



Water Environment Association of Ontario

Five Year Strategy and Plan 2009 - 2013

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Version #1 Finalized December 3, 2010

Acknowledgments

The contribution of the individuals and committees who assisted in preparing this document is gratefully acknowledged.

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Approval	

Document Number	
Document Name	Water Environment Association of Ontario – Five Year Strategy and Plan
Date Created (Draft)	June 25, 2009
Date Approved	
Location	WEAO offices
Medium of Distribution	Electronic / hard copy/ web site
Archive Location	

Version Control

Version	Date	Author	Change Description
0.1	06/25/09	amonavi consulting group inc.	Document first draft created
0.2	6/26/09	amonavi consulting group inc.	Addition of two committee's objectives submissions before review by WEAO Board.
0.3	11/11/09	Mark Rupke	Update based on review by board
0.4	01/08/10	Catherine Jefferson	Update based on comments by WEAO Committee Chairs.
0.4.2	03/02/10	Catherine Jefferson	Additional comments based on Committee Chairs
0.4.3	03/05/10	amonavi consulting group inc.	Additional comments based on Committee Chairs meeting March 5, 2010
0.4.4	06/07/10	Catherine Jefferson	Additional changes based on conversation with amonavi in May
0.4.5	11/8/2010	amonavi consulting group inc.	Additions from Committee Chairs and Catherine Jefferson in preparation for posting on WEAO website. Ready for Final Review.
V1.0	11/8/10	amonavi consulting group inc.	Final review occurred and approved
V1 Final	12/3/10	Catherine Jefferson	Reviewed, updates completed and finalized

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1 Executive Summary

The WEAO Board is driven to succeed and excel as an industry leader, meeting the needs of our members and the water environment profession. To accomplish this, the organization recognized the need to review and renew the previous Strategic Plan. This process involved looking at the WEAO's vision, mission, values, and goals and asking the committees which comprise the organization to develop supporting initiatives. The 2009 Strategic plan will help guide the activities of the association during the next 5 years. It has been developed with input from the association's board, committee members, and past presidents.

1.1 Vision Statement

WEAO will be the pre-eminent organization of technical and professional individuals dedicated to the preservation and enhancement of Ontario's water environment.

1.2 Mission Statement

- WEAO is a voluntary membership organization of water environment professionals serving the public interest in providing efficient and environmentally protective water quality and wastewater management services.
- We are committed to the delivery of high quality service to our members and providing a forum for our members to interact for educational, business, social and professional development.
- WEAO promotes scientifically sound environmental practices and regulation through the education of our members, the public and policy makers.

1.3 Objectives

The WEAO's objectives are to be achieved over a five year period, 2009-2013, and are separated into two distinct areas: programs and operations. Program goals relate to the areas in which the WEAO provides services to its members. Operational goals relate to the internal functioning of the association.

Program Goals – providing services to WEAO members

- 1) Communication and Advocacy
- 2) Workforce Sustainability and Succession Planning
- 3) Professional Development and Training
- 4) Advancement of Science and Technology (Year 3-5)

Operational Goals – internal functionality of the WEAO

- 5) Membership – Retain and Increase
- 6) Enhance Business Operations of WEAO

2 Goal Descriptions

2.1 Program Goals for 2009 through 2013

Goal 1 - Communication and Advocacy

To be the recognized voice of Ontario's wastewater professionals. We will facilitate and promote informed decision-making based on sound science through programs and activities directed to WEAO members, the media, public policy makers (government) and the general public.

Goal 2 - Workforce Sustainability and Succession Planning

To promote workforce sustainability and succession planning within WEAO and externally within the water environment industry;

- internal includes committees, board members, volunteers, staff
- external includes workforce, public education, mentorship program

Goal 3 - Professional Development and Training

WEAO already provides good professional development and training opportunities through the specialty seminars, annual conference and regional meetings. The goal for WEAO is to continue to provide this service to members and to keep the topics relevant and current to the evolving needs of the membership.

Goal 4 - Advancement of Science and Technology (Year 3-5)

Beginning in year 3 (2011) of the strategic plan, to identify research opportunities and to provide an information exchange for the advancement of science and technology in the water environment field. This could be done in conjunction with universities, Research and Development branches of companies and/or the government, etc.

2.2 Operational Goals from 2009 through 2013

Goal 5 - Membership – Retain and Increase

To develop and maintain a diverse and representative membership reflective of the water environment community and to provide opportunities to increase value of membership

Goal 6 - Enhance Business Operations of WEAO

The goal of WEAO is to be a well-managed, fiscally sound, service oriented organization operated to efficiently serve its members

3 Implementation Strategies

3.1 Board Oversight

The Board reviews each committee's supportive objectives in relationship to the WEAO's vision, mission and five year functional and operational goals. The Board grants approval of each committee's action plan's fiscal budget and, receives feedback from each committee regarding progress of implementation. The Board supports the Committee Chair Group led by the Executive Director (ED) and Executive Administrator (EA).

Communications will proceed between the Committee Chairs Group and Board by way of regular quarterly updates through the Executive Director.

3.2 Board Communication

The Board liaises with each committee through a number of channels. A Board liaison is appointed from the Board to each committee. In addition, each Committee Chair is part of the Committee Chairs Group. The Committee Chairs Group meets every three months (June, September, December, and March).

