

Bridging to the Future
From Vision to Strategy to Results

Constance Wrigley-Thomas
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1.0 INTRODUCTION

Since its incorporation in 1960, CWQA has been the unified voice for the Point-of-Entry/Point-of-Use (POE/POU) water treatment industry in Canada. Through its members, CWQA has enabled Canadians to resolve their water problems and improve the quality of water in their homes.

In the wake of the Walkerton E. coli outbreak in 2000, Canadians suddenly realized that they could no longer take clean, safe water for granted. CWQA became acutely aware of the consumer need for safe and reliable water treatment products as well as access to sound and meaningful advice on identifying water problems and making informed decisions on making a purchase. In evaluating the affect that events like Walkerton have had on the consciousness of most Canadians, CWQA anticipates that the POE/POU industry is entering into a critical phase within the home products sector of the Canadian economy.

Given this context, what is the role to be played by CWQA? CWQA has a notable past and hopefully an exciting future if it plans to adapt and succeed. The changing face of water treatment, consumer demand, the regulatory landscape and the increasingly unregulated nature of the industry require that CWQA evolve and adapt to the new world order.

In 1997, CWQA's executive director retired after nearly forty years of single-handedly managing the organization through seasons of change. Without a successor, CWQA took the bold and innovative step of contracting the Canadian Institute of Plumbing and Heating, an association with similar interests, as its management company. This arrangement meant that, at least for the next five to seven years, the association's day-to-day management was secure and it could continue to provide a minimum level of service.

In Spring 2002, the CWQA Board of Directors was faced with a growing concern. Could CWQA still play an essential role in the water treatment industry and could it expand its mandate to meet the ever-increasing needs of its members?

As the only association in Canada representing the POE/POU industry, CWQA realized that it had a responsibility to distinguish and define itself as an indispensable entity within the realm of water treatment. The CWQA Board recognized that CWQA plays an important role as consumer advocate, industry advocate and as the conduit to enhance the standards for the industry.

In order to succeed, CWQA will need to determine, with input from its internal and external stakeholders, the collective vision that will set the direction to enable the organization to affirm its mission and to attain its goals.

There is a keen desire by the CWQA Board of Directors to take stock of the present, envision the future and to bridge these two realities. This document is an outline of the future strategic plan and will define a road map for the association to realistically meet its objectives and become a high performance association.

2.0 EXECUTIVE SUMMARY

Canadian Water Quality Association is a trade association that represents manufacturers and dealer/distributors of products that provide water quality improvement for homes, businesses, industry and institutions in these broad areas: drinking water and working water.

CWQA currently has 18 manufacturers and 97 dealer/distributors in its membership database. Approximately 290 member employees also receive the benefits of CWQA membership.

2.1 Critical Issues:

The CWQA Board of Directors has identified the following critical issues for the Association over the next three to five years:

- Membership growth
- Stronger financial situation
- Enhanced public profile (government, industry, consumers)
- Improved membership services

CWQA acknowledges that in order for the organization to effectively meet its objectives over the next few years, it will need to grow its membership. More membership translates into more revenue to fund future programs. In order to attract more members, however, CWQA will need to augment its current member benefits with offerings that add value to membership and it will need to more proactively promote itself to the industry, to government and to the consumer public.

2.2 *Current Situation*

At the present time, the Association...

- Is not able to provide its members with good, quality programs;
- It doesn't know what its members want;
- The Association's Board of Directors does not take ownership of the Vision and Mission;
- There is no strategic plan in place;
- The Association's business practices are not linked to a strategy;
- Other than financials, there is no performance measurement in place to determine if the Association is on track or successful.

2.3 *Goals*

The desired outcomes for CWQA in the future are...

- A governance model that promotes a strong commitment to vision, mission, strategy and goals of the association;
- Governance that reflects member and industry need
- A membership that continues to grow, and contributes to the activities of the Association
- Financial security borne out of a strong membership and other sources of revenue
- A comprehensive inventory of membership services that add value and meaning to belonging to CWQA
- An enhanced "public" image resulting in more members, more consumer inquiries, and increased consultation by government;
- Results oriented activities and greater accountability to the membership

2.4 Bridging to the Future

In order to get from “here” to “there”, CWQA has made the commitment to take the necessary steps that will move the organization through strategic planning and strategic implementation. CWQA is also prepared to adopt a shift in the way it conducts its business so that its goals may be achieved. This may include changing policies, adjusting the budget and realigning the staff complement. CWQA also understands that the process doesn’t just end, but is the beginning of a continuous improvement cycle that needs to be renewed again and again. Therefore, CWQA will engage in an evaluation of its strategy so that it may determine whether or not it has succeeded and if further improvements are required.

Canadian Water Quality Association is optimistic that the next six months will be the start of a new era for the organization and that strategic planning will be an investment in the Association’s future.

