



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

APRIL 4, 2025



INTRODUCTION

As we gather for the last Council meeting of the 2024–2025 term, I would like to commend the dedication and contributions of our councillors who served over the last year. Your leadership and commitment have played a vital role in shaping the future of our profession, ensuring it remains strong, ethical and progressive. Each of you is a part of something bigger—a long-term vision that will have a lasting impact on engineering in Ontario. Council's efforts over the last year have bolstered the foundation for a more resilient and forward-looking profession. For that, both the public and the profession should be truly grateful, as am I as your CEO/registrar.

AI in Regulation

Artificial intelligence (AI) has recently become a critical focus area for professional regulators like PEO. We are still in the early stages, but this powerful and far-reaching wave of innovation has the potential to fundamentally change how we live and work. We know we must evolve our own approaches alongside the developments in AI to ensure any AI-supported changes are implemented in a way that is both responsible and ethical.

Public Confidence in Engineering

PEO remains steadfast in its commitment to regulating the engineering profession in the public interest. The rapid pace of innovation and technological advancement makes continuous learning and professional development essential. PEO is responding internally by fostering a people-centered culture and

strengthening staff development and learning initiatives. Our licence and certificate holders will also notice our efforts to reinforce our licensing processes in alignment with the *Fair Access to Regulated Professions and Compulsory Trades Act*. They will see we are refining our discipline and enforcement mechanisms through lean principles, data-driven metrics and fostering a regulatory environment that supports and encourages professional excellence. With these and other measures, we will help ensure engineers remain at the forefront of responsible innovation.

Engineers have a clear duty as technology evolves. That duty is not just to build, design and innovate, but to do so with the highest integrity. PEO's role is to ensure this integrity remains unwavering. This is because engineering regulation is not just about compliance; it is about confidence—confidence that the engineers designing our cities, developing our healthcare solutions and innovating for the future are held to the highest professional and ethical standards. As we modernize our regulatory framework, we must balance innovation with responsibility, ensuring technological advancements are harnessed safely and ethically. As Ontario's engineering regulator, we will continue to champion engineering excellence, embrace responsible innovation and uphold the trust placed in our profession.



PEO partnered with the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) to promote the licensed engineering technologist (LET) licence during a live webinar and Q&A session on March 5. The webinar is part of a broader effort to ensure the path to licensure is clear and accessible. It attracted nearly 700 OACETT members and featured CEO/Registrar Jennifer Quagletta, MBA, P.Eng., ICD.D, who delivered the opening remarks and discussed the role of licensure in professional regulation. Director of Licensing José Vera, P.Eng., gave the main presentation, guiding attendees through the LET's numerous benefits, eligibility requirements and application process.



On March 1, PEO staff gathered to celebrate Professional Engineers Day and the impact of P.Engs in shaping our communities, ensuring public safety and driving technological advancements. This day also marked the beginning of National Engineering Month.



On March 8, PEO hosted a Chapter Activity Visioning Session for chapter leaders and representatives. The event included collaborative discussions on creating a common approach to chapter activities across PEO's chapter network. A breakout session led by PEO's communication team aimed to advance collaboration between PEO and chapters.



PEO staff gathered with Jennifer Quaglietta (middle) to honour International Women's Day, a global day to celebrate and support the advancement of women's equality worldwide. PEO hosted a coffee chat that included an interactive session to inspire meaningful conversations and collaboration among staff.

OPERATIONAL PLAN STATUS REPORT

PEO's 2023–2025 Strategic Plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 12 initiatives are planned for 2025. As of April, deliverables for one of the initiatives is complete, with work underway for eight additional initiatives.

2026+ Strategy Development

Under Council's guidance, the development of PEO's 2026+ Strategic Plan is progressing per schedule. Please refer to [Appendix A](#) for briefing materials, which provide the latest progress update.

Goals	Sub Goals	Activities	Status			
			NYS	< half	> half	Done
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.2 FARPACTA process (licensing and compliance)				
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)				
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)				
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
		2.3.7 Develop Customer Service Model				
3. Implement governance improvement program	3.3 Establish metrics for governance performance	3.3.2 Annual assessment council effectiveness				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)				
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision				
Status Counts:			25%	58.3%	8.3%	8.3%

Figure 1: Operational Plan Status Report as of April 2025

IMPROVING THE LICENSING PROCESS

1.1 Create Fair, Transparent, Accessible and Efficient Application Process

1.1.2 FARPACTA Process (Licensing and Process)

As of February 28, 2025, PEO is compliant with the 10-day application review requirement and the 180-day registration decision requirement. Furthermore, PEO is meeting the 100 per cent requirement for interprovincial mobility transfer registration decisions within 30 business days. For more details on these numbers, please refer to the April 2025 Council Scorecard on page 9 of this report. The Licensing team continues to meet and surpass the registration timelines as set out in FARPACTA legislation.