Communications from Committees will come through quarterly reporting to the Board (bimonthly written reports will no longer be required) by the Executive Director and Board liaisons.

The Board meets monthly; however, a Committee can still bring issues to the Board at any time and should copy the Executive Director and the Board liaison when making a request to present an issue to the Board.

On a regular basis, the Committee Chairs will identify their progress with respect to their specific work plans and once yearly all committees will share their plans with others to reduce overlap, duplication, etc...

3.3 Organizational Meetings

In order to keep the entire WEAO organization progressing and communication flowing, the following organizational meetings occur throughout the year:

Group	Meeting Occurs
Board	Monthly
Committee Chairs Group	June, September, December, March
Annual General Meeting	April
Committees	Bi-Monthly

3.4 Strategic Plan Participants

The position of Committee Chair and membership changes from year to year. The Committee's rosters are posted to the WEAO website (www.weao.org) under Committees and are updated annually as membership changes. Each Committee is expected to have a succession plan to ensure smooth and timely transition from one year to the next. The Committee Chairs Group (CCG) is led by professional WEAO staff (Executive Director (ED) and the Executive Administrator (EA)). The composition of the Committee Chairs Group changes on an annual basis as the transition occurs from incoming to outgoing chairs. The annual conference is the time at which the transition begins from one year to the next.

The ED and EA work together to develop the CCG agenda and make arrangements for the meetings, agenda, minutes etc. The ED reports to the CCG what has been occurring at the Board level. In turn the CCG members exchange information on their Committee activities which are taken back to the Board by the ED.

Each Committee has a Board Liaison, a member of the Board and the Committee. The Board Liaison is responsible for communicating information between Board and Committee. The Committee Chairs are no longer required to produce reports other than the Annual Report for the Annual General Meeting (AGM). However should the Committee wish to make a presentation to the Board, they can at any time and would arrange this through the ED and EA to provide a spot on the Board's agenda.

Committees may change from time to time, i.e. the function of a committee may no longer be relevant, and it proves more efficient to form joint committees (either within WEAO or with other Associations). Committees recommend to the Board that a Committee should change; the Board then makes the final decision. New Committees are required to prepare a Terms of References for the new Committee. Joint membership with other associations is done through a Memorandum of Understanding (MOU). A template is available with the EA.

3.4.1 Committees

Currently there are fourteen (14) Committees with three Task Groups under the Board. These latter three include: Long Range Conference Planning; the Financial Sustainability Task Force; and Committee Chairs.

The following provides the mandate of each committee.

The WEAO **Asset Management Committee** has been created to represent members within the water environment industry. This committee is dedicated to the promotion, education, information exchange, and discussion of best asset management and sustainability practices within the water environment industry.

The **Residuals & Biosolids Committee** is responsible for working with the provincial government, other political jurisdictions and pertinent associations to promote discussions, information exchange, education and best management practices on biosolids processing and beneficial reuses.

The **Wastewater Collection Systems (Storm Water and Watershed Issues) Committee** will provide WEAO members with a focal point for technical, operational, management, and training information pertaining to wastewater collection systems.

The **Wastewater Treatment & Technology Committee** provides an opportunity for sharing information on wastewater treatment technology through its member's involvement in WEAO seminars, workshops and the Annual Conference. It is responsible for working with the Government Affairs Committee and other technical associations to promote well-informed planning and policy decisions related to wastewater treatment.

The **Environmental Health, Safety and Security Committee** conveys information and developments in standards, policies, applicable laws and best management practices related to Environmental, Health, Safety & Security (EHS&S) within the wastewater industry.

The **Communications Committee** is responsible to providing value to WEAO members and raising the profile of the organization through effective communication of information to members and the public. The communication of information is accomplished primarily by

publishing the WEAO magazine '**INFLUENTS**', distribution of an e-Newsletter, and by maintaining the WEAO web site.

The **Conference Committee** is responsible for the overall planning and organization of the Association's annual conference. Operations Challenge Committee is a subset of the Conference Committee.

Note: The **Professional Wastewater Operators Committee** and **Operations Challenge Committee** are subset committees of the Conference Committee. Their primary role of these Committees is to develop, promote and conduct activities enhancing and demonstrating the skills and knowledge of wastewater personnel.

The **Government Affairs Committee** acts as liaison between WEAO and the various levels of government.

The **Promotions and Events Planning Committee** is a new committee that combines **Special Events** and **Member Services**. This committee provides internal support to other committees by maintaining and updating bubble sheets, issuing appropriate promotional/informational materials, and creating and promoting networking opportunities.

The **New Professional Committee** represents WEAO members with 10 or fewer years, or under the age of 35, in the wastewater industry. Its primary goal is to recruit, develop programs for, and encourage the participation of New Professionals in the activities of the Association.

Note: The **Student Chapter Committee** is a subset of the New Professionals Committee. This Committee's purpose is to promote student interest in the water environment and to provide an avenue for professional development and exchange of information between Chapter members and members of the WEAO. Student Chapters liaise with WEAO through the WEAO New Professionals Committee for the initial Chapter set up, training and also for the coordination of joint events, such as technical seminars and site tours.

