



ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES
ONTARIO



LOOKING FORWARD

**2023 – 2026
STRATEGIC PLAN**

ACEC-ONTARIO'S GUIDING STATEMENTS

MISSION

To promote and advance the business interests of our Member Companies and the value of the engineering work they do.

VISION

Our Member Companies prosper and are recognized for their influence and fundamental contributions to the social, environmental, and economic welfare of Ontario.



CORPORATE VALUES

The Association's corporate values were first established in 2010 and have remained unchanged.

COLLABORATION / TRUST / DIVERSITY /
INTEGRITY / RESPECT

VALUE PROPOSITION

Engineering companies join and engage with us because their success is enabled by our leadership in policy advocacy and risk management, and we provide access to key knowledge-sharing networks and relevant support services.



KEY TRENDS ACEC-ONTARIO'S PLAN WILL ADDRESS

The 2023-2026 ACEC-Ontario Strategic Plan will focus on supporting Member Companies in Ontario with a focus on several important trends:

TALENT & LABOUR

The consulting engineering sector is facing the compounded challenges of a significant number of older workers leaving the sector, fewer graduates coming into the sector, many industries and organizations competing for workers and a period of high demand for consulting engineering services across the province.

PROCUREMENT & CONTRACT LANGUAGE

Issues related to procurement, as well as contract language and conditions continue as key areas where Member Companies need support.

ENVIRONMENTAL, SOCIAL & GOVERNANCE

As climate change and social issues related to discrimination and inequality take center stage in our social discourse, so too are environmental, social & governance (ES&G) priorities becoming an important part of the agenda for associations and their members.

TECHNOLOGY & INNOVATION

Technology continues to transform and disrupt all aspects of society. Top-of-mind issues where member companies will require information, support and services include the impact of artificial intelligence on consulting engineering work and client expectations, as well as anticipating and preparing for how technology and the evolution of energy distribution and transmission will impact infrastructure over the coming years.

ACEC-ONTARIO'S 3-YEAR GOALS

1

PROACTIVE ADVOCACY

Our Goal: ACEC-Ontario represents our collective and diverse industry with a goal to improve the business environment for consulting engineering in Ontario. Our Association drives effective change through targeted advocacy in areas of policy, legislation, and procurement/contracting issues.

2

ENGAGEMENT AND RESOURCES THAT DELIVER VALUE

Our Goal: ACEC-Ontario is the 'go-to' resource offering knowledge and education programs, while providing equitable and inclusive volunteer environments, all of which deliver value and demonstrate impact for the full spectrum of Member Companies.

3

RAISING THE PROFILE OF ACEC-ONTARIO AND ITS MEMBERS

Our Goal: ACEC-Ontario provides thought leadership for the consulting engineering industry. We lead, inspire and are the trusted advisors to industry and stakeholders, promoting and elevating the voice of our Member Companies.



STRATEGIC OBJECTIVES FOR GOALS



PROACTIVE ADVOCACY

1.1 Within the first 12 months, develop and begin to execute a detailed proactive advocacy plan that will be renewed and updated annually.



ENGAGEMENT AND RESOURCES THAT DELIVER VALUE

2.1 Within the first 12 months, enhance our processes related to the distribution of knowledge-sharing opportunities to enable targeting to specific staff groups at Member Companies.

2.2 Add one new chapter and two new networks within the 36-month life of the strategic plan.

2.3 Develop and implement a training/education strategy and annual plans with streams for specific staff groups at Member Companies (e.g., young managers, HR, Business Development, etc.).

2.4 Create mechanisms to encourage and support Member Companies in the development of EDI policies and programs to decrease barriers to access to the profession.

2.5 Conduct an internal EDI gap analysis and review ACEC-Ontario policies and program to decrease barriers to engagement with implementation of recommendations to occur by the end of 36 months.



RAISING THE PROFILE OF ACEC-ONTARIO AND ITS MEMBERS

3.1 Beginning in 2023, develop timely key message statements within current media cycle.

3.2 By 2025, develop and deliver one thought leadership initiative, while developing a second.

3.3 Inform and educate public sector clients about the business of consulting engineering.

3.4 Post to a media platform on a regular and consistent basis.

Critical Success Factors

ACEC-Ontario leaders identified the following as critical success factors that must be in place for the organization to be successful in implementing its strategic plan:



A SUSTAINABLE REVENUE MODEL

- › Revenue growth through new and existing programs and services.
- › Review and alignment of existing resources to execute the strategic plan.

STAKEHOLDER ENGAGEMENT

- › Continued and increased volunteer engagement and participation.
- › A process of communication and reporting of progress against goals/objectives between staff and board.
- › Regular communication to members to share progress toward goals and to 'celebrate wins.'

ADDITIONAL RESOURCE CONSIDERATIONS

- › Investment in external resources will be required to execute the plan, including outside consulting support and IT resources.





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