3.0 AN OVERVIEW OF CWQA’S STRATEGIC PLANNING PROCESS

CWQA’s strategic planning process will be made up of five distinct phases [See Strategic Framework schematic on next page]:

3.1 Strategic Thinking

The Strategic Thinking phase will encompass the environmental scan; an assessment of internal and external forces; as well as gathering information from the Association’s various stakeholders. This collection of data provides a starting point for decision-making.

3.2 Strategic Planning

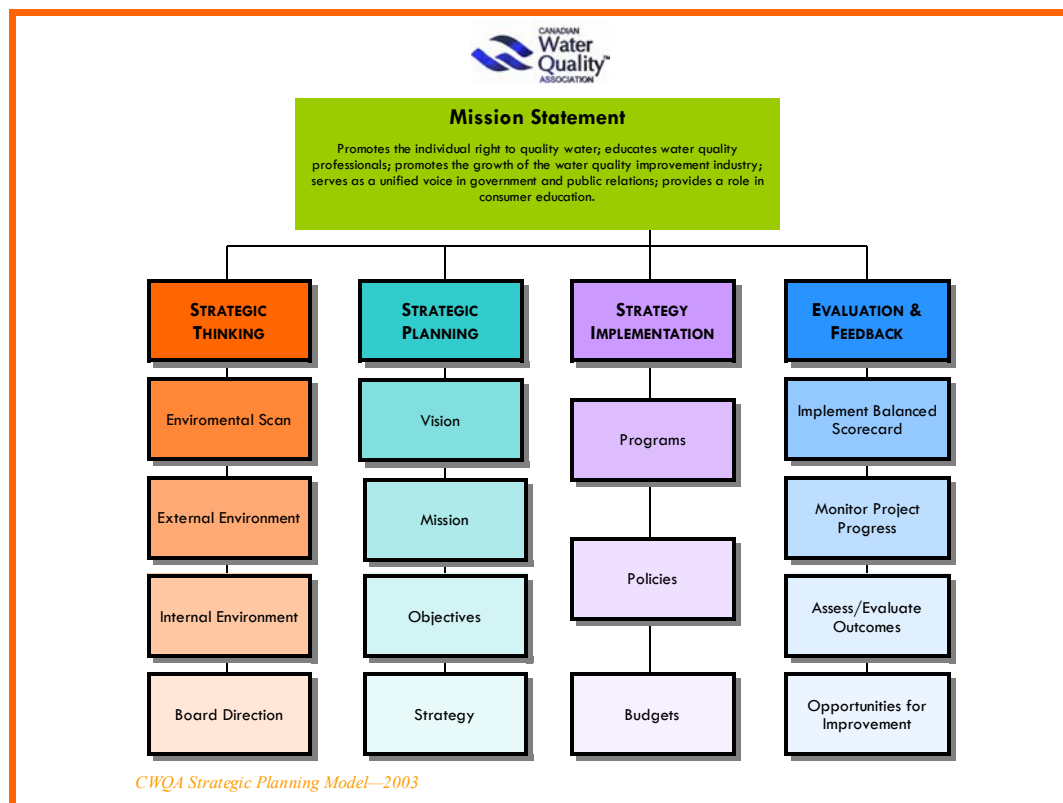
Strategic Planning will define the Association’s future through the articulation of strategic directions. This phase includes the vision of the Board, the mission of the Association and the specific outcomes, or objectives of the strategy.

3.3 *Strategy Implementation*

Once the strategy has been formulated, the next phase describes how it will be put into action. This includes the tactical or work plan, which includes defining programs and outlining the necessary resources to make the plan work. Performance indicators are also identified during this phase.

3.4 *Evaluation and Feedback*

This is a critical phase of the entire Strategic Planning process and one that is often overlooked. Evaluation and feedback through the use of a balanced score card and performance indicators will provide the Board with important information that will reveal whether or not outcomes were met; will measure performance of the strategies; and will demonstrate if the strategic plan was a success. This stage also reveals opportunities for improvement and provides the Board with the option of “tweaking” the plan to produce better results in the future and to contribute to continuous quality improvement.



The Strategic Planning exercise will be one of several major areas of strategic focus for the Association over the next 1-3 years. The 2003-2006 Strategic Plan that will be developed in early 2003 will become the touchstone from which all initiatives will proceed.

The Board of Directors has determined that Strategic Planning initiatives will require the priority attention of the Association in the ensuing months. Each quarter the Board will reaffirm the priority initiatives for the next quarter based on progress of each project and an assessment of competing demands and new requirements.