The **Public Education Committee** conducts programs to foster public awareness and education related to the water environment and to increase the profile of WEAO as an excellent source of technical information. It carries out and assists with water environment education through the support of school and teacher programs and science fairs.

3.5 Strategic Plan Roles and Responsibilities

COMMITTEES	PROGRAM								OPERATIONAL				
	GOAL 1		GOAL 2		GOAL 3		GOAL 4		GOAL 5		GOAL 6		
	L	S	L	S	L	S	L	S	L	S	L	S	
Board	X		X									X	
Association Professional Staff	X			X		X	X					X	
Committee Chairs Group	X				X		X					X	
Financial Sustainability Task Force												X	
Long Range Planning Committee					X							X	
Asset Management		X		X	X			X		X			X
Residuals and Biosolids	X			X	X			X		X			X
Wastewater Collection ¹ & Systems (Storm Water and Watershed Issues)	X			X	X			X		X			X
Wastewater Treatment & Technologies		X		X	X			X		X			X
Environment, Health, Safety & Security					X			X		X			X
Communications		X		X		X		X	X				X
Conference		X		X		X				X			X
Government Affairs	X						X			X		X	
Promotions and Events Planning ²		X		X		X		X	X				X
New Professionals		X	X		X					X			X
Public Education	X			X		X							X
Professional Wastewater Operators (PWO)			X		X					X			X

NOTE: L = Leadership Role S = Supporting Role

3.6 Strategic Plan Communications

The initial introduction of the Strategic Plan has been made at the AGM 2009. Since that time there have been periodic updates as Committees provide input to the Plan. The Strategic Plan is a dynamic document and will change yearly as tasks are fulfilled and new work-plans evolve.

The Membership will have the opportunity to view the Plan on the WEAO website. As changes are made they will be communicated to the membership through notices on the website and at discussions held by the Committee Chairs Group.

All Committees communicate through the ED and EA at the Committee Chairs Group meetings as well as through e-mail.

3.7 Strategic Plan Accountability

The Chair assigned from each committee is responsible for oversight of and reporting on the action plan. The committee, as a whole, is accountable for identifying what actions are

¹ Mandate reformed to accommodate Storm Water and Watershed Issues

² Member Services and Special Events Committees amalgamating with new name "Promotions and Events Planning Committee" and mandate as of June 1, 2010

required to achieve their supportive objectives, and develops a work plan, complete with milestones, execution timelines and budgets.

The Committee is expected to review the action plans annually as the Chair terms change. Any changes/deletions or additions to the work plans is relayed to the WEAO ED/EA and Board after the June Committee Chairs meeting for presentation to the next Board meeting. Changes may include budget discussions. The final budgets are to be available After the Committee Chairs' September meeting; the final budgets are to be available and ready for Board approval, at the Boards September meeting.

Each Committee manages their work and chooses how, when and to whom the specific activities are assigned within the group. The Committee activities are reported on a quarterly basis to the Board through the Committee Chairs Group. Committee Chairs are scheduled to attend Board meetings to provide an opportunity for direct exchange of information.

3.8 Strategic Plan Tracking & Measurements

Progress must be tracked and measured to ensure the WEAO reaches its goals with in the next five years. The process of tracking and measuring progress has been distributed throughout the entire WEAO organization.

3.8.1 Committee Level

- Develop a detailed work plan to support committee initiatives in the action plan.
- Identify the accomplishments which are vital to the overall WEAO goals. (Milestones)
- Track individual tasks and budget usages within the action plan.
- Report milestone progress/delays to the Board through the Committee Chairs Group and Executive Director on a quarterly basis.
- Report budget expenditures to the Board.

3.8.2 Association Professional Staff Level

- Assist the board in implementing WEAO goals.
- Track progress for reporting to board.
- Facilitate communication between board and committees and between committees. (through Committee Chairs Group)
- Encourage attendance of committee chairs to Committee Chair Group quarterly meetings.

3.8.3 Board Level

- Create five year goal timeline based on each Committee's milestones.
- Track individual milestones with in the goal timeline.
- Track budget expenditures.
- Track impacts of delays and report findings to relevant committees.
- Report overall progress of goal timeline to the WEAO members.
- Provide committees with assistance, as needed, to remove delays.

3.8.4 Organizational Milestones

As an organization, the WEAO marks progress by certain key events or milestones. The following table demonstrates when these milestones occur and how progress momentum is marked throughout the year.

Schedule	Milestone
May	Annual General Meeting information sent to members
April - June	Work plans reviewed by incoming and outgoing committee chairs
June - Committee Chairs Group Meeting	Seminars and other event dates marked
June – September	Proposed budgets compiled and presentations prepared for Board approval in September
September	Committees present budgets for approval
2-3 months prior to any event	Planning logistics provided to EA and INFLUENTS
Weekly	e-blasts of important announcements
Quarterly	ED reviews Committee's objectives/progress for report to Board
Annually	Membership, seminar attendance, issues/concern counts compiled

4 Strategic Action Plan

This Strategic Action Plan belongs to the WEAO Board and is a high level representation of the activities performed by the various committees and staff which comprise the organization.

