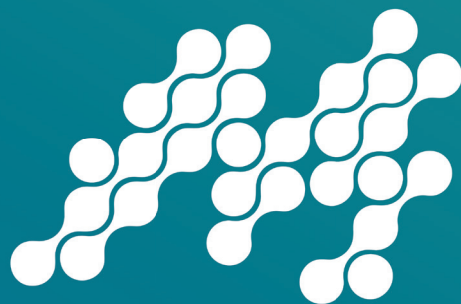


**PROUDLY SERVING  
THE WORLD WATER HUB.**



THE WATER COUNCIL

## STRATEGIC PLAN 2019 - 2021









# PURPOSE

The evolution of The Water Council since 2009 has required those of us who are closely engaged to continually refine our roles and activities. There was no case study on how to develop, strengthen and expand a world water hub when we started our journey. We invented, refined and reinvented our approach and tactics.

In 2013, we issued our first Leadership Strategic Vision that set forth a mission and vision for our growing and changing opportunities, roles and responsibilities as the connector of the global water industry. It was a plan that took stock of our assets and laid out broad goals to chart our course. Since then, we've transformed from a regional economic development organization to the world's water technology hub. The evolution has been dramatic. Increasingly world-renowned entities have taken notice of our strong cluster of water technology innovation.

The Brookings Institute published *Rethinking Cluster Initiatives* in 2018 that took an in-depth look at Milwaukee's world water hub and documented our story through a case study that concluded "regions grow based on their ability to provide environments where firms want to cluster." With 238 water technology companies in the region, a coordinated water focus on research and development, university and business collaboration, manufacturing, a talented workforce and government support - we're proud of our region's momentum and leadership.

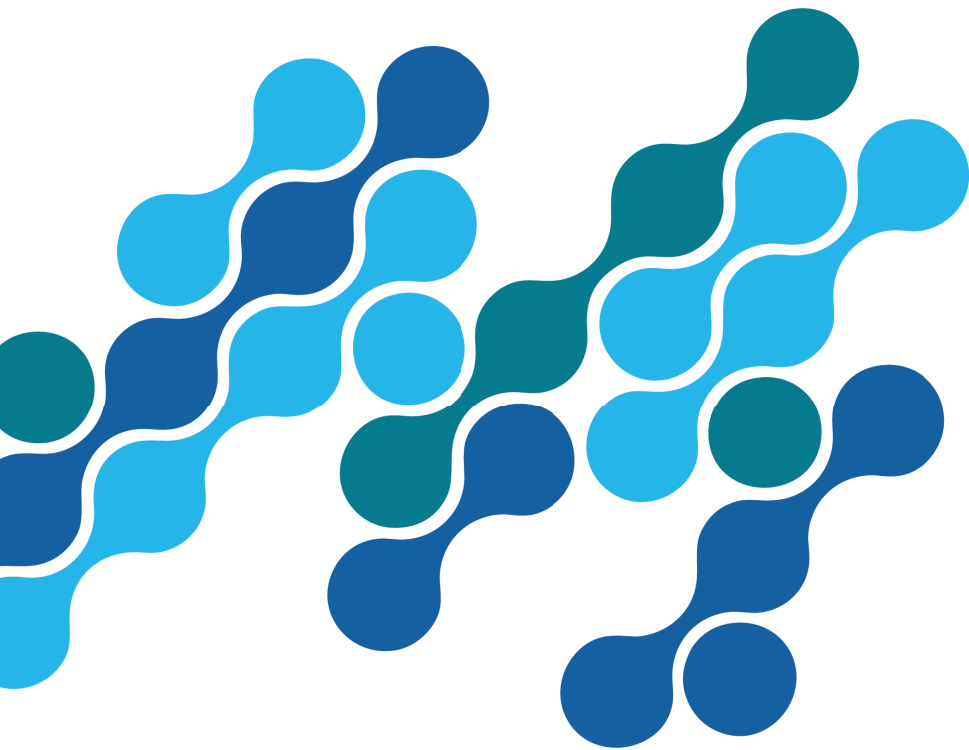
Through a year-long dialogue, our Board of Directors, staff and stakeholders developed this new Strategic Plan that builds on our successes and strengths, and outlines our priorities for the next three years. The Plan sets forth a new aspiration and recalibrates our focus to three strategic objectives: expand cluster and global influence, advance innovation and lead stewardship excellence.

