

Canadian Association on Water Quality (CAWQ)

L'Association Canadienne sur la Qualité de L'eau (ACQE)

2014 - 2018 Strategic Plan

Introduction

As we move through the second decade of the 21st century, the water industry in Canada and abroad continues to change and evolve. We are beginning to see a much broader recognition of the importance of water to human kind and the need to practice conservation and to preserve the quality of this precious resource by protecting it from contamination and pollution. The CAWQ / ACQE developed the 2014 – 2018 Strategic Plan to help us to understand and respond to these changes and guide us in executing our vision, mission and objectives going forward.

The process of developing the 2014 – 2018 Strategic Plan started with a review of the 2008 plans and a SWOT analysis which may be found in the appendix. The vision, mission and objectives of CAWQ/ACQE were reviewed and updated. Then, a number of Strategic Initiatives sorted by long, medium and short terms and large, medium and low impacts were developed. Through the execution of this strategic plan, the leadership of CAWQ/ACQE will ensure the ongoing success of our organization and that the needs of the stakeholders we serve are met.

Vision

The vision of the CAWQ/ACQE is to be the trusted provider of leadership and expertise required to resolve water quality issues in Canada and abroad.

Mission

Our mission is to foster a nation-wide network of people who are dedicated to the preservation and enhancement of water quality through research and development, education and the dissemination of knowledge.

Who We Are

We are a non-governmental, not for profit organization of people engaged or interested in research and innovation on water quality or on the control or treatment of water contamination.

Objective

Our objective is to address key water quality issues by:

- Creating a dialogue among stakeholders engaged in these matters;
- Promoting fundamental and applied research on scientific, technological, legal, economic, and policy aspects of water quality and control and treatment of water contamination;
- Stimulating the application of such research for the benefit of society and the environment
- Promoting and building on the activities of the International Water Association (IWA) in Canada; and
- Further strengthening CAWQ/ACQE – IWA relationships.

Existing Base of Activities and Capabilities

- Symposia – regional and central (“National”)
- Editing the Water Quality Research Journal of Canada
- Networking opportunities
- Philip H. Jones Award
- Training of students in communication
- Promoting and hosting the IWA World Water Congress and Specialty Conferences
- Conduct IWA business in Canada through the Canadian National Committee (CNC – a joint venture with the Canadian Water and Wastewater Association (CWWA/ACEPU))
- Linkages with CWWA/ACEPU – joint conference and the CNC
- IWA Board of Directors membership
- Subsidized student CAWQ/ACQE membership and registration at conferences/symposia
- Reduction in IWA membership costs to CAWQ/ACQE members

Strategic Initiatives 2014 – 2018

1. Long Term – Large Impact

- 1.1. Solidify our relationship with CWWA/ACEPU.
 - 1.1.1. Continue the “joint hosting” of a national spring conference (replaces Central Symposium).
 - 1.1.2. Continue to encourage an active CNC.
 - 1.1.3. Explore opportunities to “jointly host” other conferences at other times and locations.
 - 1.1.4. Systematically move toward an alliance or merger.
- 1.2. Become a broker between industry/communities with problems and researchers willing to work on them.
 - 1.2.1. Promote the ideas with CAWQ/ACQE member researchers.
 - 1.2.2. Identify potential industrial/community participants.
 - 1.2.3. Organize and execute a “trial run”.

2. Long Term – Medium Impact

- 2.1. Develop a national annual rotating conference.
 - 2.1.1. Discuss the initiative with CWWA/ACEPU.
 - 2.1.2. Identify other potential participants/stakeholders.
 - 2.1.3. Identify target cities for rotation.
 - 2.1.4. Plan and run a conference in a major city.
- 2.2. Strengthen relationships with industry, consultants and suppliers.
 - 2.2.1. Identify key targets.
 - 2.2.2. Make connections with the key targets.

3. Long Term – Low Impact

- 3.1. Serve as a catalyst to further develop the idea of a national federation of organizations with interest in water related issues.
 - 3.1.1. Characterize potential linkages, e.g. conferences, workshops, seminars and identify potential synergies.
 - 3.1.2. Identify potential participants and prioritize.
 - 3.1.3. Initiate contact and pitch the proposal.