The plan addresses each program and operational goal and the supporting strategic areas:

- Supporting Objectives – collective support of WEAO Goals
- Roles and Responsibilities – who is doing what
- Committee Objectives – how each intends to support WEAO Goals
- Execution Timeline – how long and when activities occur

4.1 Goal 1 - Communication and Advocacy - Action Plan

To be the recognized voice of Ontario's wastewater professionals. We will facilitate and promote informed decision-making based on sound science through programs and activities directed to WEAO members, the media, public policy makers (government), and the general public.

4.1.1 Supporting Objectives

All participating committees agreed to the following objectives:

- Define WEAO's advocacy and public education programs
- Develop internal and external communication programs to provide timely information and strengthen the reputation of WEAO
- Develop and encourage investment in wastewater infrastructure
- Support a sustainable holistic approach to watershed management
- Increase WEAO's activities in the area of stormwater management

4.1.2 Roles and Responsibilities

COMMITTEES	LEADERSHIP ROLE	SUPPORTIVE ROLE
Board	X	
Association Professional Staff	X	
Committee Chairs Groups	X	
Asset Management		X
Residuals and Biosolids	X	
Wastewater Collection	X	
Wastewater Treatment & Technologies		X
Environment, Health, Safety & Security		
Communications		X
Conference		X
Government Affairs	X	
Promotions and Events Planning		X
New Professionals		X
Public Education	X	
PWO		

4.1.3 Committee Objectives

Leadership Role

Board

- Examine potential to revise Government Affairs Committee Mandate and name to reflect role of External Affairs and Media Relations

Association Professional Staff

- Develop and implement policies that clearly define how WEAO functions as an advocacy group.
- Plan and facilitate regular meetings between WEAO, government and other organizations.

Committee Chair Groups

- Serve as a forum for enhanced communications among Committees, the Board and membership.
- Work together to promote WEAO in one-voice.
- Develop organizational structures to improve conference abstract/paper communications with presenters.
- Develop a firm schedule of seminars and others events to reduce duplication and overlap of events within and outside of WEAO.

Residuals and Biosolids

- Increase public awareness and acceptance of Residuals & Biosolids practices.
- Provide input and recommendations to policy-makers relating to Residuals & Biosolids.
- Continually review and identify gaps in information, current and emerging issues, generating information and incorporating into practice.
- Disseminate sound technical information to the public media, WEAO members and wastewater quality professionals.
- Network with WEAO members, municipal, provincial and federal governments, associations, industry and academia interested and involved in Residuals & Biosolids, including schools and students.

Wastewater Collections & Systems Committee (Storm Water and Watershed Issues)

- Host at least one seminar and one technical session at the annual conference devoted to Stormwater and Watershed Issues
- Develop a program to provide services and attract membership in this area
- Develop and maintain a living, working paper on collection systems practices that will provide recommendations on how we as an industry can continue to improve to meet the needs of tomorrow.

Government Affairs

- Encourage and promote the exchange of information and communications throughout the WEAO committees and with government, media and public agencies.
- Finalize and implement communications plan for media relations.
- Support the operation of the Ontario Coalition for Sustainable Infrastructure.

Public Education

- Initiate, develop, and improve relationships with the various educator groups and programs throughout Ontario by attending and participating in their conferences/events.
- To initiate and develop a relationship with the Ontario Teachers Federation through participation at the August 2009 Teachers retreat at Niagara on the Lake regarding wastewater technology and the Ontario Curriculum.
- To prepare by May 2010, materials and activity sheets relevant to the Ontario Curriculum for use by Ontario Teachers for grades K-4 based on the WEF Water Source books.
- To Participate in the 2009 Science Teachers of Ontario and Catholic Science Teachers Association conferences and attend one additional conference/event in 2010 and two in 2011.

Supportive Role

Asset Management

- Provide one primary contact for all questions and communication response requests relating to wastewater infrastructure management issues.

Wastewater Treatment & Technologies

- Provide one primary contact for all questions and communication response requests relating to wastewater treatment.

Communications

- Publish four, themed issues of the Influent magazine per year, focusing on diversity of our members and demonstrating on how WEAO members influence decisions about the water environment and infrastructure.
- Fully utilize web based media (e.g. website, e-blasts, e-commerce, search engines, databases) to attract, inform and involve the public.

Conference

- Use and improve communication with available media outlets (website, Influent magazines, media affiliates, print/periodicals, etc) to promote annual conference.

Promotions and Events Planning

- **Note:** Committee formed in mid-2010, therefore definition of supportive role is pending and in process.

New Professionals

- Access current methods of communication with students and develop a communication program, if necessary, to provide timely information and strengthen the reputation of WEAO.