New FARPACTA Requirements

Regulatory Operations has developed a detailed action plan to comply with new, upcoming FARPACTA changes. The most notable requirement is the amendment to the FARPACTA regulation from 180 days to 90 days for registration decisions. Our ability to comply will be enhanced when we are able to offer the National Professional Practice Examination (NPPE) in an earlier stage of the licensing process. For more information on this regulatory change, please visit <https://www.ontario.ca/laws/regulation/r24479>.

Total Cost of Licensure in the Legacy and FARPACTA-Compliant Processes

To comply with new FARPACTA transparency requirements, the PEO website will include new information on the total costs required for licensure. Below is key information regarding these costs.

Based on Figure 2, we can draw the following conclusions:

- CEAB applicants pay the same amount for licensure, whether in the legacy or the FARPACTA-compliant process;
- Legacy applicants who are completely exempt from technical examinations pay roughly the same amount as CEAB applicants; and
- Non-CEAB applicants in FARPACTA pay roughly 10 per cent more than non-CEAB applicants in the legacy process who were assigned confirmatory examinations due to the World Education Services (WES) course-by-course evaluation.

PEO's Licensing team is closely monitoring data of prospective applicants in FARPACTA to project and plan for the steady increase of FARPACTA applications in the coming months and years. For example, a key indicator is the number of FARPACTA technical exam registrants as per Figure 3.

	NON-CEAB			CEAB	
	FARPACTA total	Legacy confirmatory	Legacy exempt exams	FARPACTA total	Legacy total
Confirmatory Exams	\$1300.00	\$1300.00	—	—	—
World Education Services course-by-course evaluation	\$314.14	—	—	—	—
Transcript translation	—	\$56.50	\$56.50	—	—
Transcript fee	—	—	—	\$20.34	\$20.34
Application fee	\$406.80	\$406.80	\$406.80	\$406.80	\$406.80
National Professional Practice Examination	\$242.84	\$242.84	\$242.84	\$242.84	\$242.84
Registration Fee	\$339.00	\$339.00	\$339.00	\$339.00	\$339.00
Total cost	\$2602.78	\$2345.14	\$1045.14	\$1008.98	\$1008.98

Figure 2: Total Cost of Licensure for Non-CEAB and CEAB in Legacy and FARPACTA-Compliant Processes

	2023 FALL SESSION	2024 SPRING SESSION	2024 FALL SESSION	2025 SPRING SESSION
FARPACKA technical exams registrants	172	392	607	2137
Registered for four technical exams	50	126	213	245
Passed all four (to date)	10	80	101	to be determined

Figure 3: Success Rate of FARPACKA Non-CEAB Applicants Writing Technical Exams

Note: The technical examination data provided in this report are not for the purposes of assessing fairness or barriers, nor are they meant to evaluate the past or present licensure process. Rather, the statistics are

meant to provide information for data-guiding projections for budgeting purposes and potential improvements in licensure.



49% Decrease in legacy inventory since July 2023

Inventory Management Plan (IMP) Update

The current legacy applicant inventory is now at 17,288. This is a significant reduction from the approximately 34,000 applicants in July 2023.

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (CANDIDATES)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE CONFIRMATORY EXAMINATION	14% (98)
PASSED TWO CONFIRMATORY EXAMINATIONS	28% (196)
PASSED THREE CONFIRMATORY EXAMINATIONS	17% (119)
PASSED FOUR CONFIRMATORY EXAMINATIONS	41% (285)

12,332 Total persons who have started academics section

2285 Persons currently ineligible to apply

2740

Total CEAB graduates

CEAB PROSPECTIVE APPLICANT STATS	
ID COMPLETED	69% (1878/2740)
ACADEMICS COMPLETED	66% (1802/2740)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1% (15/2740)
CBA IN PROGRESS	78% (2136/2740)
GOOD CHARACTER COMPLETED	66% (1817/2740)

9592

Total non-CEAB graduates with a Recognized Programs List degree (RPL)

NON-CEAB WITH RPL DEGREE PROSPECTIVE APPLICANT STATS	
ID COMPLETED	71% (6776/9592)
ACADEMICS COMPLETED	3% (247/9592)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (209/9592)
CBA IN PROGRESS	52% (4981/9592)
GOOD CHARACTER COMPLETED	52% (4963/9592)

1.3. Ensure Licensing Reflects EDI Values

1.3.2 EDI—Phase 2 (best practices implementation)

Aligned with Principle 4 (Training and Influence) of the Anti-Racism and Equity (ARE) Code, PEO is committed to fostering a strong human-rights culture across all functions. This includes providing ongoing anti-racism and equity training and tracking competencies for all staff, volunteers and appointees. In late March, the Equity, Diversity and Inclusion (EDI) team commenced a series of training initiatives called “Promoting a Sense of Belonging.” The series includes sessions entitled “Understanding Resistance to EDI” for volunteers and chapters and “Understanding and Reducing Bias: Minimizing Impact on ERC Interviews” for all Experience Requirements Committee members.