3.2. Rationalize CAWQ/ACQE administrative support.

- 3.2.1. Review the roles of current support staff and identify opportunities to improve and/or provide additional services to the CAWQ/ACQE Board of Directors and/or membership.
- 3.2.2. Identify opportunities to utilize students and/or volunteers for ad-hoc projects.

4. Medium Term – Medium Impact

4.1. Identify key services for members to be supplied through social media.

- 4.1.1. List potential services members may wish to receive.
- 4.1.2. Implement.

5. Short Term – Medium Impact

5.1. Develop strategies and tactics to increase CAWQ/ACQE membership and maintain current membership.

- 5.1.1. Leverage contacts with institutions currently not active in CAWQ/ACQE: e.g. University of Victoria, Simon Fraser University, University of Alberta, University of Calgary, McMaster University, Western University, York University, Dalhousie University and others.
- 5.1.2. Identify and contact technical schools/community colleges that have water related programs: e.g. Algonquin College, CEGEP Saint-Laurent, Northern Alberta Institute of Technology and others.
- 5.1.3. Identify and contact industrial research groups: e.g. CRIQ, IRDA, Alberta Innovates, National Research Council and others.
- 5.1.4. Utilize other technology platforms to provide more detailed information on membership skills and interests: e.g. identify Canadian IWA members who are not CAWQ/ACQE members and recruit them.
- 5.1.5. Identify strategies and tactics to transfer participants into members of CAWQ/ACQE.

5.2. Exploit capabilities of social media to provide alternate platforms for CAWQ/ACQE to communicate with members, students, professors, industry, consultants and other stakeholders.

- 5.2.1. Identify target social media tools.
- 5.2.2. Implement.

5.3. Develop and promote some Excellence and Innovation awards.

5.3.1. Water Quality Laureate for Canada.

5.3.2. Canadian Water Quality Researcher of the Year.

5.3.3. Canadian authored Water Quality Research Journal of Canada paper of the year

5.3.4. Determine funding amounts, identify potential recipients and make the awards.

5.4. Identify and pursue Provincial and Federal grants for water related initiatives.

Appendix

CAWQ/ACQE SWOT Analysis

Strengths (internal, helpful)

- All parts of Canada represented
- Core groups of committed people
- Represented by many of the premier water related researchers in Canada
- Linkage to IWA and its international conferences
- Water Quality Research Journal of Canada
- Linkages with CWWA/ACEPU
- Long history and traditions - founded in 1967
- Interests in both science and technology
- Focus on growing students
- Two symposia per year (spring and fall)
- Philip H. Jones Award
- Strong financial base

Weaknesses (internal, harmful)

- Attempts to cover the broad geography of Canada
- Organization is relatively small
- Lack of engagement of membership – only a few are truly active
- Weak in the Western Region
- Often too siloed
- Lack of industry/consultant participation
- Too much of a research focus and not all encompassing as we could be
- Too few government scientist members
- Revenue stream is “lumpy”
- Too much technology “push”
- Lack of a national conference
- Brand is weak
- Little if any public relations effort
- Administration is too reactive – lack of serving members
- Little Young Water Professional participation other than Symposia



Opportunities (external, helpful)

- Student grants
- Industry/researcher “brokerage” function
- White papers, policy statements, specialty conferences or seminars on emerging water quality issues
- Growing CWWA/ACEPU relationship – more joint conference opportunities
- Stronger relationships/federations with other water focused groups
- Relationship with IWA providing access to key note speakers, potential conferences, etc.
- CNC as the linkage to help IWA gain a foothold in North America
- Recognized service and support to researchers
- Canadian academic membership and interest
- Water scientist membership – providing key contacts, e.g. to Canadian Water Network (CWN/RCE)
- Social networks to contact students and professors
- High interest in MOOCs (massive open on-line courses)
- Limited government scientist membership

Threats (external, harmful)

- American Water Works Association and Water Environment Federation
- IWA Secretariat
- Lack of a long term plan
- Inability to grow revenues consistently
- Board of Directors difficult to engage