



ONTARIO
SOCIETY
OF PROFESSIONAL
ENGINEERS

ENGINEERING THE **FUTURE TOGETHER**

2019-2022
STRATEGIC PLAN



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ABOUT OSPE

The Ontario Society of Professional Engineers (OSPE) is the voice of the engineering profession in Ontario. We represent the entire engineering community, including professional engineers, engineering graduates and students who work or will work in several of the most strategic and influential sectors of Ontario's economy.

OSPE elevates the profile of the profession by advocating to government, offering valued member services and providing opportunities for ongoing learning, networking and community building.

VISION

What is OSPE's hope for future success?

OSPE envisions a diverse and inclusive profession where engineers are bold, courageous and respected leaders who come together to collaborate with government, industry and academia to seize new opportunities and solve Ontario's problems with evidence-based, innovative solutions.

MISSION

Why does OSPE exist and how will we fulfill our vision?

OSPE's mission is to advocate on issues of importance to society and the engineering profession and create opportunities for engineers and engineering graduates to connect, collaborate and contribute as they progress through their careers. We ensure government, media and the public appreciate how critical the engineering profession is to growing Ontario's economy while protecting the environment and improving the quality of life we enjoy in our province.



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 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 the engineering profession must become more 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 and engineering discipline.



We believe that our organization can accelerate the emergence of a more diverse engineering workforce by embodying and exemplifying diversity in all that we do, including through the composition of our Board of Directors

- 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 stepping stone, 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 are 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 THE BOARD

THIS IS A DEFINING MOMENT

This is the beginning of a transformative stage for OSPE and our members. Now is the time for us to own that OSPE is a driving force behind positive societal change.

In the past, engineers have embraced the notion that we serve the public. With *Engineering the Future Together*, we are positioning the association and our members to lead critical conversations and shape public policy on complex issues related to engineering.

Whether it is embracing and understanding new technologies like artificial intelligence and nanotechnology, or addressing climate change, carbon pricing, and the use and reuse of scarce resources, engineers must be at the forefront.

We've made great progress over the last four years. *Engage, Amplify, Excel* was the plan OSPE needed to invigorate Ontario's diverse and powerful engineering community and establish the association as an impartial third voice and trusted advisor to government, partners and stakeholders.

Engineering the Future Together will help OSPE increase awareness of the importance of advocacy and ensure that we continue to get a younger demographic of engineering graduates involved. We want to tap into the energy and passion they feel about contributing to society and making things better for the next generation, while providing the support they need to excel in Ontario. This will expand our community and provide the career support our members are looking for – particularly newcomers to Canada and those who are newly licensed.

The OSPE staff has done a stellar job in getting us to where we are today. They understand the composition and diversity of our community and they are adept at finding effective ways to attract and engage new members and collaborators. We are confident that they can help us seize this moment.

The stakes are high. This isn't just an interesting project; it's our future. If we don't get this right as an association and as a profession, our relevance hangs in the balance and we run the risk of losing the hard-won attention of policy makers. OSPE has created the structure and together we must step forward to build a better world.



2018-2019 Board of Directors

Back row, left to right: Laura Yu, P.Eng., Dr. Tibor Turi, Ph.D., P.Eng. (Vice Chair), Matthew Jelavic, P.Eng., Réjeanne Aimey, P.Eng. (Treasurer), Jim Chisholm, P.Eng., Shelly Deitner, P.Eng. (Secretary)
Front row, left to right: Christina Visser, P.Eng., Jerome James, P.Eng., Jonathan Hack, P.Eng. (President & Chair), Emily Thorn Corthay, P.Eng.
Not pictured: Ronald Walter Clifton, P.Eng., Angela Wojtyla, P.Eng.

A MESSAGE FROM THE CEO

ARE YOU READY TO LEAD OSPE INTO THE FUTURE?

Societal, environmental and economic issues are becoming more complex and technology is advancing at a lightning-fast pace.

Now more than ever, we need leaders to make sure these changes enrich our lives and don't diminish our quality of living, or worse, harm us. Engineers have the skills to do this. You are trained to think differently about the opportunities and challenges we face. Service is part of your ethos and providing leadership where it is desperately needed is the ultimate form of service.

Engineering the Future Together is not just another plan; it is a call-to-action to accept this role and help OSPE set a new direction for the profession. One that is still grounded in technical expertise and ethics, but also characterized by courage, compassion, and collaboration.

We've engaged with our stakeholders in the development of this plan. We know that this is where we need to go and that you're ready to step forward. With your input and guidance, we've designed *Engineering the Future Together*, which is built on these three strategic pillars, to help us get there:

- Engineers Lead
- Engineers Care
- Engineers Unite

This isn't a journey we will take alone. Being inclusive and broadening our circle of influence to encompass other professionals, subject matter experts and members of society is how we will have the greatest impact. And engaging the next generation of engineers – those building the technology that we will use tomorrow – will ensure that engineering remains a vital and relevant profession.