3.5 *Priorities for 2003/2004*

STRATEGIC THINKING	
Environmental Scan <ul style="list-style-type: none"> • External Environment • Internal Environment • SWOT Analysis 	January 2003
Set Direction	January 2003
STRATEGIC PLANNING	
Vision, Mission and Objectives	February 2003
Approval of Strategic Directions	February 2003
STRATEGY IMPLEMENTATION	
Tactical Plan <ul style="list-style-type: none"> • Programs • Procedures • Budgets • Roles & Responsibilities • Timelines • Performance Indicators 	March 2003
Put Plan into Action	April 2003
EVALUATION AND FEEDBACK	
Balanced Scorecard <ul style="list-style-type: none"> • Monitor Project Process • Assess/Evaluate Outcomes 	June 2003 September 2003 December 2003
Make Recommendations	September 2003

4.0 PHASE 1 - THE ENVIRONMENTAL SCAN

4.1 Internal/External Environments

Before setting out on a road trip, most people check the weather and traffic conditions so that they know what to expect along the way. This information also guides them in the planning of their trip and informs their decisions whether or not they can leave their convertible roof down or if they should bring an extra thermos of coffee.

Within the context of strategic planning, even before the Association can set out on its journey, it needs to determine what the needs of the membership are, what barriers may exist and the issues that could potentially influence outcomes.

An accepted method of gathering some of the information needed in an environmental scan is a membership needs survey. This tool can be very useful, if structured properly, in assisting the Association in collecting data that can contribute to decision-making.

Another approach to collecting information from the membership is through a focus group. Focus groups are also very effective as a means to validate the information that was collected in the survey.

Other sources for scanning the Association's environment include:

- Association archives and official documentation
- Industry publications
- Political/economic trends
- Competitive organizations' newsletters/publications
- Internet searches

4.2 SWOT Analysis

The SWOT analysis is an important exercise for the Association to perform as it may provide additional information not already captured in the environmental scan. It also allows the Board of Directors to provide unfettered input into the process as well as validate information collected in the environmental scan.

Below is an example of what the CWQA SWOT analysis may look like upon completion by the CWQA Board of Directors:

<p style="text-align: center;">SWOT CWQA Strengths</p>	<p style="text-align: center;">SWOT CWQA Weaknesses</p>
<ul style="list-style-type: none"> ➤ Membership is growing ➤ Stable financial situation ➤ Dedicated staff ➤ Technical expertise on demand ➤ Knowledgeable Board ➤ Strong communications with members ➤ Efficient use of technology including database and e-mail ➤ Strong partnerships with Canadian Institute of Plumbing and Heating, Canadian Advisory Council on Plumbing, Water Quality Association, Canadian Standards Association ➤ High traffic website ➤ High volume of consumer calls ➤ Strong relationship with industry publications 	<ul style="list-style-type: none"> ➤ No vision ➤ Lacking strategy ➤ Limited resources ➤ Small staff complement ➤ Government relations are weak ➤ Public relations are non-existent ➤ Poor public profile ➤ Weak industry profile ➤ Seminars poorly attended ➤ Certification program lacks integrity ➤ Membership numbers only represent small percentage of entire industry ➤ CWQA doesn't know what its members want
<p style="text-align: center;">SWOT CWQA Opportunities</p>	<p style="text-align: center;">SWOT CWQA Threats</p>
<ul style="list-style-type: none"> ➤ National standards for drinking water treatment units (DWTU) through Canadian Standards Association ➤ Expanded training and certification program; nationally recognized certification program ➤ Enhanced industry profile through trade publications ➤ Consumer information "hotline" ➤ National conference and tradeshow ➤ Greater consumer in interest in Point-of-Entry/Point-of-Use water treatment products in the wake of Walkerton/North Battleford outbreaks 	<ul style="list-style-type: none"> ➤ Fallout from Walkerton/North Battleford ➤ Regulators/Legislators ➤ Water Quality Association (U.S.) ➤ NSF International ➤ Canadian Water and Wastewater Association ➤ Canadian Bottled Water Association ➤ Lack of strategic planning

5.0 PHASE II - CRITICAL STATEMENTS

5.1 *Vision*

CWQA has not yet articulated its vision and therefore, will need to do so at the commencement of the strategic formulation. The Board of Directors understands that this statement should be understandable, memorable and should communicate what the association represents.

An example of what CWQA's vision statement might look like is:

“The vision of the Canadian Water Quality Association is to establish the POE/POU industry as an integral element in the water treatment continuum.”

5.2 *Mission:*

CWQA's mission statement is a series of statements or directions and it defines the organization's purpose:

- Promotes the individual right to quality water;
- Educates water quality professionals;
- Promotes the growth of the water quality improvement industry;
- Serves as a unified voice in government and public relations;
- Provides a role in consumer education.

The CWQA Board of Directors may consider simplifying this statement by expressing what the organization does instead of stating its purpose. An example of a mission statement is:

“CWQA promotes the water quality industry to consumers, government and other stakeholders and supports the viability of its members through education, government relations and public relations.”

5.3 *Values*

CWQA's values are embedded in everything they do from its "Code of Ethics" to its "Product Promotion Industry Guidelines" and include:

- Lawfulness
- Honesty
- Accuracy
- Competence
- Promptness
- Professionalism

CWQA's inherent values, however, have not been succinctly stated in a public document. It will be the responsibility of the CWQA Board of Directors to identify and validate the Association's values and document them as part of the strategic plan.

