

**AWWA
Western Canada Section
Strategic Planning Session
Calgary, Alberta
February 8-9, 2008**

The Western Canada Section held a day-and-a half planning session designed to review and update the section's strategic plan. The meeting was well attended, and the 16 members in attendance represented a diverse group of industry professionals. We began the training by creating three strategic planning groups. These groups worked together throughout the session on the various activities included in the development of the plan. The focus of the session was a review of the section's current strategic plan; review of the current vision and mission statements; drafting strategic planning goals and objectives, and discuss development of implementation plans. The results of the group activities are summarized below.

REVIEW OF CURRENT STRATEGIC PLAN

The three groups reviewed the current strategic plan, answering three questions: 1) Is the goal still relevant? Y/N 2) Are there any emerging issues related to this goal? 3) Should this goal be revised? Y/N

The current plan has six goals, numbered 1 thru 6. All of the goals were retained with goals 1,2, and 5 subject to revision.

MISSION/VISION STATEMENTS

The committee discussed and re-evaluated the section's current Vision Statement and Mission Statement. This exercise led to the development of a revised Vision Statement and Mission Statement.

Vision Statement

We are the local authoritative resource on safe water.

Draft Mission Statement (Draft to be reviewed and finalized by Paul, Jeff, and Sarah).

To unite the local water community to provide safe and sustainable water supply. We promote the advancement of technology, knowledge and skills, support appropriate guidelines and regulations and work to encourage public confidence in water management.

DEFINING THE ISSUES

Attendees were asked in advance to complete a homework assignment. They were asked to answer the following questions: 1. What are the critical drinking water issues in the section today? What can the section do to make a difference with these issues in Western Canada? 2. What issues may become critical in 3-5 years' time?

Each group reviewed the homework responses. They decided if any of the issues identified could be translated into a new goal, or if a current goal addressed the issue. The groups also looked at the issues as potential objectives.

REVISING THE CURRENT STRATEGIC PLAN

Armed with the information from the review of the current plan and the “issues” homework assignment, each group was charged with revising a portion of the strategic plan. Following is the first draft of an updated strategic plan:

Operational Goals and Objectives

- 1. Achieve membership growth and retention targets.**
 - 1.1. Provincial trustees or designates to contact new, late and dropped members monthly.
Who: Section office staff to provide Provincial Trustees with membership information from the Associations database.
When: Monthly
 - 1.2. Conduct three networking events per province, pr year, typically in the major centres, however with at least one event in a smaller centre and at least one event including a guest speaker.
Who: Membership Committee
When: Annually
 - 1.3. Provide an incentive to members living in smaller centres and new members to participate in networking events.
Who: Membership Committee
When: For each networking event.
 - 1.4. Conduct a member feedback survey for member satisfaction, concerns, and needs, awareness of membership benefits and suggested improvements. Obtain feedback on completed surveys from committee chairs and AWWA staff.
Who: Membership Committee, in collaboration with the Strategic Planning Committee
When: Completed in the year prior to the 2012 strategic planning review workshop.
 - 1.5. Collect member feedback on education events, utilize evaluation process/tool for each individual educational or membership networking event.
Who: Section office to send forms, organizer to have completed and return.
When: At each event
 - 1.6. Attend the operator’s annual conferences in each province and staff the membership booth at thee events.
Who: Section office, in collaboration with board/committee members and event volunteers and potential in partnership with WFP-C volunteers.
When: Annually for each operators annual conference.
 - 1.7. Increase overall membership by forty members per year.
Who: Membership Committee
When: Annually
 - 1.8. Make contact with educational institutions, utilities, and municipalities, engineering firms to promote the benefits of AWWA membership to their staff, especially the young professionals and student demographics.
Who: Membership
When: 2008
 - 1.9. Maintain membership retention above 90%.
Who: Membership Committee
When: 2008
 - 1.10. Develop strategies to involve more members on committees and the section board.
Who: Past Chair in collaboration with committee chairs and board members.
When: 2008

- 1.11. Develop promotional items to handout at networking events, conferences and seminars to market the section as the local interface to AWWA.
Who: Section Staff
When: Prior to the 2008 operator's annual conferences.