4.2 Goal 2 - Workforce Sustainability and Succession Planning - Action Plan

To promote workforce sustainability and succession planning within WEAO and externally within the water environment industry;

- internal includes committees, board members, volunteers
- external includes workforce, public education, mentorship program

4.2.1 Supporting Objectives

All participating committees agreed to the following objectives:

- Develop a workforce sustainability strategy and plan (10-year)
- Expansion and enhancement of scholarship program
- Development of mentorship program, formalized, structured (industry, organization)
- Enhancement of student chapters across Ontario (maintain and retain)
- Review and consider satellite chapters in other areas of the province (5-10year)
- Outreach to elementary / high schools
- Provide training in succession planning / management training
- Develop industry history, best practices/knowledge management

4.2.2 Roles and Responsibilities

COMMITTEES	LEADERSHIP ROLE	SUPPORTIVE ROLE
Board	X	
Association Professional Staff		X
Asset Management		X
Residuals and Biosolids		X
Wastewater Collection & Systems (Storm Water and Watershed Issues)		X
Wastewater Treatment & Technologies		X
Environment, Health, Safety & Security		
Communications		X
Conference		X
Government Affairs		
Promotions and Events Planning		X
New Professionals	X	
Public Education		X
PWO	X	

4.2.3 Committee Objectives

Leadership Role

Board

- Develop a Workforce sustainability strategy and plan for the WEAO.
- Review and consider satellite chapters in other areas of the province.
- Examine need for an operations management committee.

New Professionals

- Increase the number of applicants for the WEAO scholarship by at least 20% per year.
- Allocate 1 scholarship to be dedicated to a college student starting with the 2009 scholarship.
- Continue to hold the annual Student Chapter Leadership Forum and exchange information with student chapters in order to run better student programs.
- Continue to hold annual Student Design Competition.
- Over the next 5 years, add on average at least 1 new student chapter per year. This will include at least 1 new chapter which is >1 hr drive away from Toronto.
- Assign NP liaisons to all committees of WEAO to engage NP's in WEAO activities.

PWO

- Review and revise leadership model of PWO to improve operations and integration within WEAO
- Develop a strategy to improve the WEAO membership benefits and participation opportunities for operators.
- Continue involvement on MOE committees dealing with operator certification, recruitment, retention and training and increase involvement in programs/initiatives to maintain/replace operators.
- Contribute to the development of initiatives and alliances with colleges/university programs geared for careers in operations, apprenticeships for operators, and training programs for existing operators.

Supportive Role

Association Professional Staff

- ED acts as liaison between Board and Committees, and Committees and government in developing new programs e.g. apprenticeship.

Asset Management

- Provide and develop best-in-class practices on utility management, sustainability and succession planning which will be utilized as topics to be explored in greater detail in future seminars.
- Provide timely and interesting topics to retain existing membership and new membership.
- Provide workshops from professionals which maintain, foster and retain and attract young professionals into the industry.

- Senior professionals within committee to promote asset management within the water/wastewater industry by presenting at student chapters and new professionals events.
- Ensure new professionals play a role within the organization of workshops and events, including committee membership to sustain new professionals liaison..

Residuals and Biosolids

- Support other committees – be available as a technical resource, e.g. tours for school groups (public education).
- Disseminate sound technical information to the public media, WEAO members and water quality professionals.
- Network with WEAO members, municipal, provincial and federal governments, associations, industry and academia that are interested and involved in Residuals & Biosolids including schools and students

Wastewater Collection & Systems (Storm Water and Watershed Issues)

- Develop recommendations on best-in-class practices on sustainability and succession planning which will be utilized as topics to be explored in greater detail in future seminars.

Wastewater Treatment & Technologies

- Provide timely and interesting topics to retain existing membership and new membership.
- Provide seminars with senior professionals to foster and retain new professionals within the industry.
- Provide a great opportunity to network with other members/peers within the industry.

Communications

- Ensure the New Professionals committee has representation in the Communications Committee, its subcommittees, in each issue of Influent, attendance in a webinar, etc.
- Track authorship and recruit from one company individuals who have not written for an Influent issue.
- Ensure that the workload and number of Committee members is predictable and controllable by splitting the Communications Committee in two parts and outlining what is expected from Committee members.

Conference

- Continue with NP program as part of the conference, to promote younger professional development.

Promotions and Events Planning

- Provide internal support to other committees by providing promotional/informational materials, and assisting in efforts to attract new members.
- **Note:** Committee formed in mid-2010, therefore definition of supportive role is pending and in process

Public Education

- Sponsor and act as the lead for the awarding of the annual Canadian Junior Stockholm Water Prize and to sponsor and award one additional regional science fair prize in 2009, two in 2010 and three in 2011.
- Promote wastewater treatment to elementary and high school aged children through the demonstration of the Enviroscape educational model at four events in 2009, five in 2010 and six in 2011.

4.3 Goal 3 - Professional Development and Training - Action Plan

WEAO already provides good professional development and training opportunities through the specialty seminars, annual conference and regional meetings. The goal for WEAO is to continue to provide this service to members and to keep the topics and methods of transfer relevant and current to the evolving needs of the membership.

NOTE: Although this goal does not specifically address environmental sustainability, the WEAO believes that our business and that of our members has always been about environmental sustainability. Protecting the environment is what we do and the concept of sustainability is at the heart of all our goals. Successful completion of each Committee's work plan will help us achieve this goal.

