

The Evolution of Synergy

Spring Workshop 2014



Gay Robinson, Karla Reesor,
David Hill, Paula Hall, Gary Redmond



Workshop Objectives

- Bring groups together to share & celebrate Synergy successes
- Introduce the Synergy Alberta Guidebook
- Introduce emerging endorsement expectations
- Strategize on how Synergy Alberta can best support synergy groups



Agenda

- Greetings & Opening Remarks
- Outcomes from Conference Workshop
- Emerging Endorsement Expectations
- Synergy Alberta Guidebook
- Lunch & Share
- Skill Building
- Planning for the Future
- Celebration



Ground Rules

- Respect each other
- Everyone has a right to their own opinion
- Listen generously & seek first to understand
- Everyone deserves to have their opinions respected – even if you disagree
- Stay focused & respect timelines
- Participate actively
- Remember humour helps

Synergy Alberta Project

What does it mean to be a Synergy Group?





Synergy Alberta Strategic Plan 2013-14

- 1.1 Determine current capacity of synergy groups as a baseline measure
- 1.2 Determine guidelines for synergy group membership in SA
- 1.3 Define synergy process



1. Connect with all SA member groups

- Document approaches and capacity

2. Interview SA stakeholders

- Contact representative sample; compile themes

3. Workshop

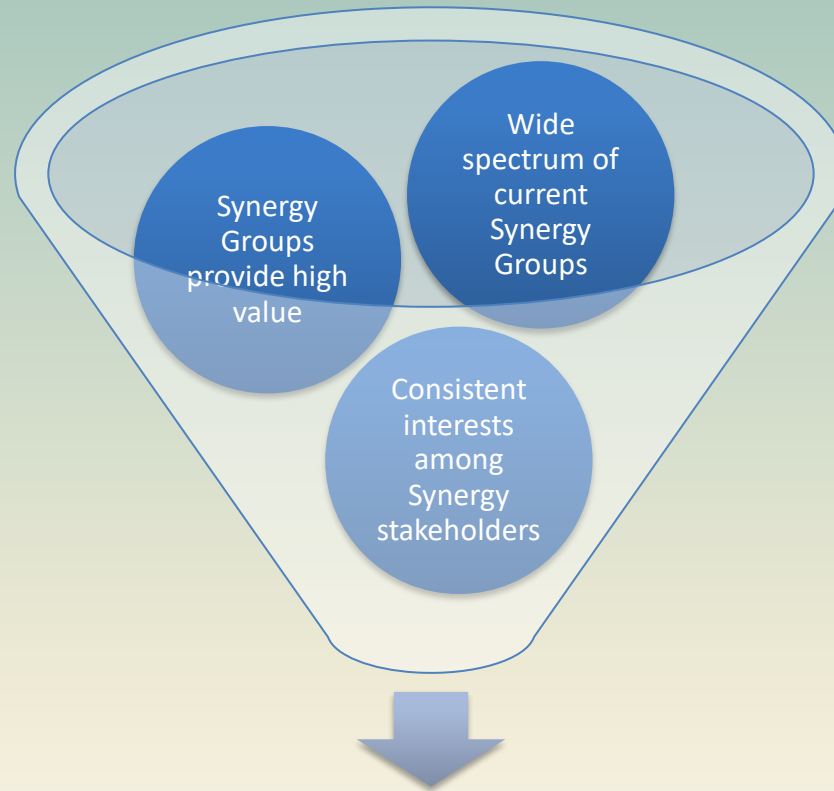
- Move toward agreement on Synergy Group criteria

4. Synergy Alberta Strategic Planning

- Decide on membership criteria

5. Engage Synergy Groups

- Share expectations and discuss next steps



What we heard...



What we heard.....

Value of Synergy Groups

“Listening to the community helps makes industry better.” (industry participant)

“Synergy is a really valuable tool - why wouldn't you want a room full of smart people to solve tough problems?”



What we heard.....

