



ELEVATE 2030



Strategic Plan

Huntsville

Vibrant communities for everyone? We're planning on it.



Andria Leigh
MCIP, RPP, Dipl.M.M.

MESSAGE FROM

Andria Leigh, Council Chair

A message from our members struck a chord:

Be Bolder.

Bolder in our advocacy. Bolder in how we show up for our community. Bolder in how we lead and shape the future of the planning profession. Members also challenged us to be forward-thinking, meaningful, and truly representative of the vital role planners play in shaping vibrant, sustainable communities, now and for the future.

As Council Chair, I see **ELEVATE 2030** as an important expression of OPPI's responsibility to lead with clarity, integrity, and purpose. It reflects Council's commitment to upholding trusted professional standards, strengthening the role and recognition of Registered Professional Planners, and ensuring OPPI advocates for better recognition of the profession's essential role in helping communities grow, adapt, and plan in the public interest.

This plan also reflects the judgment required of OPPI at this moment. We must advocate with discipline, build trust with members and partners, and make thoughtful choices about where we lead, where we influence, where we convene, and where we support others.

A handwritten signature in black ink, reading "Andria Leigh". The signature is written in a cursive, flowing style.

**Together, we are elevating the
future of planning in Ontario.**

Brand Revitalization, Tagline, and Visual Rebrand

ELEVATE 2030 is brought to life through OPPI's renewed brand. The renewed brand gives OPPI a clearer, more contemporary way to communicate its purpose, elevate the RPP designation and demonstrate how planners help create inclusive, sustainable communities across Ontario.

Brand Revitalization

OPPI refreshed its brand to strengthen recognition, modernize its presence and better reflect its future direction. Informed by member feedback, the renewed identity retains the OPPI name while introducing a new logo, colour palette, typography and visual system.

Visual Rebrand

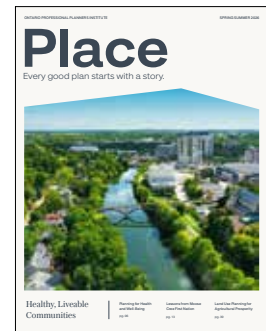
The new visual identity creates greater consistency across OPPI's website, communications, events, publications and advocacy materials. It also supports the launch of Place Magazine, OPPI's renewed platform for sharing planning stories, ideas and expertise.

Tagline and Storytelling

"Vibrant communities for everyone? We're planning on it." connects OPPI's purpose to the impact of planning. It reinforces the role of RPPs in shaping inclusive, sustainable and future-ready communities.

Strategic Connection

More than a visual update, the brand supports **ELEVATE 2030** by strengthening professional recognition, amplifying advocacy, building public understanding and deepening member pride and belonging.



BRAND ELEMENT	STRATEGIC ROLE
Refreshed visual identity	Creates a modern, consistent, and recognizable expression of OPPI across channels.
Tagline and messaging	Connects OPPI's work to inclusive, sustainable communities and planning's role in the public interest.
Place Magazine	Strengthens storytelling, thought leadership, and member expertise under the renewed brand.
Digital and member touchpoints	Improves recognition, engagement, and pride among members, partners, and public audiences.



Thunder Bay

About OPPI

Vibrant communities for everyone? We're planning on it.

OPPI is the recognized voice of Ontario's planning profession, representing over 6,120 members who work across government, private practice, universities, and not-for-profit agencies in areas including urban and rural development, environmental planning, transportation planning, heritage conservation, housing, and economic development. We advocate for the profession, elevate professional standards, and connect planners at every stage of their careers. By fostering community, providing professional development, and amplifying the voice of planners, OPPI ensures its members are empowered to make a meaningful impact, creating inclusive, sustainable, and thriving communities across Ontario.

Most of our student members are enrolled in undergraduate and graduate planning programs at accredited Ontario universities. Students from

non-accredited planning programs can also become members. Student membership is offered at no cost and helps students build connections, access learning opportunities, and prepare to enter the planning field. Upon graduation, students may become pre-candidates if they are not yet working in the planning field, or candidates if they are working in the planning field, allowing them to continue their professional development and mentorship toward becoming an RPP.

