



Strategic Plan 2021 - 2022

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Synergy Alberta's Mission and Vision

Vision

Alberta communities use the synergy model as supported through Synergy Alberta as a catalyst to achieve a principled, balanced, and sustained approach to resource development for Albertans.

Working together we can achieve more.

Mission

Synergy Alberta fosters and supports mutually satisfactory resource development outcomes in Alberta communities by providing information, mutual learning, communication, skill development, facilitation, and resources.

Principles

<i>Respect</i>	<i>Participants in Synergy Alberta are respectful to one another</i>
<i>Transparency</i>	<i>Participation in Synergy Alberta is open to all stakeholders</i>
<i>Accountability</i>	<i>Synergy Alberta serves its members, funders, and stakeholders</i>
<i>Responsiveness</i>	<i>Synergy Alberta strives to meet the changing needs of its members and stakeholders</i>

Executive Summary

Since its formation as a non-profit organization in 2006, Synergy Alberta (SA) has been supporting, and promoting synergy groups and synergy related initiatives across Alberta. From a high of 37 member groups in 2012, Synergy Alberta currently has 16 members, reflecting the downturn in resource development activities and subsequently, active synergy groups.

Despite the reduction in the network, synergy groups continue to provide a forum for community, industry, and government, as well as other stakeholders such as Indigenous groups, businesses, and other NGOs, to work together in identifying and resolving local issues. Through respectful conversations, these groups share information and find ways to work together to address concerns and influence change. This enables decision-makers to make better informed decisions, benefits communities and those who live, work, and play in them, and leads to improved relationships and more practical and sustainable solutions.

This 2021 - 2022 Strategic Plan defines 4 key strategic focus areas to guide SA's efforts in supporting and promoting its vision and mission:

- 1) **Providing Targeted Support** – *Synergy Alberta provides targeted support for members and communities dealing with issues related to resource development*
- 2) **Sharing Successes** – *Synergy Alberta shares the value of synergistic processes for all stakeholders*
- 3) **Relationship & Networking** – *Synergy Alberta maintains and enhances positive working relationships and networking opportunities to promote synergy principles.*
- 4) **Building Long Term Sustainability** – *Synergy Alberta's governance, policies and funding supports long term sustainability*

Environmental Scan

Economic

When SA was formed in 2006, funding relationships were established with CAPP and SEPAC (now EPAC), Alberta Energy, and ERCB (now AER) Over the years, that funding increased as SA demonstrated successes until the past few years, which has seen a loss of funding from CAPP and Alberta Energy.

In past years, the Annual Synergy Conference also generated revenues beyond the costs of providing the conference, thanks to delegate fees and sponsorships. The Annual Conference has been scaled back in the past few years from a major flagship event over three days with over 200 delegates to a small one-day meeting event with less than 100 delegates. With this reduction in profile, SA has seen a reduction in revenues.

A small amount of money is generated through annual membership fees, which have remained at \$50 per member group since the inception of SA in 2006.

SA remains a good investment for industry, government, and others. Each local issue resolved can save millions of dollars otherwise spent on lengthier and more judicious processes needed to resolve on-going issues.

Government

Through information sharing, networking, and support for synergy groups and initiatives, SA aligns with and supports several government initiatives and policies. Although not currently receiving government funding outside of AER, SA does maintain direct connection with SA Board Directors from the Farmers' Advocate Office and Alberta Energy.

While focused on resource development related to the energy sector, the activities of SA are also relevant to the agriculture sector and others. Identifying these relevancies and illustrating their value can be instrumental in garnering more government awareness and support.

Stakeholders

Stakeholders can be generally defined as anyone who is impacted by or has the potential to impact an organization. SA has a variety of stakeholders that can be grouped in the following categories:

Community

- Residents
- Landowners
- Community groups
- Non-Government Organizations
- Educational Institutions
- Youth
- Funders

Industry

- Companies
- Industry Associations
- Funders

Government

- Provincial and Federal Regulators
- Provincial and Federal Government Departments
- Municipal Government
- Funders

The actual individual stakeholders within these categories may shift as circumstance and opportunities arise, but SA continues to maintain a broad and diverse suite of stakeholders.

