

Consulting Engineers of Ontario

2016 - 2020 Strategic Plan

Approved by the Board of Directors

March 1, 2016

CEO Mission Statement

To promote a sustainable business environment for members.

CEO Vision

CEO is the authoritative voice for consulting engineering companies in Ontario.

CEO Core Values

- *Integrity*
- *Trust*
- *Collaboration*
- *Diversity*
- *Respect*

CEO Strategic Goals

Goal 1: Advocacy

- ❖ *To shape public policy, legislation and regulation of interest to members.*

Goal 2: Business Practices

- ❖ *To achieve favourable procurement and commercial business practices among members' clients.*

Goal 3: Member Engagement

- ❖ *To achieve member investment of time, effort and resources in exchange for value from CEO.*

CEO Strategic Objectives

Goal 1: Advocacy

- ❖ To shape public policy, legislation and regulation of interest to members.

In order to achieve the following objectives, CEO must establish and/or maintain the following foundational capabilities.

1. Continue and maintain CEO Government Relations Committee activities.
2. Integrate CEO chapter activities and municipal GR activities. This capability will be supported through Members Engagement strategic activities.
3. Establish a volunteer support network essential to carry out the work for certain of the objectives.
4. Prepare, engage and manage chapters and their volunteer support necessary to carry out some initiatives.
5. Communication plan must include support for all aspects of this Goal.

Advocacy Objectives:

- 1.1. To develop and execute a Government Relations plan, integrating provincial and municipal components.
 - Holding an annual Queen's Park Day and selected City Hall Day to be incorporated into plan.
 - 1.1.1. Review and update GR goals and objectives;
 - 1.1.2. Establish success metrics;
 - 1.1.3. Create a plan to achieve goals and objectives that can be measured against success metrics;
 - 1.1.4. Plan implementation;
 - 1.1.5. Determine impact of CEO influence on policy, legislation and regulation, at the two levels of government, using success metrics.
- 1.2. Develop and circulate one (1) White Paper and five (2) Position Papers per annum. This objective is measurable by definition.
 - 1.2.1. Establish volunteer approach and structure to accomplish objective;
 - 1.2.2. Present approach to board of directors for approval and implementation;
 - 1.2.3. Develop an issues-tracking and paper-development plan;
 - 1.2.4. Implement plan using board-approved structure.

3. Goal 2: Business Practices

- ❖ *To achieve favourable procurement and commercial business practices among members' clients.*

In order to achieve the following objectives, CEO must establish the following foundational capabilities.

1. Continue and maintain CEO Business Risk Committee activities.
2. Integrate CEO chapter and liaison committee activities and municipal Business Practices activities. This capability will be supported through volunteer management activities.
3. Establish a volunteer support network essential to carry out the work for certain of the objectives.
4. Prepare, engage and manage chapters and liaison committees and their volunteer support necessary to carry out some initiatives.
5. Communication plan must include support for all aspects of this Goal.

Business Practices Objectives

- 2.1. Improve contract agreements with 3 larger municipalities (3 rolling; new added as each is resolved).
 - 2.1.1. Continue face-to-face negotiations with previously identified municipalities, working with appropriate chapters/liaison committees;
 - 2.1.2. As substantial negotiations conclude, identify new targeted municipalities, in consultation with chapters/liaison committees, ensuring that there are always 3 on the current list;
 - 2.1.3. Analyze agreements of newly added municipalities;
 - 2.1.4. Develop a plan to address analysis with targets and effect sustainable change which includes face-to-face negotiation and includes chapters/liaison committees;
 - 2.1.5. Determine success metrics for each municipality working with chapters and liaison committees;
 - 2.1.6. Plan implementation;
 - 2.1.7. Ongoing targeting, analysis and plan renewal;
 - 2.1.8. Document, specifically and in general, CEO position on terms, conditions and language contained in agreements;
 - 2.1.9. Determine measurable impact on the improvement of larger municipality agreements.
- 2.2. Promote QBS and have 3 major clients adopt a QBS approach to procurement (1/year). This objective is measurable by definition.
 - 2.2.1. Analyze current successes and failures in the adoption of QBS in Ontario and Canada;
 - 2.2.2. Establish volunteer approach and structure to accomplish objective;
 - 2.2.3. Present approach to board of directors for approval and implementation;
 - 2.2.4. Define a process by which Procurement Practices will change from current practice to best practice;
 - 2.2.5. Develop an approach to effectively communicating the advantages of following the process;
 - 2.2.6. Establish (and document) a strong understanding of client-based obstacles, political and operational, to executing the process;
 - 2.2.7. Target clients that may be the most open to change;
 - 2.2.8. Work with targeted clients to establish individual plans with emphasis on change milestones;
 - 2.2.9. Execute plan.

