SESSION I: Host Session – Evolution of BCWWA Governance and Business Model
Scribe Notes By: Kelsey Hurst Moderated by: Kevin Ramsay

- Started off as an organization that wanted to get people to talk and share, almost all volunteer driven
- Golden Years – very selective on who was brought in on the Board; tried to be inclusive as much as possible
- Expanding operator training – serving the industry and did a really good job of it. No competition.
- Financial Growth – one year ended up having $200,000 surplus; around 2004-2005 bought an office with the excess funds; phenomenal relationship with authorities on the provincial level
- Golden Years – went to 4 staff members, morphed into the carbon model
- Carver Model – painful process, the Board was formerly involved with all decision making.
- Wanted a model that clearly delineated the role of the staff and the Board; this model had some pretty clear roles
- Very formal model that establishes “here’s what you can do”, and “here’s what you can’t do”; model needs to be customized to organization, which was a lengthy process
- Failed to ask fundamental question – was the CEO into this? She wasn’t on board, realization that Board and CEO weren’t on the same page.
- Past Presidents were speaking out, didn’t think that BCWWA was doing the right thing.
- BCWWA was following the Carver model right out of the book – this meant that they didn’t approve a Strategic Plan or budget; didn’t have fingers into the organization as much as they should have
- Carver-Light years – the Board begins to get into a sufficient amount of the details; finding the happy medium
- Board is now approving budgets, strategic plan (actively engaged); the Board is heavily involved in just enough of the day-to-day operations; managed to find the sweet spot between the Board and the CEO
- While still under the Carver model, CEO at the time identified the gaps between the Board and the staff, and pointed out what needed to be addressed
- Specifically wrote into policy that the Board is responsible for approving: Business Plans, Strategic Plan, and the budget
- Over time, closer working relationship has developed between the Board and the staff
- Evolution of planning processes and outputs; former plan had 44 goals; the new plan had 5 goals
- Plan was followed by similarly structured plans in 2016 and 2018
• Last year, new 3-year strategic plan was created; the Board was ultimately responsible for making the final decision on strategic plan, however, input was included from staff and stakeholders.
• Realized that reaching the public directly is challenging; current strategic plan addresses this.
• When looking at Board involvement on a decision, the line can move. A number of factors need to be taken into consideration; i.e. may decide that oversight is sufficient once all factors are examined and considered.
• Throughout the past couple of years, have examined what’s going to work well for the organization now as well as into the future.
• Last 2-3 years, the organization has experienced incredible stability; previously, the Board was very restricted by the Carver model, despite serving on the Board for all the right reasons.
• Fundamental change: the Board and the staff are on the same team.
• There’s a lot of competition out there – and some do it really well. There’s not a lot of provincial money available anymore. There’s also a scarcity of dollars around for non-profits in general.
• **Question (David Evans, Ontario):** The Board prepares the budget – how involved does the Board get when reviewing the budget?
  **Answer:** Carlie presents high level budget, and the Board sometimes requests more detail on certain line items. The Board is to remain strategic and not get into the weeds. Balance between getting enough information without getting into weeds. The budget is typically at the program level.
• **Question (Dawn Kennedy, Ohio WEA):** It was about a 3-year process to rip the Band-Aid off, what was the catalyst for this?
  **Answer:** People stopped attending the meeting.
• **Question (Julie Smith, RMWEA):** How many members do you have?
  **Answer:** 4,000, with about a more accurate number being 2,000. The organization is joint between water and wastewater, with a majority of the membership being BCWWA members only.
• **Question (Richard, Ontario):** Alliance with province – can you speak to how you’re connected and how this changes when there’s a change in government?
  **Answer:** Years ago, the province saw BCWWA as a critical partner, really intrinsic relationship. Much different today, more about ownership and keeping things to themselves – currently at a time where working on building relationships up and establishing trust. Currently working on 3 projects with the government, where funding has been received to undertake.
• **Question (David Evans, Ontario):** How do you balance water/wastewater balance on the board level?
  **Answer:** Never seen it as an issue and the Board does a good job of understanding the balance. Ontario experiences a certain amount of friction between the 2 groups.
WHAT’S NEW AT WEF – Presenter: Lynn Broaddus

- Strategic Plan Update – strategic goals were updated last year; strategic plan hasn’t changed at all (imagery updated)
- Critical Objectives stayed the same; there’s fewer goals and they’re more concise
- Biggest changes were made under the first set of goals
- Partnership with WEF and the MAs is the most important partnership
- InFLOW Program – went to 3 historically black universities and colleges in the U.S. and asked them to help identify some engineering students (grad and undergrad) that we could bring to WEFTEC. A whole series of activities were lined up that put them in touch with WEF members and employers. Fun was also included – i.e. Water Palooza and WEF Service Project. 16 students participated in the inaugural year. Growing it for this year at the WEF level and some MAs are looking into how they can implement this program on the local level.
- Howard University has started a student chapter of WEF; Board meeting will be held on Howard’s campus in April. Board will meet with key leaders at Howard to build that partnership.
- Engaging with consultant to come in and help WEF to analyze WEFTEC – report-out expected in April/May timeframe
- Scrubbed terms like “national”, which was U.S. centric, as well as global.
- ReNEW (Recovery of nutrients, energy and water) – surveyed utilities around the U.S. Next survey will aim to include U.S. and Canadian utilities. First survey was the baseline for moving forward so we can truly understand if goals are being met. This also helps individual utilities to drive their goals and achieve more and more.

WHAT’S NEW FOR OPERATORS – Presenter: Steve Harrison

- New manual has been released, more accessible language – written by engineers for engineers. Important concepts reiterated throughout the text. Over 900 practice questions.
- Currently applying to all states and provinces for 60 credit hours that one can get for completing the course.
- Just completed the trainer’s kit – very graphics intensive. Enables one to lead a training course.
- All chapters similar – outline, learning objectives, purpose of the process or concepts, theory of operation, design parameters and expected performance, lots of graphics, operation and data collection, and maintenance and troubleshooting.
- Notes to reiterate and enhance certain concepts. Each section concludes with a “Test Your Knowledge” section.
- Each chapter also concludes with a chapter exercise
- Also comes with a lot of hand-outs and more sample equations
- There will be a train-the-trainer workshop at WEFTEC this year, likely on Saturday afternoon
- Question (Kevin Ramsay, British Columbia W&WA): When will Canadian content be included for legislation?
  Answer: WEF tends to stay away from legislation, translations are included for metrics.
• **Question:** What is the timeline for book 2?
  **Answer:** Currently working on the Solids Manual, we think content will be done this summer – 1st Quarter of 2020 before it’s released.

