



# DRAFT STRATEGIC PLAN

2010/2011

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The CAPE Strategic Plan 2008/2009 contains the following:

1. Executive Summary
2. Background
3. Vision Statement
4. Mission and Mandate
5. Incorporation and Sustainability
6. Values Statements
7. Strategic Drivers
8. Strategic Planning Methodology
9. Employment Strategy Update
10. Strategic Directions
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13. Ratification Process

The present document is the Third Strategic Plan of the incorporated body Council for Access to the Profession of Engineering, henceforth referred to as 'CAPE' or 'the organization'. A strategic planning session was held in the Party room at 38 Thorncliffe Park Drive on November 12, 2009 culminating in this document, henceforth referred to as the 'strategic plan' or 'plan'.

## **1. Executive Summary**

The legitimate collective voice of immigrants with engineering backgrounds (IEBs) in Ontario and increasingly across Canada, CAPE has used its unique knowledge mobilization abilities to lead the change in the settlement and integration of IEBs in Ontario.

Through its groundbreaking four cohort dynamic immigration model<sup>1</sup>, CAPE revealed that the current cluster of Canadian immigrants arriving at a time of economic uncertainty, global competition, and increased awareness about sustainable development is more highly-educated and qualified than the general Canadian population because of an immigration policy that had been geared to attracting knowledge workers in large numbers. An assumption of deficiency of credentials and experience has led to locking these engineers out of their profession, frustrating their attempts to make use of the skills and education that formed the basis for their admission to Canada. In response, CAPE launched a multi-stakeholder engagement resulting in the development of the multi-stakeholder employment strategy for IEBs<sup>2</sup> which it has been actively pursuing since and developed online, self-learning and career decision support tools to enhance the marketability of IEBs to potential employers.

With the realization that CAPE members are amongst the most educated leading edge immigrants to have entered Canada, CAPE launched its Engineering Knowledge Conference series at its inaugural Annual General Meeting held on November 24, 2007.

Our 1st Annual Conference 2007 attracted prominent panellists from around the world who discussed engineering knowledge management and mobilization under globalization at our panel titled "**Transferability for Transformation - Mobilizing Global Engineering Experience**". Discussant questions for this included:

- How can the present instruments of mobility be modified to facilitate the mobility of engineering knowledge under global accords such as GATS and NAFTA?

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<sup>1</sup> Bambrah Gurmeet (2005) Canadian 'Experiments' In Diversity: The Case Of Immigrants With Engineering Backgrounds Who Settle In Ontario. CERIS Working Paper No. 41 Publication.

<sup>2</sup> Bambrah Gurmeet (2006) Canadian First to Canada First: A Multi-Stakeholder Employment Strategy for Immigrants with Engineering Backgrounds. Editorial Assistance: Nikhat Rasheed. CAPE Publication.

- How can the engineering fraternity facilitate the standardization of global engineering experience, given that there is some movement on the standardization of academic credentialing?
- How is the transferability of experience and the transformation of institutional practices to be facilitated under a global framework?

At our second knowledge conference held on November 22, 2008 expert panellists discussed self- regulation, public administration and governance of the profession of engineering at our panel titled “**Can self-regulation of the engineering profession in Canada survive the 21st century?**” Discussant questions included:

- Can domestic regulation and self-regulation of the engineering profession survive globalization?
- Is focus shifting from Government to Governance as NGOs cut out a greater stake in advising policymakers on the international regulation of professions?
- What are the implications for engineering corporations as engineers in places such as China and India seek to expand their marketing and manufacturing presence in engineering through international standardization?

At this year’s conference titled “**From Regulation to Innovation**” panellists will seek to discuss:

- What is the role of regulation in the management of engineering innovation in the 21st century? What kind of regulation fosters innovation?
- Why do immigrant engineers from China and India patent almost a third of all US engineering patents?
- What can Canada do to boost its productivity and innovation rankings? - The Conference Board of Canada has consistently ranked Canada a “D” in innovation since the 1980s

In addition in February 2008 CAPE completed The Skills Commensurate Engineering Access (SCEA) Project under which it had analysed employer needs and requirements and matched these against its own membership to identify where gaps and surpluses in education, knowledge, skills and experience existed. As a result, in the second quarter of 2008, CAPE piloted a series of ‘Advanced Competencies in Engineering (ACE) workshops to provide its members with unique opportunities to build specific skills sets. CAPE also piloted a unique ‘Oral Communications for Engineering Managers’ 5-week course. These fee-for-service forays into unique, custom-made curriculum development for IEBs show promising results, and created partnerships that have brought about several additional opportunities. As a result of this, CAPE started a new initiative on Leveraging Global Engineering Competencies in October 2008. This

has been our major initiative for 2009.