Strategy Overview

SA's 2021-2022 Strategic Plan provides four key focus areas, as well as objectives and supportive strategies, to guide its efforts in supporting and promoting synergy groups and initiatives. Potential annual activities are linked directly back to SA's strategic focuses and objectives, and are captured in an Annual Strategy Implementation Plan, along with relevant metrics to measure success and achievement.

- 1. Providing Targeted Support**
- 2. Sharing Successes**
- 3. Relationships & Networking**
- 4. Building Long Term Sustainability**

As in any effective strategic plan, the intent will be to continue any current projects, programs, etc. that are effectively supporting these strategic directions, and to adjust or eliminate those that either do not support these directions or do not provide enough return-on-investment relative to the resources required to maintain them. Focus will also be given to exploring and potentially implementing new ideas that would provide further opportunity for supporting the strategic directions outlined.

Strategic Focus #1 – Providing Targeted Support

Synergy Alberta provides targeted support to areas and groups dealing with resource development issues.

SA will remain in close contact with member groups, and communities interested in initiating a synergy group, to identify and prioritize needs for support. SA will look at internal and external resources to address these needs, including engaging existing groups who may be able to offer assistance and accessing resources made available to community NGOs in Alberta. The primary focus for high activity areas will be on providing support for group development, strategy development, capacity building and issue identification & resolution.

Strategic Focus #2 – Sharing Successes

Synergy Alberta shares positive outcomes and experiences of the value of synergy processes

Synergy processes can be invaluable to all stakeholders at the community level, through identifying and resolving issues. It is important to share successes of synergy groups so that others can learn, and benefit from them.

These successes can be shared through documentation and showcasing in a variety of venues and formats including the annual Synergy Alberta Conference.

Strategic Focus #3 – Relationships & Networking

Synergy Alberta maintains, enhances, and provides positive working relationships and networking opportunities to promote synergy principles.

Actively maintaining and enhancing positive working relationships with member synergy groups, other internal and external stakeholders, government agencies, etc. is a key for SA.

Beyond the existing partner organizations, there needs to be outreach to industry associations, non-governmental organizations, educational institutions, the business community, as well as youth members of the community and Indigenous communities.

Strategic Focus #4 – Building Long Term Sustainability

Synergy Alberta's funding, governance and policies support long term sustainability.

It is important that SA remain adequately resourced through core funding and additional funds and in-kind support.

Direct contact is needed with all past funders – CAPP, EPAC, Alberta Energy and SA's current funder, AER, to determine how best to achieve adequate core funding. Additional funding needs to be sought from other sources, to be identified.

STRATEGIC FOCUS #1: PROVIDING TARGETED SUPPORT

Synergy Alberta provides targeted support to areas and groups dealing with resource development issues.

OUR OBJECTIVES – (WHAT ARE WE TRYING TO ACHIEVE?)

Objective 1.1: Areas experiencing new, increasing, or changing development are provided support for synergy initiatives.

Objective 1.2: Groups experiencing challenges or issues are provided support to assist in issues resolution.

Objective 1.3: Capacity building opportunities are provided and supported for synergy groups and initiatives.

OUR STRATEGIES – (HOW WILL WE APPROACH THE ACHIEVEMENT OF OUR OBJECTIVES?)

- *Identify geographic, capacity, and issues-based needs (1.1, 1.2)*
- *Support the development of synergy groups where appropriate (1.1)*
- *Provide a roster of skilled facilitators, acquainted with Synergy Alberta, that is diverse both geographically and in skill sets (1.2,1.3)*

OUR METRICS – (HOW WILL WE KNOW WE ARE ACHIEVING OUR OBJECTIVES?)