This plan will stretch the OSPE team and move the association in new directions, but we are ready for the challenge. Just as we are asking you to step forward and lead, we are committed to doing the same. OSPE will provide essential career support to the entire community – from career-builders to senior-level engineers – through professional development, mentorship opportunities and collaborative forums. We will be dogged in our efforts to ensure your voices are heard, policy recommendations are carried forward, and your vision becomes a reality.

Together, we will move engineering from a position of service to one of leadership.



SANDRO PERRUZZA
Chief Executive Officer,
Ontario Society of
Professional Engineers

EXECUTIVE SUMMARY

Engineers care and want to make the world a better place. To do this, it is critical that they are viewed as trusted advisors and sought out when plans are being made and policies are crafted.

Engineering the Future Together focuses on growing the OSPE community and working in tandem with other experts and organizations to build respect and generate new opportunities to amplify the voice of engineers in Ontario. It also ensures that OSPE continues to enhance the prosperity and sustainability of the profession by attracting and delivering value to members at all stages of their careers – from students to retirees.

This plan addresses feedback received from members and other stakeholders over the last four years, including input from town hall discussions held across the province at the beginning of 2019.

Engineering the Future Together builds on momentum gained with the previous plan, addresses areas that need to be further strengthened and positions engineers as drivers of positive change.

While the goals identified are attainable, they also present a healthy stretch and will require OSPE and our ambassadors and partners to demonstrate greater leadership. The goals of this plan fall under three strategic pillars:

ENGINEERS LEAD

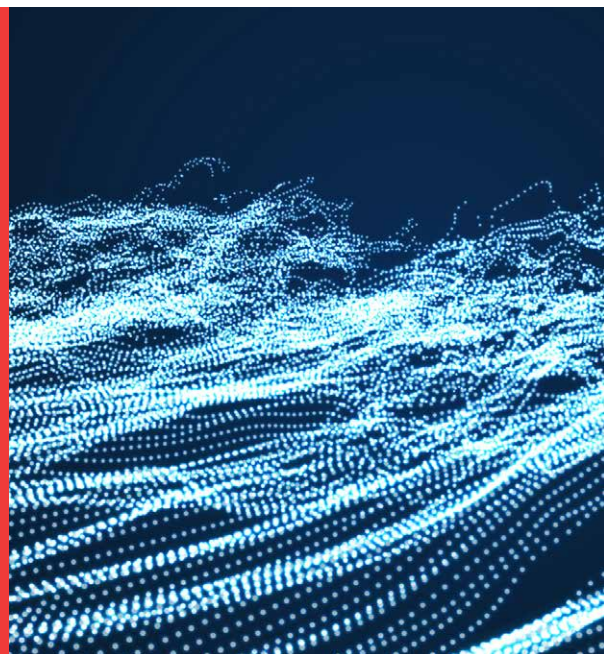
- Solidify OSPE's position as "the voice" of the profession and its reputation as the association where engineers gather, share expertise and provide recommendations on issues facing the profession and society.

ENGINEERS CARE

- Elevate awareness of the role engineers play in making the world a better place and deepen respect for the engineering profession in Ontario.

ENGINEERS UNITE

- Strengthen and grow OSPE's equitable, diverse and inclusive engineering community and deliver unparalleled value at every stage of our members' careers.



We're excited about what the future holds for engineers in Ontario.

ENGINEERS LEAD

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

Advocacy work helps to protect the wellbeing of the economy, environment and society as a whole, and it enhances the influence of the engineering profession. OSPE is the only organization with the mandate to advocate both on behalf of the profession and on issues of importance to society – it is what sets us apart from all other associations and it is our greatest strength.

By taking a non-partisan, evidence-based approach, OSPE has become recognized as a trusted advisor, and is regularly asked to provide input on policy, planning and budget decisions. Our continued success relies on a strong member base and the active involvement of our ambassadors.



Relevance

- Streamline the activities of OSPE's advocacy committees and task forces to deliver clear, concise positions and recommendations on government's priority issues and plans.
- Promote and reinforce the importance of advocacy to OSPE members and the engineering profession as a whole through ongoing communications and campaigns.
- Embrace a broader view of the sector (Science, Technology, Engineering, Arts and Math – STEAM) which reinforces how engineering and the arts are connected.

Reputation

- Create more opportunities for OSPE members to provide input on advocacy activities that will ensure decisions are based on proper analysis and facts.
- Collaborate with other organizations, experts and stakeholders to strengthen our influence and ensure our data and messaging is sound.

Reach

- Amplify OSPE's voice in the media, at events and online and build our profile as the go-to source for engineering insight and expertise in Ontario.

ENGINEERS CARE

Elevate awareness of the role engineers play in making the world a better place and deepen respect for the engineering profession in Ontario.

Engineers have a responsibility to make our world better and safer. To this end, engineers collaborate and innovate with many professionals and subject matter experts to ensure that all perspectives and facts are considered in planning and decision-making. The engineering profession touches virtually every aspect of life and contributes enormously to society, and yet, few people truly understand what engineers do.