## **2. Background**

CAPE was established as a small advocacy group of immigrants with engineering backgrounds (IEBs) between 1990 and 1993 in response to the difficulties that IEBs were facing in accessing their profession in Ontario. In 1994, the Coalition for access to professional Engineering (CAPE) was officially founded under the chairmanship of Mike Dang and comprised of a body of immigrants with engineering backgrounds, individuals and organizations. Prior to June 2006, CAPE had been under the trusteeship of the Council of Agencies Serving South Asians. In June 2006, CAPE was incorporated as a not-for-profit corporation to serve immigrants with Engineering Backgrounds. More details relating to CAPE's organizational history since 1994 can be found on our website [www.capeinfo.ca](http://www.capeinfo.ca).

CAPE held a strategic planning session in the Party room at 38 Thorncliffe Park Drive on November 12, 2009, which involved multi-stakeholders, including nearly 30 immigrants with engineering backgrounds, CAPE board members, service providers and community leaders. This has culminated in the strategic plan presented here.

## **3. Vision Statement**

The participants agreed to maintain the current vision of CAPE, which is as follows.

*CAPE aims to help IEBs coming to settle in Canada to reach their maximum potential by improving the quality of their lives by fully participating in the practice of engineering in Canada, contributing to their local communities, province and country as well as the world at large, maximizing the utilization of their engineering potential and upgrading their knowledge and skills in keeping with evolving trends in engineering and sustainable human development.*

***The vision statement was ratified and agreed upon at the Board Meeting on Strategic Planning on November 12, 2009.***

## **4. Mission and Mandate**

CAPE's mission and mandate is to support its members to achieve full labor market, civic and social participation commensurate with their engineering education and skills in Ontario and

Canada by using their engineering knowledge, education and experience from other parts of the world.

***The mission and mandate statements were ratified and agreed upon at the Board Meeting on Strategic Planning on November 12, 2009.***

## **5. Incorporation and Sustainability**

CAPE was incorporated as a Federal not-for-profit organization in June 2006 after election of its first interim Board. This first Board went through an initial intensive period of training and developed its first independent strategic plan presented to CAPE members in November 2007 annual general meeting.

After incorporation CAPE has been intermittently faced with issues of sustainability, both financial and physical, since staff and resource funding have consistently relied upon project funding. However, through its robust fee-for-service initiatives and strong volunteer and staff base is able to continue its services to members. Although a small membership fee was introduced for accessing heavy maintenance components of its on-line tools, in keeping with resolutions passed at the first annual general meeting very small numbers of CAPE members pay membership fees to date. CAPE has received another round of funding from 2008 to 2010.

Increasingly a choice partner for community agencies and other organizations working in the settlement of engineers as professional immigrants in Ontario, CAPE continues to leverage its knowledge capital products (including groundbreaking research and online curriculum development/ learning tools) into fee-for-service offerings, sustaining it in times when its own funding is limited.

## **6. Values Statement**

The participants at the strategic planning session in 2009 agreed that CAPE holds the following values and positions:

- CAPE will not promote the under-employment or under-utilization of the skills of its members
- CAPE will focus on employment rather than licensing of its members
- CAPE will continue to adopt the positions outlined in its various submissions namely:
  - The reserved title and assumption of deficiency of credentials locks IEBs out of

