



# Strategic Plan

---

2025 – 2030

**Unite | Lead | Care | Prosper**  
*Engineering Tomorrow*

# Table of Contents

Message to Members	3
Challenges Identified by Ontario's Engineers	4
About OSPE	5
• Vision	5
• Mission	5
OSPE's Value Proposition	6
OSPE's Principles	7
Strategy in Action	8
• Creating a Culture where Engineering Talent is valued, and a Profession Free of Biases and Barriers	9
• Standing Up for the Rights of Engineers and The Value of Engineering	10
• Enhancing Skills and the Integration of New Technologies	11
• Redefining Engineering in a New Era	12
A Cycle of Engineering Advancement	13

# Message to Members

Dear OSPE Members,

In 2025, OSPE will celebrate its 25th Anniversary. As a Board of Directors, we are energized by this achievement, and excited about what the next 25 years will bring. It is with that mindset that we approached the critical process of developing our next strategic plan for the association.

Your Board of Directors scanned the operating environment for the organization, and the needs of our members, and the engineering community, and is committed to leading the organization towards meaningful change.

As a group, we have taken the long view that to achieve real change in our engineering community, we need to begin taking steps now towards solutions that could never be achieved in the standard three-year period our strategic plans have historically overseen.

The chief objective that the Board has identified is the need for an increased respect for engineers, especially when it comes to demanding fair value for your services. There have been too many times we have heard from members that their contributions are perceived to be commoditized, when increasingly, the sophistication of modern deliverables requires more “engineering”, even with the use of new digital tools emanating from artificial intelligence.

Good design, good engineering has always been difficult to quantify, but we need to not let that stop us from championing the training our members receive, and their ability to take complex projects and make them work more efficiently, and more sustainably than ever before.

As a community we need to lean into the indispensability of professionals who not only protect our communities but ensure that our economies can thrive. In a world that needs more innovation and collaboration, engineers are critical to finding effective efficient solutions to the most important challenges.

While we seek to elevate the perception and impact of engineers to those they serve, we need to do the

same within the profession. We need the P.Eng. to be more than a sign of accomplishment, it needs to be a sign of quality. That the work and people associated with it are those committed to a dual bottom line of profitability and performance.

As a community we need to impress upon the current generation of students, and recent graduates, that licensure unlocks opportunities to be involved with the most exciting and important projects, while at the same time including all of contributors to the engineering value chain.

Last, but certainly not least, we need to continue to push to create an engineering community where mutual respect and equity allow everyone to participate. One where those willing to work hard, and with integrity, are valued for the diversity they bring to any project.

In acknowledging these strategic aims, your Board of Directors is no less focused on critical annual metrics such as membership growth, and more importantly membership value, as they are indicators of organizational health.

Whether it was with reflection on our history or not, we realize that we cannot expect real change unless we are willing to spearhead it with our own efforts and challenge our members, stakeholders and other members of the engineering community to mobilize.

As you review our strategic plan, I hope you will not only agree with its contents, but see opportunities, where you can get more involved. In many cases that might mean bringing your engineering colleagues to the table to help provide direction; celebrate excellence; guide the next generation; and in many cases we hope, to become members because as we seek change, we need to continue to increase our army of advocates.

Our direction is not just for our members, for engineers, or even for the engineering community. It is for future of Ontario.

Sincerely,

*OSPE Board of Directors*

# Challenges Identified by Ontario's Engineering Community

**|** *Leadership and cultural barriers are standing in the way.*

Engineers have often been excluded from leadership roles in decisions that affect both their peers and society, with too many choices driven solely by business considerations.

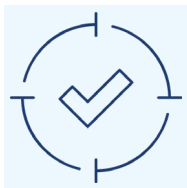
Cultural issues, including systemic and unconscious biases, are deeply rooted in engineering. Merit does not have the role it is perceived to have in career advancement, and this must be addressed.



# About the Ontario Society of Professional Engineers (OSPE)

OSPE is the voice of the engineering profession in Ontario. We represent the entire engineering community, including professional engineers licensed engineering professionals, engineering graduates and students who work or will work in several of the most strategic sectors of Ontario's economy. To create meaningful change in the engineering community, OSPE has updated its Mission and Vision.