5.4 *Objectives*

Several years ago, CWQA defined several objectives that would enable the organization to achieve its goals. Some of the objectives can be measured, but most are a challenge to gauge.

- To promote acceptance and use of industry equipment, products and services.
- To provide the means to its members for exchanging experiences and ideas through discussion, study and publications.
- To provide activities, programs and services designed to enable the industry to perform with the greatest economy and efficiency and to provide the greatest service to the public.
- To provide a platform to all segments of the industry for expressing opinions on questions affecting the industry, and representing the industry before legislative bodies, government agencies, organizations, and the public.
- To conduct and co-operate in programs of education and training for persons employed or seeking employment in the industry.

- To engage in economic and market research for the industry and to promote markets for industry equipment, products, and services.
- To collect and disseminate to members of the industry, and to governmental agencies and others, statistical and other information pertinent to the industry.
- To provide education scholarships, to establish group programs of insurance and retirement, and to engage in any lawful activity which will enhance the welfare of the industry and assist the members of this association.
- To publish or cause to be published articles, pamphlets, books, magazines, papers and other educational materials related to water quality.
- To present or cause to be presented audio and visual educational programs on the subject of water quality.
- To engage in any other proper and lawful activity of a trade association in the common interests of the members and the public.

5.5 *Strategy*

In order to create a more manageable and realistic strategic plan, the CWQA Board will need to refine this list into a smaller number of meaningful and measurable objectives. The Board has an important task ahead of them as they filter these objectives down into banner statements or strategic directions. Based on recent discussions by the Board these directions may include:

1. To deliver high quality education and training
2. To enhance the profile of the POE/POU water treatment industry
3. To maintain viability of the association
4. To promote water treatment standards

6.0 PHASE III - CRITICAL SUCCESS FACTORS

Upon completion of the strategic planning process, the next step will be to develop the tactical, or work plan. This will include reiterating the strategic directions, identifying the objectives of each direction, assessing the gaps and defining the action required.

6.1 Strategic Directions Tactical Plan

STRATEGIC DIRECTION #1: TO DELIVER HIGH QUALITY EDUCATION AND TRAINING				
Current Situation	Objectives	Gaps or Barriers	Actions	Responsibility
<ul style="list-style-type: none"> • Training delivered by correspondence • “Certification” examination offered bi-annually • Approximately ten individuals complete program annually • “Certification” not recognized by government. • Training is not widely recognized by members of the industry • Study materials are purchased from Water Quality Association in the U.S. 	<ul style="list-style-type: none"> • Increase recognition of training within industry and with government (i.e. Ministry of the Environment) • Augment home study portion training with classroom and online training • Increase number of individuals writing “Certification” examination • Sell more study materials 	<ul style="list-style-type: none"> • Study materials are American • Insufficient staff and financial resources to enhance current program • No marketing tied to project • Lack of qualified instructors 	<ul style="list-style-type: none"> • Contract CWQA’s Technical Consultant to take on education portfolio as a project • Research available Canadian training materials • Source instructors from industry & community colleges • Develop marketing/communications strategy for education • Adjust budget 	<ul style="list-style-type: none"> • CWQA Technical Consultant • CWQA Manager • CWQA Board Education Champion • CWQA Board Treasurer
<p>Budget Implications:</p> <ul style="list-style-type: none"> • Education & Training Expenses - \$6,000 • Education & Training Revenue - \$4,500 				
<p>Policy Implications:</p> <ul style="list-style-type: none"> • Purchase orders • Course registrations • Technical Consultant Employment Contract 				

STRATEGIC DIRECTION #2: TO ENHANCE THE PROFILE OF THE POE/POU WATER TREATMENT INDUSTRY				
Current Situation	Objectives	Gaps or Barriers	Actions	Responsibility
<ul style="list-style-type: none"> Information about the industry is provided on CWQA's website CWQA fields approximately 6 – 12 calls per week from consumers seeking solutions to their water problems. CWQA contributes technical articles to Water Treatment Dealer, an industry publication CWQA liaises with plumbing regulators and health inspectors CWQA has a strong partnership with Canadian Institute of Plumbing and Heating (CIPH) 	<ul style="list-style-type: none"> Increased consultation by government regarding regulations/standards for the treatment of residential water More traffic to CWQA's website More consumer calls (resulting in more referrals to CWQA members companies) Greater awareness within the industry of the existence of the CWQA; goal is to attract new members More calls from media; write more articles for trade publications Delivery of programs through CIPH's regions 	<ul style="list-style-type: none"> Insufficient staff and financial resources to handle increased volume of telephone calls, respond to technical queries and write technical articles CWQA does not have any marketing materials 	<ul style="list-style-type: none"> Contract CWQA's Technical Consultant to respond to technical queries Recruit Board members to author technical articles for trade publications Consider brand marketing strategy Create new marketing brochure and one page fact sheet Create PowerPoint presentation for Board members to use Create information forums for government regulators 	<ul style="list-style-type: none"> CWQA Manager CWQA Technical Consultant CWQA Board Marketing Champion CWQA Board Treasurer CIPH President
Budget Implications: <ul style="list-style-type: none"> Technical Consultant Expenses – Additional \$8,000 (over 2002) Marketing Expenses - \$2,000 Membership Dues Revenue – Additional \$10,000 (over 2002) 				
Policy Implications: <ul style="list-style-type: none"> Technical Consultant Employment Contract Author protocol How to deal with the media 				