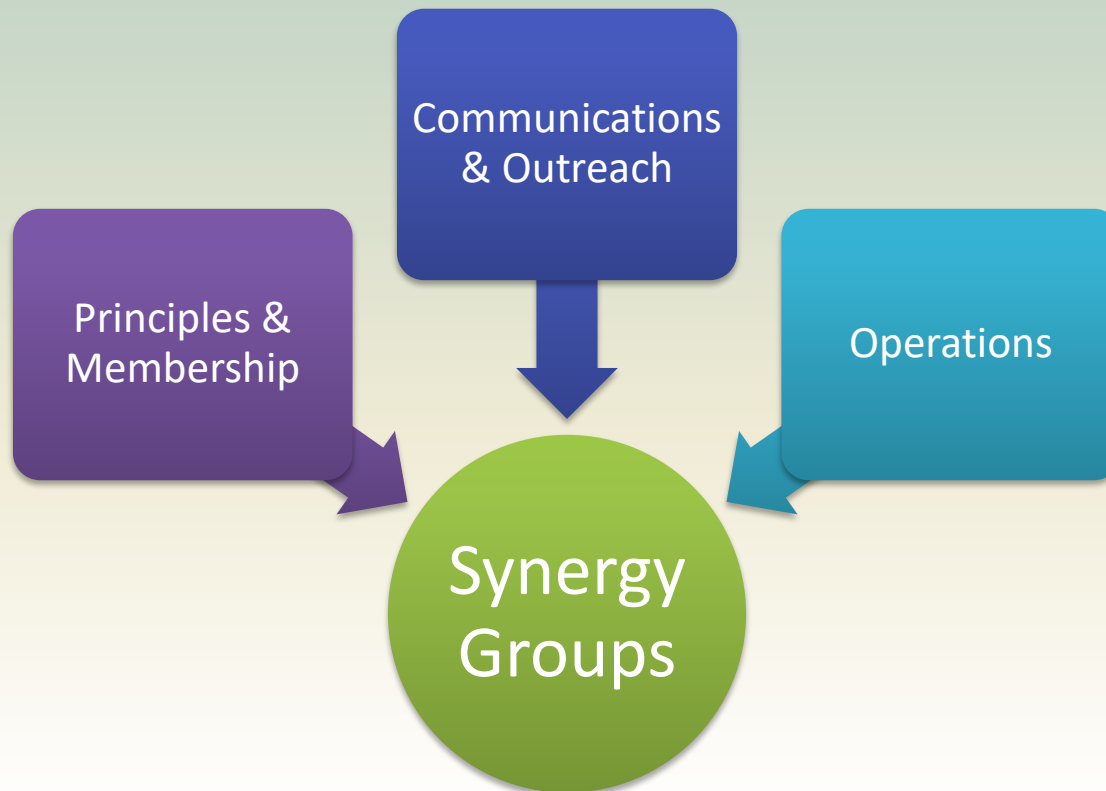
Accomplishments of Synergy Groups

- Reduced industry footprint
- Best Management Practices
- Collaboration, mutual understanding
- Many companies around the table
- Neighbours Day
- Plain language surface lease agreement



What we heard.....

Pillars of Synergy Groups





Discussion Questions from Synergy Conference Workshop:

***What are the minimum requirements to
be a Synergy Group?***

***What are the ideal criteria for a Synergy
Group?***



From the Workshop...

Principles & Membership

- Trust, Respect, Accountable
- Inclusive, Collaborative, Promote Understanding

Communications & Outreach

- Educate, Focus on Community, Effective Skills and Tools
- Communicate within group, to community and to network

Operations

- Clear Purpose and Goals
- Organizational Framework – Terms of Reference, Leadership, Budget