the practice of engineering and is unjustifiable

- Due to the absence of a definition of the constituent elements of the one year experience under a professionally licensed engineer, the limitation period attached to the provisional license, lack of criteria to appeal against licensing decisions, legal issues exist in the regulatory process and must be addressed
- Due to the absence of the definition of the 'skills gap' between IEBs and mainstream engineers, and non-recognition of these by PEO, bridging programs to address the 'Canadian experience' needs of employers and regulators for immigrants with engineering backgrounds need to be reviewed.
- The recommendations of the licensing process task force of PEO play an unnecessary burden on applicants and only serve to make the licensing process more onerous.
- Employer drive for recruitment of 'engineers' under the Provincial Nominee Programs in Alberta, British Columbia and Prince Edward Island is at variance with Provincial Professional Engineer Acts and regulation.
- While CAPE will look into the possibility of skills commensurate employment, this stand will not condone the locking out of IEBs from the practice of professional engineering
- CAPE will continue to support the stand that Ontario and the rest of Canada must meet the obligations signed to under NAFTA and GATS

***These values statements were ratified and agreed upon at the Board Meeting on Strategic Planning on November 12, 2009.***

## **7. Strategic Drivers**

The primary determiners of the scope of CAPE's future programs and services identified through its community action research and multi-stakeholder consultations include:

### **Strategic Driver 1: Strong Membership Structure**

**Rationale:** CAPE can only legitimately and collectively represent immigrants with engineering backgrounds (IEBs) if it has a strong membership structure, comprising of IEBs seeking to integrate into the Canadian workplace, licensed immigrant engineers and supporting members. The membership base has been structured in order to facilitate interaction between the different member categories and the membership is now being extended to other professions.

## **Strategic Driver 2: Employment Support**

**Rationale:** CAPE recognizes

- That IEBs move to Canada to enhance the quality of their lives through the utilization of their engineering education, experience and skills.
- That IEBs are more highly educated and globally experienced than the host population.

By establishing the information needs and competencies of IEBs in Ontario and Canada, CAPE is able to offer a comprehensive and systematic employment support pathway that leads users through a number of online tools such as Self-Assessment and Information, Portfolio Builder and Locating Employers Tools. CAPE has now embarked upon Employer-driven training in the workplace and the development of curricula for educational training at the post-secondary institutions. In addition, CAPE is developing a self-learning platform to help its members participate, share and create knowledge through Advanced Competencies in Engineering (ACE) workshops.

## **Strategic Driver 3: Collaborative Community**

**Rationale:** CAPE has become the largest global engineering community in Canada, comprising 2500 members drawn from over 100 countries and across all engineering disciplines. The major thrust of our activities in 2010 will be to unleash this community's vibrant and collaborative potentials. In addition, we are focused on building the membership base further and strengthening our voice as a community. This was established through our multi-stakeholder consultations held at the Strategic Planning session at Thorncliffe Park on the 12<sup>th</sup> of November 2009.

CAPE continues to provide IEBs with a truly multicultural, supportive community in Canada and helps us to bring about changes in order to better our lives and meet our professional aspirations.

## **Strategic Drive 4: Knowledge Mobilization and Management**

**Rationale:** The creation of a knowledge network comprising of the post-1986 immigrant wave that is the most educated and professional of all to have come to Canada in the past 150 years. An IEB in this wave is nearly six times as likely to have a Masters degree and nearly twice as likely to hold a PhD degree as the average Ontarian. Yet, over 80% of the IEBs are not able to

work as engineers in Ontario. CAPE is moving to mobilize and utilize their knowledge in Canada, in particular, through its current initiative Leveraging Global Engineering Competencies, which focuses on employer-driven work-place training and merit-drive hiring.

***These strategic drivers were ratified and agreed upon at the Board Meeting on Strategic Planning on November 12, 2009.***

## **8. Strategic Planning Methodology**

A strategic planning session was undertaken and facilitated by Deepak Verma on November 12, 2009 with the CAPE board members, the Thorncliffe Park and Flemingdon immigrant engineering communities and other stakeholders. The process included:

- Ratifying, agreeing or modifying existing statements (vision, mission, mandate, values, strategic drivers) - aforementioned
- CAPE's progress on the Employment Strategy - overleaf
- Branding enhancement – below
- Review of strategic drivers
- Next steps

### **Enhancing CAPE's Branding**

The branding 'Putting Canada First' has been very successful at re-positioning CAPE as a value-driven, mainstream oriented organization. However, adding on specifics about engineering would strengthen its branding and make it clearer for non-engineering groups and also bring the focus on the talent needs / readiness of employers (and also of immigrant receiving nations in general). Therefore, it was suggested that in addition to the following logo



**Putting Canada First**

CAPE's branding should shift from "Putting Canada First" to

***'Building Canada's Competitive Edge'***

It was also recommended that CAPE's website should be aligned to this rebranding.