STRATEGIC DIRECTION #3: TO MAINTAIN VIABILITY OF THE ASSOCIATION				
Current Situation	Objectives	Gaps or Barriers	Actions	Responsibility
<ul style="list-style-type: none"> • CWQA has 97 Dealer/Distributor members and 12 Manufacturer members • CWQA has a reserve of \$95,000 • 85% of CWQA’s revenue comes from dues • CWQA’s membership benefits are primarily intangible with the exception of the group benefits program. 	<ul style="list-style-type: none"> • Increase Manufacturer members to 15 by 2004 • Increase Dealer/Distributor members to 150 by 2004 • Increase the reserve to \$110,000 by 2004 • Reduce the dues revenue percentage from 85% to 75% by 2004 • Increase non-dues revenue to 25% of all revenue • Enhance current membership offerings with the addition of: <ul style="list-style-type: none"> ○ Merchant credit card discounts ○ Discounts on products and services 	<ul style="list-style-type: none"> • Lack of awareness of CWQA within the industry • No recruitment strategy for new members • CWQA’s small size means that banks won’t offer volume discounts on merchant accounts 	<ul style="list-style-type: none"> • Research other associations membership benefits • Research other associations member recruitment strategies • Co-op with other association’s membership benefits program (i.e. CIPH) • Implement new membership benefits • Create new membership brochure • Launch membership recruitment strategy 	<ul style="list-style-type: none"> • CWQA Manager • CWQA President • CWQA Membership Champion • CWQA Board Treasurer
<p>Budget Implications:</p> <ul style="list-style-type: none"> • Membership Promotion Expenses – Additional \$2,000 (over 2002) • Membership Dues Revenue – Additional \$10,000 (over 2002) 				
<p>Policy Implications:</p> <ul style="list-style-type: none"> • Financial policies • Membership policies • Membership benefits policies 				

STRATEGIC DIRECTION #4: TO PROMOTE WATER TREATMENT STANDARDS				
Current Situation	Objectives	Gaps or Barriers	Actions	Responsibility
<ul style="list-style-type: none"> • The industry is currently unregulated • NSF International and other standards writing organizations test and certify industry products to the standards • CSA International is currently seeking accreditation to test and certify • Some governments are trying to regulate the industry • CWQA promulgates the “Industry Guidelines for Product Promotion” 	<ul style="list-style-type: none"> • Adopt and promote standards for the water treatment industry to preempt government regulation • Improve relations with regulators • Encourage CSA International to obtain ANSI accreditation so that they can test and certify water treatment products 	<ul style="list-style-type: none"> • A standards program requires significant resources • NSF International is aggressively marketing their programs • CSA’s accreditation is being held up by red tape 	<ul style="list-style-type: none"> • Establish standards program in Year II • Work with NSF in order to build good will • Write letters of support for CSA • Continue to dialogue with regulators and advise them of future standards program 	<ul style="list-style-type: none"> • CWQA Manager • CWQA President • CWQA Government Relations Champion • CWQA Board Treasurer
<p>Budget Implications:</p> <ul style="list-style-type: none"> • Potential Expenses in 2004 				
<p>Policy Implications:</p> <ul style="list-style-type: none"> • Financial policies • Membership policies • Membership benefits policies 				

6.2 Performance Indicators

The performance indicators identified in the strategic implementation phase will enable CWQA to evaluate and measure the success of the plan. They will include:

1) Strategic Direction #1: To deliver high quality education and training (Balanced Scorecard Reference - Learning, Innovation & Growth Perspective)

Objective	Indicator
Increase recognition of training within industry and with government	<ul style="list-style-type: none"> ▪ Increased inquiries ▪ Increased course material sales ▪ Increased examination applications
Augment home study portion training with classroom and online training	<ul style="list-style-type: none"> ▪ Increased course participation
Increase number of individuals writing “Certification” examination	<ul style="list-style-type: none"> ▪ Increased examination applications
Sell more study materials	<ul style="list-style-type: none"> ▪ Increased course material sales

2) Strategic Direction #2: To enhance the profile of the POE/POU water treatment industry (Balanced Scorecard Reference: Member/Customer/Stakeholder Perspective)

