

# *Synergy - A Community Engagement Success Story*





# syn·er·gy

a mutually advantageous  
conjunction or compatibility  
of distinct business participants

*Merriam-Webster Dictionary*



# syn·er·gy

a mutually advantageous  
conjunction or compatibility  
of distinct business participants

*“positive outcomes for all stakeholders  
resulting from meaningful engagement”*



# A Community Engagement Success Story

- Origins of synergy
- Synergy Alberta
- Synergy process
- Stakeholders
- Business case for Synergy
- Group profiles
- *Working Together - video*





# ORIGINS OF THE SYNERGY MOVEMENT





## Synergy starts ...

- Increasing land-use conflicts, cumulative impacts and growing overlap between populations and development
- Different approaches were tried – some cooperative (multi-stakeholder), some adversarial (stakeholder vs. stakeholder)
- In 1990s, groups with land owners, industry and regulatory representatives began forming
- In early 2000's, the benefit of these groups were realized and were brought together to share with one another through 'synergy' conferences.



## Synergy starts ...

- In 2006, Synergy Alberta (not-for-profit) was formed to help support and coordinate efforts of 12 synergy groups
- Synergy Alberta facilitates growth of existing groups and encourages the development of new groups
- Synergy groups = *multi-stakeholder, community-based groups addressing pressures and opportunities of energy/resource development*
- SA Board of Directors include:
  - 4 community (elected)
  - 3 industry (2 elected, 1 appointed)
  - 3 government (appointed)





## 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.





# SYNERGY ALBERTA TODAY





# Synergy Alberta

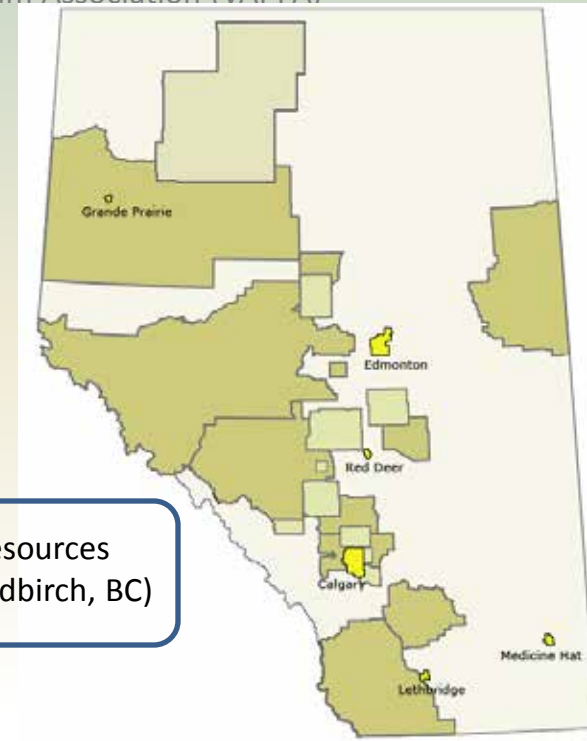
1. Alberta Energy Corridor
2. Balzac Community Advisory Panel (BalCAP)
3. Battle Lake Synergy Group
4. Bow North Synergy Association
5. Butte Action Committee
6. Calgary Region Air Management Zone
7. Calumet Synergy Group
8. Central Mountainview Action Group
9. Cochrane Pipeline Operators Committee
10. Crossfield & District 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
21. Quirk Creek Gas Processing Community Committee
22. Rimbey Multistakeholders Group
23. Southwest Alberta Sustainable Community Initiative (SASCI)
24. Sundre Petroleum Operators Group (SPOG)
25. Vulcan Area Public & Petroleum Association (VAPPA)
26. Waterton Advisory Group
27. West Central Airshed Society
28. West Central Stakeholders
29. Wetaskiwin Synergy Initiative
30. Yellowhead Synergy Group





# Synergy Alberta

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## Synergy Alberta – *Strategic Plan 2013/14*

- a) Increase the effectiveness and capacity of synergy groups
- b) Ensure Synergy tools, resources, and events (including the annual Synergy conference) are well defined, useful, and accessed
- c) Increase awareness of Synergy
- d) Increase the capacity of Synergy Alberta to support and grow a valued Synergy network





## Social License to Operate

- Granted by community, stakeholders
- Based on reputation / trust
- Built on relationship building

Ideally, there exists a broad social acceptance at the community level which is maintained throughout the life of the project.