• **Question:** What is the cost?
  **Answer:** $99 for the book, $150 for book and course. Trainers kit – need to put a price on it, if you buy 2 dozen copies of the book you get a trainers kit

• **Question (Julie Smith, RMWEA):** Will trainers have the opportunity to review prior to purchasing?
  **Answer:** Yes, code is provided, and content can be reviewed online for 7 days

• **Question:** Does this include industrial wastewater?
  **Answer:** Mostly municipal – volume 3 will be advanced treatment and industrial.

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**WHAT’S NEW FROM THE WEF HOUSE OF DELEGATES** — Presenter: Dean Miller

• Most Delegates don’t truly begin to understand their role until the 3rd (and final) year
• The House of Delegates serves as the mechanism between the Member Associations and WEF
• 3 Workgroups within the House of Delegates; Membership, Operator Initiative, and Operator Resources Workgroups. These typically change each year and are formed based upon input from the Board.
• The Speaker of the HOD attends all WEF Board meetings, providing updates on the activities within the HOD
• Delegates also represented on various Board committees
• HOD has one in-person meeting at WEFTEC each year; for the past 2 years have been participating in the community service project in the afternoon
• HOD also has a meeting at each WEFMAX meeting; this year conducting a Budget exercise

• **Question (Dave Galbraith, ACWWA):** Regarding the community service project, it’s great to go out, however, the work has all been completed by the time the HOD arrives. Is there an opportunity to help out, or will the role for the HOD stay as it is, with acting as mentors to the students and YPs participating in the project?
  **Answer:** Will take this comment back to the Speaker.

• **Comment (Sheryl Nojima, Delegate-at-Large):** Maybe there’s another way to interact with Students and YPs outside of the service project.

• **Question (Michael, BCWWA):** Made reference to the Speaker of the HOD reporting to the Board, what is their role?
  **Answer:** They are a non-voting member of the Board.

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**BREAK**
SESSION II: Engagement Innovations
Scribe Notes By: Kelsey Hurst Moderated by Cliff Cate

OHIO WATER ENVIRONMENT ASSOCIATION – Presenter: Dawn Sink Kennedy

- Pennsylvania put together video and showed at WEFTEC to inspire people to attend WEFMAX meeting in Philadelphia
- Ohio inspired to do this video by the NYWEA video
- The bottom line is that video will get more traffic to the web-site
- When sharing on social media, pictures get a lot of traffic. Videos always get more.
- Hired a professional (vs. a company) for the video – cost was $1,500. The key is where videographer is from.
- It took a day and a half of taping to get enough footage for the final video that was previewed this morning.
- Conferences are a great opportunity to get a broad diversity of membership for the video
- Sent email out to key people ahead of time letting them know that they wanted them to participate in the video
- Videographer also edited the video to include the OWEA logo
- Now talking about using video for Student Design Competition

WATER ENVIRONMENT ASSOCIATION of ONTARIO – Presenters: Heather Tyrrell / Nancy Afonso

- 2 separate associations; committees have joint members
- Each committee provides input into structure of the organization – review budget submissions from other committees
- Started new mentorship program – available online
- Site where mentors and mentees can be viewed used system to schedule meeting date.
- Cost for Mentorship program was $1,500. Part of the 2019 sponsorship program, so no direct cost to the association itself.
- Midterm review from mentors and mentees has shown that the program is successful so far
- Will have program at annual conference to get together in-person
- In addition to annual webinar for committees, also hold 3 additional focused webinars – i.e. budget
- Service awards for various levels
- Each committee has its own page on WEAO website
- Send YP chair to annual WEF/AWWA YP Summit
- YP team building is done twice a year
- Involving YPs within every level of the association – encouraging them to join other committees

ROCKY MOUNTAIN WATER ENVIRONMENT ASSOCIATION – Presenter: Will Raatz
• The majority of members are located in Colorado
• Stumbling block – trying to organize an event each month, it ended up being too much. 4 is a great number, spread out throughout the year
• Try to locate events near the universities to get students involved as well
• Try to get the Board involved with YPs as well – trivia night is an example of this; helps to break down the barrier and introduce YPs to SPs
• Thirstyfest was beer tasting and fundraising event, open to the public to raise awareness of the industry and organization; very successful
• WEF and AWWA officers have a meeting twice a year. WEF is encouraging collaboration – AWWA officers seem to have very narrow interpretation of risk (Lynn Broaddus)

Q & A Time

Q: Was there any discussion on adding text to video? (Haley, PNCWA)
A: This wasn’t part of the conversation, wanted to really appeal to emotion which is carried through in voice. Definitely something to consider for the future.

Q: Have folks thought about offering materials (videos, etc) in different languages? (Haley, PNCWA)
A: Ontario – legislation which requires accessibility, which means that request for translation needs to be accommodated. This can mean a number of different things and is dealt with on the back end.

Q: Would you be comfortable elaborating on the situation with AWWA? (Dean, Pennsylvania WEA)
A: It’s been ugly and frustrating, the gist of it is that there was a joint governing board. AWWA said that there was too much risk having this additional organization, the board had to be dissolved. Consequently, have had to reinvent how the 2 organizations exist – as two entities, can we work together? RMWEA and AWWA section have joint conference every year, can’t call it a joint conference. Things can’t be done the way they were being done, although there’s no guide or framework on how to continue working together.

Q: We struggle to get nominations for awards. What strategy do you use to get nominations? (Marian, BCWWA)
A: Made online submission process a lot easier, used a fillable PDF form. WEAO has its own awards, and then there’s the WEF Awards – a lot of service awards that are automatically given. One of the tricks seems to be having a very short timeline. Let people know that they’re out there and that there are winners.

Q: Was budget of $1,500 adequate for mentorship program? (Sheryl Nojima, Delegate-at-Large)
A: Yes, that was the cost of the program, although if additional people are added, there’s a nominal $10 fee for each person. Software is called Membership Rocket – based out of Toronto.

Q: Are members getting value from the association’s magazine? (Jenny Warren, Alaska WWMA)
A: Yes, there are a lot of people that volunteer time to get the articles out. Members find that there is a lot of value in the magazine. Also gives committees a place to shine and showcase things that they’ve been working on for the past quarter. (Ohio WEA) – makes money on the magazine. OWEA has
revamped and tried to focus more on technical articles, as well as having committees contribute articles of value. Magazine is created in-house, although OWEA does use a printer.

