



Strategic Plan

2022-2025

Engage, Educate, and Enable

Empowering The Engineering Community

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About the Ontario Society of Professional Engineers (OSPE)

OSPE is a member-driven professional association that welcomes the entire engineering community, to contribute knowledge, skills, and leadership.

Vision

OSPE is the home of the entire engineering community in Ontario, where engineers come together to realize their full potential.

Mission

OSPE engages, educates, and enables the engineering community to lead in order to help create a better future for our profession and society at large.

OSPE Values

We believe engineers are obligated to lead

Engineers possess powerful analytical and problem-solving skills and must use these to start critical conversations and tackle tough issues.

We believe the engineering profession must be equitable, diverse, and inclusive in order to thrive

We believe that engineers can have a larger impact by embracing all aspects of diversity dimensions, including gender, ethnicity, age, sexual orientation, ability, geographic location, internationally educated, and engineering discipline.

We believe engineers must solve problems through collaboration

- We have a positive mindset – we are here to make a difference.
- We embrace curiosity and different perspectives.
- We ask the right questions and provide evidence-based solutions.

We believe by embodying and exemplifying diversity in all that we do, OSPE can accelerate the emergence of a more diverse engineering workforce

- Gender parity – while we realize that Engineers Canada’s 30 by 30 goal – to raise the percentage of newly licensed engineers who are women to 30 per cent by the year 2030 – is a steppingstone, we support and embrace gender parity in all communications, activities, and awards.
- Inclusion – we seek to build a fully inclusive and equitable engineering community and believe that diversity will result in a better engineering profession.
- We recognize that diversity of technical ability and area of specialty or discipline is important for developing sound policy solutions – we avoid a focus on one area of engineering.

We believe all decisions must be guided by factual evidence

- We are a non-partisan organization – we consider all of the facts and make recommendations based on the best interests of society.
- We respect the views of others – the basis of any agreement or disagreement is grounded in fact.

A Message from Your Board of Directors



OSPE experienced incredible growth through our 2019-2022 Strategic Plan. Our equity, diversity, and inclusion conference grew substantially each year since its inception, engaging more engineers, organizations, academic institutions, and government departments from across Canada. Together we continued to dig deeper into opportunities to make our profession more equitable for all engineers, at all stages of their careers. When the COVID-19 pandemic hit and we were forced to move the conference and all events to virtual platforms, we saw record numbers in attendance and our membership continued to grow. Focus groups have indicated and OSPE members agree – our profession should be involved in developing solutions for Ontario and Canada, and OSPE’s top priority must be ensuring the engineering community is recognized and respected.

Our new Strategic Plan will continue to guide OSPE on a path to engage, educate, and enable the engineering community and empower it to lead society. OSPE will support you throughout your career, no matter what stage you’re in, where you studied, or who you are. We will continue to build the Ontario Engineering Academy to support you on your journey of lifelong learning as professional development becomes mandatory for engineers in this province.

OSPE is built to work in favour of our members, and we rely on your insights. As a Board, we will continue to dedicate our time to OSPE’s mission, and we have full confidence in the engagement of our members as we put your voices at the core of our work.

Thank you for your support in helping our profession reach new heights.

— *Your 2021-2022 OSPE Board of Directors*

A Message from the CEO

Over the past three years, OSPE was guided by Engineering the Future Together, a plan focused on providing non-partisan, evidence-based input on policy decisions, while maintaining the engineering profession's reputation as a trusted advisor to all levels of government.

Through the pandemic, OSPE's ambassadors called to transform engineering education, develop an intellectual property framework, advance reclamation work in mining, and electrify the transportation system to develop energy independence and environmental reforms, to name a few. We pushed for inclusive design principles and growing a diverse workforce to enable economic equity and recovery in Canada.

We accomplished this thanks to you, our engaged and enthusiastic OSPE members, who bring expertise and knowledge to help solve the challenges facing Ontario and the world. Thank you for your ongoing volunteerism and pride in your profession.

The priority areas of our new 2022-2025 Strategic Plan are built on the incredible progress we've made

together. OSPE remains dedicated to advocating for issues that impact you, in every stage of your career.

With continuing professional development becoming mandatory, the need for engineering talent combined with outstanding leadership skills is more apparent than ever, and OSPE has the tools to help you rise to the challenge.

