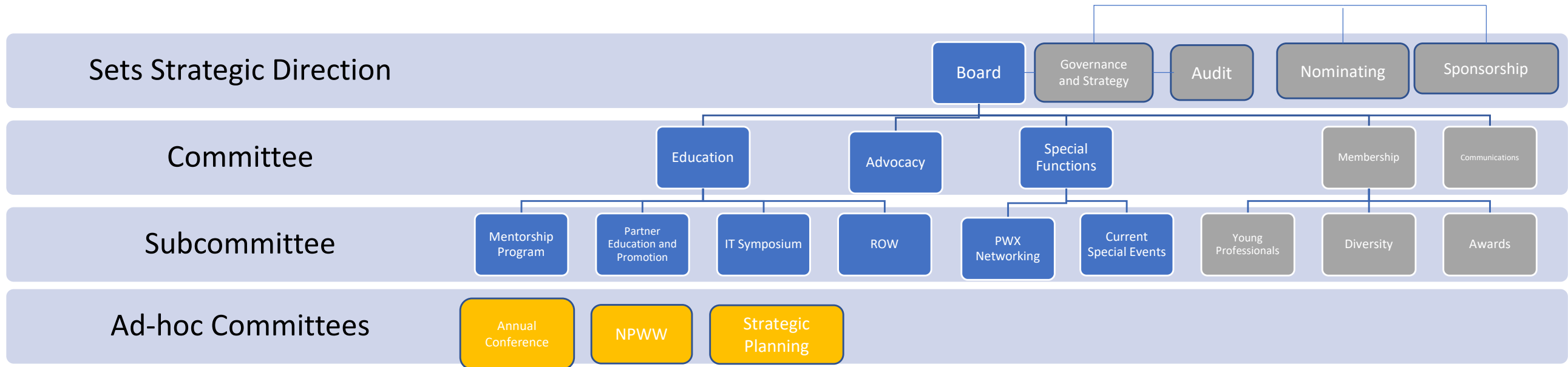




OPWA Strategic Plan 2021

Potential Org Structure



Some of this org structure is already in place, however, reporting to the Board does not align with the structure

Committee Mandates

- 2019 – Foundational Year
- 2020 – Hybrid Year
- 2021 – Performing Year

Governance and Strategy Structure

Governance and Strategy

Audit

Nominating

Sponsorship

Governance and Strategy: Vision and Mission Direction

2019	2020	2021
Develop Hedgehog Statement		
Develop Org Structure and Committee Structure		
Update committee mandates	Update committee mandates	Update committee mandates
Develop cash flow per member	Review fees for events to meet financial needs	Review fees for events to meet financial needs
	Annual Review of Strat Plan	Annual Review of Strat Plan
Establish Audit Committee		
Sponsorship Task force develop strategic association-wide approach to sponsorships	Implement Strategy	

Advocacy: OPWA is clear on its advocacy focus and Provincial government recognizes OPWA as a consulting agency

2019	2020	2021
What does OPWA advocate on?	Identify Annual advocacy opportunities	Identify Annual Advocacy opportunities
Which level of government?		
How does OPWA support CPWA		
Leverage list of potential strategic partners and determine which ones to partner with	Develop TOR with those partners	Work with Communications to reach out to appropriate Ministry

Education Committee Structure

Education

Mentorship
Program

Partner
Education

IT
Symposium

Education: Members and potential members see OPWA as a Knowledge Centre, an association which helps with careers

2019	2020	2021
Develop Educational Framework		
Leverage Strategic Partners	Develop SLA with Partners	
Develop Mentorship Program	Develop Administration of mentorship program	Launch mentorship program
	Develop OPWA specific education and get CEU for these courses	

Special Function Structure

Special Functions

PWX
Networking

Current Special
Functions

Special Functions: Active members on committees and in attendance at events

2019	2020	2021
Develop Criteria to analyze event success – including budget		
Critically examine events based on criteria		
	Do there need to be different types of events?	
Work with communications for strategic advertising		

Communications: Members and others see Value in OPWA

2019	2020	2021
Collaborate with other committees to determine communication needs		
Develop calendar of communications dates		
Determine appropriate medium for communication		
	Engage the media to promote events	
	Promote social media tools for communication between members	

Membership Committee Structure

Membership

Young
Professionals

Diversity

Awards

Membership: Members and others see Value in OPWA

2019	2020	2021
Work with other committees to determine their membership needs		
Work with Special Functions to determine how networking events can bring better value	Develop list of member benefits with Education and Special Functions	
Develop recruitment strategy for committees	Develop roster for volunteers for committees	Manage roster of volunteers
Branch Liaison analyzes APWA model for Branches and updates Branch By-laws		Work with Branch Liaison to develop Branches in remote areas
Young Professionals to actively promote OPWA at colleges and universities	Appoint Diversity Liaison who can partner with strategic partners	

Key Performance Indicators

- Increased membership year over year
 - includes increase in Diversity and Young Professionals
- Increased attendance at Education and Special Functions
- Recognition by Provincial government on advocacy efforts