- *Requests received for SA support*
- *Existing synergy groups assisted*

STRATEGIC FOCUS #2: SHARING SUCCESSES

Synergy Alberta demonstrates and delivers positive outcomes and experiences of the value of synergy processes.

OUR OBJECTIVES – (WHAT ARE WE TRYING TO ACHIEVE?)

Objective 2.1: Effective tools and support are provided to synergy groups and stakeholders

Objective 2.2: Opportunities are provided for groups, communities, and stakeholders to actively experience and participate in positive synergy processes

Objective 2.3: Synergy success stories are shared and celebrated

OUR STRATEGIES – (HOW WILL WE APPROACH THE ACHIEVEMENT OF OUR OBJECTIVES?)

- *Provide educational and information sharing opportunities (2.1)*
- *Provide guidance, support and assistance to synergy groups and Communities (2.1)*
- *Actively support the development of new synergy groups (2.2)*
- *Document success examples for publication (2.3)*
- *Capitalize on social media opportunities (2.3)*

OUR METRICS – (HOW WILL WE KNOW WE ARE ACHIEVING OUR OBJECTIVES?)

- *“synergy successes” documented/disseminated*
- *Requests received for assistance*
- *Social media analytics*

STRATEGIC FOCUS #3: RELATIONSHIPS & NETWORKING

Synergy Alberta maintains, enhances, and provides positive working relationships and networking opportunities to promote synergy principles.

OUR OBJECTIVES – (WHAT ARE WE TRYING TO ACHIEVE?)

Objective 3.1: Positive working relationships with internal and external stakeholders are maintained and enhanced

Objective 3.2: Outreach activities to external organizations and agencies are developed and capitalized on

Objective 3.3: Coordination and networking amongst member groups and other interested stakeholders is provided

Objective 3.4: Annual event is provided for members and interested stakeholders as a tool for education, outreach, promotion, networking, celebration, and acknowledgment

OUR STRATEGIES – (HOW WILL WE APPROACH THE ACHIEVEMENT OF OUR OBJECTIVES?)

- *Provide regularly scheduled networking events (3.3)*
- *Promote member group use of the Synergy Alberta website features (3.3)*
- *Host Annual Synergy Alberta Conference (3.4)*
- *Include awards program and AGM into annual Synergy Alberta Conference (3.4)*
- *Participate on AER's Multi-Stakeholder Engagement Advisory Committee (MSEAC) (3.2)*

OUR METRICS – (HOW WILL WE KNOW WE ARE ACHIEVING OUR OBJECTIVES?)

- *Event attendance and feedback*
- *Feedback on website use/usability*
- *Website analytics*
- *Network meeting attendance*

STRATEGIC FOCUS #4: BUILDING LONG TERM SUSTAINABILITY

Synergy Alberta's governance, policies, and funding support long term sustainability.

OUR OBJECTIVES – (WHAT ARE WE TRYING TO ACHIEVE?)

Objective 4.1: Additional core funding opportunities are explored and capitalized on

Objective 4.2: Additional funding sources or opportunities are explored and capitalized on

Objective 4.3: Board governance is effective in structure and function

Objective 4.4: Base consistency amongst synergy group structure is encouraged

OUR STRATEGIES – (HOW WILL WE APPROACH THE ACHIEVEMENT OF OUR OBJECTIVES?)

- *Explore additional government funding options (4.1)*
- *Explore additional industry funding options (4.1)*
- *Explore potential funding from sectors with common interests (4.1)*
- *Provide sponsorship opportunities for Synergy Alberta events where appropriate (4.2)*
- *Review endorsement expectations for relevance and appropriateness (4.4)*
- *Support groups in achieving Synergy Alberta endorsement expectations (4.4)*

OUR METRICS – (HOW WILL WE KNOW WE ARE ACHIEVING OUR OBJECTIVES?)

- *Funding / revenue increases*
- *Groups meeting endorsement expectations*