## SWOT Analysis

<p style="text-align: center;"><b>Strengths</b></p> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Strong committed membership and leadership</li> <li>• Highly committed and motivated staff, volunteers and board members</li> <li>• Vibrant and motivated leadership of the board</li> <li>• Strong community coalition and liaison</li> <li>• Diverse and multi-cultural, representative of the Canadian mosaic</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Strong brand ‘Putting Canada First’</li> <li>• Increasingly seen as mainstream not marginalized</li> <li>• Influential and recognized as a strong organization (the 3<sup>rd</sup> arm)</li> <li>• Constructive multi-stakeholder engagement</li> <li>• Content rich and interactive website</li> </ul> <p><b>Knowledge Capital</b></p> <ul style="list-style-type: none"> <li>• Excellent research and action-research capacity and history</li> <li>• Innovative knowledge products</li> <li>• Rich and effective advisory support system</li> <li>• In-house staff and board knowledge base of relevant issues</li> <li>• Potential for strong knowledge sharing</li> </ul>	<p style="text-align: center;"><b>Opportunities</b></p> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Innovation is the new focus of mainstream</li> <li>• Funding is available for leveraging innovative ideas to create the changes required</li> <li>• Issues facing IEBs have received media attention and are in the public domain</li> <li>• Increasing focus on employment and employer education/engagement</li> <li>• Funding is increasingly geared to employment outcomes</li> <li>• Greater public need for validated action research</li> <li>• Competitors lack knowledge of IEB skills – a niche market</li> </ul> <p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>• Partnership with service providing organizations and others are strengthened and evolving</li> <li>• Increasing focus on partnerships to leverage the skills of CAPE members</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Online technologies allow greater reach and penetration of the IEB market and creation of unique tools</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Branding for ‘innovation’ opportunities</li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p> <p><b>Organizational Sustainability</b></p> <ul style="list-style-type: none"> <li>• Reliance on project funding – lack of core funding and significant internally-generated revenue streams</li> <li>• Leadership at staff level and personality driven</li> <li>• Under-funded staffing options</li> <li>• Over-stretched and exhausted staff – lack of staff resources</li> <li>• Limited business development capacity due to lack of staff resources</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Need to leverage media more strategically</li> <li>• Outreach to employers is difficult</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Website needs to be more user-friendly and easy to navigate</li> <li>• Website needs to be in more ‘plain’ language</li> <li>• Database structures need improved robustness and flexibility</li> <li>• Limited web search optimization</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Still greater focus is on bridging programs with a one-way bridge</li> <li>• Credential recognition process based on assumptions of deficiency</li> <li>• General lack of education about extent of IEB skills, specifically due to technical nature of engineering</li> <li>• Employers dependence on recruiter’s who are generalist, not suited to technical and knowledge assessment</li> <li>• Public obsession with licensing and accreditation</li> <li>• Host community not sufficiently open to differences</li> </ul> <p><b>Organizational Sustainability</b></p> <ul style="list-style-type: none"> <li>• Funding structure unstable and based on political will</li> </ul> <p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Limited patience of website users leading to a loss of interest if the website isn’t quick, easy to understand and and easy to navigate</li> </ul>