Q: How were selections made for the mentors?
A: WEAO had goal of 50. The YPs had always looked after the mentorship program, so they had a survey. Mentees had to acknowledge that they wouldn’t discuss getting a job with their mentor. $1,500 for 50, and nominal fee to go beyond that number. Program is called Membership Rocket.

WHAT DID WE LEARN...

- Discussed creating a video and how this can benefit the membership and can also be used as advertisement. Talked about maybe using it at conferences.
- Mentorship program – liked the way it’s easy to set-up and the way that mentors can be selected.
- Magazine revenue – also discussed some of the issues, including workload to create content and continually keep it fresh. Because of that, a drain is created on the committee. As an association, still working on spreading the workload out.
- Focused on mentorship – discussed that each state or province has a rural area, how do you reach out to those smaller or more secluded communities?
- Really good to hear success stories from the MAAs that can easily be taken away. A lot of discussion on the video – very practical and engaging.
- Sending YPs to the Utility Management Conference and to attend the YP Conference
- For workforce development, how are you getting the video out there? It’s currently being used at career fairs, LinkedIn has been another great option.
- Mentee program – great way to increase diversity in an MA and WEF. Perhaps WEF could implement some type of mentorship program.
- Talked about the video as well – could this be posted to YouTube? The thought is that it could increase distribution.
- Talked about making a video, and once you do it, you quickly learn it’s not as hard as you think.
- Mentorship program – HOD started mentorship program in 2018, and structure presented today seems like a great way to take this program to the next level.
- Thirstyfest- raised $16,000!? Would like more information on this.
- Admired the active engagement in the various MAAs and started talking about increasing engagement within membership in general. Talked about turning passive members into active members. Challenge with committees because there’s a limited number of people serving in those roles. One idea – having Government Affairs Committee focused on getting government responses out instead of having technical committees focused on writing responses.
- Talked about having more direct strategic plan for the committees to build out their longer-term strategies and tactics to align with the organization’s strategic plan.
- All loved the video! Learned that the editing hours outnumbered the videoing hours.
- Talked about the “divorce” – compared how BCWWA operates. Also compared to AZ Water, who also has a close working relationship. At BC, it was a difficult of making it work... the solution that was found that a separate corporation was formed, which files its own tax return, and then
contracts out management services to BCWWA. Legal separation allows BC section of AWWA to still be compliant. The way AWWA is set-up, they don’t have a choice. Consequently, the only way to make the relationship work was to create a separate organization.

Session III
Workforce: Building a Pipeline for the Future

Workforce & Membership – Diversity and Inclusion - Presenter Carlie Hucul, BCWWA CEO

Carlie spoke to MAs about how the BC Water & Waste Association (BCWWA) is supporting collaborative relationships and strategies to address workforce issues, as well as an initiative to encourage and incorporate more diverse and inclusive practices within our Association.

BC Water & Wastewater Sector Workforce Profile and Strategy

Between 2015 and 2017, the BCWWA and the Environmental Operators Certification Program (EOCP) worked together to develop a comprehensive profile of BC’s water and wastewater operations personnel. This was followed by development of the Workforce Strategy to address the challenges the industry faces in managing its workforce.

The profile revealed five key issues affecting our workforce:

1. **Knowledge loss due to an aging workforce**: Over one third of the workforce is over 50 years of age and more than half of those in this age group are expected to retire by 2025. This is equivalent to approximately 1,150 employees. Succession planning is needed at the sector level and should include transferring knowledge to younger employees. Despite this need, only 18% of employers have acted to implement programs for succession planning for senior management positions.

2. **Recruitment challenges**: especially younger workers and women. Only one out of eight workers is a woman. The industry is not attracting its share of younger workers compared with the overall workforce in BC. Due to retirement and turnover or attrition the demand for new hires in the sector is anticipated to amount to a cumulative total of 3,320 workers by 2025. This is approximately 53% of the current total workforce.

3. **Lack of awareness of career opportunities** in the sector: The sector needs to promote employment opportunities to:
   - secondary school students and their parents
   - university students with a related degree (science, environmental health or engineering)
   - workers from other industries who may be looking for new opportunities
   - immigrants with relevant education and experience

4. **Gaps in knowledge**: Education and training are needed to address new water technologies, changing regulations, leadership, communication, conflict resolution, information technology,
environmental and legal issues, and so on. To address these gaps, the sector should conduct needs assessments, establish standardized competency profiles by occupational type, and update educational, certification and accreditation requirements.

5. **Limited career pathways**: Operators typically require valid certification to obtain a job but cannot become certified without work experience—a Catch-22. Post-secondary programs that prepare students for operational jobs in the water and wastewater sector are limited. There are no clear career pathways to advance from an operational role into a supervisory, management or more technical role such as technician or engineer.

We hosted consultation sessions with stakeholders throughout the province to review and validate the five barriers identified in the profile, and to identify potential solutions and the resources required to implement. The stakeholders consulted included:

- employers
- educational/training organizations
- associations/certification bodies

**Workforce Strategy Goals:**

1. Management, training and certification in the workforce.

2. **Succession-planning** and **knowledge transfer mechanisms** facilitate smooth retirement and replacement transitions.

3. The water and wastewater industry has an **enhanced image and brand** that attracts new entrants.

4. **Professional development** is accessible, applicable and continuous from employment entry to retirement.

5. Employers use **best-practice HR tools** and **processes** to motivate, manage and retain employees.

**Collaborative Committee Approach**

Since the strategy document was released in 2017, we have been approached by the BC Ministry of Health to facilitate a collaborative effort that implements the strategy. With the Ministry’s financial support, we began work on creating a BC Water Sector Workforce Development Committee, comprised of provincial and federal government bodies with an interest in water, professional regulatory and certification bodies (EGBC, ASTTBC, EOCP), education and training providers, employers, and water associations.

This past fall we created terms of reference for the committee, and hosted our first meeting. The purpose of the committee was described as fostering constructive relationships between the committee members, and providing a forum for continuous dialogue on solving water sector workforce challenges. Not everyone agreed on who is included in the ‘workforce’ and who our activities and future projects should be focused on. Several committee members were only interested in workforce development activities solely focused on operators.
We are working with the Ministry to re-engage the committee, re-stating that their purpose is to:

a) engage a wide variety of stakeholders who are currently involved or are willing to be involved in building a competent and sustainable water sector workforce in British Columbia, and

b) provide a forum to engage in constructive dialogue on the water sector workforce and further the tactics identified in the BC Water Sector Workforce Strategy.