Objective	Indicator
Increased consultation by government regarding regulations/standards for the treatment of residential water	<ul style="list-style-type: none"> ▪ Increase in meetings and correspondence ▪ Consultation in advance of regulatory/legislative initiatives
More traffic to CWQA’s website	<ul style="list-style-type: none"> ▪ Increased number of website hits
More consumer calls (resulting in more referrals to CWQA members companies)	<ul style="list-style-type: none"> ▪ Increased number of phone calls
Greater awareness within the industry of the existence of the CWQA; goal is to attract new members	<ul style="list-style-type: none"> ▪ Increased number of members ▪ Increased number of membership inquiries
More calls from media; write more articles for trade publications	<ul style="list-style-type: none"> ▪ Increased number of articles in publications ▪ Increased number of interviews

3) Strategic Direction #3: To maintain viability of the association
 (Balanced Scorecard Reference: Financial Perspective)

Objective	Indicator
Increase Manufacturer members to 15 by 2004	<ul style="list-style-type: none"> ▪ Recruit 3 additional members
Increase Dealer/Distributor members to 150 by 2004	<ul style="list-style-type: none"> ▪ Recruit 35 additional members
Increase the reserve to \$110,000 by 2004	<ul style="list-style-type: none"> ▪ Increase reserve by \$15,000
Reduce the dues revenue percentage from 85% to 75% by 2004	<ul style="list-style-type: none"> ▪ Increase dues revenue by at least 10%
Increase non-dues revenue to 25% of all revenue	<ul style="list-style-type: none"> ▪ Increase non-dues revenue by at least 75%
Enhance current membership offerings.	<ul style="list-style-type: none"> ▪ Acquire 2-3 additional member discount programs

4) Strategic Direction #4: To promote water treatment standards
 (Balanced Scorecard Reference: Business Perspective)

Objective	Indicator
Adopt and promote standards for the water treatment industry to pre-empt government regulation	<ul style="list-style-type: none"> ▪ Program is implemented
Improve relations with regulators	<ul style="list-style-type: none"> ▪ Increase in meetings and correspondence ▪ Consultation in advance of regulatory/legislative initiatives
Encourage CSA International to obtain ANSI accreditation so that they can test and certify water treatment products	<ul style="list-style-type: none"> ▪ CSA is able to test and certify drinking water treatment units

6.3 Budget

According to James G. Dalton (*Strategic Planning*), the budget and the tactical plan should have a “structural compatibility” with the plan leading the way.

The following is an example of an operating budget that is logically referenced to the tactical, or work plan.

**CANADIAN WATER QUALITY ASSOCIATION
 2003/2004 Draft Budget**



		Budget 2002	Budget 2003	% Increase/Decrease
Revenue				
	Membership Dues	\$ 100,000	\$ 110,000	10%
	Interest from Investments	\$ 1,500	\$ 1,500	0%
		\$ 101,500	\$ 111,500	10%
Program Revenue				
	Spring Seminar	\$ 5,000	\$ 7,000	40%
	Fall Seminar	\$ 5,000	\$ 6,000	20%
	Meeting & Golf	\$ 1,300	\$ -	
	Other Regional Business Meeting	\$ -	\$ 2,000	
	Publication Sales	\$ 4,000	\$ 6,000	50%
	Training & Education Certification Examinations	\$ 1,000	\$ 6,000	50%
		\$ 1,000	\$ 1,500	50%
Total Program Revenue		\$ 16,200	\$ 28,500	76%
Total Revenue		\$ 117,700	\$ 140,000	19%

Program Expenses

Spring Seminar	\$	3,000	\$	3,000	0%
Fall Seminar	\$	2,500	\$	3,000	20%
Publication					
Purchases	\$	2,500	\$	3,000	20%
Other Regional Business Meeting				1000	
Meeting & Golf	\$	1,200	\$	-	
Total Program Expenses	\$	9,200	\$	10,000	9%

Administrative Expenses

CIPH Management Fees	\$	60,000	\$	62,500	4%
Technical Consultant	\$	12,000	\$	20,000	67%
Insurance	\$	1,000	\$	1,000	0%
Employee Travel	\$	4,000	\$	4,000	0%
Director's Meetings	\$	2,000	\$	4,000	100%
Annual General Meeting	\$	200	\$	500	150%
Legal	\$	2,000	\$	2,000	0%
Audit	\$	2,500	\$	2,500	0%
Office Supplies	\$	500	\$	750	50%
Postage/Courier	\$	500	\$	1,000	100%
Telephone/Fax	\$	2,800	\$	3,000	7%
General Administrative	\$	500	\$	700	40%
Bank Charges	\$	600	\$	600	0%
Marketing			\$	2,000	
Membership Promotion	\$	1,000	\$	3,000	200%
Membership Plaque	\$	250	\$	400	60%
Website	\$	4,000	\$	4,000	0%
Education & Training			\$	4,500	
Newsletter	\$	5,500	\$	6,000	9%
	\$	-			
Total Administrative Expenses	\$	99,350	\$	122,450	23%
Total Expenses	\$	108,550	\$	132,450	22%
Total Surplus	\$	9,150	\$	7,550	-17%

Total Reserve		\$ 95,000		\$ 102,550	8%
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5.0 PHASE IV - EVALUATION AND CONTINUOUS QUALITY IMPROVEMENT

5.1 *Balanced Scorecard*

At this stage, it will be desirable for the CWQA Board of Directors to consider the outcomes of their strategic plan and to measure them against the performance indicators that were identified during the planning process.