At OSPE, we have always stressed the immense potential of our members. You are thought leaders who base solutions on evidence-based, scientifically proven ideas. I encourage you to continue engaging with OSPE to raise your collective voice, because government, the media, and the public are listening. Over the next three years, our core focus will be increasing the profile and prosperity of the engineering community in Ontario.



Sandro Perruzza, B.Sc., CRSP
Chief Executive Officer

Executive Summary

The Ontario Society of Professional Engineers' (OSPE) 2022-2025 Strategic Plan was developed by OSPE's 2021-2022 Board of Directors and Board Development and Strategic Planning Committee (BDSP), supported by management and informed by the diverse views and opinions of OSPE members and other key constituents.

In 2021, OSPE contracted the services of The Portage Group (TPG) to assist with the development of a future-focused and member-driven strategic plan. In addition to a literature review of pertinent OSPE documentation, TPG engaged in outreach and consultation with a range of stakeholders. This included engineers, engineering graduates, students, and members from diverse ages and career stages, as

well as non-members, volunteers, and staff from across the organization, and individuals from allied and related professional organizations. The initial consultation process took place between August and October 2021, and included:

- In-depth telephone interviews with OSPE stakeholders
- Benchmarking and better practices interviews with representatives from organizations that are like OSPE in terms of scope, structure, and focus
- Virtual member input sessions at OSPE's General Assembly in October, where every OSPE member was invited to attend



Executive Summary

The consultation process revealed rich insights:

1. Advocacy continues to be a primary strategic focus for OSPE and is a strength to build upon.
2. Continued focus on member growth, value, and engagement is critical to OSPE's sustainability and success.
3. OSPE is small but mighty, and achieves great results for a small organization – focusing on doing a few things well is an important consideration.

Following these sessions, a research report was developed by TPG, summarizing findings and strategic considerations for OSPE going forward. The report was used to inform the strategic planning process, which included a TPG-facilitated virtual workshop with OSPE's BDSP committee and an in-person, full-day strategic planning workshop with the OSPE Board of Directors in December 2021.

A draft outline of the strategic plan was then developed by the BDSP committee and brought to the membership through three additional virtual member input sessions in February 2022, which included an opportunity to provide input into the refinement of OSPE's vision and mission, strategic priority areas, and goal statements.

A sincere thank you to all OSPE members and stakeholders who participated in the development of this plan. Your Board of Directors values your input and hopes that you will continue to lend your voices, expertise, and opinions for the benefit of our profession.

This plan continues to build on our two core pillars of Engineers Lead and Engineers Care, with the addition of Engineers Prosper, as well as Engineers Grow, specifically focused on building OSPE's Ontario Engineering Academy (OEA), an important offering for engineers to realize their full potential.

ENGINEERS LEAD

Solidify OSPE's position as the voice of the profession and its reputation as the association where engineers gather, share expertise, and provide recommendations on issues facing the profession and society.