OSPE is in the unique position of creating opportunities for collaboration and capturing the stories that illustrate engineers' enormous contribution to the wellbeing of Ontario. It is OSPE's responsibility to share those stories in aid of building the high-level of respect for the profession that exists in other parts of the world.

Relevance

- Share research and information in a manner that demystifies technical data and makes engineering solutions more apparent and understandable to all.

Reputation

- Create proactive, strategic campaigns targeting the government, public and media that effectively highlight engineering solutions and their benefit to the economy, the environment and society.
- Continue to deliver high-caliber events that position OSPE as the convener of collaboration and knowledge-sharing on issues of common interest between industry, government, and academic institutions in Ontario's Science, Technology, Engineering, Arts and Math (STEAM) sector.
- Demonstrate the engineering profession's commitment to the greater good by seeking new partnership opportunities with other STEAM-sector organizations.

Reach

- Encourage members to share experiences and stories and offer new opportunities through a variety of channels for them to do so.
- Monitor and measure the impact of media impressions based on positioning of engineers, the association, and its advocacy and research activities.



ENGINEERS UNITE

Strengthen and grow OSPE's equitable, diverse and inclusive engineering community and deliver unparalleled value at every stage of our members' careers.

The engineering profession is strengthened by equity, diversity and inclusiveness. OSPE relies on the wide range of expertise and experience that members bring to the association to help problem-solve and innovate on issues of importance to stakeholders.

The depth and breadth of the OSPE community also helps to strengthen the profession, as it enables us to bring together professionals of all diversity dimensions and engineering backgrounds to help one another learn and grow.

For these reasons, membership must be viewed as a vital step toward career growth and success, and OSPE must be seen as the place where engineers connect, collaborate and contribute.

Relevance

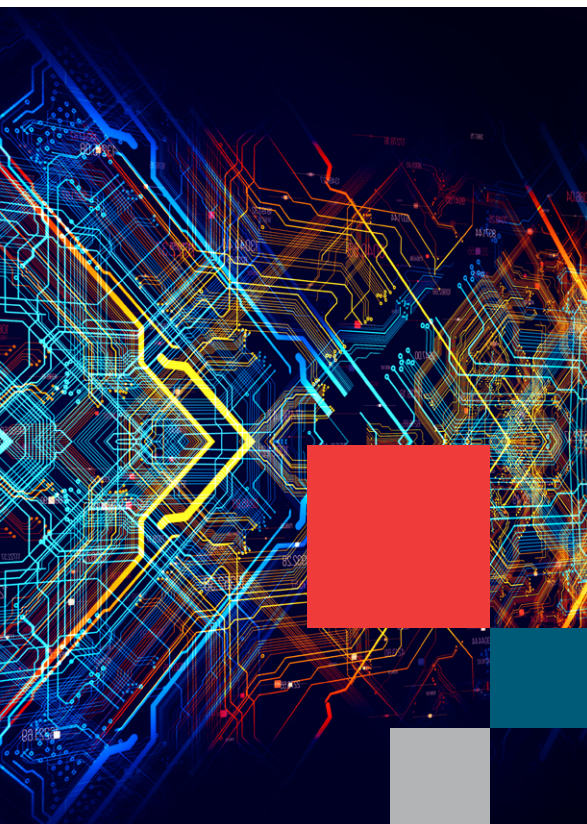
- Define and deliver value to all engineers and engineering graduates at every stage of their careers, including assisting graduates with getting licensed and supporting Engineers Canada's 30 by 30 goal.

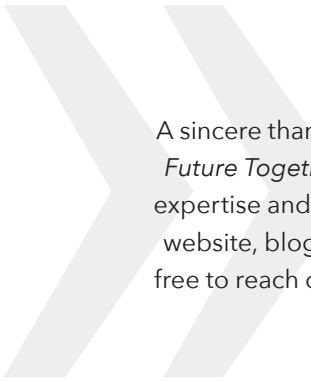
Reputation

- Attract and support International Engineering Graduates (IEGs) in transitioning from their country of origin to the Canadian workforce.
- Work with ambassadors to educate engineering students and new graduates about the value and importance of belonging to OSPE and how it can benefit them.
- Create opportunities for career builders and senior-level engineers to contribute to issues of importance and mentor younger members.
- Maintain OSPE's position as the leading provider of professional development for engineers across Ontario.
- Communicate the differences and synergies between OSPE and PEO.

Reach

- Extend OSPE's reach in communities across the province by engaging university chapters and ambassadors and providing more opportunities for members to participate in advocacy work.





A sincere thank you to all of those who participated in the development of *Engineering the Future Together*. We value your input and hope that you will continue to lend your voices, expertise and opinions as OSPE moves through implementation. Watch for updates on our website, blog and in *The Voice*, our quarterly magazine. If you have questions, please feel free to reach out to OSPE staff or members of our Board of Directors. We are always happy to hear from you and will answer your questions.



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