In alignment with Principle 2 (Regulatory Processes) of the ARE Code, in 2024, the EDI team completed an operational audit of all regulatory functions that led to the identification of many gaps, some of which will be addressed through the review of several external policies, including the Fitness to Practise Program, Engineering Intern Program and Fee

Remission Policy, along with finalizing the approach to *Guideline on Human Rights in Professional Practice* and Code of Ethics reviews.

Finally, to be transparent and accessible in sharing relevant information with our membership and the public, the EDI team is creating an EDI subsection for the PEO website. This subsection will feature easy access to resources such as the ARE Code, Indigenous and Community Engagement (ICE) Report, EDI Action Plan, Gender Audit Executive Summary and more.

March 2025: The first set of EDI trainings were delivered to volunteers, chapters and Experience Requirements Committee members.



of the 12 indicators are surpassing their target.

GOVERNANCE SCORECARD

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes. It does this by tracking PEO’s organizational performance and the outcomes of operational activities. The scorecard reports on 12 quantitative indicators aligned to PEO’s core functions of Regulatory Operations, Policy, Strategy and Finance, Talent Management and Corporate Administration.

At its February 2025 meeting, Council reviewed and added the 30 by 30 indicator to the 2025 scorecard after ensuring the indicators are aligned to PEO’s Council-approved strategic plan. The 2025 scorecard includes reporting on feedback scores for PEO’s Customer Service team.

The April 2025 PEO Governance Scorecard reports on the period of January 1 to February 28, 2025. Notably, seven of the 12 indicators are reporting as green for surpassing their target, one indicator is reporting as red for performing below its threshold, and the four remaining indicators are reporting as grey for on track and to be reported on at the end of the year.

Figure 4: April 2025 Council Scorecard

April 2025 PEO GOVERNANCE SCORECARD - COUNCIL INDICATORS											Reporting Period: Jan to Feb 2025	
#	Indicator Name	Operational Definition	PEO Core Function	Status	Desired Direction	2025 Target	2025 Threshold	Jan to Feb 2025 Value	Jan to Feb 2025 Numerator	Jan to Feb 2025 Denominator	Status Description	
1	Acknowledgment of Complete Applications Within Target (C), (F)	The number of received P.Eng., Transfers, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	↑	90%	80%	99%	417	421	PEO surpassed the target for the reporting period. PEO launched a new technical system for P.Eng. transfers in Dec 2024.	
2	Registration Decisions Within Target (C), (F)	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within 180 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	90%	80%	100%	87	87	PEO surpassed the registration decision target.	
3	Registration Decisions Within Target – P.Eng. Transfers (C), (F)	The number of Transfer applications for who a registration decision is made within 30 days divided by all transfer registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	225	225	PEO surpassed the registration decision target.	
4	Mandatory PEAK Compliance Rate (C)	The compliance rate, expressed as a percent, for P.Eng. and Limited Licence holders who are required to complete elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The PEAK program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	●	↑	85%	75%	65%	47,388	74,593	Licence holders are required to complete their required PEAK elements by the end of the year. The PEAK Program became enforceable in 2024.	
5	30x30 Licensure Rate (C)	The year-to-date number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers during the reporting period.	Policy	●	↑	30%	20.5%	13.2%	69	524	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. PEO supports this effort through Council's commitment to annually track and measure progress toward the 30 by 30 goal.	
6	Updated Standards and Guidelines (C)	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Policy	●	↑	90%	70%	0%	0	5	All standards and guideline reviews are progressing on track per their respective workplans.	
7	Strategic Initiative Completion (C)	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Finance and Strategy	●	↑	90%	80%	8.30%	1	12	As referenced in the Operational Plan, there are 12 strategic initiatives planned for this year. Several initiative have started and are progressing on track per their respective workplans.	
8a	Year to Date Budget Revenue Variance (C)	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Finance and Strategy	●	↑	0.1%	-10%	7.01%	\$2,426,925	\$34,636,714	The 7.01% variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the higher than anticipated investment revenue contributing to the overall positive variance.	
8b	Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.				1.25%	-10%	8.46%	\$3,307,219	\$39,078,537	The 8.46% variance in Year-to-Date (YTD) actual spending versus the budget is attributed to overall lower spending across several areas, including operating expenses, council-related expenses and strategic plan project expenses.	
9	Days Cash on Hand (C)	The number of days PEO can continue to cover operating expenses without new revenue. This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Finance and Strategy	●	↔	180	90	461	\$40,627,636	\$32,146,598	PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.	
10	Customer Service Experience Rating (C)	The average user rating for customer service inquiries received during the reporting period. While a rating of 10 represents that a user rated their customer service experience as excellent for an inquiry, a 1 represents a poor experience.	Finance and Strategy	●	↑	6.5	5.5	7.3	N/A	203	PEO has surpassed the target for this reporting period due to the hard work, dedication, and continuous improvement culture across our teams. PEO launched customer service experience ratings were launched in late 2024.	
11	Employee Engagement Rate (C)	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management and Corporate Administration	●	↑	81.5%	76.5%	N/A	N/A	N/A	PEO will provide an update at the end of this year after the results of our 2025 comprehensive engagement survey become available.	
12	Staff Turnover (C)	The number of full-time permanent employee voluntary departures at the end of the reporting period divided by the running average of full-time permanent employees for the reporting period.	Talent Management and Corporate Administration	●	↓	15%	18%	0%	0	141	The turnover rate is lower than industry standard due to high employee engagement levels. The average voluntary turnover rate in Canada is 11.9% (Mercer 2024 Canada Turnover Trends).	
Legend												
Status Definitions:					Notes:							
● Performance on target					1) Indicators required under FARPACTA legislation are identified with an (F) label							
● Performance slightly below target					2) Indicators reported to Council are identified with a (C) label							
● Performance significantly below target					3) Double arrow for desired direction means sustaining performance above target							
● Performance to be reported at end of year												