ENGINEERS GROW

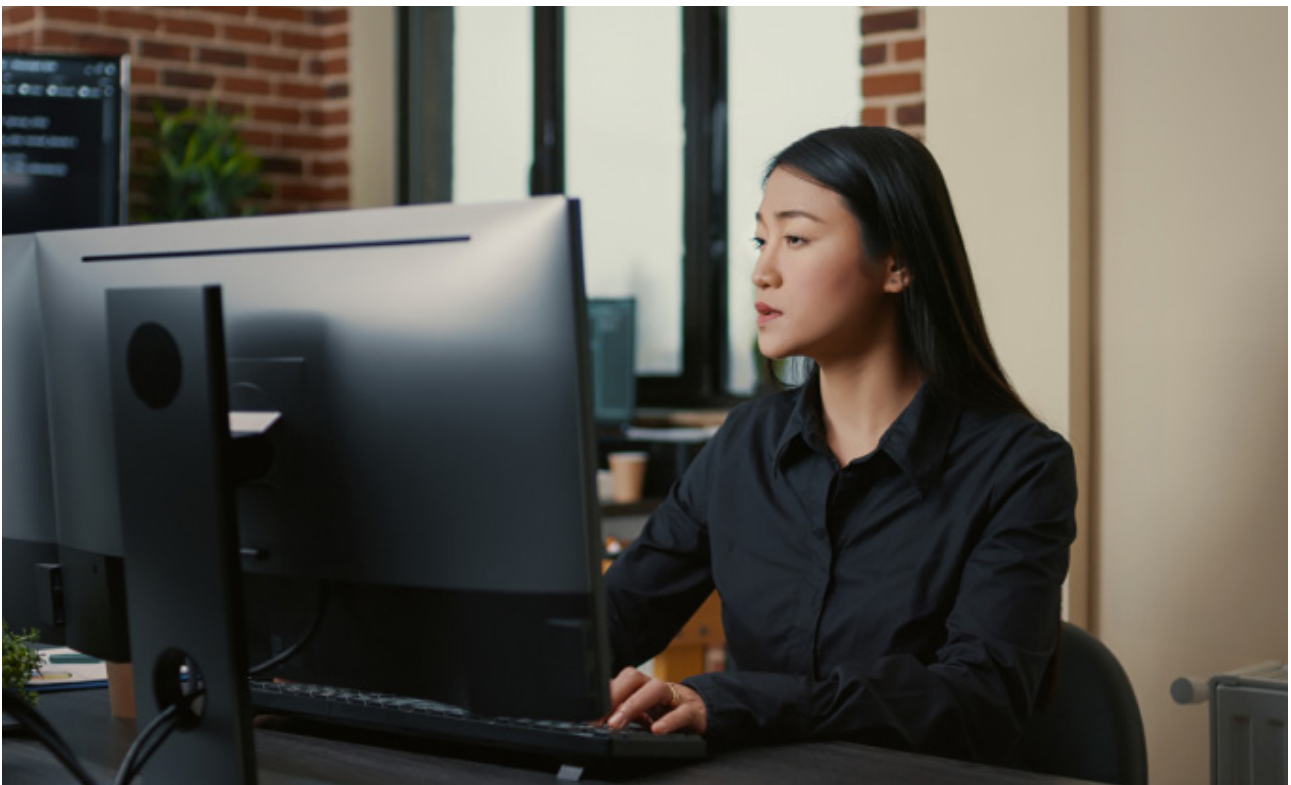
Become the trusted resource for Ontario engineers to grow professionally and personally, delivering continuing education and value at every career stage.

ENGINEERS CARE

Elevate awareness of the role that a diverse and inclusive engineering community plays in making the world a better place and deepen respect for the engineering profession in Ontario.

ENGINEERS PROSPER

Expand opportunities for engineering jobs in Ontario and protect the practice rights of engineers, so that both our members and Ontario can prosper.





Engineers Lead

Solidify OSPE's position as the voice of the engineering profession and its reputation as the association where engineers gather, share expertise, and provide recommendations on issues facing the profession and society.

1. Ensure engineers are a recognized advocate to government, industry, media, the public, and the regulator.
 - Define baseline and increased interactions with government, media, public, industry, and the regulator
 - Develop a database of P.Eng. Subject Matter Experts to provide technical insight and knowledge on issues impacting society
2. Create more opportunities for OSPE members, no matter where they are in Ontario, to provide input on advocacy activities.
 - Host regular Members-Only Consultations on key advocacy issues to ensure all members have an opportunity to contribute and get involved
 - Break down advocacy issues from a geographical lens and ensure OSPE is focusing on engineers, projects, and issues that impact all regions of Ontario
3. Bring engineers together to deliberate major issues like the climate crisis and regulatory reform.
 - Focus on overarching advocacy issues that involve all or multiple disciplines of engineering and impact the public
 - Bring OSPE's advocacy task forces together to collaborate and share knowledge



Engineers Grow

Become the trusted resource for Ontario engineers to grow professionally and personally, delivering continuing education and value at every career stage.

1. Build the OEA as the trusted resource for lifelong learning & professional development to help engineers realize their full potential.

As professional development becomes mandatory for engineers, OSPE's Ontario Engineering Academy will allow engineers to plan, meet, and manage their learning and career development goals.

- Launch an integrated system with relevant, timely content to plan, meet, and manage members' continuing professional development
- Drive adoption of the OEA

2. Support engineering students, newcomers to Canada, young professionals, and Engineering Interns with early career connections and support along their path to licensure.