We have a profound opportunity to help advance innovation and stewardship to secure freshwater resources for the world. **We're ready.**









## ASPIRATION

Be the global center for advancing water technologies and stewardship to secure freshwater resources for the world.

## WHO WE ARE

The Water Council is a non-profit organization dedicated to solving critical global water challenges by supporting innovation in freshwater technology and driving those new solutions to the industries that need them.





Technology demo of BREW Winner Corncob Inc. at the Milwaukee Metropolitan Sewerage District's HQ – one way The Water Council helps to advance innovation.



A detailed black and white illustration of numerous water droplets of various sizes, some showing internal reflections and refractions, creating a sense of depth and movement. The droplets are scattered across the left side of the page, with some appearing larger and more prominent than others.

## PITCH

Headquartered in Milwaukee, Wisconsin, USA next to the world's largest freshwater system and home to one of the most influential freshwater technology hubs in the world, The Water Council (TWC) is recognized as a global center for advancing water technologies and stewardship. At its heart, TWC is a non-profit, membership organization that connects, convenes and showcases the hub comprised of more than 230 water technology businesses and the diverse water leadership network of 200 members it is linked to from around the world. While TWC's mission is centered on driving economic development, attracting and connecting world-class talent and supporting water-focused technology innovation, its larger goal is to help secure freshwater resources for the world by driving solutions to the numerous industries that need and use a large amount of water.



# LEADERSHIP IN WATER TECHNOLOGY AND STEWARDSHIP ADVANCEMENT

## GROWTH SECURITY STEWARDSHIP

Be the global center for advancing  
water technologies and stewardship  
to secure freshwater resources  
for the world.

## STRATEGIC OBJECTIVES

Expand Cluster & Global Influence  
Advance Innovation  
Lead Stewardship Excellence

Our aspiration will occur by advancing  
member opportunities, water  
innovation and stewardship.

## STRATEGIC PRIORITIES

- Execute Economic Development
- Manage Startup Programs
- Deploy Pilots
- Conduct Challenges
- Build Talent Engagement
- Implement Alliance for Water Stewardship
- Offer Stewardship Advisory Services
- Execute Strategic Communications
- Organize Summit

By convening, connecting and  
showcasing an integrated program  
of initiatives we will accelerate  
our strategic priorities.

## ENABLING CAPABILITIES

- Attract and Engage Strong Board of Directors
- Fully Leverage Global Water Center
- Expand, Engage and Serve Members
- Cultivate and Engage Key Partners - Industry, Academia, Government
- Secure and Support Staff
- Grow Diverse, Sustainable Revenue Base

We will achieve sustainability  
and growth by meeting  
and leveraging our  
foundational assets.



# STRATEGIC OBJECTIVE 1: EXPAND CLUSTER & GLOBAL INFLUENCE

Demonstrating its global leadership, The Water Council will attract businesses and organizations to the Milwaukee region, connect members with innovative small businesses, create talent connections and showcase the Wisconsin Water Technology Cluster's assets.

## STRATEGIC PRIORITIES

Strategic Communications

Economic Development

Talent Engagement

## PROGRESS TO DATE

- Recruited global headquarters of Zurn, a Rexnord Company, and four businesses, including a venture capital firm, to Milwaukee/Wisconsin
- Seventeen global partners
- Third-party endorsements and awards from Brookings Institution, Harvard Business Review and United Nations
- Strong niche for Water Leaders Summit
- Contracts and agreements with the U.S. Small Business Administration, Global Water Tech Hub Alliance and Federal Laboratory Consortium for Technology Transfer
- Five Student Chapters of The Water Council