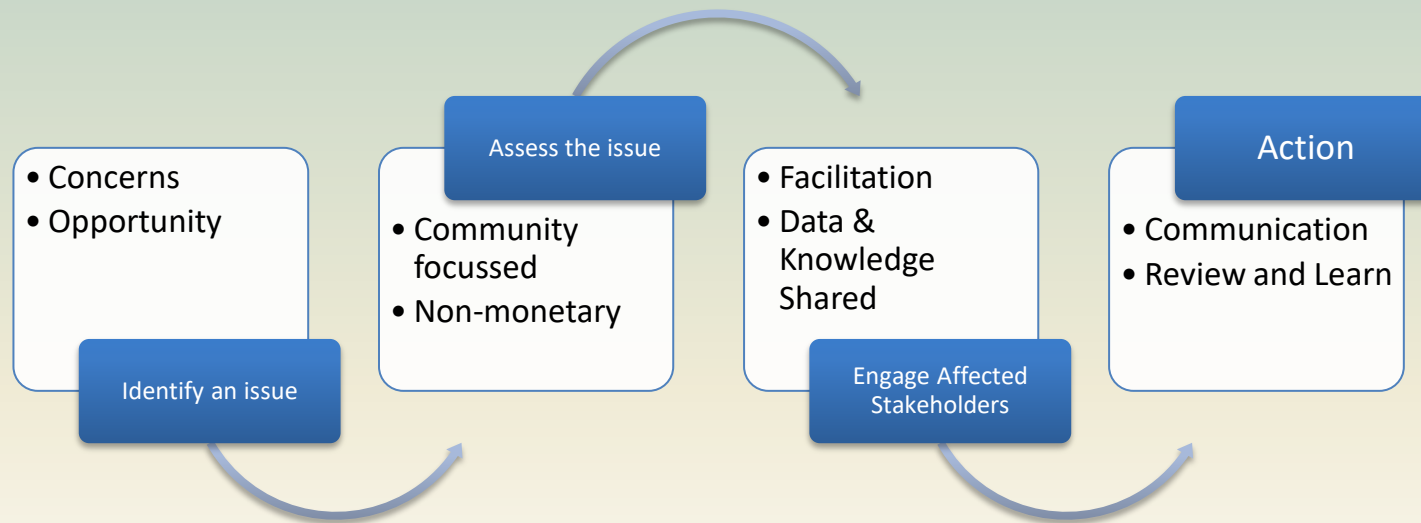


Project Team Recommendations to Synergy Alberta Board

- Guidelines for membership in Synergy Alberta
- Definition of synergy process
- Tools, processes and approaches
- Additional recommendations
- Report is available www.synergyalberta.ca



Recommendation: Adopt the Synergy Process





Recommendation: Develop a Synergy Alberta Guidebook

- How to form a synergy group
- Terms of Reference
- Identifying issues
- Education sessions
- Templates – agenda, notes
- Open house planning
- Communication options
- Facilitation
- Decision-making protocol
- Forming subcommittees



Recommendation: Allow existing synergy groups to retain membership for up to 2 years while they work toward achieving membership criteria

Recommendation: Encourage and support synergy groups to implement synergy best practices

Emerging Endorsement Expectations





Vision

Synergy is the catalyst to achieve a principled, balanced and sustained approach to resource management. Working together we can achieve more.

Mission

Fostering and supporting mutually satisfactory outcomes in Alberta communities by providing information, mutual learning, communication, skill development, facilitation and resources.



syn·er·gy

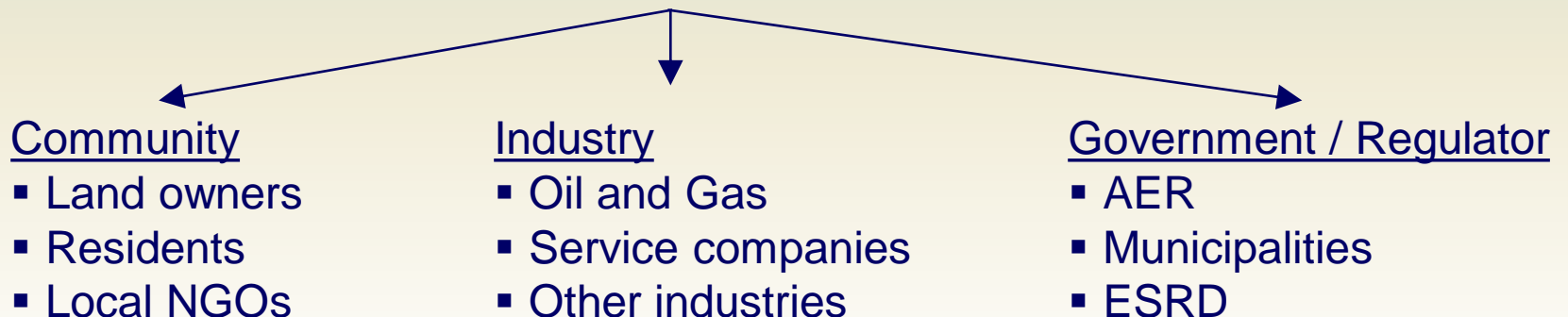
a mutually advantageous
conjunction or compatibility
of distinct business participants

Merriam-Webster Dictionary



syn·er·gy

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Synergy Groups are:

