

A Policy Regarding Board Mandate, Vision and Values (Mandate, Vision and Values)

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Lead Role: GM

Replaces: N/A

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Policy Statement

The Board of Beaver Municipal Solutions/Beaver Regional Waste Management Services Commission operates as a Regional Services Commission on behalf of the Towns of Tofield and Viking, the Villages of Rley and Holden, and Beaver County, (municipal members) subject to the Government of Alberta under the Municipal Government Act, and its Regulations.

The Board appoints Directors in accordance with its appointment By-law to ensure that regional services are provided to the municipal members, and that all laws and regulations relating to its operations are complied with, and that municipal member agreements are honoured.

The Board bears the ultimate responsibility for the Commission. The Board carries out this responsibility through a stewardship role. Through its governance By-law, the Board delegates day-to-day management of the Commission to the General Manager.

The governance and operation of the Commission must be true to the Commission's mandate, (mission) vision and values.

Mandate (mission) is defined as the organization's reason for being.

Vision is defined as the organization's desired future state.

Values are defined by our shared core beliefs without which we do not act.

The Commission's Mission:

- i. *To ensure the environmentally safe handling, treatment and disposal of waste*
- ii. *Promote the advancement of technologies and the establishment of related industries for waste reclamation*
- iii. *To use the resources generated from Beaver Municipal Solutions' operations to provide economic benefits to the people of the member municipalities of the Commission*

The Commission's Vision:

- i. *To ensure the safe handling, treatment and disposal of waste and to enhance the quality of life for the people of Beaver County*

The Commission's Values:

- i. Accountability
- ii. Customer Service
- iii. Environmental Responsibility
- iv. Integrity
- v. Promote Learning
- vi. Safety Focussed
- vii. Support Local Community
- viii. Transparency

The Mandate (Mission), Vision and Values all form the foundation for the Commission's Strategic Plan.

Guidelines

1. To effectively fulfill its stewardship role and execute its mandate (mission), the Board must:
 - a. Oversee the development and implementation of the strategic, financial and operating (business) plans;
 - b. Oversee the development by management of a process to identify, manage and monitor the principal risks faced by the organization
 - c. Require management to implement and maintain appropriate internal controls and management information systems;
 - d. Appoint a General Manager, who appoints other senior managers, define management's duties and limits of authority, oversee management's performance and approve its compensation;
 - e. Oversee management succession and development plans;
 - f. Require management to maintain an effective stakeholder communication program, including a process by which stakeholders and other interested parties may communicate directly with the Board;
 - g. Oversee and approve the Commission's annual report, including its annual independently audited financial statements, and its distribution to internal and external stakeholders;
 - h. Appoint Board committees that the Board considers necessary to enable it to carry out its responsibilities effectively, and to delegate to those committees any of the powers of the Board it deems appropriate;
 - i. Adopting, amending or repealing By-laws and policies of the Commission, and monitoring the Commission's compliance with those By-laws and policies, and with its statutory and fiduciary obligations;

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- j. Adopting or amending the Commission's code of ethics for both Directors and for employees, and monitoring the Commission's compliance with that code, with the Chairperson reporting annually;
 - k. Make other decisions that are required to be made by the Board of Directors, or as may be reserved by the Board of Directors, to be made by itself and are not otherwise delegated to a committee of the Board of Directors or to management;
 - l. Conduct a formal assessment of its performance and effectiveness, its committees and its individual Board members, at two year occasions, in accordance with policy BRD-009 Board Performance Self-Assessment;
 - m. Conduct a review of its mandate normally every three years in conjunction with its Strategic Plan review per policy BRD-005 Strategic and Business Planning.
2. In executing its leadership, and developing and implementing its Strategic Plan, the Board must be guided by a vision of what the Commission is, or is to become.
- a. The Commission's vision is a desired end-point or future state that describes what the Commission stands for and what it believes in;
 - b. Having a clear vision allows how the Commission is seen by others, and by itself, in the future, and is a beacon that helps the Commission stay on course;
 - c. With the Commission having a clear sense of purpose, direction and a future state, and when this image is widely shared, individuals within the organization are better able to develop supportive roles for the organization, both internally and externally;
 - d. The Commission should conduct a review of its vision normally every three years in conjunction with its Strategic Plan review per policy BRD-005 Strategic and Business Planning.
3. The Commission's values are organizational core beliefs that define how the organization executes its mandate and vision. These values must be shared and understood by all Directors and employees, and all behaviors must be grounded in these values.

The Commission should review its stated values normally every three years in conjunction with its Strategic Plan review per policy BRD-005 Strategic and Business Planning.

Ideally the organization should value:

- a. Accountability
 - i. That holds itself responsible;
 - ii. That admits to failings as well as successes;
 - iii. That monitors and publicly reports its progress;
 - iv. That doesn't give up on doing better and exceeding expectations;

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- b. Customer Service
 - i. By delighting its customers with the quality and timeliness of its offered products and services;
 - ii. By accepting its mistakes, and vowing to deliver better to its customers
 - iii. By delivering better to its customers;
- c. Environmental Responsibility
 - i. By meeting or exceeding all applicable environmental legislation;
 - ii. By being a leader in environmental waste management;
 - iii. By being the benchmark standard for technical excellence that other peer organizations compare themselves to;
- d. Integrity
 - i. By constantly demonstrating ethical standards and behavior;
 - ii. By being honest;
 - iii. By displaying courage of convictions;
- e. Promotion of Learning
 - i. By providing opportunity and challenge;
 - ii. By cultivating a shared understanding of goals;
 - iii. By supporting personal and professional growth;
 - iv. Through meaningful recognition;
- f. Support for Local Community
 - i. By supporting community volunteer groups;
 - ii. By listening through public forums;
 - iii. By building an environment of trust;
 - iv. Through collaborative relationships;
- g. Safety Focus
 - i. By sending employees home safe and sound at the end of every working day;
 - ii. By fostering teamwork;
 - iii. Via employee empowerment and accountability
 - iv. By encouraging continuous learning and doing;
- h. Transparency
 - i. That is visionary
 - ii. That is consultative and responsive
 - iii. That demonstrates open communication
 - iv. That practices fairness.

Roles and Responsibilities, Procedures, Forms and Related Policies

1. The implementation of this Policy will be through the General Manager.
2. Related policies:
 - BRD-002 Board Reports
 - BRD-004 Communications to Municipal Members

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BRD-005 Strategic and Business Planning
BRD-007 Board and Organizational Priorities
BRD-008 Board Director Orientation
BRD-009 Board Performance Self-Assessment
By-law 1A 2013, Appointment By-law
By-law 1B 2013, Governance By-Law