



Professional Engineers  
Ontario

# 26

MOVING FORWARD with **PURPOSE**



# 30

STRATEGIC PLAN **2026-2030**



## **TABLE OF CONTENTS**

3	Message from the CEO/Registrar
4	Our Story
9	Vision, Mission, Values
10	Our Commitment to Equity, Diversity & Inclusion
12	Our Profession
14	Strategic Priorities & Goals
17	Measuring & Communicating Outcomes
18	What Success Looks Like
19	Engage with Us

### **LAND ACKNOWLEDGEMENT**

The office of Professional Engineers Ontario in the City of Toronto is situated on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples.

## MESSAGE FROM THE CEO/REGISTRAR



“At the heart of this plan is our core legislated mandate: to protect the public interest.”

Regulation is evolving, and so are we.

PEO is launching our 2026–2030 Strategic Plan with a renewed sense of purpose and a commitment to continuously improving engineering regulation in Ontario. Guided by our new vision statement, **Leading regulation. Inspiring excellence. Thriving communities.**, we are advancing a transformation that has been underway for the past several years. Stronger and more focused than ever before as an organization, we are excited to build on more than a century of credible and trustworthy self-regulation by the engineering profession in our province.

At the heart of this plan is our core legislated mandate: to protect the public interest. This responsibility has never been more vital. As society’s expectations grow and the regulatory landscape becomes more complex, we must remain resilient and flexible. Our strategic priorities of effective and relevant regulation, governance advancement and organizational effectiveness reflect this evolution and reaffirm our duty to serve the public with integrity, accountability and transparency.

Our new strategic plan is the result of a thoughtful, evidence-based planning process. We undertook a comprehensive review of both internal capabilities and the external forces shaping the future of engineering and regulation. We conducted in-depth environmental scans that allowed us to assess our strengths, identify opportunities and map potential challenges. This analysis provided a strong foundation to align our approach with recognized best practices in professional regulation.

Equally important was a robust and inclusive stakeholder engagement process. It informed every stage of our planning. We heard from nearly 2000 licence holders, volunteers, staff, government representatives, strategic advisors and Council members. Their insights were grounded in real-world experience and diverse perspectives. Our consultations enriched our understanding. They helped to shape a plan that is both ambitious and realistic.

Through our commitment to this strategic plan, we envision a regulatory organization that is effective, efficient and future-ready. We will model excellence in our regulatory processes. We will use data and evidence to guide our decisions. As well, our approach to every initiative and activity will honour our commitment to equity, diversity and inclusion.

This plan is more than a roadmap. It is a reaffirmation of our purpose and a promise to the public we serve. Together with our stakeholders, we will navigate change with confidence. In so doing, we uphold the highest standards of professional self-regulation and of the engineering profession itself.

Thank you for your trust and engagement as we continue this journey together.

A handwritten signature in black ink that reads "Jennifer Quaglietta P.Eng.". The signature is fluid and cursive, with a long horizontal line extending from the end.

Jennifer Quaglietta, P.Eng., MBA, ICD.D  
CEO/Registrar

## OUR STORY

### WHO WE ARE

Established on June 14, 1922, Professional Engineers Ontario (PEO) is the licensing and regulating body for professional engineering in the province. We operate under the authority of the *Professional Engineers Act* and are governed by a Council of elected professional engineers and government appointees comprising both professional engineers and non-engineers. More than 900 volunteers support our regulatory operations through committees, task forces and our 36 chapters.

PEO is the largest engineering regulator in Canada. Together with our licence holders, we are committed to the safety and wellbeing of all Ontarians.

Transportation Engineering

4488

1937

Licensure becomes mandatory to practise engineering, with some exceptions

1947

Code of Ethics embedded into *Professional Engineers Act*

1969

Titles such as consulting engineer introduced

1922

Founded by the *Professional Engineers Act*. Within a year, voluntary membership grows to 1033.