- Multi-stakeholder, community-based groups addressing pressures of resource development
- Intended to provide a safe, respectful environment for information exchange, dialogue and issue resolution
- Comprised of community, industry, government /regulatory participants voluntarily collaborating



Synergy Groups are not:

- Local authorities
- Industry regulators
- Intended to address individual dispute resolution

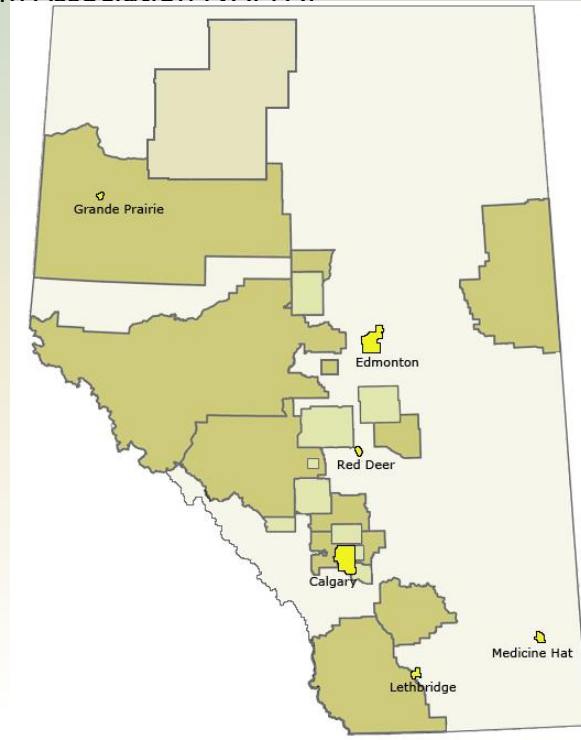
Synergy Groups do:

- Promote mutual understanding through education and dialogue
- Focus on the community – land use, safety, environment, nuisance issues, etc.



Synergy Alberta

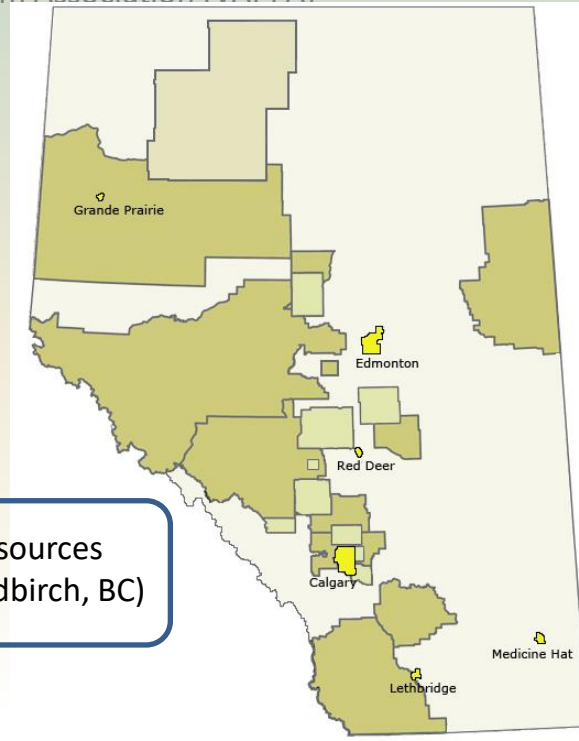
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| 1. Alberta Energy Corridor | 21. Quirk Creek Gas Processing Community Committee |
| 2. Balzac Community Advisory Panel (BalCAP) | 22. Rimbey Multistakeholders Group |
| 3. Battle Lake Synergy Group | 23. Southwest Alberta Sustainable Community Initiative (SASCI) |
| 4. Bow North Synergy Association | 24. Sundre Petroleum Operators Group (SPOG) |
| 5. Butte Action Committee | 25. Vulcan Area Public & Petroleum Association (VAPPA) |
| 6. Calgary Region Air Management Zone | 26. Waterton Advisory Group |
| 7. Calumet Synergy Group | 27. West Central Airshed Society |
| 8. Central Mountainview Action Group | 28. West Central Stakeholders |
| 9. Cochrane Pipeline Operators Committee | 29. Wetaskiwin Synergy Initiative |
| 10. Crossfield & District Synergy Group | 30. Yellowhead Synergy Group |
| 11. Fort Assiniboine and Area Multi-Stakeholder Alliance | |
| 12. Genesee Synergy Group | |
| 13. Lakeland Industry and Community Association (LICA) | |
| 14. Life in the Heartland | |
| 15. Palliser Airshed Society | |
| 16. Panther Advisory Group (PAG) | |
| 17. Parkland Air Management Zone Association (PAMZ) | |
| 18. Peace AirShed Zone Association (PASZA) | |
| 19. Peace Synergy Group | |
| 20. Pembina Area Synergy | |