- OSPE will advocate to remove systemic barriers
- OSPE will advocate for emerging disciplines to be defined

3. Provide access to technical courses to help engineers maintain engineering competencies.

- Partner with universities and technical associations to provide courses and certifications that engineers need to maintain licensure

Engineers Care

Elevate awareness of the role that a diverse and inclusive engineering community plays in making the world a better place and deepen respect for the engineering profession in Ontario.

1. Lead the broader engineering sector to become more equitable, diverse, and inclusive (EDI) and welcoming to everyone

- Unite the engineering sector in the pursuit of better outcomes for all professional engineers, engineering graduates, and engineering students
- Continue to make EDI a major focus of OSPE's advocacy work
- Provide tools, resources, and thought leadership for individual engineers and engineering companies regarding EDI
- Launch a Diversity and Inclusion Award that will be granted to exceptional members of the OSPE community who are volunteering or working towards this goal in their workplaces, communities, or schools

2. Increase positive perception of engineers in Ontario through strategic communications and marketing campaigns.

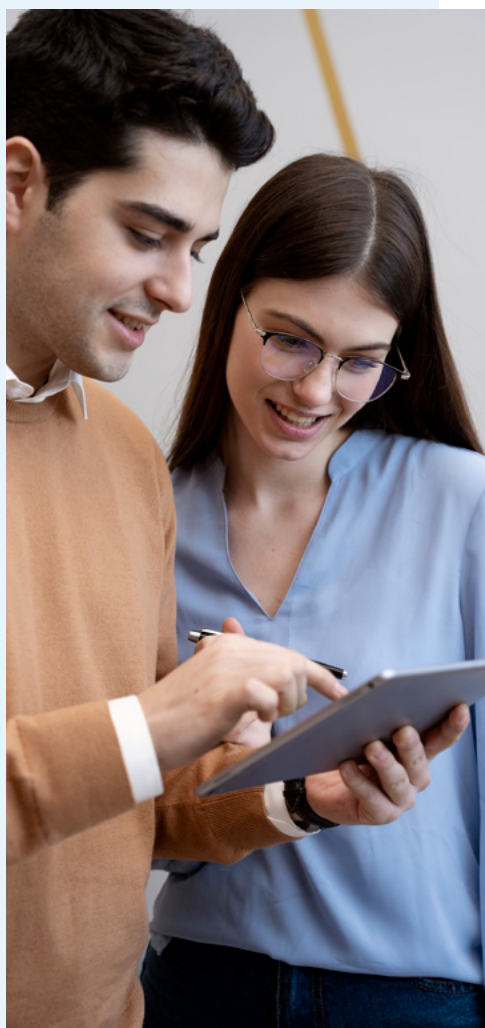
- Execute campaigns that bring pride to the profession and encourage engineers who are leading society to become champions within the OSPE community
- Create more opportunities for engineers to share expertise and commentary through the media
- Increase member profiles and viewpoints shared across OSPE channels to spark discussions and create learning and engagement opportunities