REGULATORY COMPLIANCE

Unlicensed Practice

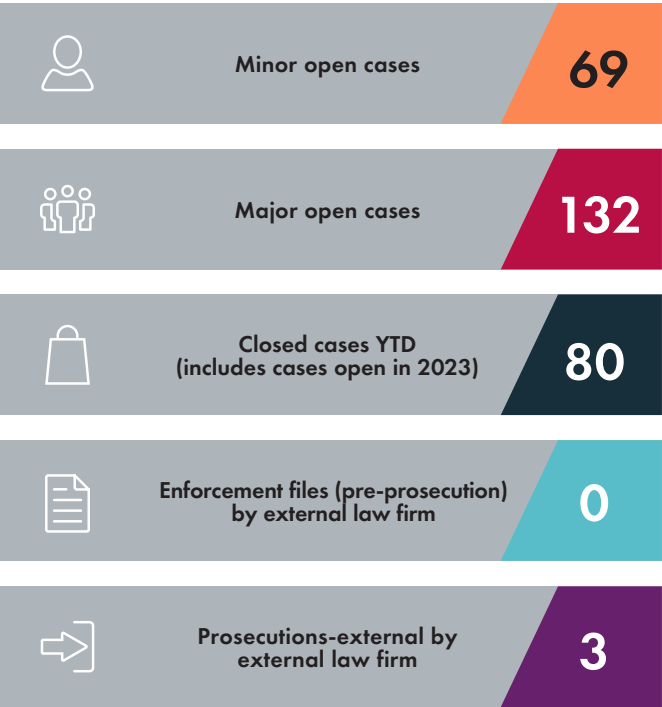
The Unlicensed Practice team investigates and takes enforcement action against engineer title violations and those illegally practising engineering without being licensed to do so. The Unlicensed Practice team is striving to maintain a median open-file period of between 60 and 70 days. As of the end of February 2025, this benchmark jumped to 77 days due to several large, multi-year cases being closed at the start of the year. Several prosecutions are underway with external counsel to ensure unlicensed individuals are held accountable for unauthorized seal usage violating the *Professional Engineers Act* (PEA).

The Unlicensed Practice team continues to focus on improving operational efficiencies, including knowledge sharing through cross-training and inter-departmental secondments. In addition, the team will launch court endorsed debtor examinations to seek payment of money ordered by the courts to be paid to PEO by defendants as restitution for our costs in prosecutions.

Since 2023, the median Unlicensed Practice open-file days has been trending down.

YEAR	MEDIAN DAYS CASE IS OPEN	NOTES
2023	139 days	
2024	63 days	
JAN 2025	58 days	
YTD JAN–FEB 2025	77 days* 59 days (ex-ROBAH cases)	* The jump in median days is largely caused by closing several long-outstanding cases at once. The cases averaged about 1500 days each because of an intentionally evasive defendant, distorting the median days upwards.

