



STRATEGIC PLAN **2023–2025**

MODERN REGULATION FOR A SAFE AND DIVERSE ONTARIO



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2023–2025 STRATEGIC PLAN

For over 100 years, Professional Engineers Ontario has been licensing and regulating professional engineering in Ontario and ensuring the highest professional and ethical standards are upheld. As society evolves, each new year brings advances to how we live and work and new challenges we must face. As an organization whose primary focus is to protect the public interest, we must adapt to society's changing needs to ensure its continued safety.

With its 2023–2025 Strategic Plan, PEO has set out to ensure its strategic direction and priorities support the organization's mandate. The foundation of this plan is rooted in PEO's commitment to a transformation that began in 2018 with the voluntary commissioning of an independent regulatory performance review. Since then, PEO has been engaged in a multi-year, enterprise-wide transformation to address the review's recommendations and achieve our change vision to become a professional, modern regulator that delivers on its statutory mandate and is supported by a governance culture that consistently makes decisions that serve and protect the public interest. The strategy for this work is built on three critical pillars: operational effectiveness, organizational alignment and governance renewal.

This strategic plan builds on the success of PEO's 2020–2022 plan and outlines the goals and priorities required to advance the regulator's vision. The planning process for creating the plan included an environmental scan, licence holder survey, consultations with key stakeholders, a public focus group and internal inventory. The 12 strategic priorities identified under four goal areas summarize what we want to achieve as an organization over the next three years. These goals and priorities emphasize modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders and will guide PEO's decisions and help shape our future for the long term.

OUR MANDATE

Established on June 14, 1922, Professional Engineers Ontario is the licensing and regulating body for professional engineering in the province. PEO operates under the authority of the *Professional Engineers Act* to serve and protect the public interest by setting and upholding high academic, experience and professional practice standards for the engineering profession.

Only those individuals licensed by PEO are permitted by law to undertake and assume responsibility for engineering work in Ontario. PEO is governed by a Council of elected professional engineers and government appointees comprising both professional engineers and non-engineers.

OUR VALUES

PEO's five core values are intended to inform the behaviour of our members, staff and volunteer leaders.

Accountability

PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions and deliver what they promise; as such, PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired timeframes.

Respect

PEO demonstrates respect for its staff, volunteers, applicants, licence holders and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.

Integrity

PEO demonstrates alignment between the *Professional Engineers Act* and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.

Professionalism

PEO operates in a professional manner with its applicants, licence holders and external stakeholders by demonstrating competence, impartiality and reliability.

Teamwork

PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers and with other bodies involved in the practice of professional engineering.





OUR MISSION

Our mission defines our purpose—protecting the public interest—and provides clarity on what we do and who we do it for.

Regulate the practice of professional engineering in Ontario to safeguard life, health, property, economic interests, the public welfare and the environment.



TRANSFORMATIONAL PILLARS

PEO will continue to align its strategic work to three previously established pillars.

Operational effectiveness

PEO is committed to becoming a more effective regulator by improving its operations.

Organizational alignment

An effective regulator requires a strong, professional staff. PEO is continuing to address its staff organizational structure to ensure it has the appropriate capacity and agility to achieve its regulatory objectives.

Governance renewal

PEO is committed to ensuring appropriate direction and control under the auspices of its Council, which adheres to PEO's strategic priorities and regulatory mandate.

OUR STRATEGIC GOALS

Our goals and accompanying strategic priorities define what success looks like and describe the specific work we will undertake to drive our mandate and mission. Specific strategies and action plans, with targeted completion dates, will flow from these goals and priorities.

Improve PEO's licensing processes without compromising public safety

We will do this by:

- Enhancing the application process so that it is fair, transparent, accessible and efficient and maintains competency and complies with FARPACTA by July 1, 2023;
- Reviewing licensing business processes and incorporating changes to improve efficiency without sacrificing public safety or information security by January 1, 2025; and
- Ensuring all licensing activities reflect the values of equity, diversity and inclusion.

Optimize organizational performance

We will do this by:

- Updating and developing standards and practice guidelines;
- Ensuring adequate IT infrastructure, improving our capacity to collect and manage data; and
- Reviewing and improving communication and business processes, including ensuring they reflect the values of equity, diversity and inclusion.

Implement a continuous governance improvement program

We will do this by:

- Improving orientation for councillors and PEO's executive leadership team;
- Ensuring committees and Council have the necessary evidence to support quality decision-making; and
- Establishing metrics for governance performance, which includes principles of equity, diversity and inclusion by spring 2023 and implementing an annual review.

Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO

We will do this by:

- Facilitating meaningful dialogue with members and other stakeholders;
- Undertaking required research; and
- Developing a proposed vision for consultation.





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