ASSOCIATION OF CONSULTING ENGINEERING COMPANIES ONTARIO

2026-2029

STRATEGIC PLAN

Engineering Ontario Forward

acecontario.ca

BACKGROUND

The ACEC-Ontario Board of Directors, chapter leaders, and staff collaborated to develop the 2026–2029 Strategic Plan to guide the organization's work over the next three years. This plan sets a clear direction for strengthening ACEC-Ontario's role as a leading voice and trusted support for consulting engineering companies across Ontario, while responding to an evolving industry landscape.

The strategic plan is grounded in extensive consultation and research, informed by in-depth interviews with members, volunteers, board, and staff from across the province, as well as benchmarking discussions with comparable Canadian and international organizations, ensuring the plan reflects both current priorities and future opportunities.

VISION

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

MISSION

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

Key Trends ACEC-Ontario's Plan will Address

The 2026-2029 ACEC-Ontario Strategic Plan will support Member Firms in Ontario with a focus on five important trends:

WORKFORCE AND TALENT PRESSURES

Ongoing workforce shortages remain the sector's most significant challenge, driven by retirements, experience gaps, and increased competition for talent. While immigration and inclusion initiatives are helping, barriers to entry and disrupted knowledge transfer continue to affect capacity and succession planning.

ECONOMIC AND POLICY UNCERTAINTY

Economic volatility and shifting political priorities are creating uncertainty in project planning and investment. Elevated material costs, tariffs, and higher interest rates continue to influence decision-making, and competition for public-sector work remains significant across the industry.

PROCUREMENT AND CONTRACT ISSUES

Increasingly complex procurement and contracting practices often prioritize cost over quality and collaboration, heightening risk for consulting firms. Pressure to reduce prices reinforces competitive bidding rather than qualifications-based selection, highlighting the need for broader adoption of QBS in procurement practices.

TECHNOLOGY AND ARTIFICIAL INTELLIGENCE

Artificial intelligence is rapidly transforming consulting engineering, with growing use in administrative and project support functions and potential future impacts on design and technical work. Clear guidance, accountability, and trust will be essential as AI adoption accelerates.

INTERCONNECTEDNESS ACROSS THE INFRASTRUCTURE ECOSYSTEM

Greater overlap among professions and trades is increasing the need for collaboration across the infrastructure sector. Stronger partnerships and aligned advocacy will be critical to addressing shared workforce, procurement, and capacity challenges.

Three -Year Goals

For the 2026-2029 planning horizon, ACEC-Ontario's time, effort and resources will focus on achieving goals across three priority areas.

PROACTIVE ADVOCACY

Goal: Be the trusted, informed partner to government and industry, leading policy solutions that enable consulting engineers to build a stronger Ontario.

ENGAGEMENT THAT DELIVERS VALUE

Goal: Increase membership awareness & experience by providing meaningful engagement to all member firms by optimising opportunities to reflect a diverse complement of member firm sizes, geographies & sectors.

ENHANCING INDUSTRY CAPACITY

Goal: Support the sustainability of member firms through education, skills and leadership development, workforce research, strengthened talent pipelines, and industry-focused learning events.

How Will We Achieve our Goals?

1 Proactive Advocacy

	Strategic Action
1.1	Refresh a comprehensive proactive advocacy plan that is renewed and updated annually.
1.2	Develop and deliver a research and insights framework that strengthens policy leadership and informs evidence-based advocacy.
1.3	Strengthen advocacy capacity by addressing resource gaps and pursuing government funding and partnership opportunities.
1.4	Create and execute an advocacy media and visibility strategy to elevate ACEC-Ontario's presence across digital, traditional, and industry platforms.

2 Engagement that Delivers Value

	Strategic Action
2.1	Increase member and employee awareness of the value of ACEC-Ontario membership.
2.2	Align stakeholder priorities to jointly advocate for common goals and objectives.
2.3	Ensure balanced representation of all members within the volunteer base.

3 Enhancing Industry Capacity

	Strategic Action
3.1	Strengthen the talent pipeline through eight (8) targeted outreach and engagement events per year.
3.2	Deliver an annual event to provide business training on industry-relevant topics.
3.3	Conduct workforce research within the life of the plan.
3.4	Add a Future Leader to each committee by end of 2026.

Critical Succes 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:

CAPACITY

ACEC-Ontario must maintain the organizational capacity and engagement needed to deliver on strategic priorities. This includes:

- Ensuring adequate staffing and volunteer resources to support initiatives
- Fostering a culture where volunteers feel valued and recognized for their contributions

REVENUE

ACEC-Ontario must secure and diversify revenue streams to sustainably support organizational capacity and long-term strategic priorities. This includes:

- Developing and maintaining stable funding sources to meet resource needs
- Exploring and implementing diversified revenue opportunities to ensure financial resilience

PLANNING AND PERFORMANCE

ACEC-Ontario must embed effective planning and data-driven evaluation to ensure successful execution of strategic priorities. This includes:

- Allocating sufficient lead time and scheduling for initiatives
- Leverage landscape insights and performance metrics to guide decision-making

PARTNERSHIP AND COLLABORATION

ACEC-Ontario must strengthen relationships and foster active participation to advance strategic priorities. This includes:

- Building and maintaining strong partnerships with member firms, volunteers, and key stakeholders
- Encouraging commitment and engagement through meaningful opportunities for participation

ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES
ONTARIO
acecontario.ca