Figure 5: Median Days an Unlicensed Practice Case is Open



The Unlicensed Practice team continues to focus on improving operational efficiencies, including knowledge sharing through cross-training and inter-departmental secondments. In addition, the team will launch court endorsed debtor examinations to seek payment of money ordered by the courts to be paid to PEO by defendants as restitution for our costs in prosecutions.

Complaints

The Complaints and Investigations team receives and investigates complaints made against licensed engineers and certificate of authorization holders who are alleged to have engaged in professional misconduct. The results of these investigations are presented to the Complaints Committee (COC), which decides whether a referral to the Discipline Committee is warranted or if the complaint can be dealt with in another way consistent with the PEA. Staff provide further support to the COC by monitoring compliance with undertakings by respondents and—in the case of referrals to the Discipline Committee—preparing files for prosecution and collaborating with legal counsel.

The Complaints and Investigations team continues to apply the recommendations of a recent lean review of its operations to streamline its internal processes and timelines. Among other things, the

team achieved a dramatic increase over the last six months in the quarterly number of complaint files that were investigated and then presented to the COC for a decision: 85 complaint files were disposed of in 2024 (78 in Q3 and Q4), compared to 49 in all of 2023.

176

The number of active complaint files at the end of Q1 2025.

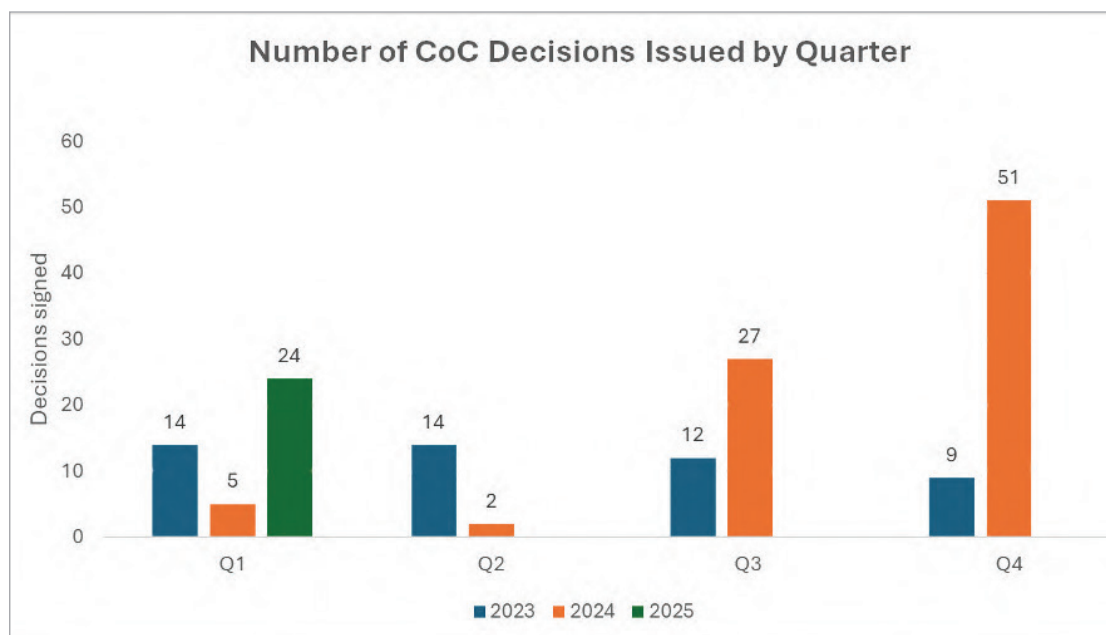


Figure 6: Number of Complaints Committee Decisions Issued by Quarter

The time it takes staff to investigate a complaint and prepare it for COC's consideration continues to become shorter. At the end of Q1 2025, the 12-month rolling average of the number of days from the filing of a complaint to the COC's decision was 692 (compared to ≈750 at end of Q4 2024).

Finally, the recent addition of a complaints analyst to the team paves the way for a more proactive approach to regulatory compliance. Trend analysis and predictive modelling will help PEO identify

new and continuing issues related to engineering misconduct and competency. Our goal is to pinpoint these challenges early enough that practice advisories, bulletins, education and other supports can be deployed to mitigate risks and prevent them from resulting in actual complaints.

NOTICE OF PROPOSALS

The registrar can issue a notice of proposal to refuse, suspend or revoke a licence, limited licence, temporary licence or certificate of authorization. Anyone receiving a notice of proposal has 30 days to request a hearing with the Registration Committee.