1944

P.Eng. designation introduced

1960

Chapters established via referendum

1976

Limited licences introduced



Structural Engineering

Electrical Engineering

Traffic Engineering

Food Engineering

Textile Engineering

Civil Engineering

**1989**

Reached over 50,000 licence holders

**2000**

Separate member services and advocacy body, Ontario Society of Professional Engineers, created via referendum

**2022**

Mandatory continuing professional development program introduced

**1984**

Formal discipline process and tribunal established

**1993**

Adopted simplified common name, Professional Engineers Ontario

**2010**

First engineering intern program introduced

**2023**

Canadian experience removed from licensing requirements

“Stronger and more focused, we are moving forward with purpose as we build on more than a century of public service.”

Structural Engineering

Textile Engineering

Industrial Design Engineering

## WHAT WE DO



### LICENSING & REGISTRATION

We ensure only qualified professionals are licensed.



### SETTING STANDARDS

We develop standards and guidelines for performance and ethics.



### REGULATION & OVERSIGHT

We investigate complaints and enforce accountability.



### PUBLIC PROTECTION

Everything we do serves the public interest.



### GOVERNMENT LIAISON

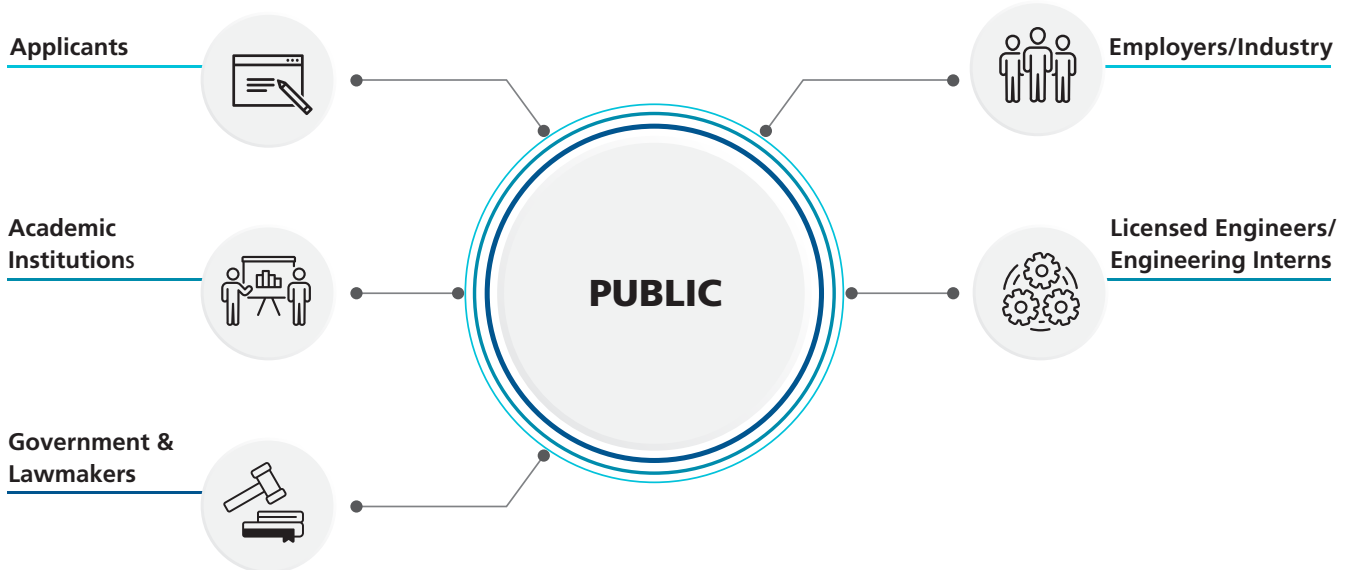
We engage on policy and legislation affecting the *Professional Engineers Act*.



Electronics  
Engineering

Computer  
Engineering

## WHOM WE SERVE



## FACTORS IMPACTING OUR REGULATORY ENVIRONMENT

The accelerated pace of change challenges traditional regulatory models as it does most other aspects of human existence. Rapid technological advancements, evolving public expectations, increasing complexity in legal and governance frameworks and heightened scrutiny of regulators have reshaped the landscape in which we operate. To remain relevant and trusted, PEO must adapt to this shifting context. Our strategic plan is informed by the external factors that continue to shape the future of professional regulation.



