



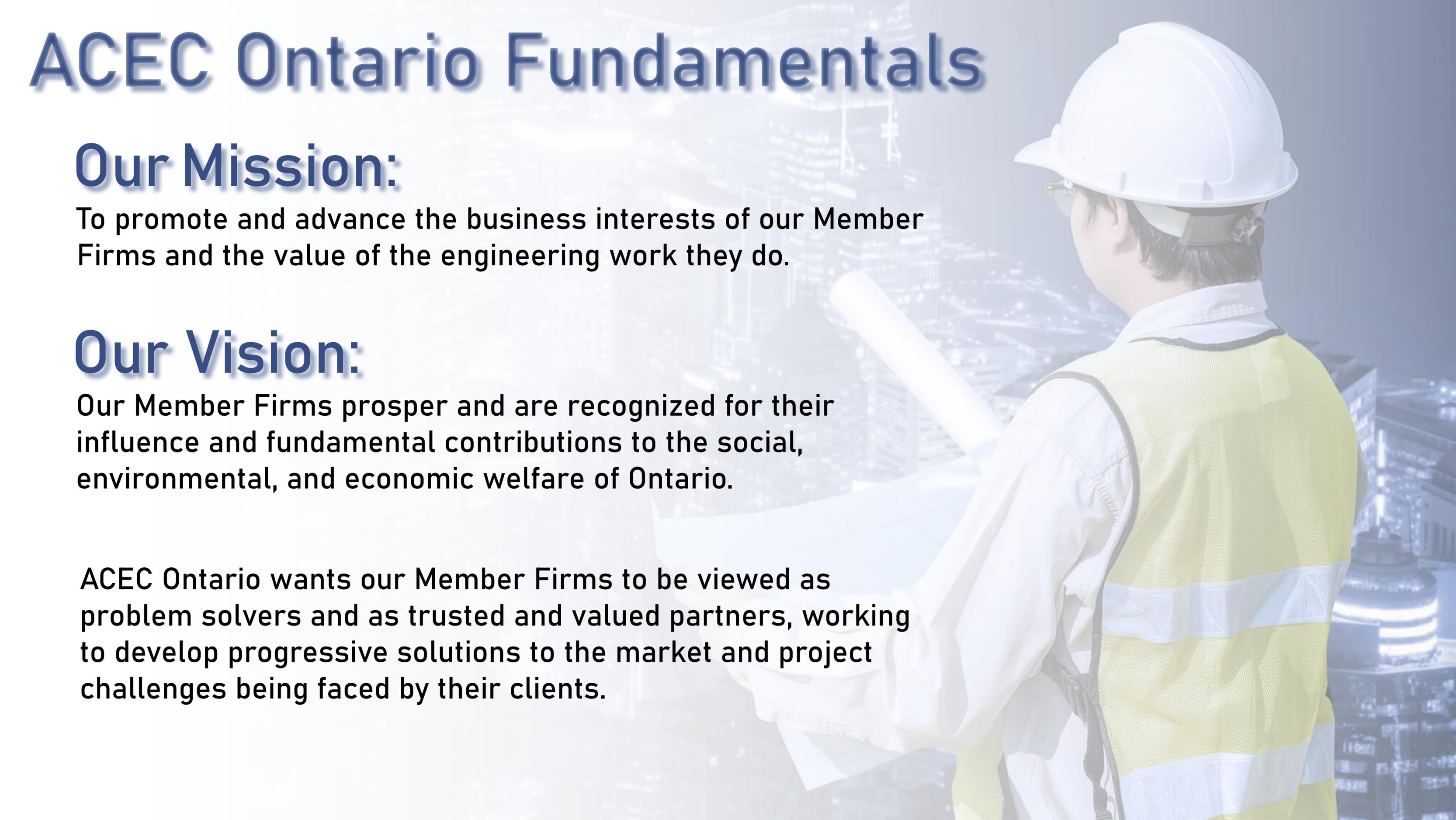
ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES
ONTARIO

2020 - 2023 STRATEGIC PLAN

Ontario's Engineering Sector: A centre
of excellence, innovation and
thought leadership.



ACEC Ontario Fundamentals



Our Mission:

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

Our Vision:

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

ACEC Ontario wants our Member Firms to be viewed as problem solvers and as trusted and valued partners, working to develop progressive solutions to the market and project challenges being faced by their clients.