Members are required to meet quality practice requirements and are accountable to OPPI and the public to practice ethically and abide by a Professional Code of Practice.

Only full OPPI members are authorized by the Ontario Professional Planners Institute Act, 1994, to use the title Registered Professional Planner, or RPP.

Objects, Vision, Mission and Values

Our Vision:

A strong and connected planning profession advancing inclusive and sustainable communities.

NEW

as of May 2026

Our Mission:

OPPI advances and advocates for Registered Professional Planners, acting in the public interest, by fostering professional excellence, strengthening the planning community, and sharing knowledge to support continuous learning and growth.

Objects

The objects of the Institute reprinted from Bill PR-129, 1994:

To **maintain and regulate high standards** of professional planning practice and ethical behaviour.

To **further the recognition** of the planning profession in Ontario.

To **promote the value, use and methods** of planning.

To **improve the quality** of Ontario environments and communities by the application of planning principles.

To **encourage participation and co-operation** among those persons, associations and groups concerned with improving the quality of Ontario environments and communities.

To stimulate the **generation, development, dissemination, and discussion** of ideas on planning.

Values



PROFESSIONAL

Protecting the integrity of the practice of planning and its obligation to serve the common good



ACCOUNTABLE

Meeting our commitments with openness and transparency



FUTURE-DRIVEN

Looking forward and being agile and innovative in response to opportunities and challenges



COLLABORATIVE

Sharing our knowledge and working with others to achieve excellence



EQUITABLE

Embodying diversity of all kinds within the profession and the communities we serve



Overview

ELEVATE 2030 marks a defining moment for OPPI and the profession it serves. It reflects a renewed ambition to lead with confidence, strengthen the voice of Registered Professional Planners and advance the vital role of planning in shaping Ontario’s future.

This plan sets a bold direction for the years ahead - one grounded in purpose, relevance and impact. It calls on OPPI to be more visible, more connected

and more influential in supporting a profession that helps build inclusive, sustainable and vibrant communities for everyone.

The journey toward **ELEVATE 2030** also created the opportunity to renew OPPI’s vision and mission, ensuring they reflect the organization we are becoming and the future we are working together to shape.

Strategic planning for **ELEVATE 2030** was undertaken through three connected phases:

1 Listening and Discovery	2 Strategy Development	3 Refinement and Implementation Planning
<ul style="list-style-type: none"> ▪ Review of internal and external materials ▪ Environmental scan to assess the current planning landscape ▪ Community voices including OPPI's Statement of Action and greenhouse conversations to surface member and stakeholder perspectives ▪ Council and leadership discussions to identify priorities, risks, and opportunities 	<ul style="list-style-type: none"> ▪ Sayid Consulting was hired to support strategy development through two facilitated sessions ▪ Key themes were synthesized, including legitimacy, advocacy, belonging, capacity, and the future role of OPPI ▪ The plan was reframed from five strategic directions to four clearer pillars ▪ Strategic directions were refined around where OPPI leads, influences, convenes, or supports others 	<ul style="list-style-type: none"> ▪ Vision, mission, strategic pillars, priorities, and impacts were refined ▪ The Strong Foundation and Implementation sections were updated ▪ Capacity and prioritization were treated as cross-cutting governance lenses ▪ Implementation plans were confirmed to support annual operational plans and progress reports

This process led to a more focused plan that elevates professional standards, strategic advocacy, knowledge and confidence, and engagement and belonging as core priorities for OPPI through 2030.



Ottawa

About ELEVATE 2030

ELEVATE 2030 is OPPI's strategic plan for advancing a stronger, bolder planning profession. It reflects the growing complexity of planning in Ontario and the need for OPPI to play a more visible, trusted, and proactive role as regulator, advocate, knowledge leader, and community builder.

Key Highlights

The new Strategic Plan introduces several important changes that will guide OPPI's work over the next four to five years. These include a new vision, a new mission, a refined set of strategic pillars, and a defined approach to implementation.

A key outcome of the process was the move from five strategic directions to four strategic pillars. This was an intentional structural change designed to reduce overlap and bring greater clarity to OPPI's core areas of focus. Several previous directions related to professionalism, legitimacy, advocacy, and the RPP designation were closely connected. Consolidating them allows the plan to express OPPI's role more clearly while maintaining the substance of the work.