The strategic plan affirms the Board’s accountability and provides them with the impetus to study, evaluate and report the outcomes of their direction.

An effective tool designed to measure the effectiveness of the strategic plan is the Balanced Scorecard.

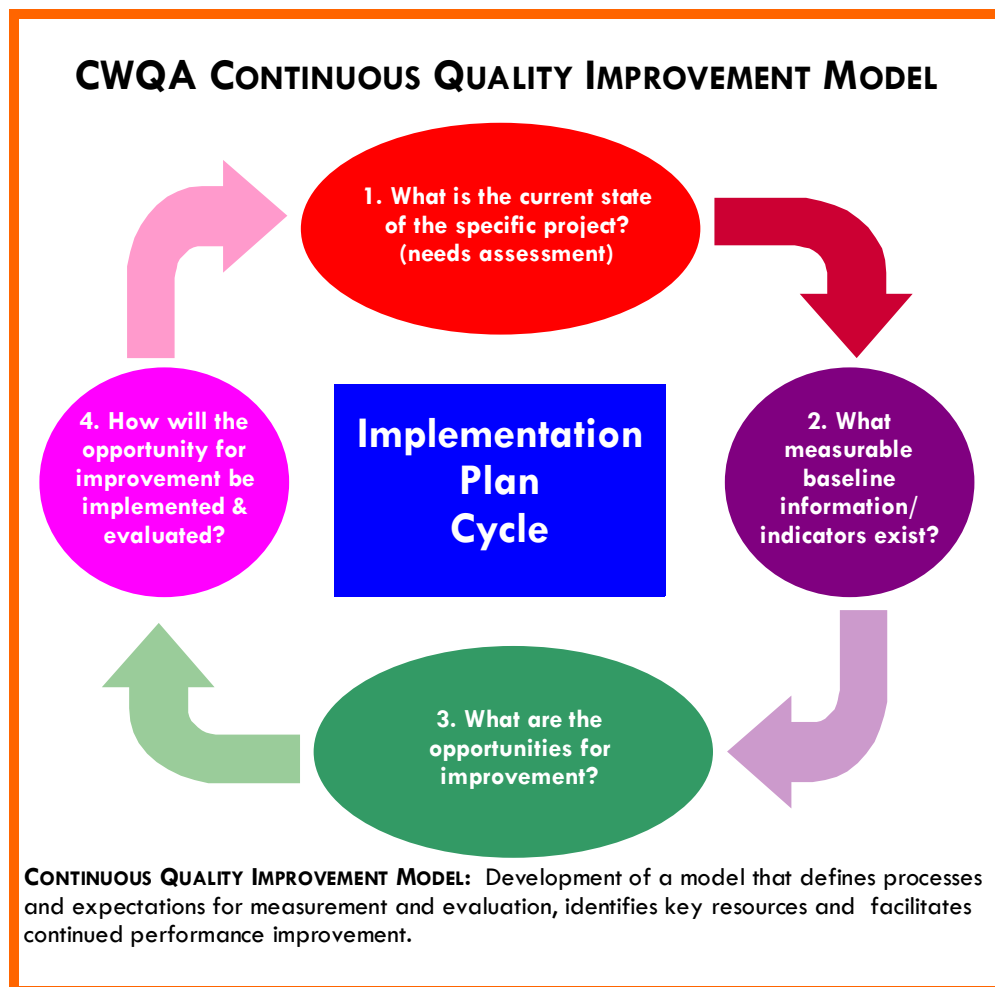
<i>CWQA’s Balanced Scorecard</i>	
<p>FINANCIAL PERSPECTIVE (<i>Membership Champion & Treasurer</i>)</p> <ul style="list-style-type: none"> ➤ Are we meeting financial targets? ➤ Do we have a healthy reserve? ➤ Are we viable? <p>Financial Indicators:</p> <ul style="list-style-type: none"> • Cash (bank indebtedness) • Reserve (debt position) • Total Margin (Surplus/Deficit) • Working Capital • Members 	<p>BUSINESS PERSPECTIVE (<i>Government Relations Champion</i>)</p> <ul style="list-style-type: none"> ➤ Is CWQA a leader in standards development ➤ Does CWQA support industry self-regulation? <p>Business Indicators</p> <ul style="list-style-type: none"> • Water quality standards • Healthy government relations • Support of testing and certification for the industry
<p>MEMBER/CUSTOMER/ STAKEHOLDER PERSPECTIVE (<i>Marketing Champion</i>)</p> <ul style="list-style-type: none"> ➤ How do our Members/Stakeholders see us? ➤ How do our members rate the CWQA’s performance? <p>Satisfaction and Access Indicators</p> <ul style="list-style-type: none"> • Member renewals • Website traffic and phone inquiries • Trade publications articles 	<p>LEARNING, INNOVATION & GROWTH PERSPECTIVE (<i>Education Champion</i>)</p> <ul style="list-style-type: none"> ➤ How do our commitments to training and educational mandates create value? ➤ Do we support life-long learning? <p>Education Indicators</p> <ul style="list-style-type: none"> • Courses • Certified Professionals • Training materials