### POLITICAL

- Policy uncertainty
- Government influence
- Evolving approaches to regulation
- Interprovincial alignment



### ECONOMIC

- Talent shortages
- Cost of licensing
- Infrastructure growth
- Emerging tech demand



### SOCIAL

- Inclusive licensing
- Declining public trust
- Aging workforce
- Emphasis on sustainability



### TECHNOLOGICAL

- Emerging technologies, including artificial intelligence
- Digital transformation
- Data protection
- Virtual stakeholder engagement



### LEGAL

- Legislative modernization
- Mobility laws
- Liability risks
- Professional standards



### ENVIRONMENTAL

- Sustainability priorities
- Climate resilience
- Environmental ethics
- Public accountability



Mechanical  
Engineering

Electrical  
Engineering

Human Factors  
Engineering

Acoustical  
Engineering

Optical  
Engineering

## MISSION

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

## VISION

Leading regulation. Inspiring excellence. Thriving communities.

## VALUES

Our core values are intended to inform the behaviour of our licence holders, staff and volunteer leaders in their everyday activities and interactions.

### 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 to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired time frames.

### 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.

Electrical  
Engineering

Materials  
Engineering

Acoustical  
Engineering

Human Factors  
Engineering

“Professional engineers power Ontario’s economy and help build the quality of life enjoyed by communities across the province.”

## **OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION**

Our commitment to equity, diversity and inclusion (EDI) is firmly rooted in the principles of our Anti-Racism and Equity (ARE) Code. This code serves as a guiding framework to ensure our regulatory practices, policies and culture actively uphold anti-racism, fairness and inclusivity.

As the licensing body for professional engineers in Ontario, we recognize the importance of embedding anti-racism and equity into every aspect of our work so we can foster an inclusive profession where everyone, regardless of race, ethnicity, gender, ability or background, can thrive. The ARE Code underscores our responsibility to identify and remove systemic barriers, so engineering remains a profession where all qualified individuals have equitable access to opportunities.

Our journey towards a more inclusive profession requires ongoing commitment, involving active listening, meaningful reflection and tangible action. We will continue to align our efforts with the ARE Code, assess our progress and remain accountable to the engineers we regulate and the public we serve. By doing so, we will strengthen PEO as a regulator and contribute to a more diverse and innovative engineering profession that represents the society it serves.



### TAKING ACTION

We are turning our commitments into action through a range of meaningful initiatives, including:

- Raising awareness via *Engineering Dimensions* and our website, social media, presentations and CEO/registrar reports;
- Providing ongoing training in anti-racism and equity for staff, volunteers and leadership;
- Embedding EDI into our operations by updating policies, procedures and practices;
- Designating a dedicated EDI manager to lead and coordinate efforts;
- Collecting demographic data to better understand and support licence holders;
- Tracking and reporting metrics to measure progress and ensure transparency; and
- Engaging regularly with stakeholders to strengthen collaboration.

### OUR APPROACH

Our approach to EDI is grounded in eight core principles outlined in the ARE Code, which include:

- 1. Measuring and reporting** disaggregated demographic data for data-informed decision making;
- 2. Continually improving regulatory processes** to be more equitable and inclusive;
- 3. Reinforcing professional obligations** to uphold human rights;
- 4. Embedding EDI training and a human rights culture** across PEO;
- 5. Investing in inclusive leadership** and equitable representation;
- 6. Engaging stakeholders** to strengthen the engineering talent pipeline;
- 7. Building accountability measures** and safeguards against discrimination; and
- 8. Leading by example** through equitable hiring, retention and advancement.