Synergy Alberta

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**31. Rural Roots and Resources
Synergy Group (Groundbirch, BC)**



Expectations of Synergy Groups

1. Meet the Synergy Group Criteria and follow the Synergy Principles

CRITERIA

While fulfilling their mandate, Synergy Alberta member groups will meet the following Synergy Criteria:

1. Synergy groups include active participation from three broad stakeholder groups
 - Community
 - Government and Regulatory
 - Industry
2. Synergy groups work collaboratively to resolve local pressures related to energy and resource development.
3. Synergy groups promote mutual understanding through education and dialogue.



Expectations of Synergy Groups

1. Meet the Synergy Group Criteria and follow the Synergy Principles

PRINCIPLES

While fulfilling their mandate, Synergy Alberta member groups will conduct their business according to the following Synergy Principles:

1. **Respect** – participants will be treated with respect at all times. Everyone deserves to have his or her views heard.
2. **Transparency** – The group's activities will be conducted in a manner that is open and transparent. Information about the group and the opportunity to participate in its activities will be available for all interested stakeholders.
3. **Responsiveness** – The group will respond to the needs of local stakeholders whenever possible. Participants will seek input and respond to feedback provided.
4. **Accountability** – Participants will follow through on commitments made. All participants are accountable to the group.



Expectations of Synergy Groups

2. Pay Annual Membership dues

\$50 / year

Benefits

- Complimentary Synergy Alberta annual conference registration for one community member delegate
- Right to appoint one voting member for the Synergy Alberta annual general meeting
- Participation in Synergy workshops
- Low-cost professional development of a web page for your synergy group
- Inclusion in the on-line directory of synergy groups
- Free e-newsletters, including events, news, and Synergy group profiles
- Opportunity to participate in member meetings and project teams



Expectations of Synergy Groups

3. Provide representation at the Annual General Meeting

- Held in conjunction with the annual Synergy Conference, the AGM is our formal business meeting with members.
- Our Board is comprised of 4 appointed Directors and 6 elected Directors (4 community and 2 industry). Each year, at least one 3 year position is up for election.
- Although our quorum requirements are low, we do want full representation of our members.



Expectations of Synergy Groups

4. Develop and maintain a Terms of Reference, and provide a copy to Synergy Alberta.

Terms of Reference

1. Background
2. Purpose/ Goal
3. Membership / Participation
4. Roles & Responsibilities
5. Operations
6. Communication & Documentation



Expectations of Synergy Groups

5. Communicate information about Synergy Alberta to group participants.
 - Monthly network meetings
 - Promotion of SA conference, workshops, etc.
 - Opportunities for engagement with government, industry, etc.
 - Community and Industry Director positions on the Board
 - Opportunities for other training, conferences (energy literacy, water management, pipeline impacts, etc.)



Expectations of Synergy Groups

6. Maintain a web presence, either independently or through Synergy Alberta.
- Groups are encouraged to develop their own sites using local resources; or
 - SA can help develop a web presence for your group (website off the SA site) for \$250 (+GST) development and \$100 (+GST) per year.





Expectations of Synergy Groups

7. Establish a budget and clear accountability for use of funds.

- Open information is key to transparency
- Some synergy groups are registered societies and have more sophisticated financial management processes, but most simply collect funds into a pool (from industry members) to pay for meetings, open houses, etc.
- It's important that participants are clear who is paying for what



Expectations of Synergy Groups

8. Provide to SA an annual update on the activities and accomplishments of the group
 - SA will use the information in its Annual Report and to support relationship building with key organizations.
 - We want to be able to promote the synergy concept and recent accomplishments of groups (which too often go unnoticed!)
 - The information will be very helpful to building the synergy brand to stakeholders (some of whom are involved in synergy and some not)



Expectations of Synergy Groups

1. Meet the Synergy Group Criteria and follow the Synergy Principles
2. Pay Annual Membership dues
3. Provide representation at the Annual General Meeting
4. Develop and maintain a Terms of Reference, and provide a copy to Synergy Alberta
5. Communicate information about Synergy Alberta to group participants
6. Maintain a web presence, either independently or through Synergy Alberta
7. Establish a budget and clear accountability for use of funds
8. Provide to SA an annual update on the activities and accomplishments of the group

Synergy Alberta Guidebook





WHY A GUIDEBOOK?