The Ministry is taking the discussion of a labour continuum between occupations off the table until such time as they’ve developed a policy and strategy to support it, and obtained buy-in or compliance from the professional regulatory and certification bodies for the occupations employed in the sector.

We’re now at the point of moving ahead with creating a project plan for the priority tactics already identified by the committee, including development of an:

- Inventory of existing best practices & resources for marketing careers to young people
- Recruitment campaign for young, new workers, with a focus on women & diversity
- Career awareness materials, including career path infographic

**Diversity & Inclusion Task Force**

We completed our membership survey last fall with a 20% response rate (400 respondents)

- 89% of our members are male, 9% are female and 2% choose to self-describe. The number of women has dropped from 12% in 2016. (we currently have an all-male Board of Directors)
- 77% of members are Caucasian, 6% Canadian African and 6% choose to self-describe
- Majority of members aged 35-64 with bulk of them from 45-54
- 4% of members live with a disability
- 87% agreed/strongly agreed that they belong to the Association, 11% disagreed (will be looking at this over the coming year)

The impetus for creation of the Task Force was a hospitality event hosted by a sponsor at the 2018 BCWWA annual conference. The entertainment at the event was offensive to attendees, particularly women. Staff and the Board looked at how to address this - the Board decided to create the Task Force.

**Purpose of task force:**

1. To provide recommendations on BC Water & Waste Association (BCWWA) policies and practices that will enable diversity and inclusion.

2. To prepare the following products, and others as may be selected by the Chair and approved by the BCWWA Board of Directors and CEO, to the Board and staff for their review and consideration for adoption:
   a. Update sponsor and exhibitor policies and procedures so that they reflect the Association’s expectations regarding diversity and inclusion.
   b. Code of conduct, based on the Association’s core values, for everyone participating in BCWWA programs and events.
c. Recommendations for attracting individuals that represent the diversity of the water workforce in BC and the Yukon to participate on BCWWA working groups, committees, communities of practice, and the Board of Directors.

d. Recommendations for attracting individuals that represent the diversity of the water workforce to become BCWWA members and participate in Association events and activities.

e. Recommendations for metrics that evaluate diversity in the BCWWA.

Comments
Richard Szigeti, **WEA Ontario**
When women first began working in the sector, most worked on the water side. Supervisors tended to be male, reflective of the industry at the time. It was a dirty job – advances in technology have changed the way we work. It takes time to transition the workplace.

Carlie Hucul, **BCWWA**
More women are enrolling the Water Technology Program at the University of British Columbia in the Okanagan. The challenge is to find work after graduation. Recruiting/hiring practices need to change in BC.

Haley Falconer, **Pacific Northwest CWA**
What are more challenging reactions to initiative (focus on diversity and inclusion)?

Carlie Hucul, **BCWWA**
We are engaging members who might not otherwise be actively involved in the Association. To date, only two members (out of 4,000) have opted to leave.

Michael Seymour, **BCWWA**
We must be aware of our assumptions and beware of anecdote which can lead to stereotyping. Michael managed water and sewer in the Resort Municipality of Whistler. Those working on the water side tended to be male. Over his tenure, the ratio of males and females working on the wastewater side came to be split 50/50.

Will Raatz, **Rocky Mountain WEA**
A public radio story revealed that automated resume screening software tends to be biased against women.

Dave Galbraith, **Atlantic Canada WWA**
Be aware of your own unconscious bias.

Joan Hawley, **Central States**
In the Central States, the storm water initiative has attracted a more diverse workforce.

Clara Shea, **Atlantic Canada**
A woman called to indicate her interest in being an education chair – she made a point of letting Clara know that she is not an engineer and is fat.

Frank, Georgia AWP
Sometimes it’s the stuff you look at everyday that needs to change for other changes to happen. Frank changed the job requirements for a position – a business degree plus operations experience was required rather than an engineering degree. As a result, he was able to promote from within his organization.

**Increasing Diversity: Women in Water** - Presenter Haley Falconer (Environmental Manager, City of Boise), PNCWA Chair

**Introduction:**
Haley first became involved with WEF through the Student Design Competition. Haley later became chair of the Young Professionals Committed and most recently serves as PNCWA Chair. Haley talked about the PNCWA Women in Water Program, successes, and next steps.

**Definition:**
In business, diversity is including different kinds of people. It’s also about ideas and the ability to communicate those ideas in a safe environment.

**WEF Goal** is to increase diversity and inclusiveness in the water sector through engagement and membership growth.

The PNCWA Leadership and Member Services Committees are looking at ways to enhance diversity. An intentional approach: the conference program has changed over the past several years:

<table>
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<tr>
<th>Bend 2016: Getting Started</th>
<th>Vancouver 2017: Transformational</th>
<th>Boise 2018: Diversity a Foundational Program of the conference</th>
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<tr>
<td>• Member survey results identified an opportunity for changes to recruitment</td>
<td>• Conference and Technical Program Chairs were women</td>
<td>• Diversity a key element of the conference (more than 900 attendees)</td>
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<td>• Initiative spearheaded by Shannon Ostendorff, PNCWA President</td>
<td>• Equity and Social Justice overarching theme for conference (275 abstracts submitted)</td>
<td>• Board of Directors: Haley Falconer, Vicki Sironen, and Lara Kammereck</td>
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<td>• Opening conference session focused on resiliency</td>
<td>• Kim Powe (equity background) and Eileen O’Neill Keynote speakers</td>
<td>• Key note speakers were women</td>
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<td>• 230 abstracts submitted</td>
<td>• NEW conference tracks: Diversity and Leadership Track and Equity and Social Justice (abstracts submitted for this track)</td>
<td>• Continued Diversity and Leadership Track</td>
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<td>• Keynote speaker Eleanor Allen – CEO Water for People</td>
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<td>• Panel Discussion: Return on your Diversity Investment</td>
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<tr>
<td>• New: Monday Women’s Networking Luncheon</td>
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<td>• Women Networking Event - No charge, no signup</td>
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- Sign up with registration (sold out 80 spots)
- Welcome from Shannon and Eleanor
- Table top discussion (a space for women to connect and start the conversation)
- Gave out thank-you coffee cards to encourage participants to connect after the conference
- Created Women in Water T-shirts: created a brand; gave away to all luncheon attendees; sold these for scholarship fund
- Panel discussion: opportunities for leadership and strategies for building diversity
  - Women Networking Event
    - No charge, no sign up
    - Hosted local women owned winery
    - 110 women attended
    - Invited women manufacturers and vendors
    - Sold Women in Water T-shirts for scholarship fund
- New Woman of the Year Award: recognizes women in the water industry who have made a significant achievement
- More than 120 attended, hosted at local winery
- Wine glass thank you
- Sold Women in Water T-shirts for scholarship fund

Aside: Women in Water event was scheduled at the same time as the 5S award ceremony. No one opted to leave and attend the 5S ceremony.