## Vision



*Engineers leading organizations to innovation, prosperity, and safety.*

## Mission

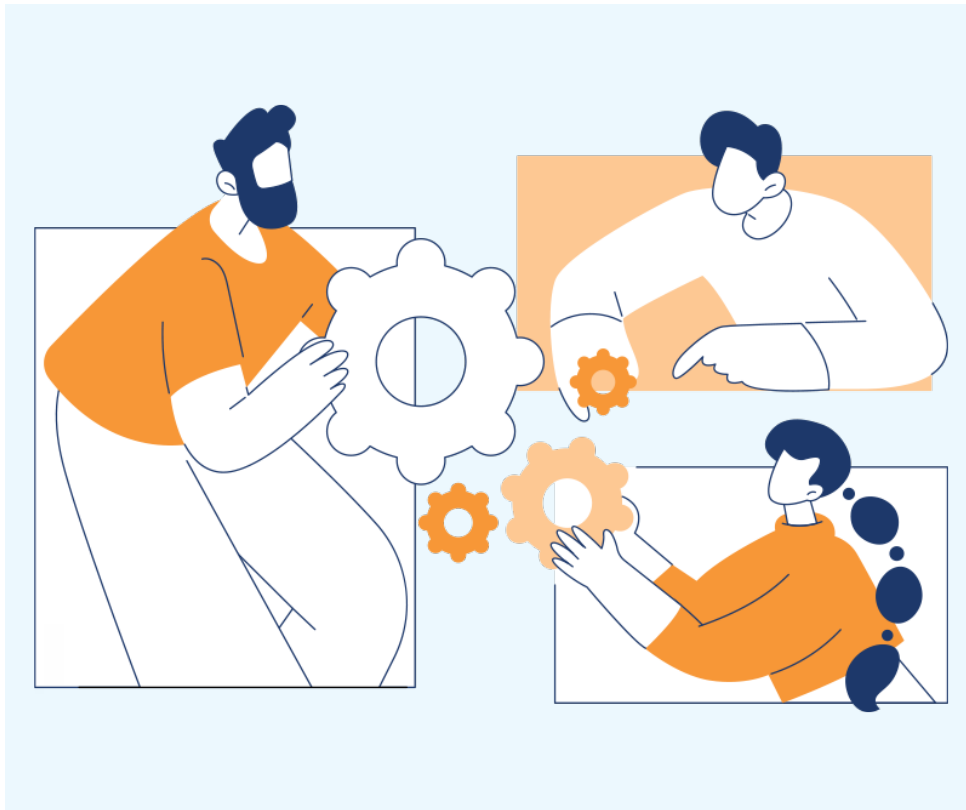


*OSPE is the home for Ontario's engineering community, supporting and empowering it to build a better tomorrow for all.*

# OSPE's Value Proposition

OSPE is the only independent membership organization dedicated to elevating the voice of the engineering community. Ensuring that the perspective and value engineers bring to our economy and safety are appreciated.

OSPE is committed to empowering engineers so they can achieve fulfilling and rewarding careers. It does this by fostering an engineering community culture that is inclusive of all talents while providing the tools so that all engineers can create a better future for themselves, their organizations, and society at large.



# OSPE's Principles

*OSPE is committed to delivering value to all stakeholders within the engineering community. To do so, we focus on key principles critical to a thriving engineering sector in Ontario.*

## Engineers Unite

Ontario's engineering community collaborates and works to bring together all stakeholders and allies who share our vision for the role of engineers in our communities.

## Engineers Lead

The voice of engineers must be amplified. They are leaders who drive innovation by bringing science- and fact-based thinking to all aspects of society.

## Engineers Care

Engineers deserve fair and equitable workplaces, free of systemic barriers, so diverse talents can thrive.

## Engineers Prosper

Engineers are committed to annually advancing their knowledge and skills. Ontario needs engineers to be fairly compensated for the true value they bring so its best and brightest stay in the profession.

# Strategy in Action

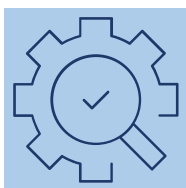
*OSPE is a bold and dynamic membership organization that empowers engineers to build rewarding careers by fostering an inclusive culture and providing tools for leadership, innovation, and societal impact.*



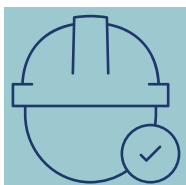
**Creating a Culture where Engineering Talent is valued, and a Profession Free of Biases and Barriers**



**Standing Up for the Rights of Engineers and The Value of Engineering**



**Enhancing Skills and the Integration of New Technologies**



**Redefining Engineering in a New Era**



## Strategy in Action

# Creating a Culture where Engineering Talent is valued, and a Profession Free of Biases and Barriers

 *Building value through changing behaviours, attitudes, and beliefs.*

OSPE strives to allow true talent to shine by fostering inclusive workplace cultures of fairness and equity.

### Target Audiences

- Regulators, Engineers, Employers

### Activities

- Offer programs to educate the engineering community, shifting attitudes and perceptions around Engineering Leadership.
- Create and promote thought leadership to elevate societal attitudes and opinions around the value engineers create.
- Collaborate with like-minded groups to create long lasting, meaningful change.
- Use Quality Based Selection principles to encourage suppliers to create progressive, welcoming workspaces.

## Strategy in Action

# Standing Up for the Rights of Engineers and The Value of Engineering

*Building value through Education, Equity, and Economic Advocacy.*

Fight on behalf of engineers for equal and increasing pay for valuable work and skills.