**OUR PROFESSION**

**91,192**

PROFESSIONAL ENGINEERS

**394**

LIMITED LICENSEES

**82**

TEMPORARY LICENSEES

**787**

CONSULTING ENGINEERS

**155**

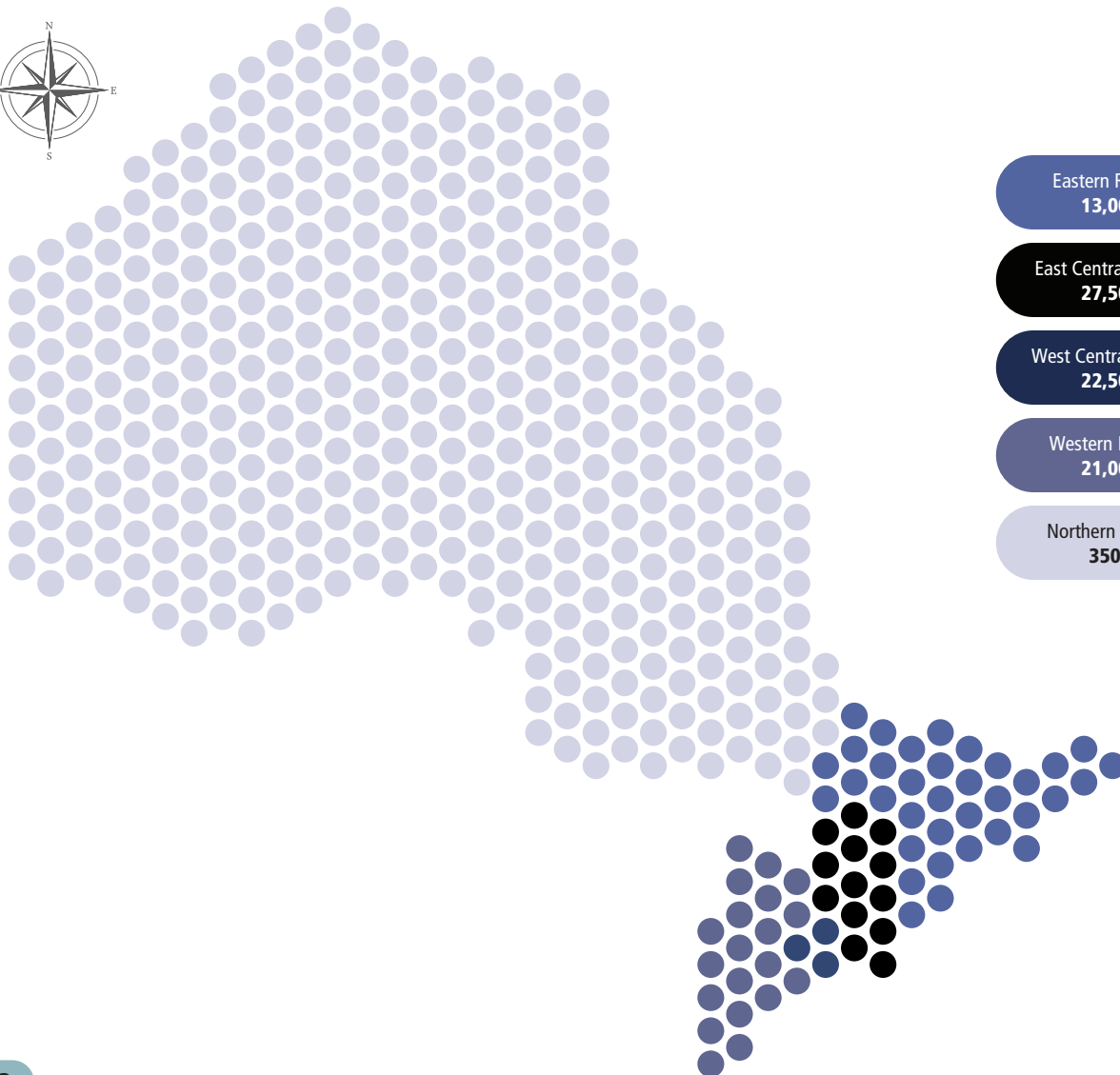
BUILDING DESIGN SPECIALISTS

**7314**

ENGINEERING INTERNS

**6374**

CERTIFICATE OF AUTHORIZATION HOLDERS



Eastern Region  
**13,000**

East Central Region  
**27,500**

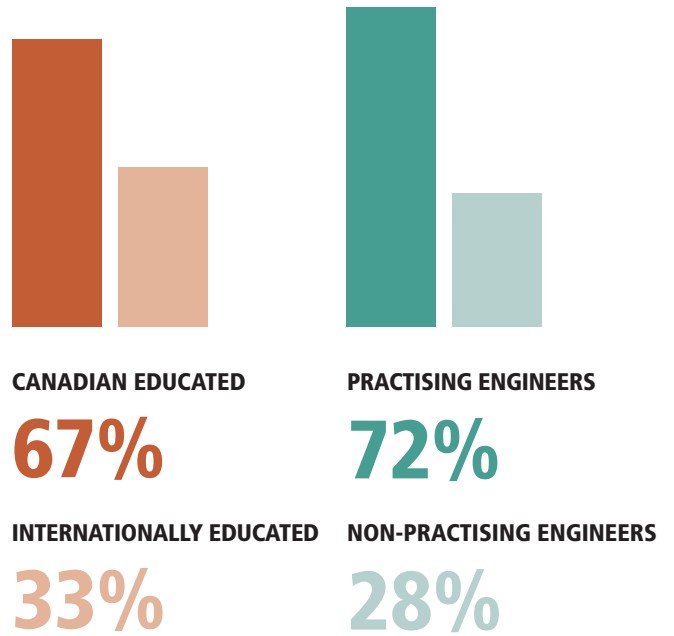
West Central Region  
**22,500**

Western Region  
**21,000**

Northern Region  
**3500**

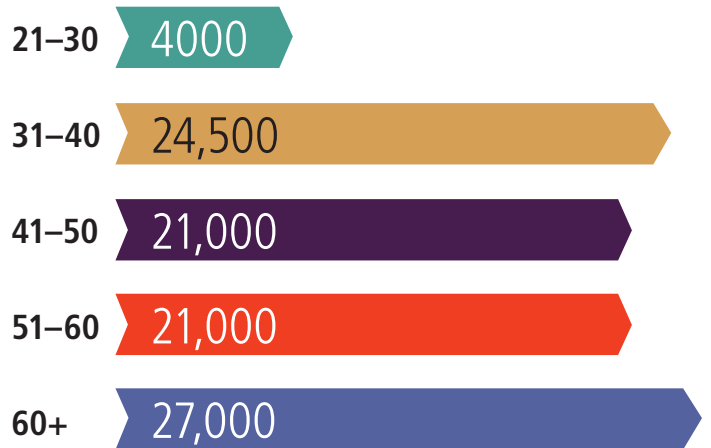
# TOP 10 DISCIPLINES

-  **1. CIVIL**
-  **6. INDUSTRIAL**
-  **2. MECHANICAL**
-  **7. COMPUTER**
-  **3. ELECTRICAL**
-  **8. STRUCTURAL**
-  **4. CHEMICAL**
-  **9. MINING**
-  **5. ENVIRONMENTAL**
-  **10. AEROSPACE**



- WOMEN 14.5%
- MEN 85.1%
- PREFER NOT TO DISCLOSE 0.3%
- NON-BINARY 0.1%

## AGES





**TOP FIVE ETHNICITIES\***

1. CANADIAN
2. INDIAN (INDIA)
3. ENGLISH
4. CHINESE
5. IRANIAN



**TOP FIVE LANGUAGES\***

1. ENGLISH
2. PUNJABI
3. URDU
4. HINDI
5. FRENCH

\*Based on a voluntary demographic survey of nearly 5000 licence holders

## STRATEGIC PLAN PRIORITIES & GOALS

Our 2026–2030 Strategic Plan renews our focus on building a regulatory model that is not only effective, but also responsive, transparent and aligned with our core mandate: protecting the public. This means upholding high standards of professional and ethical conduct while evolving to meet the changing needs of the public, the profession and our stakeholders.