Continued below

5S Award: There is ongoing discussion about the 5S award which is a tie tack. This can be difficult to attach to a blouse or dress – looking at options for a magnetic fastener. Part of the ceremony is to pretend to roll up your pant leg – women receiving the award do not always wear pants. This has led to discussion about changing the skit. There has been push back about making changes.

What’s next?
- Improvements in gender diversity - 2018 Strategic Goal: to increase member diversity 2% annual net increase from target demographics/sectors and women increase to 40% total
- Focus on diversity in all programs:
  - Formal mentoring program
    - Scholarships (focus on students in Portland)
    - Awards
    - Conference tracks
    - Women’s Networking Events
    - Increase number of committees with female chairs to 40%:
      Leadership, Water for People, Students & Young Professionals, Sustainability, Members Services, Resource Recovery, Plant Operations and Maintenance

Looking ahead:
Portland 2019
- Diverse opening speaker (continuing the conversation)
- Leadership track
- Panel discussion of the future of leaders
- Women networking event
- Woman of the Year Award
2020 Women in Leadership Symposium: focus on diversity (one day event for women)
- Key note Speakers
- Subject area experts
- Diversity in attendance
- Mentoring
- Skill building
- Networking
- New Logo T-shirts
- New Woman in Water Scholarship
- Hosted Social

Questions / Comments
Dawn, Ohio WEA
Our MA has had issues presenting the 5S award to female recipients. The individual presenting the award did not know where to pin it – it was suggested that he present the box to the recipient.

Joan Hawley, WEF
I came from the field where ‘guys’ is used as a generic term – this should change.

It is an honour to receive the shovel, but the award is seen as a joke – we should consider how this ceremony is perceived by members. It’s time to change the way it has always been done.

Haley Falconer, Pacific Northwest CWA
It’s time to consider the vocabulary we use – consider how women want to be addressed, how to be more inclusive. Don’t be a circle, be a horseshoe – welcome new people in.

Lynn Broaddus, Vice-President, WEF
It’s time to consider how to be inclusive beyond men/women terminology – not everyone falls within these categories.

5S Award – MAs should review the 5S award process. Let’s recreate our image as a great place to work for everyone.

Nikita Lingenfelter, Nevada WEA
I was offended by the 5S presentation and voiced objections to this – I was supported by Rick Warner (WEF) though made enemies within the Association. It’s time to become more inclusive.

Michael Seymour, BCWWA
The 5S award presentation feels archaic and secretive – there is no identified mechanism by which someone is awarded the pin. The award process should be treated with dignity. The BCWWA is looking at this.
Shelle Silva – Hawaii WEA
Member survey results were mentioned in the presentation – reconsider gender which is not binary. I am multiracial – diversity of race should also be considered when developing a survey. The option to self-identify is appreciated – a gesture of inclusivity.

Joan Hawley, WEF
We have meandered into a discussion about culture – how do we create a culture that is supportive of inclusiveness and diversity?

Audrey Arisen, Western Canada WEA
MAs can look at current activities - if you were starting something today, what would it look like (would you still do that?). This may help to archive some archaic customs.

Dawn Sink-Kennedy, Ohio WEA
We are struggling with the awards ceremony banquet – we want to honour our members, but no one wants to attend the ceremony. The ‘old guard’ attends but very few YPs are interested in doing so. How are other MAs handling this?

Clara Shea, Atlantic Canada
We have split the awards ceremony – these are given out at the AGM and the banquet (Down East Feast) which sells out. We provide great food and entertainment.

Comment
Our Board goes to city council meetings to make presentations.

Joan Hawley, WEF
In Texas, utility awards are highly coveted – everyone from the top manager to the operator attends. Utilities have raised the profile of awards. In the Central States, the awards banquet was moved from the last night to earlier in the conference which boosted attendance.

Heather Tyrrell, WEA of Ontario
The bulk of the awards are given out at a luncheon on the first day of the conference. Operator Challenge awards are given out on the last night at a formal banquet (over 200 attend). Operators attend only to find out if they have won – the tone of the event does not appeal to them. We are looking at making this event less formal and more celebratory.

Lynn Broaddus, WEF
It is hard to change long-standing rituals. The people who have been doing this for a long time feel a strong sense of ownership. This may be an opportunity to highlight something new and generate new energy. What do we really care about and how can be promote this? Consider new awards, i.e. the most beautiful treatment plant.
Session III Cont’d
Workforce: May the Workforce Be With You - Presenters Dianne Crilly & Kelsey Hurst

Workforce sustainability is a concern throughout the sector. In the United States, the water sector appears to be experiencing greater losses than any other industry. In the last ten years, 40% of water utility workers and more than 30% of wastewater utility workers have retired, this trend will continue. Attracting and retaining workers across the sector is crucial to the future of the industry. Creating a culture that supports diversity and inclusion will result in an expanded pool of qualified workers.