Each strategic pillar outlines a number of strategic priorities and their intended impact.

Priorities

These are the major areas of focus that will guide OPPI's work in each strategic pillar over the life of the plan.

They answer the question:
Where should OPPI focus its energy, leadership, and influence?

Impact

These describe the outcomes OPPI aims to achieve through each priority.

They answer the question:
What should be different, stronger, or more meaningful for members and the profession as a result of this work?



Mississauga

Strategic Plan at a Glance

KEY CHANGE	WHAT IT MEANS
New Vision	Connects OPPI's work to inclusive, sustainable communities and planning's role in the public interest.
New Mission	Clarifies OPPI's role in advancing and advocating for Registered Professional Planners.
Statement of Action	Continues to inform OPPI's work on inclusion, belonging, trust, and accountability (DEI-RSJ).
From Five Directions to Four Pillars	Reduces overlap and brings greater clarity to OPPI's strategic objectives.
Priorities	Defines where OPPI will focus its energy, leadership, and influence over the life of the plan.
Impact	Identifies what should be different, stronger, or more meaningful for members and the profession.
Implementation Approach	Translates the plan into annual tactics and metrics through an annual operational planning and budgeting cycle which is led by staff, approved by council.

Strategic Pillars

The plan is built around four strategic pillars:



1 Strengthen and Uphold Professional Standards in the Public Interest

OPPI will uphold and advance the professional standards that define Registered Professional Planners. We will reinforce the credibility, authority, and public value of planning across Ontario.



2 Lead Strategic Advocacy to advance the Role and Impact of Professional Planners

OPPI will provide disciplined, strategic advocacy on issues affecting the planning profession and the public interest. Our voice will be principled, intentional, and grounded in sound judgment.



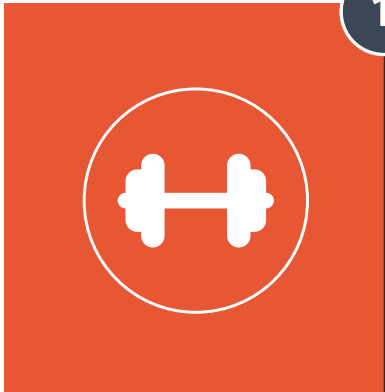
3 Advance Professional Knowledge and Confidence in an Evolving Planning Landscape

OPPI will equip planners with the expertise and applied skills needed in a rapidly evolving environment. We will strengthen professional knowledge, practical competence, and future readiness.



4 Deepen Engagement and Belonging Across a Diverse Membership

OPPI will strengthen meaningful, two-way engagement across a diverse and growing membership. We will foster connection, clarity, and community for our members in all stages of their careers.



1

Strengthen and Uphold Professional Standards in the Public Interest

OPPI will provide disciplined, strategic advocacy on issues affecting the planning profession and the public interest. Our voice will be principled, intentional, and grounded in sound judgment.

This pillar reflects the need for OPPI to be clear about where it leads, where it influences, and where it convenes others. It also recognizes the importance of advocacy boundaries, member expectations, political context, and organizational capacity. OPPI’s advocacy must be bold, but also focused, credible, and aligned with its mandate.

PRIORITY	IMPACT
Maintain and regulate high standards of professional planning practice and ethical behaviour.	Track and report on CPL compliance, RPP certification and renewal rates, and timely complaint and discipline resolution.
Update professional standards to evolve and keep pace with changes to planning practice and legislation.	Ensure standards are updated on a three-to-five-year cycle, informed by OPPI members.
Articulate the necessity of RPPs in building inclusive and sustainable communities.	Use targeted campaigns to increase awareness of the role of the professional planner and the value of the RPP designation.
Provide educational resources and toolkits to empower members to strengthen the legitimacy and credibility of the RPP designation.	Members are more likely to become brand ambassadors when they have the tools and resources to do so.