- Convenient collection point for Synergy details including “how to’s and why’s” (the Synergy “Owner’s Manual”)
- Provides a level of consistency for Synergy groups
- Outlines expectations for both participants and leadership
- A helpful resource
- Allows flexibility from the very simple to the more complex



ROLE OF A SYNERGY GROUP AND POSSIBLE DELIVERABLES

- Crystalized look at what Synergy Process is manifested in multi-stakeholder groups
- Increased knowledge of mutual parties
- Best practices
- Management of impacts of energy development
- What it means to be a bona fide Synergy group



WHAT'S IN THE GUIDEBOOK?

Material that suggests advice on how to:

- Start a Synergy group
- Design a Synergy Group
- Operate a Synergy Group

And

- Resources for each of the above

Along with

- Criteria to be considered a “Synergy Group”

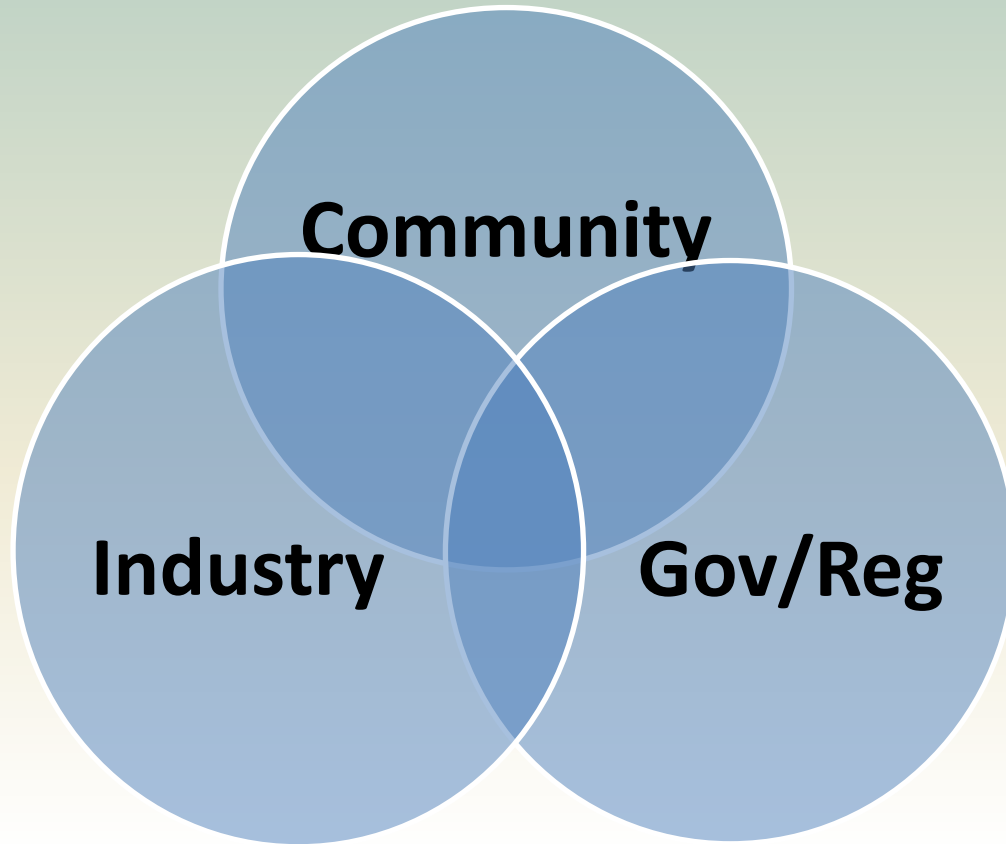


MORE SPECIFICALLY THE GUIDEBOOK POINTS TO THE 5 Ws OF SYNERGY GROUPS:

- WHO should be involved?
- WHAT are the issues?
- WHEN are the meetings and timelines for outcomes?
- WHERE are the meetings and where are the boundaries of the area?
- WHY? The purpose and hopes of the group
- HOW? Help in answering the above W's.