- 2. Promote AWWA and the sections as a knowledge base for sustainable water and infrastructure management.**
 - 2.1. Update the section website to better mirror and link in to the AWWA website and other water industry web resources.
Who: Section Office in collaboration with the education committee.
When: 2008
 - 2.2. Submit technical article to WCWWA magazine to promote the section and AWWA as the resource on water industry knowledge and standards.
Who: Director
When: 2008
 - 2.3. Provide a technical seminar on sustainability issues.
Who: Education Committee, in collaboration with event organizers.
When: 2008
 - 2.4. Develop technical session at the WCWWA annual conference on sustainability topics.
Who: Education Committee, in collaboration with event organizers.
When:

- 3. Liaise with provincial and municipal governments on water matters.**
 - 3.1. Amend the provincial trustee position description to include the provincial trustees to be members of the Government Affairs Committee.
Who: Section Executive director
When: 2008
 - 3.2. Review mandate of committee and identify issues related to government affairs including legislation, regulations, certification and water issues.
Who: Government Affairs Committee
When: ongoing
 - 3.3. Organize one meeting per year, per province with provincial and municipal governments and Government Affairs Committee discussing current water issues.
Who: Government Affairs Committee
When: Annually
 - 3.4. Hold a provincial and municipal government forum in conjunction with the WCWWA annual conference.
Who: Government Affairs Committee
When: Annually
 - 3.5. Send one representative per year to CWWA's Window on Ottawa and have them report back to the Government Affairs Committee.
Who: Government Affairs Committee
When: Annually
 - 3.6. Publish one government affairs related article per issue in the WCWWA magazine.
Who: Government Affairs Committee
When: Ongoing

4. Provide benefits and services to our members at a local level.

- 4.1. Provide educational content/presentation/topical speaker at each local networking event.
Who: Education Chair, in collaboration with the Membership Committee.
When: Ongoing
- 4.2. Organize one YP networking event per province per year.
Who: YP Committee
When: Annually
- 4.3. Coordinate scheduling of local member networking events with training/education.
Who: Membership Chair, in collaboration with Education Committee
When: Annually
- 4.4. Provide one advertisement/article per province in non-water technical publications, (e.g. local engineering publications).
Who: Membership Committee
When: Annually
- 4.5. Review the corporate membership policy to provide better value to existing and new members.
Who: Membership Committee
When: One time activity
- 4.6. Organize AWWA networking function at WCWWA annual conference.
Who: YP Committee
When: Annually
- 4.7. Coordinate scheduling of local member networking events with planning and spring board meetings.
Who: Membership Chair, Board Chair
When: Ongoing

Parking Lot Issues: Goal 4 – Hold a separate event from a networking night to raise funds/awareness for Water for People-Canada, i.e. “Water for People, Wine for Us.”

5. Be a high performance Board with effective habits and committee support.

- 5.1. Review and update board policies and bylaws.
Who: Past Chair in collaboration with Executive Director.
When: As needed
- 5.2. Update Board manual.
Who: Executive Director
When: Annual planning meeting
- 5.3. Facilitate members joining AWWA committee at the Association level.
Who: Board and Committee Chairs
When: Ongoing
- 5.4. Maximize Section Board participation in volunteer training events at local and association level.
Who: Board
When: Annually
- 5.5. Provide report on committee performance activates relative to the strategic plan.
Who: Board liaison
When: Annually
- 5.6. Evaluate need for new committees.
Who: Board

- When: Annually
- 5.7. Revisit Vision, Mission, and Strategic Plan with an outside facilitator.
Who: Board, Committee Chairs
When: 2012
- 5.8. Represent WCS AWWA at the WCWWA board meetings.
Who: Section Board Chair
When: Annually
- 5.9. Evaluate mandate and relevance of all existing committees.
Who: Board
When: Annually at planning meeting
- 6. Provide educational opportunities and promote workforce development.**
- 6.1. Establish a training coordinator position.
Who: Board
When: By May 2, 2008
- 6.2. Promote WCS AWWA educational events at WCWWA and operator conferences.
Who: Education Committee, Membership Committee
When: Annually
- 6.3. Identify ways to promote workforce development in the water industry.
Who: Membership, Education and YP Committees
When: Annually
- 6.4. Provide AWWA web workshops.
Who: Education Committee
When: Bi-annually, May, November 2008
- 6.5. Ensure leadership in WCWWA annual conference to coordinate the water technical program.
Who: Section Chair, Education Chair
When: Annually
- 6.6. Ensure leadership and coordination of educational opportunities with provincial councils.
Who: Board members (by province), Provincial Trustees
When: 3-4 times per year, per province
- 6.7. Provide education programs.
Who: Education committee
When: Annually, One per year per province

The following must still be accomplished in order to achieve a complete strategic plan and implementation plan:

- Section committees will need to complete the development of the implementation plans.
- Finalize Mission Statement. (Draft to be reviewed and finalized by Paul, Jeff, and Sarah).
- Parking Lot item – WCS AWWA role with WCWWA, role, influence, operating income.

The strategic plan is a living document that can change as the priorities of the section change. However, it should serve as a guide for all section activities, keeping the section focused on its goals.