



STRATEGIC PLAN 2026-2030

ENVIRONMENTAL OPERATORS CERTIFICATION PROGRAM (EOCP)

1. Executive Summary

The EOCP Strategic Plan 2026-2030 sets a clear and forward-thinking course to enhance the certification and professional development of environmental operators across British Columbia and Yukon. Building on EOCP's legacy of integrity and leadership, this plan strengthens our role as a cornerstone of public and environmental protection through the delivery of certified excellence.

Over the next four years, EOCP will focus on three strategic pillars:

- **Certified Excellence:** advancing the professionalism, competency, and recognition of operators.
- **Inclusive Collaboration and Partnerships:** fostering equity and strong networks across diverse communities and sectors.
- **Equity, Efficiency, and Effectiveness:** enhancing governance, service delivery, and access to ensure lasting impact.

Each priority is supported by measurable outcomes, tracked through key performance indicators and quarterly reporting to the EOCP Board. This plan is designed to ensure that EOCP remains adaptive, inclusive, and results-driven – positioned to lead with relevance, resilience, and trust in a rapidly evolving landscape.

2. Vision Statement

Empowering skilled operators to protect public health, safeguard the environment, and maintain resilient water and wastewater systems across British Columbia and the Yukon—by strengthening operator knowledge, skill, and proficiency.

3. Mission Statement

To advance certified excellence in skilled operators, empowering leadership and integrity to safeguard public health, the environment, and resilient water and wastewater systems across British Columbia and the Yukon, while dismantling barriers and fostering inclusion for diverse communities.

4. Core Values & Pillars

- Certified Excellence
 - Inclusive Collaboration & Partnerships
 - Equity, Efficiency, and Effectiveness
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5. Strategic Priorities / Pillars

5.1 Certified Excellence

Certified Excellence reflects EOCP's commitment to upholding the highest standards of professionalism, knowledge, and competence in the water and wastewater sector by:

- Ensuring that operators are **well-trained, well-supported, and continuously improving**, so they can meet evolving regulatory, environmental, and community needs.
- Providing a **rigorous, respected certification process** that builds trust and confidence in the safety and sustainability of water systems.
- Promoting a culture of **lifelong learning and professional growth**, recognizing that excellence is not a one-time achievement but a continuous journey.

Through Certified Excellence, EOCP safeguards public health and the environment while empowering operators to lead with skill and integrity.

5.2 Inclusive Collaboration & Partnerships

The holistic approach focuses on the integrated and interconnectedness of the environment, communities, stakeholders, and the systems that it serves.

- Foster cross-sector inclusive partnerships supporting all aspects of the holistic water approach
- Build a strong network of operators and stakeholders across BC and the Yukon
- Advance inclusiveness by eliminating barriers for diverse population segments

5.3 Equity, Efficiency, and Effectiveness

We are committed to upholding **Equity, Efficiency, and Effectiveness** in everything we do. EOCP leads with transparency and professionalism, while strengthening its capacity and governance to meet the evolving needs of operators and communities across BC and the Yukon.

- **Equity** – champion fair and inclusive access to training, certification, and support, whilst removing barriers for operators across BC and the Yukon, recognizing the diverse needs of urban, rural, remote, and Indigenous communities.

- **Efficiency** – strive to deliver streamlined, responsive services that minimize barriers and maximize value for operators and stakeholders.
- **Effectiveness** – invest in meaningful outcomes, driving growth and visibility of the profession, and continuously improve our programs to support certified professionals and future operators.

6. Goals and Objectives

EOCP's goals are directly tied to its three strategic pillars and are designed to advance certified excellence, foster inclusive collaboration, and strengthen operational effectiveness. The following goals and objectives serve as the foundation for implementation and evaluation over the next four years.