## Employment Strategy Analysis

Strategy Area	Strategy Type	Strategies	Status	Evaluation/Evidence
<b>1. SYSTEMIC CHANGE</b>	<b>a) Process Change</b>	i) Creation of a seamless process from pre-immigration to settlement into skills commensurate employment for IEBs	Limited	Accept complexity of the area and limited influential capacity – however, within our own sphere, we are trying to create this seamless process
		ii) Engage all stakeholders to have a shared vision and to work to build a unified constructive strategy to achieve coherence and success	In-progress	Definitely engaging multiple stakeholders evidenced from different partnerships
		iii) Influencing immigration policy such that it takes into account the challenges faced by IEBs	In-progress	Limited ability to influence political policy; needs improvement
	<b>b) Broader Public Consultations</b>	i) A shared vision formulated by engaging all stakeholders including all levels of government, should be the driving force for systemic change.	In-progress	Increasingly mainstream organizations are aligning themselves with CAPE as evidenced through increasing partnerships and strategic alliances
		ii) Governments must take lead on recognizing that policy at all levels must align itself to labour market realities and practices; aim to forge transparent and accountable relationships with stakeholders to build a better and more inclusive Canada (Implementing decisions)	In-progress	Government consultations and funding
	<b>c) Licensing, Accreditation and Mobility</b>	i) Since the majority of Engineers do not require a P.Eng license to enter the engineering workplace, focus should be on skills commensurate employment	Achieved	SCEA project completed
		ii) The reservation of the title 'Professional Engineer' is essential to protect the public. However, reserving the title 'Engineer' strips IEBs of the credentials that formed the basis of their admission to Canada and locks them out of the profession. This is a systemic issue that needs to be addressed.	Limited	Limited political clout – need to effect more work in this area and build a stronger voice and platform
		iii) Inter-provincial and international mobility through	In-Progress	CAPE brought to the fore the global mobility issue through

Strategy Area	Strategy Type	Strategies	Status	Evaluation/Evidence
		cross-jurisdictional agreements on accreditation to benefit both professional engineers and immigrants with engineering backgrounds need to be developed at the national level in coordination with the provinces	[Not CAPE mandate ]	new research presented at the CAPE Engineering Knowledge Conference 2007. The national mobility framework is currently at the second reading stage at Queen's Park.
	<b>d) Bridging Knowledge Gaps</b>	i) Investigate the gap between employer needs and IEB skills and experience	Achieved and In-progress	SCEA project completed, Leveraging Global Engineering Skills (LGES) project in-progress, focusing on employer interaction/ engagement
		ii) Create an objective tool for assessing IEB skills and experience	Achieved	IEB Engineering Portfolio Builder
		iii) Increase awareness amongst engineers and engineering employers of the global credentials and experience of IEBs, and provide employers with the criteria that are used to grade IEBs for licensing related experience requirements.	Achieved and In-progress	SCEA project, Leveraging Global Engineering Skills (LGES) project, employer interaction/ engagement
		iv) Work with strategic partners to develop bridging and mentoring programs geared to bridging identified gaps between employer needs and IEB credentials and experience towards skills commensurate employment.	In-progress	CAPE is training partners to strengthen all bridging programs for engineers in the GTA and Hamilton. Increasing focus on developing employer-driven training
		v) Set up proper mentoring and bridging programs for IEBs	Limited	CAPE partners have been mentoring. Also, bridging programs are using mentoring to showcase success. However, no significant impact has been reported from these. So, CAPE is shifting focus to professional networking, combined with mentoring platforms.
		vi) Engage employers actively in defining mechanisms such as the accreditation process	In-progress	Particularly through LGES the technology will allow real-time curriculum development
		vii) Government should budget for bridging/ mentoring programs on basis investment returns based on employment outcomes for program participants	Achieved and In-progress	Recent MCI-IFP focuses entirely on longitudinal tracking of IEBs into commensurate employment