## *Social License to Operate*

- Synergy groups strive for ‘social acceptance’ by:
  - Ensuring information needs are met (for all parties)
  - Community members feel heard, respected and appreciated
  - Issues are addressed (mitigated, resolved)
  - Opportunities are maximized (facilitating companies to be seen as an integral part of the community)







# SYNERGY PROCESS





## Synergy process

- Often starts in communities ‘in crisis’
- Participant can be any stakeholder willing to work with other stakeholders
- Facilitator(s) is/are engaged
- Ground rules are set (eg. respectful dialogue vs personal attacks)
- Decide what the group is and is not able to address (clear expectations for all)
- Share all concerns / grievances

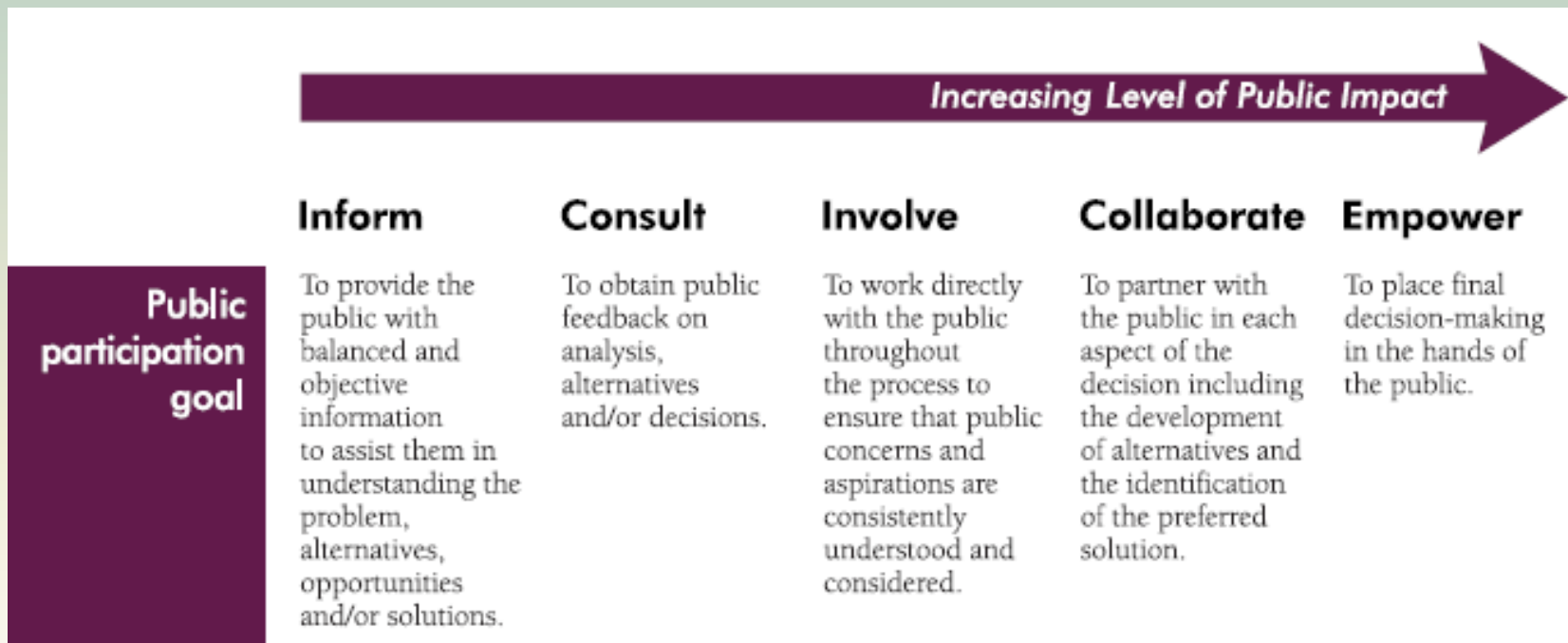


## Synergy process – cont'd

- Focus on relationship building, communications, contact with all stakeholders – this takes time (not a quick fix)
- Prioritize issues
- Share information, seek clarification, listen and learn
- Issue resolution training (moving from position to interest)
- Tackle issues
- Build on-going processes (addressing complaints, info nights)