### Target Audiences

- Engineers, Employers, Purchasers of engineering services

### Activities

- Advocate for progressive regulatory changes to protect the practice rights of engineering practitioners.
- Conduct benchmarking reports and publish salary surveys and fee schedules in order to demand for fair compensation for the value engineers provide.
- Push for pay transparency and continuously improved working environments.
- Offer resources that help engineering community find jobs, promote marketable skills, negotiate contracts/salaries.
- Promote sustainable public procurement and emphasize the value of Qualifications-Based Selection (QBS).
- Promote economic policies, employers, and projects that create jobs for Ontario's engineering talent.

## Strategy in Action

# Enhancing Skills and the Integration of New Technologies

*Ensuring engineers have the skills and tools to succeed.*

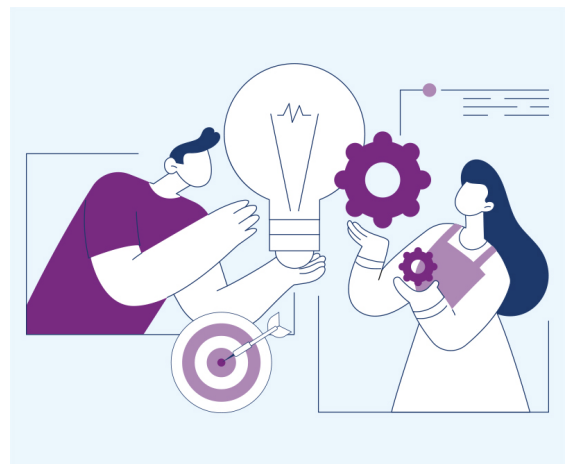
**Relevant continuing professional development to meet the changing market needs:** Work with students, employers, post-secondary institutions and regulators where necessary to identify the future-forward skills needed for the workforce of tomorrow.

### Target Audiences

- Engineers, Employers, Post-Secondary, Governments, Regulators


### Activities

- Provide programs and courses to supplement engineers and engineering graduates through up-skilling/reskilling, including the adoption of new disruptive technologies.
- Create strategic committees and working groups supporting emerging fields and disciplines.
- Convene cross-industry leadership panels on this topic and target 10-year changes to engineering training programs.
- Ensure engineers have balanced skills to contribute across economic sectors.



## Strategy in Action

# Redefining Engineering in a New Era

 *Building value for the engineering community through leadership and foresight.*

Engineers contribute throughout Ontario, in all sectors of the economy. OSPE can ensure engineers are respected as leaders in safety and innovation in society and the economy of Ontario.

### Target Audiences

- All Professional Engineers, Licensed Engineering Professionals, Engineering Graduates, Public, Employers, and Governments.

### Activities

- Position engineers as leaders; build the reputation by showing the benefits of their training and experience.
- Unite all graduates around the values and thinking in their shared training – safety, innovation, society's future.
- Enable the whole engineering community to confidently and proudly refer to their value to the profession, and to society.
- Advocate for and define expanded legislation, policies, laws, etc. that require a P.Eng., LL or LET, as a minimum requirement to enhance public safety and increase productivity.
- Encourage and Enhance PEO's singular role as a Regulator, to keep the P.Eng. relevant – with research, tools, best practices and more.

# A Cycle of Engineering Advancement

**Creating a Culture where Engineering Talent is valued, and a Profession Free of Biases and Barriers**

Creating spaces and opportunities for growth and success.

**Standing Up for the Rights of Engineers and The Value of Engineering**

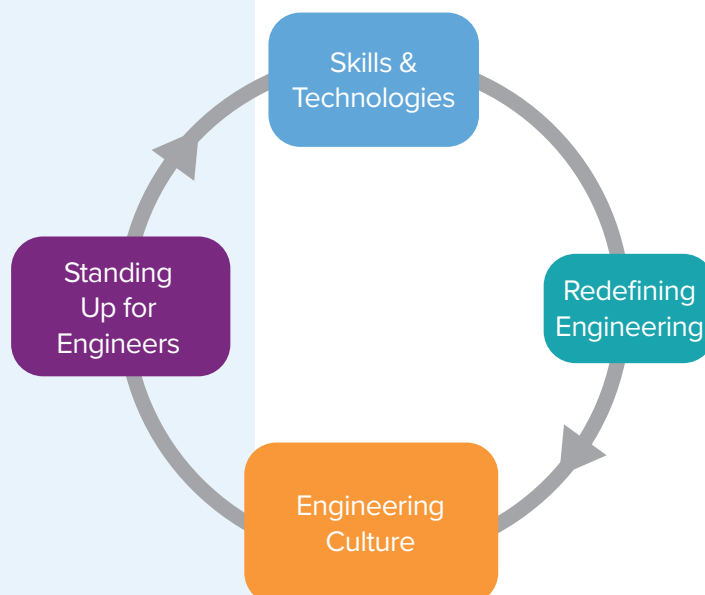
Increasing the desirability of the profession at all stages of the career journey.

**Enhancing Skills and the Integration of New Technologies**

Ensuring engineers have the tools to thrive.

**Redefining Engineering in a New Era**

Expanding the engineering community to align with modern economic realities.



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 [info@ospe.on.ca](mailto:info@ospe.on.ca).

---



[www.ospe.on.ca](http://www.ospe.on.ca)