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December 7, 2021

The Honourable Doug Downey  
Attorney General of Ontario  
Ministry of the Attorney General  
11th Floor, 720 Bay Street  
Toronto, ON M5G 2K1

**Re: PEO's 2020-2022 Strategic Plan: Roadmap to Transformation**

Dear Minister Downey,

I am pleased to enclose a copy of Professional Engineers Ontario's (PEO) 2020-2022 Strategic Plan: Roadmap to Transformation.

As you know, PEO has committed to completing an enterprise-wide transformation based on three transformational pillars: enhanced governance, modernized operations and a superior organization. The 2020-2022 Strategic Plan summarizes the critical elements of our transformation process and includes a schedule for our priority work, most of which is already well underway. The critical elements of our strategic plan are rooted in the Action Plan that our Council approved in 2019 to address the recommendations from PEO's external regulatory performance review, as well as Council's two-year Governance Roadmap, the work for which commenced in 2020 and will likely be completed by mid-year 2022.

The high-level direction for this transformation journey was reaffirmed by Council in November and this document provides a vehicle to clearly articulate our short-term priorities and intentions to stakeholders.

As we approach our 100<sup>th</sup> year of regulating the practice of engineering in Ontario, our strategic plan serves as a roadmap for how we will implement the improvements that are fundamental to achieving 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.*

I hope you will have an opportunity to review this document and to share your thoughts with us.

Sincerely,

A handwritten signature in black ink, appearing to read 'Christian Bellini', written in a cursive style.

Christian Bellini, P.Eng., FEC  
President and Chair

Cc: Johnny Zuccon, P.Eng., FEC, CEO/Registrar, Professional Engineers Ontario