5.2 *Continuous Quality Improvement Model*

It will not be enough for the CWQA Board of Directors to rest at the completion of their strategic plan and strategic implementation. Instead, they will need to maintain the momentum of the process in order for the organization to continue to grow and prosper.

It may become obvious, over time, that some of the programs that were activated during the implementation phase, just aren't working and should be dropped. Other activities work, but with improvement, could be better.

During quarterly evaluations, the Board will have an opportunity to decide what to keep, what to improve, and what to let go. This will result in continuous quality improvement that will translate into a more streamlined organization.



9.0 SUMMARY

CWQA is at the crossroads.

Events over the past three years have convinced Canadians that their water is not as clean and safe as they once believed it to be. Water resources are drying up. Water is a life source that Canadians no longer take for granted.

There is no doubt that the water treatment industry is moving into a critical phase that promises to be exciting, productive and difficult and which will require preparation and innovation.

The year 2003 will be the turning point for the Canadian Water Quality Association and its Board of Directors has an opportunity to demonstrate their leadership; their vision; and their hopes for the future of their industry through a strategic planning process.

It will simply not good be enough for CWQA to continue in a maintenance mode: never growing or improving.

CWQA's Board of Directors has a responsibility to take the organization to the outer reaches of its potential. This can only happen with careful planning, thoughtful action and meaningful assessment. This will only occur with a Board that performs its duty and is accountable to the members.

CWQA's strategic plan will define its future.

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Appendix A



CODE OF ETHICS
Promulgated by the
Canadian Water Quality Association
For the
Water Quality Improvement Industry

Preamble

The Canadian Water Quality Association is dedicated to promoting the highest principles of honesty, integrity, fair dealing and professionalism in the water quality improvement industry. It is equally dedicated to preserving the consuming public's right to quality water. This Code of Ethics sets forth standards of conduct for industry members in their dealings with their customers, among themselves, with members of related industries and with the public at large.

Article I **General Obligations**

Industry members shall conduct themselves as informed, law-abiding citizens. They shall be informed of and adhere to those federal, provincial and local laws, statutes, ordinances, codes and regulations applicable to the industry and to their businesses such as those dealing with restraint of trade, consumer protection, truth in advertising, truth in lending, selling, sanitation, registration and effluent disposal.

Article II **Obligations to the Public**

Industry members shall dedicate themselves to sound and competitive business practices. Specifically, they shall strive to:

- A. Compete lawfully and honestly.
- B. Build their businesses on the merits of their own products, services and abilities and not falsely disparage the products, services or abilities of competitors, water purveyors or others.
- C. Accurately represent the characteristics or effects of the source water supply.
- D. Accurately represent the characteristics or effects of the water improvement process or its products.
- E. Accurately represent the benefits of the products or services that are to be provided and the changes to be made thereof.
- F. Accurately represent their credentials, training, experience and abilities and those of their employees and agents.
- G. Base product performance, benefit or other promotional claims either verbal or written on factual data obtained from tests conducted by personnel technically competent to conduct such tests following scientifically valid test procedures which data is in existence and available at the time such claims are made.

H. Avoid the omission of material facts in promoting their products or services if the effect would be to mislead or misrepresent.

I. Be familiar with and adhere to the Water Quality Improvement Industry Promotion Guidelines.

**Article III
Obligations to the Customer**

Industry members shall serve their customers competently, honestly and promptly. Specifically, they shall strive to:

- A. Be open and honest in their dealing with their customers and potential customers.
- B. Factually represent their products and services to their customers.
- C. Ensure that their products or services are properly applied or installed when they are responsible for such application or installation.
- D. Respond promptly to customer complaints.
- E. Provide for the availability of timely and competent service for their products.
- F. Inform their customers of the maintenance and service requirements and related costs.
- G. Honour contracts and warranties without undue delay.

**Article IV
Obligations to Professionalism**

Industry members shall maintain and advance their knowledge and skills in the technologies utilized in the water quality improvement industry. Specifically, they shall strive to:

- A. Ensure that their employees and agents, through continuing education, have a practical working knowledge of the capabilities of the products and services they provide.
- B. Improve their own professional expertise by staying abreast of industry technological and scientific developments.
- C. Adhere to and promote the business ethics embodied in this Code