Attendees broke up into groups to discuss topics related to diversity and inclusion. Their feedback:

1. **Diversify your Board** (how to get everyone to embrace diversity)
   - look beyond obvious demographics – reflect diversity
   - education for Board to be aware of needs
   - skills matrix to identify gaps
   - look at inclusion and equity

2. **Promote awareness** (build an inclusive culture – showcase changes, new strategies)
   - create a diversity filter - create a checklist/questions to be used to review major decisions
   - build a process - will it encourage or discourage participation (could be at any level)
   - board/ committee awareness/sensitivity training: issues arising from diversity/inclusion, gender etc.
   - outreach - video showcasing diversity successes, to be used as a promotional tool (message - we are not ‘old school’)

3. **Underrepresented groups** (what does this mean to you)
   - define underrepresentation in the workplace (race, gender, age, occupation)
   - establish benchmarks (what is the gender/racial make-up of membership)
     - collect data to compare with community to identify gaps which will differ from region to region
   - create a pathway so that people can advance – entry level workforce is more diverse than it is as you move up the pay scale – what can we do to address barriers and create ladders
   - look at hiring practices – look at job descriptions (requirements, terminology)
   - look at how we market jobs – help employers to consider these kinds of things in hiring practices (open doors to invite others in)
   - trickle down theory of diversity – if workforce is diversified, then membership will become diversified and leadership will also become diversified
     - could begin with a diversified leadership which sends a message that this is an organization with a place for everyone (will you be a follower or a leader?)
   - workplace culture: an internal dynamic can be created between committee leaders who tend to be older white males and staff who tend to be (young) women
this can be a support or secretarial relationship rather than one where staff are viewed as an important part of operations – strive to create more of a partnership

4. Developing future leaders (Students / Young Professionals)
   - increase Pro D opportunities, particularly for engineers, managers of public works (rolling out a New Sector Professionals course at BCWWA this year) – create more online learning opportunities
   - associate member roles for technical committees – seasoned members who act as experts but do not participate day to day. These individuals are copied on material/correspondence but do not attend meetings. This frees up committee spaces for others.
   - create more opportunities for YPs to be involved – i.e. create a place in the HOD, Board positions, set aside resources to send YPs to a conference
   - continue WEF Spring Forward Program and Rocket Program
   - support leadership development
   - operators challenge – participation in this event has resulted in people advancing into a more senior role
   - mentorship programs – regulators offer CEUs for mentorship hours
   - mentor of the year award – outstanding mentors receive an award

5. Diversity & Inclusion Committee (consider the mission)
   - BC committee – send out information about this committee to MAs
   - forming a committee – set goals, look at committee composition (encourage diversity)
   - religious diversity – be aware of different aspects of diversity
   - seek expert advice about what diversity and inclusion means
   - support for diversity is tied to workforce development
   - should WEF take the lead and provide a policy for MAs or is this up to the MA?

Comment

Yves Comeau, Reseau Environment

Yves recommended that everyone complete the Unconscious Bias training module available at the Canada Research Chairs website: http://www.chairs-chaires.gc.ca/

*The Canada Research Chair program was established in 2000 as a part of the Government of Canada wanting to promote research and development excellence in Canadian post-secondary educational institutions.*

Dianne reviewed online resources that may be useful to MAs:

[www.diversityedu.com](http://www.diversityedu.com/)
[www.rw-3.com](http://www.rw-3.com/)
[www.trainingabc.com](http://www.trainingabc.com)
[http://www.diversityresources.com/diversity-online%20training/](http://www.diversityresources.com/diversity-online%20training/)
[www.futurelearn.com](http://www.futurelearn.com/)
National Diversity Council – information for non-profits
http://www.nationaldiversitycouncil.org/

Recommended reading
Ultimate guide to attracting and retaining millennial association members

Session IV
WEF HOD Diversity & Inclusion Workgroup – Moderator Dean Miller, House of Delegates Speaker Elect

Dean Miller introduced members of the HOD Diversity and Structure Initiative Workgroup:
- Will Raatz, Rocky Mountain WEA
- Sheryl Nojima, Hawaii WEA
- Dave Galbraith, Atlantic Canada WWA

Will reviewed the Charter and Focus for the workgroup:

1. Investigate ways to increase the diversity of WEF membership through gender and ethnicity and develop methods to draw more widespread demographics (focus)
2. Assist the BOT with soliciting feedback from the MAs and developing materials to assist in communicating the accepted membership structure to WEF
3. Solicit feedback on how to effectively develop promotional material to accompany the list of new members from the WEFTEC Membership Initiative and Reciprocity program (focus)

Sub-groups
A. Increase Ethnic/Gender Diversity of WEF Membership, Chair David Jackson, WEA of Texas
B. Develop Promotional Materials for the Membership Initiative and Reciprocity Program

Objectives for Sub-group A:
1. Help identify data needs and recommend methods to measure current WEF and MA gender and ethnicity membership.
2. Recommend methods to immediately increase diversity of WEF membership with specific focus on female and minority communities of practice.

Activities:
A survey was sent to MAs in February 2019. Sheryl reviewed the survey results: 19 out of 75 MAs responded - the survey may be opened again.

Survey Questions:
1. Does your MA gather membership data relative to gender diversity?
   - 15.8 Yes / 84.2 No
2. What membership data does your MA currently collect relative to ethnic diversity?
   - 9 –Gender data is NOT being collected
   - 1 –Annual survey includes question on gender
   - 1 –Annual survey includes questions on gender and ethnicity
   - 8 of 19 respondents skipped this question

   “Ethnic” should have read ‘gender’ based on responses.

3. Does your MA gather membership data relative to ethnic diversity?
   - 5.3 Yes / 94.7 No

4. What membership data does your MA currently gather relative to ethnic diversity?
   - 9 –Ethnicity data is NOT being collected
   - 1 –Annual survey includes questions on gender and ethnicity
   - 9 of 19 respondents skipped this question

5. Does your MA have any initiatives to increase membership diversity with emphasis on ethnic and gender diversity?
   - 5 Yes / 14 No
     - Developing an inflow program for our annual conference
     - Asking committees to be mindful of diversity when recruiting new members and looking for leadership opportunities
     - Women’s networking event at annual conference past 2-3 years
       - Feature women in water industry quarterly MA magazine
     - Establishing Inclusion, Diversity and Equity (IDE) Committee
       - Drafted policy statement
       - Securing research funding to examine state of IDE in the MA and industry

6. How does your MA currently define diversity and inclusion and your objectives for diversity and inclusion?
   - 13 do NOT have a definition
   - 3 have a definition/policy or alignment with WEF
   - 3 have a quasi-definition in that they are already practicing this through recruitment onto committees and into leadership positions

7. How would/should WEF best reach out to new members to better promote gender and ethnic diversity?
   - 15 responded/4 skipped
     - Target college/university students to gain new diverse membership
     - Provide promotional/marketing materials
     - Develop webinars directed at helping women and minorities overcome obstacles
     - Hold group meetings (FTF) at conferences such as WEFTEC and WEF specialty conferences
8. What activities can WEF quickly implement to improve gender and ethnic diversity in its membership?
   - 14 responded/5 skipped
   - Hold forums for discussions at conferences such as WEFTEC & WEFMAX
   - Develop promotional and marketing materials that are respective of gender and ethnic diversity
   - Use email and social media campaigns
   - Encourage diverse members to recruit other diverse members
   - Focus on young members of diverse backgrounds who will remain engaged over a longer period in our organizations

9. What activities can your MA quickly implement to improve gender and ethnic diversity in its membership?
   - 15 responded/4 skipped
   - Collect gender and ethnic demographic data
   - Nominate diverse members into committee and leadership positions (especially by other diverse members)
   - Feature stories in publications
   - Expand outreach with schools
   - Hold events, training sessions, workshops, etc.
   - Discount membership dues

Dave thanked WEFMAX organizers for the opportunity to share the work being done by the Membership Diversity and Structure Initiative Workgroup. Workgroups are formed at WEFTEC but there is often no opportunity to speak to the MAs until the end of the year when forming the next workgroups.