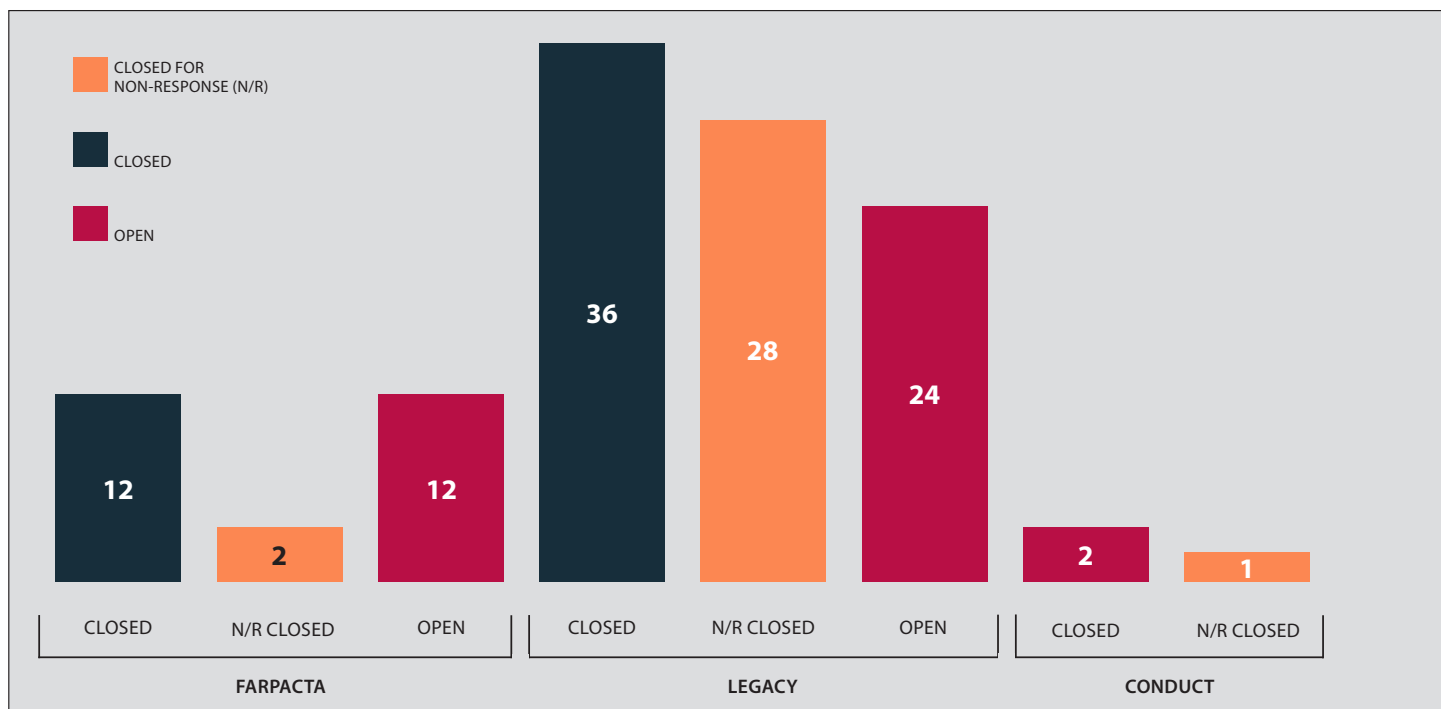


Figure 7: Current Status of REC Cases Since 2023



PEAK

PEAK Statistics

For the 2025 PEAK year, about 74,500 licence holders are required to complete PEAK. As of March 1, 75 per cent started their PEAK requirements and 64 per cent have already completed the first two PEAK elements, which were due on January 31. We will continue our facilitative approach to help licence holders secure their PEAK compliance by sending reminders to complete their PEAK requirements. Under the applicable regulations, those who fail to meet their PEAK requirements by the due dates could have their licences—and their ability to practise engineering in Ontario—suspended until they do so.

75% of licence holders started their PEAK requirements for 2025 (as of March 1)

64% of licence holders completed the first two elements of PEAK for 2025 (as of March 1)

	2025 PEAK REQUIREMENTS AS OF JANUARY 31, 2025	2025 PEAK REQUIREMENTS AS OF MARCH 1, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 75,000	ABOUT 74,500
STARTED PEAK	63%	75%
COMPLETED FIRST TWO ELEMENTS	51%	64%
COMPLETED THEIR CPD TRAINING	2%	3.5%

Figure 8: Statistics for the 2025 PEAK Year

FINANCE

For the 12 months ending December 31, 2024, revenues earned amounted to \$37.1 million, while expenses incurred totaled \$35.8 million, resulting in an excess of revenue over expenses of approximately \$1.3 million, as shown in Figure 9. The \$2.4 million favourable variance in revenue is largely attributable to a higher-than-expected investment income, examination and 40 Sheppard revenues.