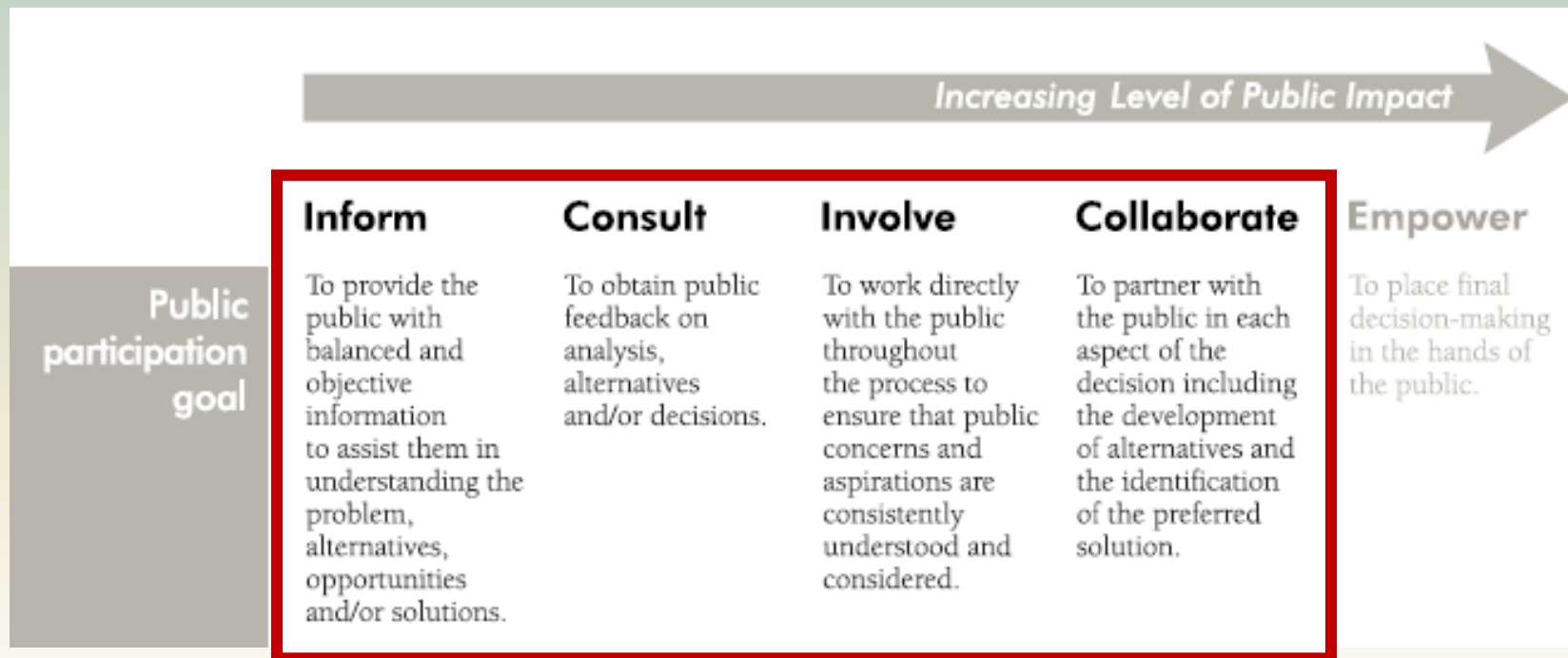


# Spectrum of Public Participation





# Spectrum of Public Participation



Synergy Groups operate throughout the spectrum between *Inform* and *Collaborate*



## Synergy Groups can be characterized by:

- Multi-stakeholder (community and industry working together)
- Providing a safe, respectful environment for information exchange, dialogue and issue resolution
- Focussed on the community – land use, safety, environmental, nuisance issues, etc.