Strategic Priority	Goal	Objectives
<i>Certified Excellence</i>	Enhance professional development and certification pathways	<ul style="list-style-type: none"> - Continue collaboration with post-secondary institutions and encourage expanding curricula - Introduce targeted scholarships for Indigenous students - Strengthen continuing education standards and delivery mechanisms
<i>Inclusive Collaboration & Partnerships</i>	Build sector-wide partnerships that reflect the One Water approach	<ul style="list-style-type: none"> - Establish strategic partnerships with Indigenous communities, industry stakeholders, and regulators - Host / actively attend regional outreach and annual events to engage operators and partners - Support inclusion through targeted outreach to underrepresented populations
<i>Equity, Efficiency, and Effectiveness</i>	Strengthen organizational capacity and service delivery	<ul style="list-style-type: none"> - Replace or upgrade the CRM to improve user experience and reporting - Implement streamlined internal systems and processes - Improve data collection and analysis to inform strategic decisions to drive growth and strengthen governance

7. Key Performance Indicators (KPIs)

EOCP will measure success and progress toward strategic outcomes using the following KPIs, reviewed quarterly:

- Review/Update Board structure and Board governance within 12 months
- 10% increase in certified operators within 24 months
- 15% growth in training and exam enrollment within 36 months
- Full implementation of the updated mentorship program within 18 months
- Launch of a separate Indigenous scholarship program within 12 months
- Completion of new or upgraded CRM within 24-48 months
- Advance self-help online for CRM to improve efficiency for both office staff and operators in field
- Demonstrable improvements in data quality, reporting accuracy, and accessibility within 18 months
- Increase in partnership agreements or formal collaborations across sectors and regions
- Modernize Website within 24-36 months
- Track digital engagement with 20% increase to EOCP website visits and 25% increase in EOCP newsletter open rates
- Create marketing plan & Social Media strategies to improve engagement with younger audiences
- Attend 1-3 Career Fairs, Science World, and High School events per year targeting middle and high school students
- Increase awareness of career paths targeting rural & remote areas
- Auditing certification process and evaluate certification pathway options

8. Implementation Plan

EOCP will implement its Strategic Plan through a phased, accountable, and inclusive approach that prioritizes collaboration and measurable impact.

Key actions include:

- **Certification & Education:** Collaborate with educational institutions and facilitators to expand and modernize training offerings; integrate One Water¹ principles; and maintain rigorous, accessible certification standards.
- **Equity & Outreach:** Launch targeted initiatives to increase participation of Indigenous and underrepresented communities in the operator workforce. Expand scholarship and mentorship opportunities to address barriers to entry and retention.
- **Digital Transformation:** Replace or modernize EOCP's CRM to enhance operator experience, support data-informed decision-making, and improve service delivery.
- **Stakeholder Engagement:** Host regional engagement events and annual tradeshows/conferences to strengthen sector collaboration and celebrate operator contributions.

Implementation progress will be tracked against KPIs and reported to the EOCP Board on a quarterly basis.

9. Risk Management

EOCP proactively identifies and mitigates risks that may impact the delivery of its strategic goals.

Risk	Mitigation Strategy
Decrease in participation from post-secondary institutions	Strengthen relationships, and identify institutional barriers to increase collaboration
Decline in mentorship program engagement	Improve mentor-mentee matching, provide clear benefits for participants, and offer recognition and networking incentives
Delays or challenges in CRM modernization	Develop a clear requirements framework; dedicate internal staff for evaluation; ensure informed decision-making at Board level

¹ *One Water is an intentionally integrated approach to water that promotes the management of all water drinking water, wastewater, stormwater, graywater — as a single resource. - "One Water - The Watershed Association". 2018*

Risk	Mitigation Strategy
Limited engagement from underrepresented or rural communities	Expand localized outreach, tailor messaging, and partner with community organizations and leaders to remove barriers
Resource constraints for implementation	Prioritize initiatives based on impact and feasibility; seek external funding or partnerships to supplement EOCP capacity

10. Review & Evaluation

Ongoing review and evaluation will ensure that EOCP remains accountable, responsive, and aligned with its strategic direction.

- The CEO will submit quarterly progress reports to the Board of Directors, highlighting achievements, challenges, and adjustments.
- KPIs and milestone tracking will guide operational focus and budget planning.
- An annual strategic review will be conducted to assess progress and recalibrate goals, with input from staff, board of directors, operators, partners, and stakeholders.
- EOCP will publish a publicly accessible summary of progress to demonstrate transparency and build trust across the sector.