Strategy Area	Strategy Type	Strategies	Status	Evaluation/Evidence
	<b>e) Standards and Regulation</b>	i) Negotiate the viability of internships equating with the PEO licensing requirements	Initially rejected, however now in-progress	Increasingly, this is becoming a favoured option with the mainstream. CAPE is yet to validate this option.
		ii) Provide mandatory health and occupational safety training	Not CAPE mandate	
<b>2. LABOUR MARKET STRATEGIES</b>	<b>a) Labour Market Information</b>	i) An agency must be vested with the responsibility of providing coordinated, accurate and reliable settlement and employment information to the immigrants with engineering backgrounds from pre-immigration to settlement into a skills commensurate job.	Not just CAPE's mandate	Several agencies, including CAPE, have these responsibilities, adding complexity to the situation. However, CAPE is developing real-time, labour market information tools.
	<b>b) Labour Market Participation</b>	i) Investigate the possibility of having a US style H1B system of Visas for professionals based on the needs of employers	Not CAPE mandate	Government of Canada mandate
		ii) Encourage creative ways to increase employability of IEBs	In-progress	Planning for 2009-2010 employer engagement
		iii) Engage CEOs to create a system where they are more involved in promoting utilization of IEBs skills	Limited	Being done under LGES
		iv) Manage and reduce risk averse attitude among employers	In-progress	Engagement/education of employers and creation of online tools to manage risk
		v) Address lack of knowledge of Ontario codes of practice and regulations among IEBs	In-progress	Being done through ACE workshops
		vi) Define and market the IEB education and experience advantage to change mind-sets.	In-progress	Slow and steady work; building partnerships and need to work more with media
		vi) Train human resources, job developers and small business operators to understand global realities and merit-based hiring practices.	In-progress	community organizations, job developers are being trained; but); 60 Job Developers to be trained over next 3 years
<b>3. SUPPORT STRATEGIES</b>	<b>a) Communities and Network Support Strategies</b>	i) Build stronger partnerships and networks between employers, government, IEBs, other communities and other stakeholders	Achieved and In-progress	Multiple partnerships have been set up, e.g., Employer Programs Network, Community Coalitions, etc.
		ii) Provide information on 'Best Practices'	Limited	Require more empirical evidence
	<b>b) Community based Education and Training</b>	i) Profession specific advanced English language training recognized by employers.	In-progress	Advanced Communications Training for Engineers Workshops

Strategy Area	Strategy Type	Strategies	Status	Evaluation/Evidence
	<b>c) Employers, Economic Realities and Empowerment</b>	i) Focus on corporate social responsibility and utilization of immigrant skills and knowledge	Rejected	

## ***9. Strategic Directions for 2009/2010***

This analysis has resulted in the identification of the following strategies that CAPE will adopt to take advantage of strengths/ opportunities and mitigate weaknesses/ threats:

### **Operational Issues**

- Administrative and operational work will continue to be outsourced where expertise has not been developed in-house (e.g. accounting/taxes) but continued focus will be placed on creating efficient systems/processes.
- Continue to build human resources capacity within the organization.

### **Membership Development and Advocacy**

- Strengthen and develop the membership base of IEBs.
- Identify members' benefits and partnerships to enhance them.
- Continue to create and generate membership events and using new technologies for social networking including meetup.com, wikis and facebook.com.
- Create an advocacy platform for immigrant engineers and other professionals

### **Collaborative Community**

- Focus on creating a collaborative community and knowledge network for IEBs
- Develop partnerships with other professions with mutual interest – specifically, strengthen the relationship between CAPE and AIPSO & AAPP (planning and architecture) and geoscientists which are allied applied sciences professions.
- To enhance collaboration with other professions, build and strengthen MPREP (Multi-Profession Roundtable on Employment & Policy)

### **Employment and Business Development**

- Strengthen business development capacity by creating alternative sources of revenue e.g. increasing focus on fee-for-service tools and consulting services to clients. Focus on sourcing funding from non-traditional sources, partnerships and collaborations.
- Find unique ways of engaging employers and understanding them and strengthen

employer engagement through employment strategy networks.

- Continue to provide employment support to IEBs through enhancements of the online career decision support tools.
- Build capacity of service providers and other organizations to meet needs of IEBs through partnerships and collaborations by providing niche services.

### **Research and Knowledge Management**

- Given the funding environment, continue to propose innovative ideas for funding, and take advantage of monies for bridging programs as a means to reinvent the concept.
- Focus on mobilizing the knowledge of IEBs through the creation and commercialization of knowledge products.
- Create and enhance competencies training and curriculum development to create systemic change opportunities.

### **Organizational Development**

- Focus on long-term sustainability issues and developing alternative business.
- Develop a cadre of qualified leaders/staff within the organization to distribute institutional knowledge, history and day-to-day responsibilities

### **Communications/ Information Technology**

- Identify strategic partnerships/ events that are media worthy.
- Strengthen relationships with media and change media and public policy framing of IEB issues.
- Update and re-design website to align to new branding, enhance visibility, functionality and appeal.
- Enhance regular communication with members and others through the use of newsletter/ update templates.