# STAKEHOLDERS





# Synergy Stakeholders

**Rural land owners**  
**Oil and Gas Industry**  
**Regulator**





# Synergy Stakeholders

**Rural land owners**

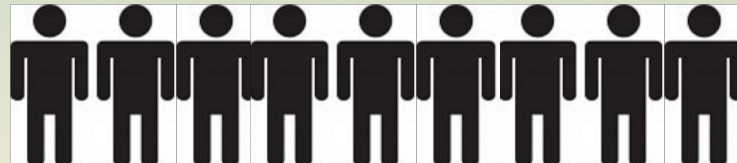
**Oil and Gas Industry**

**Regulator**

+ other community residents

+ other energy/resource development

+ other regulators (Prov & NEB)





# Synergy Stakeholders

**Rural land owners**

+ other community residents

**Oil and Gas Industry**

+ other energy/resource development

**Regulator**

+ other regulators (Prov & NEB)

Municipalities

Agricultural associations

Stewardship groups

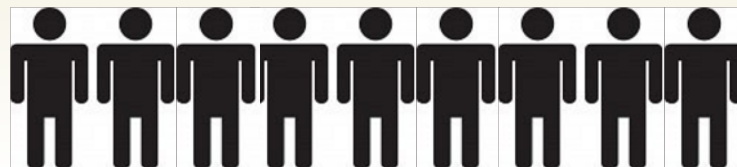
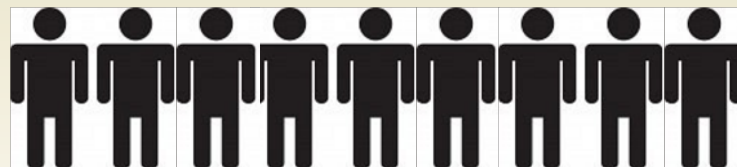
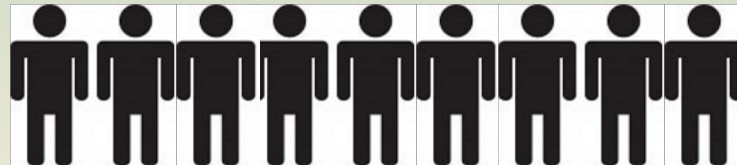
Health regions

Environmental interests

Economic development

Land trusts

Educational institutions





# BUSINESS CASES FOR SYNERGY





# Business Case

## ***Community representatives***

- Opportunity to learn about energy development
- Opportunity to provide advice and suggest options
- Facilitates pro-active community development (short and long term)
- Build constructive and lasting relationships with economic interests rather than creating adversaries
- Build trust, understanding, honesty and respect
- Affect change where and when necessary



# Business Case

## *Industry representatives*

- Opportunity to quickly and efficiently focus on and respond to community concerns
- Opportunity to discuss options and receive valuable feedback
- Opportunity to achieve a workable option brought forward that might not have been achieved through another process
- A solution derived from a multi-stakeholder process has community buy-in
- Competitive advantage
- Avoid costly delays and legal issues
- Be seen as part of the community





# Business Case

## ***Regulatory representatives***

- Opportunity to explain regulatory role to community
- Opportunity to understand issues and options for resource development and community development
- Reduce stress and adverse relations associated with difficult consultations, ADR and hearings
- Long term relationship of trust, honesty and respect





# SYNERGY GROUP PROFILES





# Synergy Group Profiles

## Sundre Area

- Tensions/violence, mistrust, uncoordinated development, negative impacts to the community
- SPOG formed 1992
- Three functions:
  1. Community Affairs (activity notification, complaints/ queries, and communication education)
  2. Mutual Aid (emergency preparedness and response)
  3. Environment
- Results:
  1. Community supports industry and vice versa
  2. Process to address issues
  3. Notification to residents
  4. Community part of decision making



# Synergy Group Profiles

## Lakeland Area

- Re-occurring issues across region, lack of information to residents
- LICA (Lakeland Industry Community Association) formed 2000
- Functions:
  1. One-stop information shop for residents
  2. Coordinating industry efforts
  3. Environmental monitoring
- Results:
  1. Air shed /Water shed
  2. Process to address issues
  3. Information to region
  4. Community part of decision making



# Synergy Group Profiles

## Ponoka Area

- Companies acting alone (uncoordinated pipelines, etc.)
- Calumet Synergy Group formed 2004
- Functions:
  1. Monthly meetings open to the public
  2. Coordinated open houses
  3. Best Management Practices
    - Community Engagement
    - Survey
    - Land Agent
    - Drilling
    - Project Planning and Design
    - Pipeline Design and Construction



# *Working Together*





# BUILDING OUR FUTURE

Synergy Alberta Conference  
October 28-30, 2013



Topics include:

- *Water protection*
- *Community engagement*
- *Future of energy development*
- *Land use planning*

Exciting panel discussions, keynote speakers, breakout sessions, workshops, and lots of networking!



# 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