4.3.1 Supporting Objectives

All participating committees agreed to the following objectives:

- Current/cutting edge seminars and technical session
- Specific to individual groups
- Move events to other locations (outside GTA)
- More detailed work plan for event planning
- Calendar of seminars for the year – each committee should have selected topics and tentative dates for all planned seminars in the next 18 months
- Venue RFP for multiple conferences and seminar
- Increase WEAO's activities in the areas of stormwater and watershed management

4.3.2 Roles and Responsibilities

COMMITTEES	LEADERSHIP ROLE	SUPPORTIVE ROLE
Board		
Association Professional Staff		X
Committee Chairs Group	X	
Long Range Planning Committee	X	
Asset Management	X	
Residuals and Biosolids	X	
Wastewater Collection & Systems (Storm Water and Watershed Issues)	X	
Wastewater Treatment & Technologies	X	
Environment, Health, Safety & Security	X	

Communications		X
Conference		X
Government Affairs		
Promotions and Events Planning		X
New Professionals	X	
Public Education		X
PWO	X	

4.3.3 Committee Objectives

Leadership Role

Committee Chairs Group

- Share in planning of joint events;
- Serves as the forum for discussion of needs, sharing of ideas, and recommendations for appropriate training and professional development needs;
- Communicates back to committee members.

Long Range Planning Task Force

- Develop an RFP for future conference venues and examine potential to include seminar venue.
- Provide a selection of potential venues for seminars and other events;
- Provide a 5-7 year schedule of locations for the annual conference.

Asset Management

- Provide professional development and training in a workshop series format, by promoting succession and building on fundamental principles essential to the industry.
- Develop a best practices guide or manual, which demonstrates and provides members with guidance on best practices and methodologies demonstrating asset management and infrastructure management principles within the wastewater industry.

Residuals and Biosolids

- Review the needs of municipal Councilors, farm associations (general education), skill level training, BUC/WEAO joint seminar.

Wastewater Collection & Systems (Storm Water and Watershed Issues)

- Develop recommendations on best-in-class practices for professional development and training (with a specific focus on workforce planning challenges), which will be utilized as topics to be explored in greater detail in future seminars.
- Develop a plan to deliver SWWIS info to members.

Wastewater Treatment & Technologies

- Organizes seminars and sessions at the annual conference that relate to wastewater treatment and the associated technologies.

- Collaborate with joint committees and associations in order to hold interactive seminars.
- Collaborates with academia and industry experts to attain awareness of emerging wastewater treatment processes and technologies.

Environment, Health, Safety & Security

- Convey information and developments in standards, policies, applicable laws and best management practices related to Environmental, Health, Safety & Security (EHS&S) within the wastewater industry.

New Professionals

- Organize events and conduct tours/seminars which target students and encourage interest in WEAO Goals.

PWO

- Develop an 18 month regional operator specific conference, networking, product exposure, and workshop calendar for distribution to WEAO committees as well as the public.
- Development of an organized curriculum for operator training where participants receive recommendations for training courses and training providers, additionally, annual organization of a technical session at the WEAO Annual Conference and holding a post conference, full day operator workshop.

Supportive Role

Association Professional Staff

- Work with Committees to find venues for professional development and training opportunities;
- Identify potential training sources and distribute through website;
- Assist committees in logistics of events for training and professional development;
- Provide potential mailing lists to reach out to other associations and government departments.
- Provide and circulate relevant information to Committees for decisions as to utility of training and/or professional development opportunities;
- Assist with logistics for events;
- Provide information to Communications Committee for posting or events/training and follow up activities (e.g. post to website proceedings);
- Aid in distribution of information to members and nonmembers.

Communications

- Develop and conduct member survey in order to improve theme relevance for future conferences.

Conference

- Develop and provide new, relevant and cutting edge technical programs at conference.

Promotions and Events Planning

- This is an internal committee, which will provide internal support to other committees in this goal. Collaboration with other committees to provide additional member benefits in relation to professional development and training.
- **Note:** Committee formed in mid-2010, therefore definition of supportive role is pending and in process

Public Education

- To promote the use of the Enviroscape model as a wastewater educational tool through expanding the use of the model by hosting a train the trainer session at the 2010 and 2011 annual WEAO conference.

4.4 Goal 4 - Advancement of Science and Technology - Action Plan

Beginning in year 3 of the strategic plan, to identify research opportunities and to provide an information exchange for the advancement of science and technology in the water environment field. This could be done in conjunction with universities, research and development branches of companies or the government, etc.

4.4.1 Supporting Objectives

All participating committees agreed to the following objectives:

- To assist in the identification of need for new technology (equipment or methods) for all aspects of wastewater management (e.g. stormwater, biosolids, operations, collections, etc.);
- To assist in the identification for scientific research to fill gaps in current knowledge related to all aspects of wastewater management;
- To communicate and transfer knowledge of ongoing activities related to science and technology.

4.4.2 Roles and Responsibilities

COMMITTEES	LEADERSHIP ROLE	SUPPORTIVE ROLE
Board		
Association Professional Staff	X	
Committee Chairs Group	X	
Asset Management		X
Residuals and Biosolids		X
Wastewater Collection & Systems (Storm Water and Watershed Issues)		X
Wastewater Treatment & Technologies		X
Environment, Health, Safety & Security		X
Communications		X
Conference		
Government Affairs	X	
Promotions and Events Planning		X

New Professionals		
Public Education		
PWO		

4.4.3 Committee Objectives

Leadership Role

Association Professional Staff

- Outreach activities to make linkages between research organizations and WEAO;
- Continue to participate on the CAWQ Board.