Total expenses for the 12 months ending December 31, 2024, amounted to \$35.8 million, compared to a budgeted spend of \$39.1 million, resulting in a favourable variance of \$3.3 million.

This positive variance is primarily due to lower expenses incurred by PEO chapters, as well as lower expenditures for legal services, consultants, contract staff, computer and telephone, volunteer business expenses, etc.

Figure 10 shows cash reserves of approximately \$5.5 million and an investment portfolio of approximately \$35.2 million as of December 31, 2024, compared to cash reserves of \$9 million and an investment portfolio of \$29.1 million as of December 31, 2023.

	2024 Actual	2024 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$37,063,638	\$34,636,846	\$2,426,792
Operations expenses	\$32,615,910	\$34,760,364	\$2,144,454
Sp. projects and strategic plan exp	\$3,155,407	\$4,318,770	\$1,163,363
TOTAL EXPENSES	\$35,771,317	\$39,079,134	\$3,307,817
EXCESS OF REV OVER EXP	\$1,292,321	(\$4,442,288)	\$5,734,609

Figure 9: Revenues and Expenses as of December 31, 2024

	2024 Actual	2023 Actual	Variance Actual Vs Actual
Cash	\$5,476,019	\$8,986,393	(\$3,510,374)
Other current assets	\$1,372,439	\$1,421,980	(\$49,541)
Marketable securities	\$35,151,617	\$29,112,173	\$6,039,444
Capital assets	\$25,961,883	\$27,213,403	(\$1,251,520)
TOTAL ASSETS	\$67,961,958	\$66,733,949	\$1,228,009
Current liabilities	\$14,905,048	\$14,967,095	(\$62,047)
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$44,628,410	\$39,705,754	\$4,922,656
TOTAL LIABILITIES & NET ASSETS	\$67,961,958	\$66,733,949	\$1,228,009

Figure 10: Assets and Liabilities as of December 31, 2024



Remissions and Resignations

As of December 31, 2024, the data in Figure 14 shows that the estimated total number of P.Engs in fee remissions was approximately 13,881, compared to 13,537 as of the same period in 2023. The number of resignations as of December 31, 2024, was estimated to be 1328 as compared to 2348 resignations as of December 31, 2023. Additionally, the estimated total number of P.Engs as of December 31, 2024, was 88,742, compared to 86,966 reported on December 31, 2023.

	YTD DEC. 2024	YTD DEC. 2023
Members seeking remission	3321	2976
Total members in fees remission	13,881	13,537
Members resigned	1328	2348
Total P.Engs	88,742	86,966

Figure 11: Estimated Remissions and Resignations as of December 31, 2024

CUSTOMER SERVICE

In 2025, PEO’s Customer Service team continues to provide support to our licence holders and applicants. Our customer service feed-back score is 7.3 out of 10 for 2025 (see Figure 13), and the team continues to review qualitative feedback from these surveys to further improve our service model.

For the reporting period of January 1 to February 28, 2025, the Customer Service team resolved 6508 inquiries. Most of the queries received pertained to technical issues, PEAK and the FARPACTA-compliant licensing process. As shown in Figure 12, the Level 1 Customer Service team resolved most inquiries without referring users to Level 2 support.

82%

of PEAK questions were resolved by Level 1 Customer Service.