This new plan builds on the foundation laid by the 2023–2025 Strategic Plan, which marked a major step in PEO’s transformation journey that began in 2018 with an independent review of our regulatory performance. Since then, we have worked to modernize our approach and strengthen governance and regulatory roles, with a clear focus on the public interest.

Developed through extensive consultation process, this plan outlines the strategic priorities and high-level goals that will guide PEO over the next five years. Specific activities and action plans, with targeted completion dates, will flow from these priorities and goals.

Industrial  
Engineering

Structural  
Engineering

Human Factors  
Engineering



## STRATEGIC PRIORITY 1: EFFECTIVE and RELEVANT REGULATION

Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected.

### ACTIONS

Comprehensively review and propose updates to the *Professional Engineers Act* and its regulations.

Enhance stakeholder awareness and confidence in PEO’s regulatory effectiveness.

Optimize professional standards and professional development programs to promote continuing competence and innovation.

### IMPACT

The *Professional Engineers Act* and its regulations are modernized to reflect emerging practices, risk-informed regulation and the public interest.

Licensing, complaints and discipline processes are accessible, enforceable, timely and inspire trust.

Stakeholders express growing confidence in PEO as a fair, transparent, accessible and effective regulator.

Regulatory decisions are consistent, defensible and perceived as fair by the profession and the public.

The regulatory system is proactive, adaptable to new technologies and risks and grounded in evidence.



“From infrastructure to aerospace, Ontario’s professional engineers drive innovation and safeguard society across diverse industries.”

Materials Engineering

Safety Engineering

Aerospace Engineering



## STRATEGIC PRIORITY 2: GOVERNANCE ADVANCEMENT

Enhance governance structures to champion effective leadership and decision-making to deliver on PEO’s statutory mandate.

### ACTIONS

Embed a “public interest first” mindset in all decision-making.

Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.

### IMPACT

Council decisions and governance structures are adaptable, consistently guided by the public interest and aligned with PEO’s regulatory mandate and best practices.

Governance structures and processes enable timely, transparent and evidence-informed decision-making.

Council composition reflects the competencies, diversity and experience needed to govern effectively.

Stakeholder confidence in PEO’s governance is strengthened by visible integrity, accountability and competence.

The relationship between Council and staff is constructive, respectful and clearly defined.



Electrical  
Engineering

Biomedical  
Engineering

Chemical  
Engineering

Textile  
Engineering



## STRATEGIC PRIORITY 3: ORGANIZATIONAL EXCELLENCE

Nurture a high-performing organization through its people, processes and systems.

### ACTIONS

Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.

Promote a collaborative, innovative and inclusive culture in alignment with organizational goals.

### IMPACT

The organization is agile and prepared to respond effectively to emerging risks, needs and opportunities.

Internal systems and technologies are up to present-day standards and organizational needs, future-oriented, secure, user-friendly and support efficient workflows.

Operational processes are streamlined, data-informed and continuously improved based on feedback and performance monitoring.

PEO consistently demonstrates a culture of accountability, innovation, collaboration and service excellence.

Equity, inclusion and diversity are visibly embedded in policies, leadership, communications and day-to-day practices.

## MEASURING & COMMUNICATING OUTCOMES

We are committed to transparency and accountability as we pursue the goals outlined in this strategic plan. To track our progress and ensure we remain focused on delivering meaningful outcomes, we will measure and communicate outcomes in several ways:

