (diversion and inclusion statement within hiring process)

Commented [KM10]: Allow the employee to complete the evaluation form first and have them submit to the employer for their review and feedback to be discussed at face-to-face meeting. This ensures a collaborative process.

Commented [KM11]: Included in grievance policy

Commented [KM12]: LICA may be subject to PIPA for the collection, use and disclosure of personal information for paid memberships.

I agree that it is a good idea for the organization to adopt best practices to protect the personal information of its clients and staff.

- Is this approach feasible to maintain (I know LICA is unique, typically the Board hires the ED and has the ED as their one employee, and the ED makes the other hiring decisions as per the approved budget).
- Want an internal candidate statement?

3.11.1.1

- Hiring Process: Add Collect and review all resumes (how long is LICA obligated to hold onto all applications?); top two?
- Reference checks
- Job Description: add working conditions?
- Application deadline - do you always use? Do you extend as per 3.11.2.4.4
- 3.11.2.5.2: can add if it is recruitment for ED that the ED may not be present
- Drug testing? If doing that highly recommend more details / separate policy on that
- For background checks recommend having a standard policy statement - do you do them or not? If so for specific positions? Want to see consistency. Also if there is a criminal record, recommend putting in how to approach / assess if there is a record.
- Hiring decision: by consensus of committee?
- 3.11.2.7.2: 2 business days is a pretty quick turnaround, usually see 7 calendar days
- Offer letter can become the employment agreement - I know we are looking at that, I recommend just having one document for transparency so there are not additional terms after starting
- 3.11.2.7.6: should be signed prior to employment, especially with the termination clause
- Appendix B: opportunity to have Job Description Policy with organizational commitment and use of Job Descriptions (and state / link where the approved ones are stored) as they are used for more than just recruitment purposes

Commented [KM13]: Recommended to include the statement we have included in the new Employee Agreement template.

3.12 Group Savings Plans (RRSPs)

- What is the definition (RRSP plan) for part time employees (i.e., what makes them eligible – do they need to work minimum 20 hours per week?)
- 3.12.2.4: recommend adding matching up to a maximum wording (so it is clear that even if the employee have 3 years of service if they contribute 1%, LICA would only contribute 1%).
- What occurs at termination (can be covered here or termination policy)
- Supporting document / reference to RRSP contact / program / portal login if applicable

Commented [KM14]: An employee must contribute the percentage they qualify for in order for LICA to match the percentage. If you opt out and do not contribute then LICA does not pay anything towards your RRSP. The plan is set up to only match what the EE contributes. And you as employee has the option to opt out so its not mandatory.

Commented [KM15]: LICA pays the final contribution and stops after termination. A letter of termination of employment is sent to Dynamic Funds. . The employee would contact Dynamic Funds to either continue contributions or let it sit their.

3.2 Employee Contractor Probationary Period

- Recommend just for employees, can have a contractor policy but keep the employment practices separate to ensure clear separation, for contractors not a probationary period you have defined termination clause within the contract
- 3.2.2.2: by the officers, or typically ED?
- 3.2.2.4 Add in next steps for an unsuccessful probationary period? Probationary period can be extended? Not sure if they would like but implementing small performance evaluations at the 30 day mark, 60 day mark, and the 90 day mark might be beneficial to make time for conversations on poor performance, explain what is needed from both

Commented [KM16]: I am glad that you bring this up. I have recommended separating contractors from employees in multiple policy reviews, however it was decided to keep "Contractors" as it refers to our Manager of Environmental Monitoring programs and Data and Reporting Specialist (not general contractors). Is there another more appropriate term to utilize?

Commented [GU17R16]: If they are paid like contractors, recommend utilizing contractor. We can include a scope in each policy so it is clear. Some things just won't apply if they are true contractors, while other policies would. For example any thing with compensation/termination such as probationary period, vacation, etc. wouldn't apply but conduct policies such as harassment/ violence, code of conduct, etc would apply

parties and why expectations are not being met. Helps to document if you are letting someone go because of probationary period performance as well.

- Want implementation of trial periods for when employees change roles?

3.3 Overtime Hours

- No longer averaging agreements, now averaging arrangements – change terminology!
- Should include consequences for abuse of OT
- Recommend implementing averaging arrangement (a group one for all the monday to friday employees)
- Recommend adding eligibility
- Can have separate flex policy for OT ineligible roles (management)

Commented [KM18]: What do you suggest as a best practice?

Commented [GU19R18]: Every organization is very unique and this is part of an overall strategy. I see a wide range. You do have winter closure correct?