2



Lead Strategic Advocacy to Advance the Role and Impact of Professional Planners

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PRIORITY	IMPACT
Act as a visible and trusted representative of the planning profession, upholding our vision, mission, and values in all professional and public interactions.	Media, government, and industry seek OPPI's input and influence.
Undertake principled advocacy with all levels of government, industry partners, rights-holders, and interested parties.	OPPI is consistently at the table where decisions about the future of communities and the networks that support them are discussed (e.g., immigration, climate change, housing, planning policy and legislation)
Ensure our advocacy efforts cover all planning sectors and that our work is always informed by our members and industry partners.	OPPI is a convener of strategic and relevant conversations and participates and takes part in Government & Industry partner conversations.
Amplify the voice of OPPI by using a coordinated and intentional communications, media and marketing strategy.	OPPI messaging reaches broader audiences, drives stronger engagement, and improves recognition of OPPI and the RPP brand.

3



Advance Professional Knowledge and Confidence in an Evolving Planning Landscape

OPPI will equip planners with the expertise and practical skills needed in a rapidly evolving environment. We will strengthen professional knowledge, practical competence, and future readiness.

This pillar responds to the changing planning landscape, including shifting legislation, housing and infrastructure pressures, climate change, reconciliation, equity, technology, artificial intelligence, and emerging ethical considerations. It positions OPPI as a knowledge leader that helps planners navigate complexity with confidence and professional judgment.

PRIORITY	IMPACT
<p>Build on OPPI's strength in educational program delivery, curating a content-rich program facilitated by industry experts that address future-focused and priority areas.</p>	<p>OPPI delivers a robust and forward-looking educational portfolio that is tightly aligned with emerging priorities, driving strong participation and consistently high satisfaction.</p>
<p>Commit to accessible inclusive and equitable educational programs that use different modes, methods and or formats to respond to the evolving needs of members across career stages.</p>	<p>Members across sectors and career stages feel OPPI's professional development content and delivery modes meet their needs.</p>
<p>Expand areas of professional growth for emerging planners to prepare and help them grow in their career (e.g., AI, negotiation, ethics, public engagement DEI-RJS topics).</p>	<p>Emerging planners are better prepared for their first job and career advancement. Employers recognize and value the RPP designation, make it a hiring requirement, and support professional development.</p>
<p>Expand accessible, multi-platform education for the public (e.g., elected officials and allied professions) about the importance of good planning through in-person workshops, blogs, conference sessions, webinars, marketing campaigns, partnerships, elected official training, and practice guides.</p>	<p>Increased awareness of the importance good planning among the public, elected officials, and allied professions.</p>

4



Deepen Engagement and Belonging Across a Diverse Membership

OPPI will strengthen meaningful, two-way engagement across a diverse and growing membership. We will foster connection, clarity and community for members in all stages of their careers.

This pillar elevates belonging as a strategic issue, not simply a member service function. It reflects the need for members to feel connected to OPPI, represented in its work, and invited to help shape the future of the profession. It also recognizes engagement fatigue and the need for more intentional, accessible and meaningful ways for members to participate.

PRIORITY	IMPACT
Engage membership by fostering two-way communication through structured channels while leveraging OPPI's brand and bold storytelling to connect with current members and attract new ones across all touchpoints.	Enhance member engagement to foster a stronger sense of connection, shared professional identity, and community within OPPI. Continue to grow OPPI's membership.
Build a strong and inclusive community by convening members across sectors, practice areas and career stages through a mix of in-person and virtual experiences (e.g., workshops, webinars, conferences, job board)	Members feel supported at every stage of their career and credit their professional success to OPPI.
Strengthen OPPI's community by building a strong culture of volunteerism that empowers members to contribute, lead and connect across the profession.	Members feel passionate about OPPI's presence and are compelled to volunteer to continue the good work of the organization on behalf of the profession.
Use recognition programs (e.g., awards, scholarships, bursaries) to celebrate planning internally and externally.	Members feel valued and validated through OPPI's recognition and amplification of their planning and personal success.



Sault Ste. Marie

OPPI STATEMENT OF ACTION ON Diversity, Equity, Inclusion, Reconciliation and Social Justice

Indigenous Peoples, rights-holding communities and equity-deserving groups have experienced systemic barriers within planning and the profession. As Ontario’s professional planning regulator, OPPI recognizes its responsibility to advance meaningful change.