Questions
Ben Bowker, BCWWA

Ben noted the focus on gender/ethnicity and asked if the committee considered collecting other data, i.e. physical, social, economic information. Developing relationships with people should come before requesting information about them. He suggested that we consider the barriers to communication before looking at how to make a connection.

Dave Galbraith, Atlantic Canada WWA

The project Charter may be broadened at some point to expand diversity beyond gender and ethnicity.

Clara Shea, Atlantic Canada WWA

Clara recounted her experience with staff at the local band office. During a conversation about paying for registration, she used the expression ‘you people’ which, though not intended, was taken as highly offensive. A letter was sent to the ACWWA Board Chair demanding that Clara be terminated or take sensitivity training. This did not happen, and the ACWWA was able to re-establish a relationship with staff at the band office. Effort continues to be made to involve Aboriginal members in the Association.
Haley Falconer, *Pacific Northwest CWA*

The PNCWA does annual member surveys – Haley suggested that the response rate may be increased, and the process streamlined by including survey questions in the membership application.

Dave Galbraith, *Atlantic Canada WWA*

The Membership Diversity and Structure Initiative Workgroup have formally requested that WEF form a diversity/inclusion committee.

Dave recommended, that if you include these questions on the application form, explain why you are collecting this information and how it will be used.

Alison Heron, *Sr. Director of Membership & Customer Relations* at WEF

WEF will be adding optional questions around diversity to the online renewal form.

**WEFMAX Day 2**

**Session V: Partnering for Mutual Success**

*MA-WEF Partnering for Mutual Organizational Success* – Presenters Dianne Crilley & Kelsey Hurst

Refer to *Welcome to Our Future Partnership: Designed by You and WEF* presentation

Dianne Crilley spoke to MAs about current resources provided by WEF: self-serve, leadership development, membership, public outreach, legal, marketing and communication resources. Refer to slide *Current Services: Association Engagement & Other WEF Departments* for full details.

The Association Engagement Team was created in 2014. Services provided include:
- Annual baseline survey to begin measuring our services
- Providing primary staff liaison to each MA
- Delivering monthly technical content for your magazines/newsletters
- Increasing WEF’s visibility and engagement at annual conferences
- Preparing messaging/presentations for BOT/Staff to deliver consistent messages
- Enhanced WEFCOM resources
- HOD Engagement with committees and work groups
- Benchmark WEF database & billing protocols; delivery of on-time, accurate data

WEF has been collecting data about current services and products since January 2018. While WEF continues to see the ‘satisfaction of our MAs’ as one of our core business goals, the BOT and Executive Team would like to provide more impact and value to MAs and their members. The BOT has developed a new objective: “*Partner with Member Associations for mutual organizational success*”.

How do we create a mutual partnership?
- Ongoing discussion between MAs and staff
- Identify MA / WEF roles
- Prioritize current services/products
MA-MAs provided feedback on WEF’s role:
- providing technical content for training of water professionals
- providing digital media that we can use in Canada
- keep doing WEFTEC
- provide an accurate database of WEF members
- make information stored on WEF.org and WEFCOM easier to find (better search engine)
- continue to provide specialty conferences for technical aspects and utility management
  - contact Dianne, Kelsey or Laura Childs if you would like to host a specialty conference
- research on how to communicate better with the HOD, members on committees – explore options for video conferencing

MAs provided feedback on their role:
- strategic planning, budgeting, board composition, governance
- deal with local issues, advocacy at local level
- provide local opportunities for water professionals to network and seek education
- sharing information learned at conferences with members
- provide opportunities to recruit young water professionals

MAs were asked to prioritize current services and resources using their phones to participate in various polls. Refer to presentation for questions included in the polls. WEF will consider the polling results during budget discussions. An update will be provided at WEFTEC.

Canadians were not able to participate in the polls – this feedback was collected separately.

Comments
- Not all MAs attend a WEFMAX, suggested that MAs be surveyed via Survey Monkey
- Be aware that the access number is different for different countries
- Some services or resources may need some explanation (for someone who did not know it was available)
- Could invert questions to ask which services are not used

MA-MA Partnering for Mutual Success – Nikita Lingenfelter, Vice-Chair, MA Resources Workgroup

The workgroup was tasked with collecting and organizing resources from all the MAs to store in one location for easier access. This information will be stored in the Resource Centre under Operational Tools.

Workgroup Charter:
- Identify and compile existing resources to assist MAs in supporting and promoting their membership

There are four sub-groups:
1. Training/events: what types of training do MAs provide, how is event planning undertaken, is specific training offered to operators?
2. Awards programs: venues, costs, quality of plaques used, templates for award ceremonies, procedures, nomination process, type of awards offered
3. Staffing support: contracts, compensation, job descriptions, procedures, organizational structure
4. Financial planning; investing options, polices/procedures, scholarships programs, audit procedures, budget templates, funding, soliciting sponsorship support for events

Activities:
- Will be developing a toolkit with templates/samples/presentations
- Contact information will be provided for all documentation

Next Steps:
- Received 29 responses from MAs
- Will contact those MAs who did not respond to the request for documentation
- Documentation will be stored at the MA Resource Centre
- Provide a response to the survey

Several MA Delegates provided examples of the types of documents that will be available in the Resource Centre.

