Strategic Plan

Water Environment Association of Ontario

2018–2020
Key Trends & Challenges
<table>
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<th>Strengths That will enable us</th>
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<tr>
<td>• Dedicated/strong volunteer base</td>
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<td>• Financially sound/cost effective</td>
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<td>• Diverse/broad representation/knowledge</td>
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<td>• Seasoned professionals invested in YPs</td>
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<td>• Association well structured/organized</td>
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<td>• Student involvement is growing/mentoring</td>
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<td>• Well established/reputable annual conference</td>
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<td>• New organized/professional office space &amp; full time staff</td>
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<td>• Many events by WEAO committees/well attended/good reputation</td>
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<td>• Fun to be a member and attend events</td>
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<td>• Range &amp; Quality of networking opportunities</td>
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<td>• Strong image</td>
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<td>• Strong relationship with WEF</td>
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Weaknesses To overcome

- Lack of quality & diverse papers for conference
- Lack of association/business knowledge transfer
- Need for succession planning (Board & Committees)
- Communications - website confusion over changes/knowledge
- Innovation in interactions needed / lack diversity in style of training formats (that’s the way we’ve always done it)
- Static membership (lost professionals, academics/gained S&YPs)
- Limited interaction with non-traditional assoc.’s (industrial, ag. mining, food/beverage, rural water, on-site treatment, First Nations)
- Lack of involvement/communications with front-line operations
- Internal regulations/restrictions (regions/municipalities)
- Need for emerging leaders (YPs & seasoned professionals)
- Need to borrow ideas from other MAs for faster implementation
• Focus on training leveraging concerns raised by Flint and Walkerton issues
• Focus on stormwater/collections as program content/services/materials
• Enhance already-successful networking events
• Integrations of YPs/Capitalize on eagerness to assist in events/programs
• Focus on politicians education in special session
• Utility manager engagement
• Collaboration opportunities with like-organizations
• Promotion of membership values
• Industrial
• Alternate membership strategies such as Utility Partnership Program (UPP)
• Standard Methods customized for wastewater/Canada (from AWWA/WEF)
• Expand mentoring beyond YP/EP careers to association growth
• Committee strategic planning for alignment with priority goals and metrics
• Focus on student connections to water-related businesses
• Increase webinars - i.e. utilize WEF content/speakers
• Increase innovation topics to programming
• Promote need for audience to support Student Design Competition
• Increase number of Operations Challenge teams
Threats that could derail strategy:

- Member retention - utility and government members due to budget constraints or perceived lack of value
- Volunteer burnout
- Media inattention to wastewater issues
- Government participation
- Lack of investment or attention to social media and webinars
- Communications
- Competing associations - 50 in Ontario
- Volunteer lack of time to commit to org
- Attracting cities and towns outside of GTA/competing conferences
- Conferences with ‘bigger draw’ speakers
- Knowledge and volunteer loss due to aging workforce/retirees
- Any impacts from WEF potential changes in membership
- Financial impacts of having excess reserves
The Process
June Workshop

- SWOT analysis
- Evaluate current mission and vision
- Identify elements of our values

September Workshop

- Develop Focus Areas
- Develop Goals and Objectives for each Focus Area

Board Development

- Develop Action Plans
- Assign Leaders, timelines
Vision

Essential to all professionals dedicated to sustaining Ontario’s water environment
Mission

We connect and enrich the expertise of professionals who protect Ontario’s water environment.
Focus Areas

Knowledge Exchange
Emerging Trends and Regulations
Communications
Sustainable Business
Membership
Collaboration with External Stakeholders
Knowledge Exchange

- Provide high quality knowledge exchange and training at annual conference that will generate high attendance and result in high quality competencies

- Provide high quality education and training so that Ontario water professionals seek their professional growth at WEAO

- Provide research support specific to Ontario wastewater, stormwater, biosolids, and other related needs that can’t be found elsewhere

- Provide public outreach and education to increase public understanding of Ontario’s wastewater, stormwater, biosolids, and related issues

- Create on-line resources to provide a wide spectrum of resources to enrich the expertise of Ontario water environment professionals
• Identify the emerging trends and rank the level of impact on the Ontario market

• Chronicle and determine the impact of new regulations on the wastewater sector in Ontario

• Actively include the stormwater professionals into the WEAO
• Reach a broader audience through existing and potential communications channels

• Enhance awareness of WEAO Brand
- Develop Finance Planning Standing committee
- Develop committee operating policies & mandates
- Explore sponsorship opportunities
- Develop policy for use of annual surplus funds
- Undertake volunteer and staff development to prepare organization, and ensure organization has people in leadership capacities for a sustainable and growing future
- Review opportunities for strategic alliances
- Complete an organizational risk analysis to help mitigate organizations reputation, finances, organizational risks, threats, and vulnerabilities
• Develop a volunteer appreciation program aligned with the vision and mission that is viewed by members as valuable and relevant, and elevates the profile of WEAO

• Develop a plan to transition emerging leaders into leadership roles

• Grow and retain membership diversity
Collaborate with existing organizations to seek opportunities to partner for shared goals to add value to WEAO members

Collaborate with academia to foster existing relationships and create new ones with common goals and objectives

Increase leadership role on Stormwater Management (SWM)

Increase collaboration with other organizations through the WEAO Website