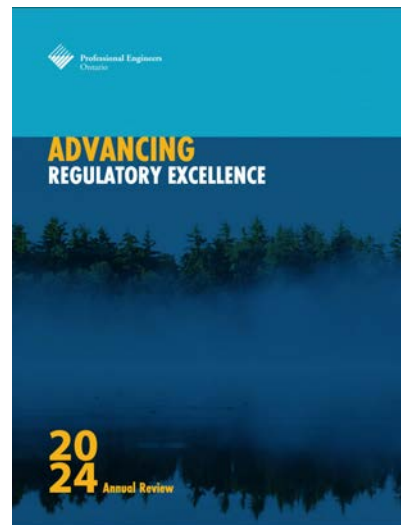
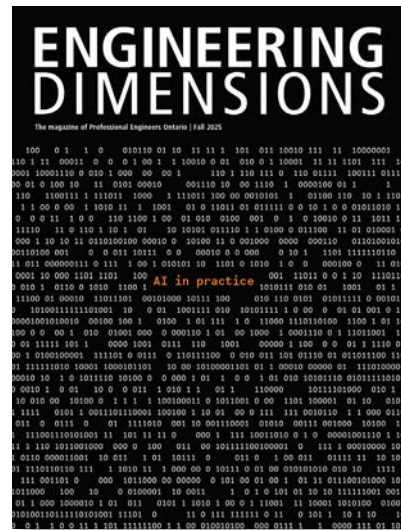
**Key Performance Indicators (KPIs):** We will use clearly defined KPIs aligned with each strategic goal to monitor progress and performance over time.

**CEO/Registrar Reports:** Regular reporting from the CEO/ registrar to Council will provide leadership with ongoing insight into the implementation of our strategy and allow for timely course corrections.

**Engineering Dimensions and Annual Report:** Our publication, *Engineering Dimensions*, and our annual report will offer insight into our milestones, challenges and year-over-year progress, giving stakeholders a transparent summary of how we are advancing our mission.

**Stakeholder Engagement:** We will continue to seek input from licence holders, partners and the public to evaluate how our actions are being experienced by those we serve and to understand where adjustments may be needed.

Together, these tools will help us stay accountable, informed and responsive as we work toward our vision.





Safety  
Engineering

Structural  
Engineering

## **WHAT SUCCESS LOOKS LIKE**

As we look to the future, our vision of success is grounded in public trust, regulatory excellence and a profession that reflects the diversity and complexity of the public it serves.

For PEO, success means:

- A licensing process that is fair, transparent and accessible to all qualified individuals;
- Regulatory practices that are modern, risk-informed and responsive to emerging challenges;
- A profession that upholds the highest standards of ethics, competence and accountability;
- An organizational culture that values and models equity, diversity and inclusion and actively works to remove systemic barriers;
- Stakeholders who are engaged, informed and confident in our role as a regulator; and
- Continuous improvement driven by data, feedback and a commitment to serving the public interest.

Achieving these desired outcomes will take sustained effort and collaboration, but our direction is clear. We are committed to transforming how we regulate, not only to meet today's expectations, but to lead the profession into the future.



**Mechanical  
Engineering**

**Electrical  
Engineering**

## **ENGAGE WITH US**

Staying connected with our progress and sharing your feedback are essential to the success of our strategic plan. We are committed to transparency, regular updates and open communication with our stakeholders.

### **STAY INFORMED**

We provide regular updates on our strategic initiatives through multiple channels:

#### **Our Website**

Visit [www.peo.on.ca](http://www.peo.on.ca) for up-to-date information, progress highlights and detailed updates related to the strategic plan.

#### ***Engineering Dimensions***

Our official publication includes articles and insights on our ongoing work, milestones and strategic priorities.

#### **Annual Reports**

Each year, our annual report provides a comprehensive overview of achievements, progress metrics and reflections on the strategic plan.

#### **CEO/Registrar Reports**

Regular reports from the CEO/registrar to Council include detailed reporting on implementation progress and key milestones.

### **SHARE YOUR FEEDBACK**

We value your input and encourage you to connect with us.

#### **Online**

[www.peo.on.ca/about-peo/stakeholder-engagement](http://www.peo.on.ca/about-peo/stakeholder-engagement)

#### **Phone**

416-224-1100 or 800-339-3716



**Professional Engineers**  
Ontario

40 Sheppard Avenue West, Suite 101  
Toronto, ON M2N 6K9

Tel: 416-224-1100 or 800-339-3716

Enforcement Hotline: 416-224-1100 Ext. 1444  
or 800-339-3716 Ext. 1444

[www.peo.on.ca](http://www.peo.on.ca)