## **10. Target End State (2011)**

- CAPE will focus on employer engagement and employment with the view to promoting the global engineering competencies of its members
- CAPE will focus on unleashing the creative energies of its members and creating demonstration opportunities for IEBs
- CAPE will focus innovation rather than licensing by/of IEBs
- CAPE will continue to provide effective information, employment and decision support to

## IEBs

- CAPE will focus on the opportunities arising out of the emerging trends in engineering practice
- CAPE will pilot employer-driven and competency enhancement programs/courses for IEBs
- CAPE will pilot employer-driven workplace training and develop discipline-specific information centering on the technical vocabulary, codes and standards of practice in the various engineering disciplines
- CAPE will develop a professional and social mentoring and networking platform for CAPE members.
- CAPE will work with other immigrant professionals to develop a strong collective voice and advocacy platform

## 11. Organizational Development

In keeping with the last strategic plan several new positions of responsibility have been developed within the CAPE structure to strengthen it and enhance its sustainability. The new structure of organizational responsibility includes both paid and volunteer positions to ensure that organizational transitions are easy even in the face of human resources turnover. [Where CAPE is the funder, the position is voluntary and/or resourced from within CAPE.]

Activity	Funder	Responsibility	2009	2010	Major Tasks	Milestones
<b>Operations (OP)</b>						
Operational Planning	CAPE	Chief – OP	Oct	Dec	Policies, programs, proposals, operational plans	All documentation in place; funding proposals
Annual General Meeting	CAPE	Chief – OP	Nov	Nov	Program and event management, facilitation, documentation	Successful event held; feedback forms analyzed
Human Resources	CAPE	Chief – OP	Oct	X	Develop job descriptions, recruit and hire candidates	Staff hired and trained on CAPE philosophies
Financial	CAPE (outsourced)	Chief – OP	Oct	X	Accounting, tax audits, financial statements	All documentation in accordance with laws
<b>Outreach and Membership Development (OMD)</b>						
Communications / media relations	CAPE	Chief – OMD	Oct	On-going	Communications to members and others;	Produce regular newsletters, handle media

Activity	Funder	Responsibility	2009	2010	Major Tasks	Milestones
					spokesperson	enquiries
Membership Development	CAPE	Chief – OMD	Oct	On-going	Increase membership	+ 760 by 12/2009
Supporting organizational partners e.g. TRCA, SISO Sfc, ACCES, Humber College etc.	CAPE	Chief – OMD	Oct	Dec	Member queries, manage portals, provide regular updates and run reports	Increase partnerships by 2-3 by 12/2009
Information Technology (DBA strengthening)	CAPE	Chief – OMD Chief – OP	Oct	Dec	Oversee database and website improvements	New website up and running by 12/2009
<b>Employment and Business Development (EBD)</b>						
Outreach for LGES	MTCU	Chief - EBD	Oct	Dec	Employer outreach for project	Complete funding responsibilities
Business Development	CAPE	Chief - EBD	Oct	On-going	Scout business development opportunities for CAPE consulting	2-3 new additional business opportunities annually
Sales and Marketing	CAPE	Chief – EBD Chief - OMD	Oct	On-going	Oversee sales and marketing strategies	Create and implement comprehensive sales plan
<b>Collaborative Community (CC)</b>						
Skills for Change	MCI	Chief – CC	Oct	Dec	Train-the-trainer workshops, Job-developer training and advisory input	70 workshops held for 77 organizations by 12/2009. 4 job developers trained
EPN	CAPE	Chief – CC	Oct	Dec	Employer Outreach strengthened	N=60
Ryerson University Research Project	HRSD	Chief – CC	Oct	Jan	Survey of workplace experience	Survey completed
Community Coalition Opportunities	CAPE	Chief – CC	Oct	On-going	Coalition numbers increased	N=77
<b>Research and Knowledge Management (RKM)</b>						
LGES Project	MTCU	Chief – RKM	Oct	Dec	Complete funding requirements	5 programs to be piloted 4 initiated
Knowledge Conference	CAPE	Chief – RKM	Nov	Nov	Successful conference	Feedback analysis
Intellectual Property Commercialization	Owner	Chief – RKM	Oct	On-going	Successful commercialization	Commercialization policy and undertakings

## **12. Ratification Process**

This strategic plan will be formally approved by CAPE members on November 25, 2009 and come into force immediately thereafter .