- 2.3. Finalize MEA-CEO small municipality standard agreement terms & conditions and disseminate by 2016.
 - 2.3.1. Work with MEA to finalize the agreement;
 - 2.3.2. Develop a marketing plan for acceptance and use of the agreement among small municipalities across Ontario;
 - 2.3.3. Determine success metrics;
 - 2.3.4. Execute plan;
 - 2.3.5. Show measurable impact of the new agreement with small municipalities.

- 2.4. Reactively deal with contract and procurement issues as they arise in both the public and private sectors.
 - 5-day response to be determined by the Business Risk Committee.
 - 2.4.1. Establish a reactive-issues subcommittee (BRC);
 - 2.4.2. Establish process to deal with arising issues;
 - 2.4.3. Establish standard response time;
 - 2.4.4. Establish success metrics;
 - 2.4.5. Develop member awareness program;
 - 2.4.6. Implement program;
 - 2.4.7. Deal with arising issues;
 - 2.4.8. Show measurable impact based on success metrics.

- 2.5. Review and issue advisories on standard terms and conditions by industry organizations by 2018 (e.g., ACEC, OAA, OBIC).
 - 2.5.1. Establish contracts subcommittee;
 - 2.5.2. Identify and prioritize contracts to be reviewed over 1 year and 9 month timeframe;
 - 2.5.3. Establish success metrics;
 - 2.5.4. Develop review and advisory plan;
 - 2.5.5. Execute plan.
 - 2.5.6. Show measurable impact based on success metrics.

- 2.6. Develop and execute a plan to engage OPBA to collaboratively advance our members' interests.
 - 2.6.1. Confirm OPBA willingness to engage through meetings and consultation;
 - 2.6.2. Establish engagement team;
 - 2.6.3. Establish success metrics;
 - 2.6.4. Develop plan;
 - 2.6.5. Execute plan;
 - 2.6.6. Show measurable impact based on success metrics.

Goal 3: Member Engagement

❖ *To achieve member investment of time, effort and resources in exchange for value from CEO.*

In order to achieve the following objectives, CEO must establish the following foundational capabilities.

1. Establish and maintain CEO Member Engagement Committee activities.
2. An internal research capability will be required.
3. Subcommittees and task forces will be created as needed.
4. Communication plan must include support for all aspects of this Goal.

Member Engagement Objectives

- 3.0 Develop and execute a Volunteer Management/Oversight Program
 - 3.0.1. Establish and maintain a Volunteer Oversight Subcommittee.
 - 3.0.2. Develop a volunteer oversight process;
 - 3.0.3. Work with committee chairs and other committee members to establish an understanding of the process;
 - 3.0.4. Implement the process.
- 3.1. Develop and implement a process to set up sector/sub-group committees to involve existing members and potentially attract new members. (Member Engagement Committee)
 - 3.1.1. Survey members on annual basis for value needs and preferences;
 - 3.1.2. Determine sector/sub-group representation needs;
 - 3.1.3. Establish sector/sub-group committees to meet needs.
- 3.2. Establish a process to convey the CEO value message to stakeholders.
 - 3.2.1. Establish the CEO Value Proposition Task Force;
 - 3.2.2. Determine CEO's existing Value Criteria through the review of member research;
 - 3.2.3. Measure CEO activities against value criteria;
 - 3.2.4. Establish CEO value proposition;
 - 3.2.5. Develop a plan to convey the CEO value message to members and stakeholders;
 - 3.2.6. Execute Plan;
 - 3.2.7. Conduct ongoing research to measure success of value messaging.
- 3.3. Develop and execute a plan to launch collaborative Chapters in regions with the greatest need, and strengthen existing Chapters.
 - 3.3.1. Establish Chapter Development Task Force;
 - 3.3.2. Research existing chapters for areas where they can be strengthened;
 - 3.3.3. Research best practices in association chapter development;
 - 3.3.4. Identify potential chapter areas;
 - 3.3.5. Produce a position on chapter resources (financial and human);
 - 3.3.6. Research members in target areas for need and desire to form chapters;
 - 3.3.7. Develop a plan to launch collaborative Chapters and strengthen existing Chapters;
 - 3.3.8. Execute plan.