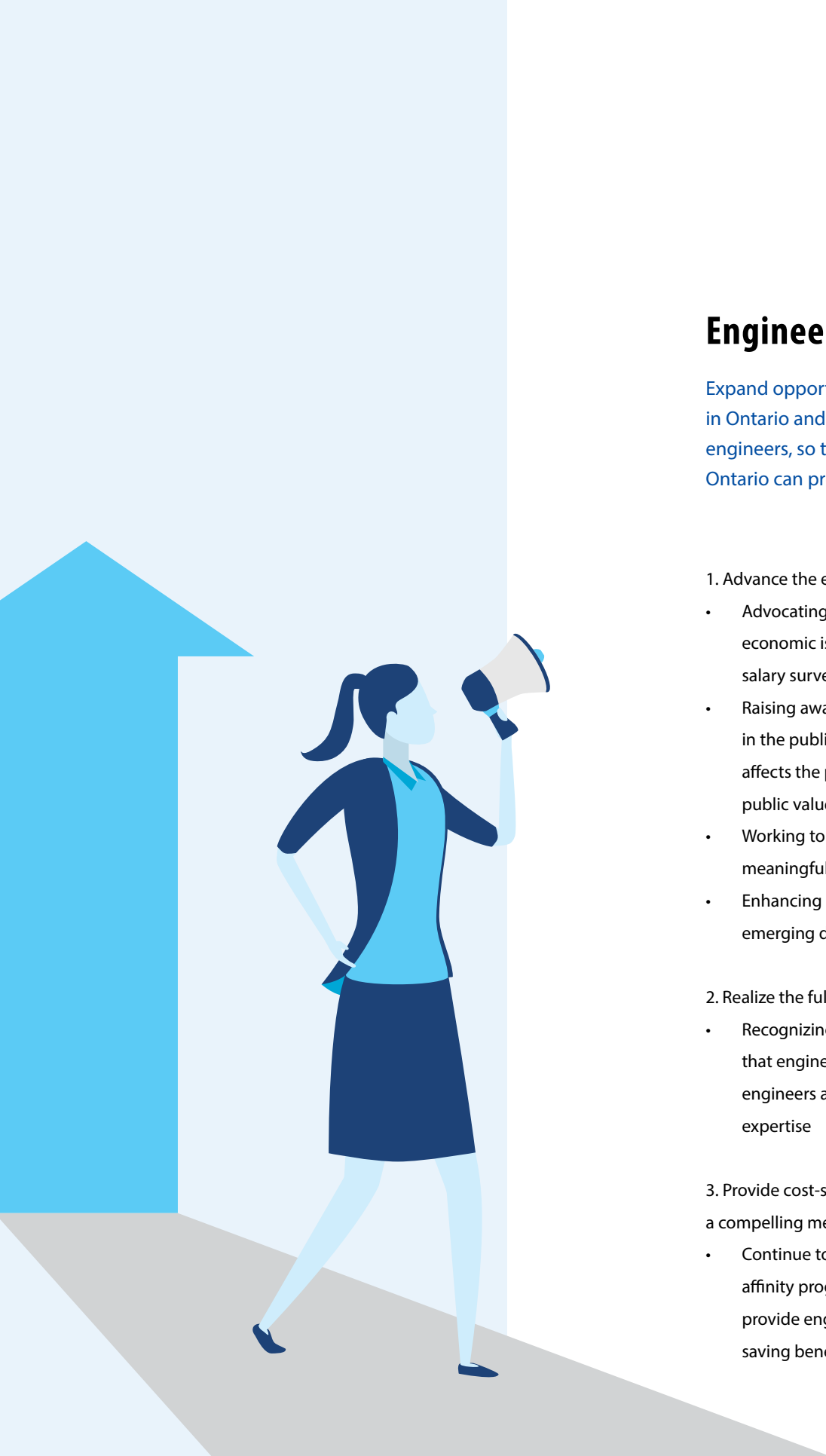
3. Use OSPE's Engineering Conference to position engineers as conveners of collaboration between the Science, Technology, Engineering & Math (STEM) industry, government, and academic institutions, among others.

- Continue to increase OSPE brand recognition, membership, and revenue through the annual Engineering Conference

4. Continue to strengthen the reputation of the profession and create a clear distinction between OSPE's role as the voice of the engineering profession and PEO's role to protect the public interest.

- OSPE believes a modern and effective regulator that is focused on serving and protecting the public interest, helps to preserve and strengthen the reputation of the profession and increases the value of an engineering licence





Engineers Prosper

Expand opportunities for engineering jobs in Ontario and protect the practice rights of engineers, so that both our members and Ontario can prosper.

1. Advance the economic interests of engineers.
 - Advocating on issues of importance; economic issues; employment opportunities; salary surveys; professional advancement
 - Raising awareness and profile of engineering in the public; influencing public policy that affects the profession to improve how the public values engineers
 - Working to create, maintain, and protect meaningful engineering jobs in Ontario
 - Enhancing practice rights and recognize emerging disciplines
2. Realize the full economic potential of engineers.
 - Recognizing the full economic benefits that engineers bring to society and ensure engineers are properly compensated for this expertise
3. Provide cost-saving benefits that enhance a compelling member value proposition.
 - Continue to negotiate service agreements/affinity programs with strategic partners to provide engineers with access to cost saving benefits

A sincere thank you to all OSPE members who participated in the development of this Strategic Plan. Your Board of Directors values your input and hopes that you will continue to lend your voices, expertise, and opinions for the benefit of our profession.

For more information or to provide further feedback to OSPE's Board of Directors, please email chair@ospe.on.ca



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