Committee Chairs Group

- Sharing of research needs with the Board and ED and requests to make connections as appropriate

Government Affairs

- Increase WEAO awareness of current science and technology trends through various outreach programs; participating on the CAWQ Board, collaborating with ministries and other organizations on studies, reaching out to scientific and technical researchers, attending conferences as speakers, and with the WEAO booth at various conferences/events.

Supportive Role

Asset Management

- Maintain academia within committee membership demographics, and to promote and review opportunities to work with other associations and universities in new research and advances in wastewater assets management and technologies.

Residuals and Biosolids

- Review opportunities with University professors (Canadian Water Network, CAWQ) on new research and advances in wastewater treatment science and technology and develop seminars on relevant advance research and technology topics.

Wastewater Collection & Systems (Storm Water and Watershed Issues)

- Review opportunities with University professors (Canadian Water Network, CAWQ) on new research and advances in wastewater treatment science and technology and develop seminars on relevant advance research and technology topics include storm water and watershed Issues actions.

Wastewater Treatment & Technologies

- Review opportunities with University professors (Canadian Water Network, CAWQ) on new research and advances in wastewater treatment science and technology and develop seminars on relevant advance research and technology topics.

Environment, Health, Safety & Security

- **Note:** Committee in-process of defining supportive role for this goal.

Communications

- Include university/college representation in the Communications Committee and solicit campuses for articles on their research programs.

Promotions and Events Planning

- **Note:** Committee formed in mid-2010, therefore definition of supportive role is pending and in process.

4.5 Goal 5 - Membership – Retain and Increase - Action Plan

To develop and maintain a diverse and representative membership reflective of the water environment community and to provide opportunities to increase value of membership

4.5.1 Supporting Objectives

All participating committees agreed to the following objectives:

- Increase value of membership to members and their employers
- Effective use of volunteer resources
- Recruiting and retaining members
- Outreach to universities/colleges (NP)
- Attracting volunteers
- Review membership services (career and transitioning opportunities, survey/feedback, webcasts, mentoring/co-op)
- Target specific sectors, organizations e.g. operators, small municipalities, First Nations
- Website – provide services through website, interactive forums, networking, information, members' only area
- Strategic alliance(s)
- Improve services
- Geography
- Effective use of volunteer resources
- Member services, technical seminars, communication
- Educate employers of benefits of getting involved
- Sustain existing membership
- Encourage an atmosphere of collegiality
- Promote the value of membership at conference/events
- Hold more events outside of the GTA
- Hold networking sessions before or after planned events
- Introduce members to WEF and their member benefits

4.5.2 Roles and Responsibilities

COMMITTEES	LEADERSHIP ROLE	SUPPORTIVE ROLE
Board		
Association Professional Staff		
Asset Management		X
Residuals and Biosolids		X
Wastewater Collection & Systems (Storm Water and Watershed Issues)		X
Wastewater Treatment & Technologies		X
Environment, Health, Safety & Security		X
Communications	X	
Conference		X

Government Affairs		X
Promotions and Events Planning	X	
New Professionals	X	
Public Education		
PWO	X	

4.5.3 Committee Objectives

Leadership Role

Communications

- Ensure that the diversity of WEAO membership is represented on the Communications Committee and that these members represent their constituents groups.
- Ensure that receiving INFLUENTS and having access to the WEAO member only part of the website are seen as being valuable to members by maintaining their quality and relevance.

Promotions and Events Planning

- Assist and provide internal support and promotional and informative materials to other WEAO committees, as well as honoring and recognizing excellent service achievements of the membership.
- **Note:** Committee formed in mid-2010, therefore further definition of leadership role is pending and in process

New Professionals

- Develop a comprehensive outreach program, targeting specific sectors, organizations e.g. universities/colleges, operators, small municipalities, First Nations.
- Enhance website – providing services, interactive forums, networking, information, and a member’s only area.
- Survey members on career and transitioning opportunities, survey/feedback, webcasts, mentoring/co-op, etc...and develop an improvement program.
- Create recruitment and membership incentive campaigns, as well as a method for qualifying student members.
- Assign NP liaisons to all committees of WEAO to engage NP’s in WEAO activities.
- Work with WEAO and Communication Committee to improve Student Resume Board, in order to provide more opportunities for students, who are interested in the water environment industry.
- Have at least 1 member on the NP committee from each of the major sectors (operators, consultants, government, suppliers).
- Support the Communication Committee to ensure website content is updated for student and NP area.

PWO

- Identify membership benefits needed to attract operators and design a promotional strategy to incent and recruit operators and their employers.

Supportive Role

Asset Management

- **Note:** Committee in-process of defining supportive role for this goal.

Residuals and Biosolids

- Outreach to residual generators and alternate uses

Wastewater Collection & Systems (Storm Water and Watershed Issues)

- **Note:** Committee in-process of defining supportive role for this goal.

Wastewater Treatment & Technologies

- Provides seminars on diverse topics that attract a variety of attendees.
- Includes one year of WEAO membership in fees charged for seminars which increases membership diversity.
- Targets specific industry sectors, such as food and beverage, to encourage participation in the WEAO organization.