Forming





THE TOR – BUILDING A ROAD MAP FROM YOUR GROUP'S DNA

- A template for designing your Terms of Reference (TOR) or Scope of the Synergy Group
- Outlines expectations for each component of the group
- Keeps things focussed and on target
- Provides help to design a budget for the group



THE TOR CONT'D

A template for designing includes:

1. Purpose
2. Membership
3. Roles
4. Operations
5. Communications
6. Budget
7. Facilitation



FORM vs CONTENT

- Once set up the content needs to be established
- What are the issues to be dealt with?

The guide provides some direction including “filtering” questions to assist in determining if the proposed issues are in the scope and should be addressed in the group and how they might be prioritized.



GUIDEBOOK PROVIDES SUGGESTIONS AND RESOURCES TO CARRY OUT THE FOLLOWING ACTIVITIES WHEN APPROPRIATE

- Education session
- Open house
- Newsletter
- Website/social media
- Recognition: achievements and awards



WHAT WE NEED FROM YOU

Have a look at what is included in the draft version Table of Content listed on the next slides and tell us:

- What do you like about it?
- What's missing for you?
- What is needed to make it as useful as possible?



1. INTRODUCTION

2. PURPOSE OF GUIDEBOOK

- Practical help and tips to perform as a Synergy group
- Reference tool
- Resource List of resources and contacts including Synergy Alberta

3. FORMING A SYNERGY GROUP

- Requesting information and materials from Synergy Alberta
- Making contact with key stakeholders
- Requesting assistance from AER to determine stakeholders(potential membership) and boundaries
- Emphasis on multi-stakeholder profile of group



4. PREPARING A SYNERGY GROUP TERMS OF REFERENCE

- Background
- Purpose/Goal
- Membership/Participation
- Roles and Responsibilities
- Operations including group norms

5. DISCERNING APPROPRIATE ISSUES

- New issues need to be clarified and adopted as appropriate by the group
- A series of “test” questions to help to determine the adoption of issues
- A list of actual issues and outcomes dealt with by a variety of synergy groups
- Determine what is needed to further a dialogue amongst stakeholders
- Prioritizing issues based on the impact and relative ease of dealing with each
- Clarity in their purpose and accountability



6. EDUCATION SESSIONS

- Common tool used by Synergy groups. If a matter is particularly controversial and has aspects that need further explanation, the following approach is recommended:
 - Determine scope and sourcing of education providers
 - Tips on selecting providers

7. AGENDA TEMPLATE

- Merits of having a formatted agenda template
- Many available on free websites
- Critical elements of an agenda
- Meeting summary notes process



8. OPEN HOUSE PLANNING

- Determine purpose and desired outcome of the OH
- Determine what measures will be used to determine success
- Logistics and planning for an open house

9. COMMUNICATION OPTIONS

- A wide variety of tools and options exist for effective communication strategy (this section outlines a number of these along with their limitations and strengths and weaknesses)

10. FACILITATION

- Weighing the benefits of hiring a facilitator. This section outlines the various aspects and choices for this important piece of Synergy groups. It also provides a check list for facilitators.



11. DECISION MAKING PROTOCOL

- Various processes for arriving at consensus referenced
- Strongly recommend training sessions on interest based communication skills
- Seeking interests rather than positions

12. FORMING SUBCOMMITTEES

- When to apply this tool
- Process in selecting a subcommittee or task group
- Clarity in their purpose and accountability



Lunch & Share

- Share the following with others at your table:
 - Something about your Synergy Group of which you are most proud
 - Your Synergy Group's biggest accomplishment
 - A 'Best Practice' created by your Synergy Group
- Write your answers on sticky notes and post on the "Celebration Wall"



Synergy Skill Building

- Three break-out sessions
- Rotate between sessions
- Topics:
 - Terms of Reference
 - Budgets & Planning
 - Communication



Planning for the Future

- What does your group need to do to be part of the evolution of Synergy?
- What challenges may arise?
- How might the group address these?
- How can Synergy Alberta support groups in this evolution?
- What one thing can you do to help your group evolve?

Questions?

"Never doubt that a small,
group of thoughtful,
committed citizens can change
the world. Indeed, it is the
only thing that ever has."
--Margaret Mead