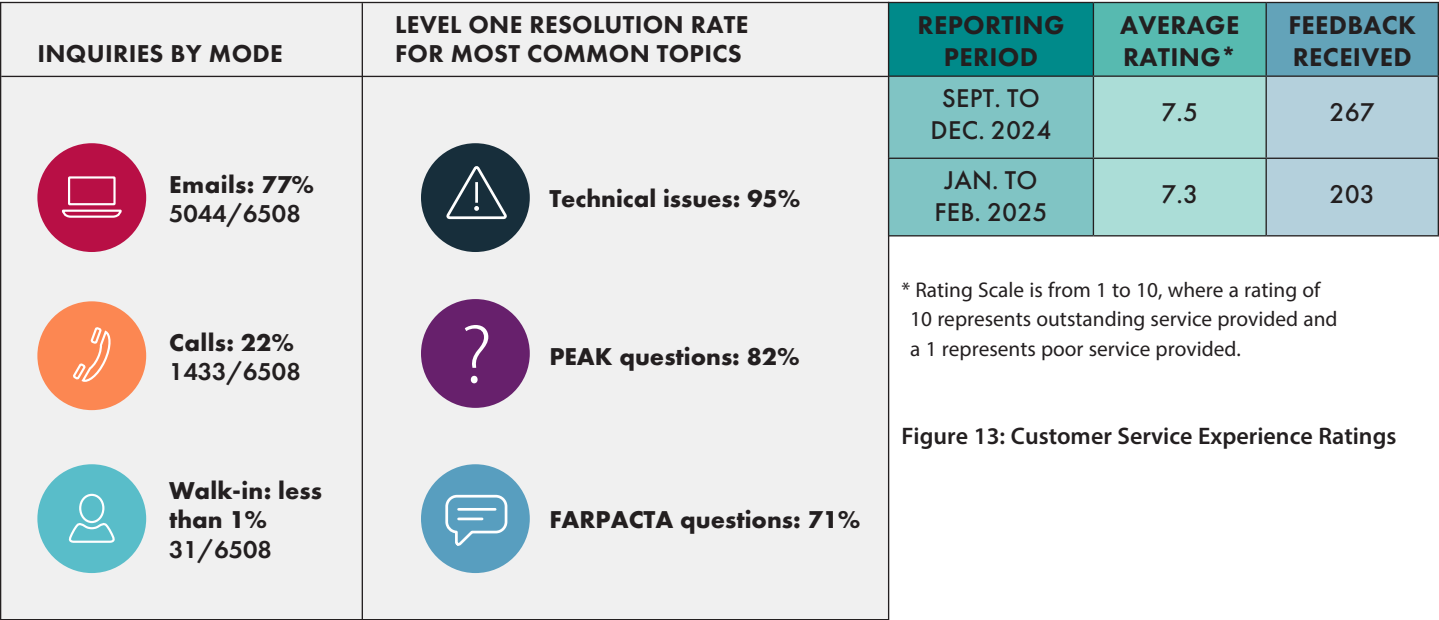


Figure 12: Customer Service Inquiries Details



PEOPLE ENGAGEMENT
2025 Goal Setting and Individual Development Plans (IDPs)
As PEO enters the final year of its strategic plan, staff are finalizing their performance goals in alignment with the 2025 Operational Plan. In addition, staff are completing their IDPs in pursuit of learning and growing.

Information Note – 2026-2031 Strategic Plan

Purpose	For staff to update Council on the 2026-2030 Strategic Plan progress
Strategic/Regulatory Focus	<i>2026-2030 Strategic Plan development</i>
Motion	<i>For information only – no motion required</i>
Attachments	<ul style="list-style-type: none"> • None

Summary

- The consultant has completed all outreach with external stakeholders.
- The consultant will facilitate a full senior leadership meeting to develop PEO's draft strategic goals and objectives for sign-off by Council.
- The consultant will furnish an interim progress report by early April with an outline of the 2026-2031 Strategic Plan.
- The first draft of the Strategic Plan will be developed commencing early April.

Public Interest Rationale

Aligns with PEO's statutory mandate and commitment to transparency, accountability, and excellence in the engineering profession.

Background

- The purpose is to enable Council to approve PEO's 2026-2031 Strategic Plan in June 2025.
- The consultant is leading the strategic planning process as the facilitator of the SPWG (Strategic Planning Working Group).
- Focus groups, one-on-one meetings, and surveys have been conducted with a broad range of internal and external stakeholders to help inform the Strategic Plan.
- Council will continue to be updated at each Council meeting.

Considerations

- Risks
 - Timeline: The consultant, PEO, and the SPWG must be mindful of the June 2025 deadline to approve the Strategic Plan and make all efforts to keep the project on track without delay.
- Equity
 - A primary commitment for the next Strategic Plan.
 - Recommendations from PEO's communication audit for increased transparency, communication with Chapters, and external engagement will be key considerations.
- Key strategic issues
 - Ensure alignment with findings from stakeholder consultations, including Council, Chapters, PEO leadership and staff, Ministry of the Attorney General, Office of the Fairness Commissioner of Ontario, etc.
- Costs and financial impacts
 - No costs beyond Council-approved expenses for the Strategic Plan.

Stakeholder Engagement

- Outreach to a broad range of PEO's internal and external stakeholders has been completed and will result in an inclusive Strategic Plan.

Next Steps

- Goals and Objectives reviewed by senior leadership.
- Council workshop to discuss Strategic Plan will occur on April 30, 2025.
- Anticipated approval of 2026-2031 Strategic Plan on June 20, 2025.

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