Commented [GU20R18]: comment should be holidays

3.4 Holidays

- Includes the 9 stat holidays as per employment standards.
- Recommend a policy statement on when a holiday falls on the weekend (to align with employment standards – i.e., it will be taken in lieu the following Monday.)
- Recommend added eligibility for general holiday so it is clear

3.5 Employee Contractor Wages

- Isn't a wages policy (is more of a pay period, payroll deduction policy)
- The drafted compensation policy will cover all the compensation elements and process
- 3.5.1.1 and 3.5.2.6 For mid-month approval what is the process?
- Can separate out breaks, also doesn't have to be 2 15 min paid breaks, can add more flexibility there and have a policy statement about end and start of employment (meaning can't take it at the end)
- Recommend separating out contractors as they are not employees and do not want to give that intention

3.6 Employee Vacation

- Recommend re-word Must cause limited disruptions to business operations to clarify what that means. Ex. A manager leaving on any vacation will disrupt business operations to a certain extent. Provide structure for what that means. I assume that vacation can be denied if it seems to disrupt operations too much... what is the criteria for that? Maybe add that in so it is more specific.
- Require as much notice as possible... should we submit a time frame. I have seen policies where they say it needs to be submitted ____ days in advance and the supervisor has ____ days to either approve / deny it.
- Also can include manager booking it (rarely occurs but good to reference)
- What is the process (written request)? Is there a form to complete?
- 3.6.2.3: need to reference that policy that applies
- Is the vacation earned and used the same year? Is it the calendar year, fiscal year, or anniversary year?

Commented [KM21]: LICA has a form to complete. Should be included as supplemental document.

Commented [KM22]: I would like to add that vacation is encouraged to be taken within the calendar year, otherwise it may be carried over (up to 40 hours) into the next calendar year. Any vacation carried over must be taken before March 31st, otherwise it will be paid out. Vacation not carried over will be paid out prior to December 31st of the same year.

- Vacation day entitlements not applicable to contractors, unless otherwise written in contract

3.7 Leaves of Absence & Sick Leave

- Paid or unpaid - should be defined as to what is determining that
- 3.7.1.2: it could impact it for salary, should discuss the implications here
- Recommend reframing to workplace leave policy and having individual leaves (job protected and personal) with specific eligibility and entitlement
- Include failure to return from leave
- Medical note to who? What happens if they don't provide it?
- 3.7.2.3: the 12 days for full time employees? Prorated for part time?
- 3.7.2.4: probationary period is 90 days update language (or just state probationary period if we are including the option to extend probationary period)
- What happens at the end of the year? Is max 12 even if they don't use it? So they just don't accrue anymore? Specify.
- Are they intended for sickness only, or does it include wellness/family responsibility? Specify.
- Recommend to add the protected leaves and the appropriate notice periods.

Commented [KM23]: It gets maxed at 12 and carried forward into the next calendar year

3.8 Discipline Procedures

- Recommend to reframe policy from discipline (corrective action or performance improvement)
- Include a more positive intent statement
- Contractors usually not included (expectations are in contract, they either meet it or they don't)
- Add a statement that all parts of the progressive discipline will be documented. Right now it says that the written warning is in the employee personnel file. All parts of the progress disciplinary process should be documented (included in personnel file).
- Suspension: update as it may not have repeated written warnings
- Option to have two written levels (and possible removal of suspension)
- Include move right to termination as necessary or deemed appropriate
- Dismissal: add in accordance to employment standards. Also can have a separate termination policy.
- Reference to grievance policy

3.9 Grievance Procedures

- Could reframe to employee concern (as not union don't have to use the term grievance)
- Should just apply to employees
- Recommend to add scope to make it clear that safety is not within scope (that would be covered under other policies)
- Recommend not having the informal as a conversation with a board member, start with supervisor/manager

- Opportunity to add conflict resolution procedures with resources
- Can define informal vs formal
- Add confidentiality
- Do they respond in writing within the 30 days, or does that not need to be specified? 30 calendar days? Opportunity for extension if required?
- Form - possibility to include formal response

Board of Directors Meeting

ACTION LIST

Date: November 23, 2023

Recorder: Lori Jodoin

Current Actions	Date to be Completed	Person Responsible	Status
<ul style="list-style-type: none"> Executive Director to initiate the process for the research and delivery of group benefits options. 	January 2024	Kristina	IP
<ul style="list-style-type: none"> Make a phone call to Little Green Thumbs in an attempt to connect with them to discontinue the program. 	December 2023	Stephanie	C
<ul style="list-style-type: none"> Look at the BubbleUP Contract for restrictions and report back to the Board via email. 	December 2023	Kristina	C
Actions From Past Meetings	Date to be Completed	Person Responsible	Status
October 19, 2023			
<ul style="list-style-type: none"> Review Chairperson monthly allowance in comparison to the duties outlined in Policy 1.7 <i>Board Member Job Descriptions</i>. 	Winter 2023	Governance	C
<ul style="list-style-type: none"> Relocate PAMS in 2024 to St. Paul for a two-year term. 	Spring 2024	Mike/Lily	IP
September 28, 2023			
<ul style="list-style-type: none"> Executive Director to work with Lakeland HR Solutions to update LICA's HR-related policies. 	Winter 2023	Kristina	IP
<ul style="list-style-type: none"> Create a Professional Development Policy. 	Winter 2023	Governance	IP
<ul style="list-style-type: none"> Start application process for a second field use credit card, including bylaw amendment. 	June 2024	Kristina	IP
<ul style="list-style-type: none"> LISC to review the wage and benefits results from Lakeland HR Solutions. 	Fall 2023	Board Officers	IP
June 23, 2022			
<ul style="list-style-type: none"> Create a Community Garden Composting Plan to present to the Board for approval. 	TBD	Stephanie	IP