## CRITICAL SUCCESS FACTORS

- Execute an economic development platform of initiatives with B2B opportunities, global partnerships and government engagement
- Offer programming to meet member and prospect needs
- Connect talent and members for internships and hiring
- Implement a cross-departmental brand strategy through digital, social and public relations
- Garner endorsements with credible third-party organizations



# STRATEGIC FUTURE MILESTONES



2019

Exceed 275  
members

Occupancy waiting list  
for Global Water Center

Form partnership  
with World Bank

2020

“Best in Show Award” from  
an international organization

Members create shared  
lab and R&D space

Create Freshwater  
University

2021

Federal Center of Excellence  
in Milwaukee announced

New water business makes  
\$25M investment in Milwaukee

Conduct “Davos of Water”  
Summit



# STRATEGIC OBJECTIVE 2: ADVANCE INNOVATION

As a connector, The Water Council will advance water technology innovation by private and public entities by strengthening small businesses, piloting new technologies and linking innovators with members.

## STRATEGIC PRIORITIES

BREW Accelerator

BREW Corporate Accelerator

Pilot Program

Tech Challenge

## PROGRESS TO DATE

- Developed Global Water Center for innovation development
- 34 companies trained through BREW programs since 2013, 40 patents issued or pending and \$10M capital raised
- Three rounds of Pilot funding with nine pilot project awardees - \$608K
- Launched Tech Challenge with three members

## CRITICAL SUCCESS FACTORS

- Create strong pipeline for application-based programs
- Form robust channels in industry, academia and government
- Cultivate national and international partners across diverse sectors
- Diversify funding

# STRATEGIC FUTURE MILESTONES



2019

BREW company is purchased  
or receives major funding

Two Tech Challenge  
discoveries

BREW achieves gold ranking  
from Seed Accelerator  
Rankings Project

2020

Tech Challenge  
sponsors double

Form BREW  
acclaimed international  
advisor network

Pilot program creates  
second global hub

2021

One Tech Challenge  
discovery commercialized

Form partnership with  
Techstars® to expand global  
non-water advisor network

U.S. Environmental Protection  
Agency creates funding  
program for private pilots  
of new technologies



# STRATEGIC OBJECTIVE 3: LEAD STEWARDSHIP EXCELLENCE

The Water Council will lead the Alliance for Water Stewardship (AWS) North America's strategic efforts to advocate for excellence in water stewardship in all sectors of the economy.

## STRATEGIC PRIORITIES

Alliance for Water Stewardship  
Stewardship Advisory Services

## PROGRESS TO DATE

- Official Alliance for Water Stewardship Regional Partner for North America
- Credibility in the North American food and beverage sector
- Growing, recognizable membership
- First AWS Certified Sites
- Hired AWS Program Manager
- First AWS Revenues to TWC

## CRITICAL SUCCESS FACTORS

- Rising adoption of standard and AWS mark by multiple industries and sizes of companies
- Expanding list of AWS certified sites and credentialed professionals
- Securing national media coverage and consumer awareness about AWS accomplishments
- Expanding advisory services engagements

# STRATEGIC FUTURE MILESTONES



2019

Three international corporations begin use of on-product claims

2020

Companies from 3 distinct industries begin use of on-product claims

The Sustainability Consortium requires water stewardship practices from suppliers

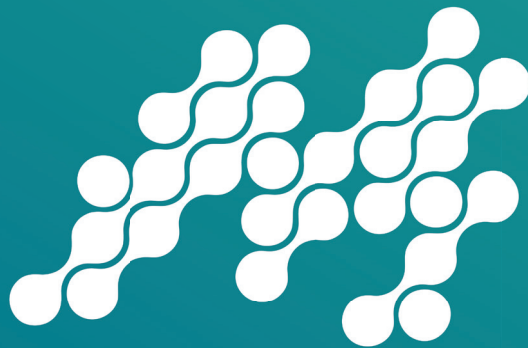
2021

Open offices in Canada and Mexico

Consumer awareness of Alliance for Water Stewardship on par with LEED, USDA Food Labeling

Alliance for Water Stewardship North America is revenue driver for The Water Council





THE WATER COUNCIL

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