Sheryl Nojima, Hawaii WEA – Treasurer’s monthly financial report template
- MA is comprised of 8 Islands, 450 members with 7 Board members
- Annual conference is biggest yearly event (held jointly with AWWA Section) – 1,000 paid attendees (2 other biannual conferences)
- No paid staff – due to workload, split secretary and treasurer positions, use quick books, paid part-time bookkeeper
- Streamlined financial records and updated forms

Clara Shea, Atlantic Canada – Education / Training Needs Survey (survey available on website)
- Poll members on training needs
- Use draws to boost participation in survey
- Survey remains on website all year long (about 30 people complete over course of a year)

Steve Coonan, WEA of Texas – Audit Procedures
- 2,900 members – approximately 1,500 are WEF members
- Annual budget of $600,000
- Separate treasurer, outside bookkeeper
- Paid staff sign cheques – Board wanted to ensure oversight of finances
  - Financial review is done yearly
  - Full audit is done every three years
- Host a joint annual conference with AWWA which generates one million dollars
  - Conference revenue not included in audit
  - Texas does the bookkeeping for the conference and AWWA provides insurance coverage
  - AWWA has not agreed to help cover costs for an audit of the conference
Haley Falconer, *Pacific Northwest CWA – 990 Tax Form Checklist*
- Tax preparation used to be done using quick books, this changed about ten years ago and now we use an external service

**Comment / Question**

Audrey Arisman, *Western Canada WEA*
AWWA does not offer insurance coverage for the WCWEA conference. Audrey was not aware that this was an option.

Dawn Sink-Kennedy, *Ohio WEA*
Are there other organizations where paid staff do not have signing authority? Dawn has signing authority though gets prior approval from their bookkeeper. A financial review is done yearly, and an audit is done every three years.

Dianne Crilley recommended posting the question on WEFTALK.

**Session VI – Membership**

Presenters Nikita Lingenfelter, *Nevada WEA* and Alison Heron, *Sr. Director Membership & Customer Relations, WEF*

**Nevada WEA** (refer to *Nevada WEA Membership* presentation)
- 250 members
- Executive Board and Certification Board (Cert Board has paid staff through State)
- Through state of Nevada, hold the contract to certify operators
- 100% volunteer organization
- Offer NWEA-WEF membership and NWEA only membership
- Large geographical area

Growing the Membership
- Who to target? (State of Nevada has 1,200 certified wastewater treatment operators but only 50 are NWEA members)
- NWEA-WEF membership costs $130 with $7 going to NWEA
- Operators cannot afford the cost of membership nor understand the value of membership
- Updated NWEA bylaws to create a NWEA only membership – cost is $30
- Looking at the value of membership for operators (working with WEF)
  - Updated website, created a member’s only section
  - Post training material
  - Provide networking opportunities, i.e. Poo to Brew Tour / Ugly Sweater Contest
  - Biannual newsletter / Journal
  - Instituted member rates for conferences/events
  - Non-member rate includes one-year free membership
- Next target groups: construction and mining industries, students
- Two main universities: Reno / Las Vegas - new Student Chapter at UNLV (hold monthly mixers)
Hosting Board meeting in different locations
- Seeking corporate sponsorships (sustainability is important): casino industry, mining industry, companies with headquarters in Nevada

Comments
Alison Heron, WEF
The WEF Operator membership fee is $75 – have you considered working with utilities as part of the Utility Partnership Program?

Dianne Crilley, WEF
WEF can assist with recruiting/retaining members.

Moving Past Attraction to Engagement: Stairsteps to Engagement - Alison Heron

Learning Outcomes
- Take away 3 new ideas to implement immediately in your MA

How does your MA keep members interested and engaged?
- Host a new member/first time attendee social at conference (Haley)
- Play a game at the conference with YPs – they must get senior people to answer a question and sign the sheet which are entered a draw (Dave, Ontario)
- Retaining new members: show the value of membership, be intentional (Clara)
  o Send out a welcome letter to new members
  o Month 2: send a second letter (and magazine) outlining member benefits
  o Month 3: send a promotional item along with the library list and a volunteer form
  o Month 6: new members are surveyed
  o A photo contest is held each fall – members send in a picture of their families enjoying water
  o Make a calendar using pictures and send to members in November

Stairsteps of Engagement (refer to presentation for more detail)
Member Prospecting
- Increase awareness
- Create a compelling value proposition

Member Engagement
- Relevant offerings that are convenient
- Relationship building – leverage corporate members and sponsors

Volunteers & Leadership
- Seek, engage, mobilize volunteers: offer a variety of volunteer opportunities
- Leadership development and succession: have a succession planning discussion with Board about volunteers and their potential for Board leadership

WEF Membership and Member Association Resource Library (can be customized by MA)
- Welcome/onboarding communications
- Renewal reminder copy
- Co-branded WEF/MA membership benefits brochure
- WEF Membership Benefits flyer
- Script for renewal and reinstatement benefits
- Membership exit survey (use to redefine or create new strategies)

How does your MA recognize volunteers?
- Annual volunteer recognition – need to do more (shirts, jackets for committee members) (Cliff, Missouri WEA)
- Send a card or gift certificate / public recognition (Alison)

Attendees were asked to name 2 ideas or takeaways that your MA can implement immediately?
- Staged/deliberate outreach to new members (consider how to do something similar for current members)
- Love pictures of family enjoying water idea – could be used to showcase members and world around us
- Better understand / leverage MA resource centre: know something exits and can find it (can contact Dianne or Kelsey if you need something in a hurry)
  - Consider making it a 2-click process (currently a 3-click process)
  - Must sign in to access resources
- Personalized member surveys – make it easy to complete and return (mail or complete on website)
- Be aware of impact of a change - changed terminology for YPs to align with WEF terminology. Previously called new professionals which also included anyone new to the industry. We are looking at ways to involve these people, making sure they are not left out.
- Incentives to join a MA at a reduced rate - like idea of beginning with local membership and then transitioning members into WEF
- Member retention – membership renewals spike when operator licenses are renewed – Rocky Mountain looking at ways to even this out
- Update/renew training courses - assist operators to upgrade math skills – most difficult area for them
- Lapsed members - can WEF let MAs know when a member does not renew so MA can follow up (this information is included on the MA report – called blank which means a member has expired) Contact Alison if you have questions.
- Involve students – can be difficult to gain traction at university, need a champion
- Networking events – host free evening events
- Support volunteers through recognition
  - Send a letter to employers (low cost/effort for a high return). Encourages employers to support volunteer program.
  - Send a Christmas card
  - Recognize special achievements – make a presentation to a council to raise awareness
  - Use digital recognition (Twitter, LinkedIn) – consistency is key, do not miss people or you may lose them
  - Establish an ongoing program for recognition
- Awards are a great way to recognize people
- Recognition does not have to cost a lot
- Prioritizing WEF services / resources – provide information about these prior to poll or survey