Environment, Health, Safety & Security

- **Note:** Committee in-process of defining supportive role for this goal.

Conference

- Look at ways to maintain conference fees while taking into consideration comments and lessons learned from last year.

Government Affairs

- Develop outreach program to connect with associations, organizations, governments, the public to enhance their understanding of WEAO; working with the Communications committee to establish a promotional distribution lists.
- Define the target group and create opportunities to promote WEAO to those groups by attending the events/conferences/workshop they attend.

4.6 Goal 6 - Enhance Business Operations of WEAO - Action Plan

The goal of WEAO to be a well-managed, fiscally sound, service oriented organization operated to efficiently serve its members
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NOTE: Although this goal does not specifically address organizational sustainability, the WEAO believes that the continued financial and organizational sustainability of the association is a vital component of this goal. This will be achieved through the formation of a Board Task Force to define the needs and articulate a strategy to assist the organization in attaining financial and thus organizational sustainability. This Task Force will work with the Association Professional Staff and Treasurer to ensure action occurs. Measurement of success is based on an ongoing balanced budget, achievement of goals and continued success and recognition of WEAO.

4.6.1 Supporting Objectives

All participating committees agreed to the following objectives:

- Develop operating policies and procedures for committees with oversight by Board (governance) at the staff and Board level
- Consistency in image
- To be efficient and cost conscious in planning events
- Plan events over an 18 month period
- Work with the ED and EA on budget development and management
- Follow set schedule of tasks in the two month period leading up to an event/seminar
- Review and update existing WEAO operations manuals
- Access funding for training and education purposes
- Marketing
- Establish Financial Sustainability Task Force

4.6.2 Roles and Responsibilities

COMMITTEES	LEADERSHIP ROLE	SUPPORTIVE ROLE
Board	X	
Association Professional Staff	X	
Committee Chairs Group	X	
Financial Sustainability Task Force	X	
Long Range Conference Planning Task Force	X	
Asset Management		X
Residuals and Biosolids		X
Wastewater Collection & Systems (Storm Water and Watershed Issues)		X
Wastewater Treatment & Technologies		X
Environment, Health, Safety & Security		X
Communications		X
Conference		X
Government Affairs	X	
Promotions and Events Planning		X
New Professionals		X
Public Education		X
PWO		X

4.6.3 Committee Objectives

Leadership Role

Board

- The Board is to oversee all activities of the organization through linkages with the ED and EA, various Task Forces and Committees

Association Professional Staff and Committee Chair Groups

- Ensure WEAO brand image is publically consistent (website, promotional information, booth etc) and internal policies, procedures and manuals content is current.
- Maintain calendar of future events.
- On time delivery of planned events.
- Work with government and other agencies to find funding for ongoing activities that will benefit membership and raise the profile of the association while remaining fiscally responsible.
- These three groups will meet on a quarterly basis to develop event planning and operating budgets to ensure a balance budget at the end of each fiscal year.

Financial Sustainability Task Force

- Improve funding of scholarship program
- Review WEAO funding model
- Develop forecasting analysis in predicting financial health of the association.
- Develop policies to ensure the proper expenditures and revenue generation tactics have been explored.
- Develop sustainability strategy (financial only) in support of key initiatives and overall sustainability of organization

- Ensure that the WEAO Board members can meet the fiduciary responsibilities of their duties as directors and as appointed by their members at large.

Long Range Conference Planning Task-Force

- Prepare a 5-7 year plan for conferences to allow the Conference Committee better planning tools
- To provide information for seminar planning and to allow Committees to better plan their seminars

Supportive Role

NOTE: The Committee Chairs, through the Committee Chair group, will work with the Association Professional Staff to ensure consistency of image, budgeting, planning, outreach, and ways in which to continuously improve the operations of the organization.

Asset Management

- **Note:** Committee in-process of defining supportive role for this goal.

Residuals and Biosolids

- **Note:** Committee in-process of defining supportive role for this goal.

Wastewater Collection & Systems (Storm Water and Watershed Issues)

- **Note:** Committee in-process of defining supportive role for this goal.

Wastewater Treatment & Technologies

- Organizes relevant technical seminars that are usually profitable and timely to the WEAO membership.

Environment, Health, Safety & Security

- Identify, evaluate and implement potential revenue generating or fund raising methods focusing on strategies for revenue generation at each Committee meeting.

Communications

- Promote the use of the website for e-commerce, event posting, jobs and CV searching and posting, information, etc...throughout the WEAO committees.
- Ensure that Influent is a success for our publisher by recruiting content which attracts advertisers and maintains reader loyalty.
- Provide publisher with contacts of companies who have articles in INFLUENTS or who may be interested in advertising because of an issue's particular theme and utilize advertising revenue to pay for the WEAO website.

Conference

- Maintain effective and up to date budget documentation; being sure to obtain quotes and call prospective sponsors early in the conference preparation process.

Promotions and Events Planning

- **Note:** Committee formed in mid-2010, therefore definition of supportive role is pending and in process

New Professionals

- **Note:** Committee in-process of defining supportive role for this goal.

Public Education

- **Note:** Committee in-process of defining supportive role for this goal.

PWO

- **Note:** Committee in-process of defining supportive role for this goal.