EVOLUTION OF BCWWA GOVERNANCE AND BUSINESS MODEL
WEFMAX – Vancouver, BC
March 14, 2019
PRESENTATION OUTLINE

» EARLY YEARS (Pre-1990)

» GOLDEN YEARS (1990 – 2006)

» CARVER YEARS (2007 – 2013)

» CARVER-LIGHT YEARS (Post-2013)

» WHAT WE’VE LEARNED
CREATION OF THE BCWWA

» Incorporated May 3, 1978
EARLY YEARS (PRE-1990)
EXPANDING OPERATOR TRAINING
GROWING ANNUAL CONFERENCE
PRESENTATION OUTLINE

» EARLY YEARS (Pre-1990)

» GOLDEN YEARS (1990 – 2006)

» CARVER YEARS (2007 – 2013)

» CARVER-LIGHT YEARS (Post-2013)

» WHAT WE’VE LEARNED
CARVER YEARS (2007 – 2013)
### INTRODUCING THE CARVER POLICY GOVERNANCE MODEL

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**BC Water and Waste Association**  
**Board Policy**

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<th>Policy Name</th>
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<th>Date Approved</th>
<th>Date Amended</th>
</tr>
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1. **Purpose/Product:**
   1.1 To provide a broad framework for the gathering of information on issues relevant to the water community in British Columbia and Yukon.
   1.2 To advise the Board on the relevance of existing policy and make recommendations on changes to Board ends policies resulting from new or revised government regulations, industry standards or practices.
   1.3 To provide recommendations to the Board on new and emerging trends and issues on which the Board would consider development of new ends policies.
   1.4 To respond to specific requests from the Board on association policy.

2. **Composition:**
   2.1 The Leadership Council will be comprised of one representative from each of the Association’s Committees, the AWWA Director, the WEF Delegate, the CWWA representative, a representative of the EOU, and a member of government.
   2.2 The Chair of the Leadership Council may be a member of the Board or a member of the Leadership Council who is appointed by the Board annually.
   2.3 The Board shall also appoint a Vice Chair annually who may be a member of the Board or an active member of the Association.
   2.4 The Board may appoint other representatives to the Leadership Council.

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<tbody>
<tr>
<td>Definitions Page</td>
<td>Governance Process</td>
<td>April 5, 2012</td>
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- **Owners / Ownership:** The group to whom the Board is morally accountable which includes members and others whose primary interest is the common good of safeguarding public health and the environment on water matters.
- **Members / Membership:** A subset of our owners who hold membership in good standing with BCWWA (legal owners).
- **Customers:** The group who use BCWWA services or products and whose primary interest is for the individual good.
- **Stakeholders:** All those who have an interest in the work of BCWWA from the perspective of the needs of individuals or of the organizations to which they belong.
- **Water and Waste Community:** The water and waste community includes the collective group (i.e., owners, members, customers and stakeholders).
CHANGE IS AFOOT

7 staff

12 staff

Programs delivered by volunteers & staff

Programs delivered by staff

Strong revenue

Increased competition; changing needs
Financial Sustainability

Expenses

Revenues

2007 2008 2009 2010 2011 2012 2013
PRESENTATION OUTLINE

» EARLY YEARS (Pre-1990)

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» WHAT WE’VE LEARNED
FINDING OUR FOCUS

CORPORATE STRATEGIC PLAN
2010-2012
COMMUNICATING OUR PLAN

Mission
To connect and empower the BC and Yukon water sector to advocate for and safeguard public health and the environment.

Vision
People have safe water and a healthy water environment.

Values
Fun
We create an atmosphere where contributions and successes are celebrated.

Integrity
We are respectful, transparent, accountable, fair and treat everyone as equals.

Inclusive
We actively work with a diverse water community to provide meaningful opportunities to share skills and expertise.

Informed
We are fact-based, objective and balanced in our approach.

Innovative
We are committed to the advancement and adoption of technology and practices to serve our members and protect public health and the environment.

Leadership and innovation in the water sector is encouraged and promoted.

Organizational development
The BCWWA is a sustainable organization.

The water sector has a competent and sustainable workforce.

The water sector has an engaged network.

Leaders make informed decisions about water services.

www.bcwwa.org
DETERMINING THE LEVEL OF BOARD INVOLVEMENT

**The Line**

- Little to no impact on our organization
- Little knowledge and experience in this area
- Nothing out of the ordinary requiring the board's attention
- We trust management to lead
- Management led - board oversight

Impact

Board Experience

Contextual Issues

Organizational Capacity

co-leadership

- Dramatic impact on organizational stewardship matters
- High knowledge and experience in this area
- Strong external forces demanding the board's attention
- Management does not have the skills / experience / knowledge and/or time to address this issue
- Board led and high involvement
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» EARLY YEARS (Pre-1990)

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» WHAT WE’VE LEARNED
1. Importance of Board engagement and awareness, with trust in Staff to deliver

2. Criticality of a realistic, actionable and measurable strategic plan

3. Ongoing need to evaluate and diversify programs, services and revenue streams