

## A Policy Regarding Board and Organizational Priorities (Board and Organizational Priorities)

**Date Approved by Board:** 2016.06.23

**Resolution No.:** 16 073

**Lead Role:** GM

**Replaces:** N/A

**Last Review Date:** N/A

**Next Review Date:** 2019.06.23

### Policy Statement

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The Board of Beaver Municipal Solutions/Beaver Regional Waste Management Services Commission has adopted the following mandate, (mission) vision and values:

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 2016 – 2022 Strategic Plan.

Emanating from the Strategic Plan, the Board has developed the following Strategic Priorities:

- i. Establish a minimum of a \$2 million dividend to municipal shareholders annually for the planning period;
- ii. Reduce reliance on a single customer to no more than 35% of gross revenues by 2022;

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- iii. Increase service diversity so less than 60% of gross revenues come from the BMS regional landfill's services by 2022
- iv. Explore the options leading to part or all of the Commission assets being transferred to a Municipally-controlled corporation (MCC) in 2017 in order to promote tangible financial benefits for the municipal members and achievement of the dividend payout and income diversification goals

In pursuing these goals, the Board, and its management, will:

- i. Provide transparent and open communication;
- ii. Meet or exceed environmental standards and regulations;
- iii. Maintain cost-recovery disposal rates for members,, or at mutually-agreed subsidy arrangements;
- iv. Maintain or exceed operational safety standards;
- v. Continue to support and provide local grants;
- vi. Be one of the top 50 best-managed companies in Alberta according to an industry-peer review competition

### **Guidelines**

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1. The Board will establish its strategic priorities normally at every three years, in accordance with its policy BRD-005 Strategic and Business Planning, and re-confirm, or amend, these priorities and specific actions required in its annual business plan.
2. The Board, through its management, will develop a monitoring process and monitor progress achieved towards the strategic priorities regularly during the planning period. The Board, through management, will make amendments to the action plans leading to achievement of these priorities as required.
3. The Board will amend priorities to be achieved, and this Policy, where emergent conditions, or progress, indicate that the priorities no longer fit with the Commission's mandate (mission), vision and/or values.
4. If required, the Commission can re-visit the Strategic Plan, and incorporate such changes as are necessary, in its opinion, and solicit external stakeholder input.

### **Roles and Responsibilities, Procedures, Forms and Related Policies**

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1. The implementation of this Policy will be through the General Manager.
2. Related policies:
  - BRD-005 Strategic and Business Planning
  - BRD-006 Board Mandate, Mission and Values
  - 2016 – 2022 Strategic Plan