Corporate Values

- Respect
- Collaboration
- Trust
- Integrity
- Diversity



What We Deliver



Engineering firms join and engage with ACEC Ontario 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.

Priorities, Objectives and Strategies

Priority 1: Proactive Advocacy

To shape public policy, legislation, procurement and contracting practices to reflect member business interests and raise the profile of the sector.

Objective	Strategy
<p>1. Transform the perspective of government and stakeholders regarding the engineering sector</p>	<p>Develop and execute a Proactive Advocacy plan that considers policy, legislative and procurement/contracting issues, addresses provincial, municipal and private sector audiences, and supports the other objectives and strategies in this area.</p> <p>Define measures of impact for government and stakeholder audiences for future assessment and communications.</p>
<p>2. Educate and inform member firms regarding issues impacting their businesses</p>	<p>Develop and execute a program to deliver relevant and timely information to member firms.</p> <p>Collaborate with stakeholder organizations to seek opportunities for program development and delivery.</p>
<p>3. Procurement processes and contracting terms that reflect a mutually acknowledged philosophy of “fair and reasonable”.</p>	<p>Engage with relevant client staff and external associations dealing with procurement and contracting to discuss risk and define common interests.</p> <p>Develop tools to equip member firms to achieve fair and reasonable contract terms.</p>

Priority 2: Engagement that Creates Value

To achieve an actively engaged community that drives volunteerism and improves member retention.

Objective	Strategy
<p>1. Leverage technology to optimize member data management and enable community building, virtual meetings and the delivery of educational and professional development programs</p>	<p>Obtain and implement a leading-edge software technology addressing association and member data management, networking and the development and delivery of programs.</p> <p>Identify opportunities and consider partnerships for the delivery of events and programs.</p>
<p>2. Leverage member data for the development of relevant programs and more targeted, timely and effective communications</p>	<p>Develop the capacity to collect and mine member data and use it as an input for the development of value-added programs.</p> <p>All association activities are developed and marketed with a focus on the cornerstones of “value” and “relevance”.</p>
<p>3. New chapters where demand exists and numbers warrant</p>	<p>Encourage and support the development of new chapters based on demonstrable interest.</p> <p>Investigate the development of “virtual chapters” facilitated through technology for geographic areas where populations are sparse but interests are common.</p>

Priority 3: Strengthen our Identity and Branding

To establish and promote an identity and brand that points to the future, enables fulfillment of our vision, and clearly differentiates us from other engineering associations.

Objective	Strategy
<p>1. A new identity and refreshed branding for the association that clearly reflects the updated mission and vision of the organization, and its value to our member firms and stakeholders</p>	<p>Select a new name for the association that better reflects the current and future membership base.</p> <p>Engage in a rebranding exercise that unmistakably reflects the nature of the sector and emphasizes the valuable work of member firms.</p> <p>Explore means of having membership regarded as an indicator of superior qualification.</p>
<p>2. Introduce and promote the refreshed identity and branding</p>	<p>Develop and execute a marketing and communications strategy to introduce and promote the new identity and refreshed branding.</p> <p>Establish/define measures to assess our impact and market awareness of the association.</p>
<p>3. A diverse and inclusive association that is well positioned in the space of service providers to the built and natural environment</p>	<p>Reassess our relationships with other organizations in the infrastructure / building / technology space to ensure alignment with mission and vision.</p> <p>Seek leadership roles in those relationships where warranted to provide relevance and value to our member firms.</p> <p>Reassess our membership structure to facilitate valuable and relevant relationships with industry partners.</p>

Critical Success Factors



ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES
ONTARIO

The ACEC Ontario Board of Directors has identified the following critical success factors associated with this strategic plan.

- » The need to identify, deploy and adapt modern IT infrastructure to support all priorities;
- » The need to invest in and commit to data-driven decision making related to all priority areas;
- » The need to enhance our marketing and communications resources and establish a strategy to define audiences, messages and media;
- » The need for sustained volunteer commitment, including the identification of specific roles and member-champions; and
- » Utilizing staff and contract resources with the right skill set to match the requirements of the plan.





ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES
ONTARIO

ACECOntario.ca

10 Four Seasons Place, Suite 405
Toronto, Ontario M9B 6H7
416.620.1400