OPPI’s Statement of Action on Diversity, Equity and Inclusion, Reconciliation and Social Justice provides a framework for this work. It recognizes that equity and reconciliation must be addressed distinctly, intentionally and with accountability.

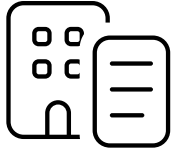
OPPI is committed to reciprocal relationships grounded in respect, knowledge-sharing and culturally informed engagement. This includes supporting accessible pathways into the profession through educational partnerships, scholarships, bursaries and mentorship opportunities.

As an ally, OPPI supports Indigenous-led approaches to strengthening consultation and accountability, while recognizing that this work must be led by rights-holding communities. OPPI will continue to pursue transparency, learning and meaningful collaboration in implementing these commitments.

This Statement of Action was approved by OPPI Council at their May 30, 2025 Council Meeting after a six month facilitated engagement process to establish OPPI's roles, responsibilities and commitment to this work.



 Read the **Statement of Action**



Implementation



Implementation will be guided by annual operational and budget planning. Each year, the ED/CEO and leadership team will identify tactics and metrics through an annual operational planning and budgeting cycle which is approved by council.

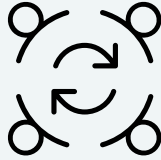


This will allow OPPI to remain accountable while also adapting to changing circumstances. The plan should be treated as a living document, reviewed regularly by Council and staff leadership to ensure it remains relevant, realistic, and aligned with OPPI's mandate.

Implementation Framework

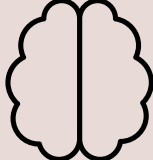
Priority Actions	The most important actions to advance each strategic pillar.
Responsibility	Lead staff, committees, Council, and or partner groups.
Resources	Budget, staffing, technology, communications, and partnership needs.
Communications	Clear internal, member, public, and advocacy messaging aligned with the plan.
Member Engagement	Opportunities for members to provide input, participate, volunteer, and contribute expertise.
Measurements	Practical indicators to track progress and report back to members.

OPPI's Strong Foundation



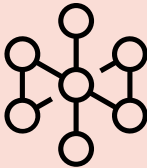
People & Leadership

OPPI will strive to be a great place to work so that we attract and retain high quality people. Good governance is critical to the success of any organization. The OPPI Council and its committees will strive to govern in a manner that reflects excellence.



Information Technology and Information Management

OPPI will seek to utilize information effectively for organizational and project management purposes and strive for efficient and effective processes using the most effective technology.



Organizational Capacity and Financial Resources

We will continue to monitor, evaluate and improve our operations, making the most of our resources, and acting efficiently and effectively across the organization. The OPPI Council will continue to oversee the responsible management and stewardship of the organization's finances.



Inter-Organizational Relationships

OPPI will lead and participate in strategic partnerships that advance the profession and strengthen its impact. Working with CIP, PTIAs, related organizations and the government, OPPI will continue to advocate at all levels of government at both provincial and national levels.



Measures of Success

1

Stronger Recognition of the Profession

RPPs are increasingly recognized by government, employers, allied professions, and the public as trusted professionals acting in the public interest.

2

Greater Member Connection and Confidence

Members feel more connected to OPPI, better supported throughout their careers, and more confident in their role as professional planners.

3

More Visible and Effective Advocacy

OPPI is the recognized voice and is invited into more strategic conversations, influences policy and legislative discussions.

4

Progress on Inclusion, Reconciliation, and Belonging

OPPI demonstrates measurable progress in advancing equity, reconciliation, accessibility, and belonging across its programs, partnerships, governance, communications, and member experience.

Closing Statement

ELEVATE 2030 is more than a strategic plan. It is a commitment to be bolder in how OPPI leads, advocates, regulates, educates, and connects.

By strengthening standards, advancing strategic advocacy, supporting professional knowledge, and deepening engagement and belonging, OPPI will help ensure that Registered Professional Planners are equipped, recognized, and empowered to shape inclusive, sustainable communities across Ontario.

Together, we are elevating the future of planning in Ontario.





Ontario
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Planners**
Institute

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