



Strategic Planning & Facilitation Services for Regulators

Helping Ontario regulators build practical, evidence-informed strategic plans that strengthen public protection, governance, and organizational performance.

Why Strategic Planning Matters

Professional regulators operate in an increasingly complex environment shaped by changing public expectations, legislative and policy developments, technological innovation, workforce pressures, and evolving regulatory practices. An effective strategic planning process provides Boards and executive leaders with an opportunity to step back from day-to-day operations, assess emerging risks and opportunities, consider organizational capabilities and future needs, and establish clear priorities for the years ahead. The result is a practical roadmap that aligns governance, organizational performance, and regulatory modernization in support of the College's public interest mandate.

How Upstream Management Solutions Can Help

Planning & Facilitation

- Strategic planning process design & governance
- Executive & Board facilitation & support
- Strategic retreats
- Environmental scanning
- Stakeholder engagement

Plan Development

- Strategic priorities
- Outcomes & success measures
- Performance indicators
- Implementation roadmap
- Board presentations

Why Upstream?

- 20+ years supporting Ontario regulators
- Exclusive focus on professional regulation
- Evidence-informed and collaborative approach
- Practical facilitation and implementation support
- Public interest and governance expertise

Strategic Planning Process

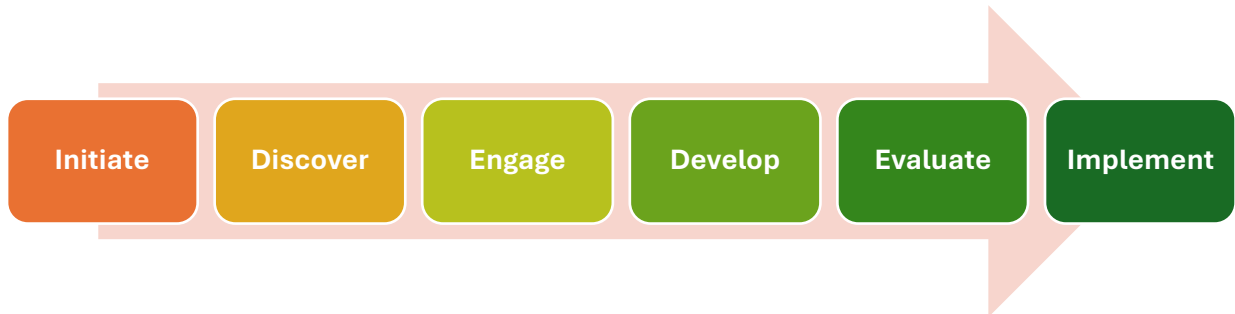


Figure 1: Strategic Planning Process: Flexible and proportionate to each organization's needs

Supporting Tools & Insight

Engagements may draw upon:

- ORMI™ sector intelligence & benchmarking
- Executive Strategic Assessment Framework (ESAF)™
- Strategic Agility Diagnostic & Roadmap
- Integrated Strategy–Performance System
- Cross-Regulator Comparative Analysis

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