



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

JUNE 20, 2025



INTRODUCTION

On June 14, PEO proudly marked its 103rd anniversary. Acknowledging this milestone symbolizes our enduring commitment to regulating the practice of professional engineering in a manner that consistently serves and protects the public interest.

I'm pleased to join the 2025–2026 Council at their first meeting of the term. Thank you to our newly elected councillors for stepping forward and to our returning councillors for your ongoing dedication and support for the organization. Together, we continue to strengthen PEO's role as a modern regulator and ensure we put the public interest first.

New Strategic Plan

Since last year, the development of PEO's 2026–2030 Strategic Plan has been underway, with Council recently having an opportunity to guide the plan at its May workshop. In June, a request to approve the proposed plan will be made to Council. This plan represents the culmination of extensive consultation, engagement, analysis and collaboration and is designed to guide PEO's priorities and actions over the next several years. It reflects our ongoing commitment to regulatory excellence, transparency and accountability. It also positions PEO to respond proactively to the evolving needs of the public and the profession. I look forward to Council's review and thoughtful deliberation as we set the course for PEO's future.

Ontario's "As of Right" Legislation

In April, the Ontario government introduced Bill 2, the *Protect Ontario Through Free Trade Within Canada Act*. This legislation includes various measures that were developed as part of a national commitment to boost interprovincial trade and facilitate professional mobility by fostering mutual recognition of qualifications across provinces. A central feature of the legislation is

enhanced labour mobility, modeled on an "as of right" approach, like that already adopted in other provinces and to some extent in the health sphere in Ontario.

Under this model, certified professionals—including engineers—from other Canadian jurisdictions would be permitted to work in Ontario immediately upon notifying the appropriate regulatory body. This represents a significant departure from the current licence transfer process, which requires full registration before practice can begin. The province has indicated that it will consult with regulatory bodies to implement new service standards and develop regulations under the act. Meanwhile, PEO is actively preparing for anticipated changes. Our overriding goal is to ensure we are ready to respond effectively while continuing to uphold our public-protection mandate.

Annual General Meeting

On April 26, PEO held its Annual General Meeting (AGM) in a hybrid format at the Sheraton Hotel in Toronto, ON. The event brought together 421 participants, both in person and virtually. It provided a meaningful opportunity for us to share key operational milestones and engage directly with licence holders.

We were honoured to welcome special guest Hon. Michael Tibollo, associate attorney general and MPP for Vaughan–Woodbridge, whose remarks highlighted the importance of systems, structure and boundaries—principles central to engineering but often overlooked in society. His presence reaffirmed the value of our profession in supporting Ontario's continued growth and innovation. Minister Tibollo also acknowledged the importance of mental health supports for professionals, including engineers.

The AGM also marked a transition in Council leadership. Fred Saghezchi, MSc, P.Eng., FEC, officially assumed the role of PEO president from Gregory P. Wowchuk, P.Eng., FEC. The new 2025–2026 Council was also introduced.



Jennifer Quaglietta, MBA, P.Eng., ICD.D, stands with Associate Attorney General Michael Tibollo at PEO's AGM on April 26.



At the AGM, PEO introduced new President Fred Saghezchi (middle), President-elect Leila Notash, PhD, P.Eng., FEC (left), and Past President Gregory P. Wowchuk (right).

A Message to PEO Volunteers

National Volunteer Week

National Volunteer Week 2025, which took place from April 27 to May 3, was an opportunity to celebrate PEO's volunteers. President Saghezchi and I recorded thank-you messages recognizing our 900+ volunteers, who serve in various capacities to support PEO's mandate, including on chapters and chapter-sponsored programs, Council, committees and their subcommittees, task forces, the Government Liaison Program, external boards and advisory groups. We acknowledge and are grateful for the commitment and contributions of our volunteers.

Engineers Canada Annual Meeting of Members

During the week of May 20, President Saghezchi, select staff and I attended Engineers Canada's Spring Meeting and Annual Meeting of Members in Vancouver, BC. All 12 engineering regulators endorsed the National Statement of Collaboration, reaffirming our joint commitment to improving mobility for engineers, enhancing public safety and increasing regulatory efficiency.

30 by 30 Conference

On May 21, I attended Engineers Canada's 30 by 30 Conference, themed "Solutions and Accountability Towards an Inclusive Engineering Profession." The event brought together leaders from regulation, industry and education to identify barriers, develop innovative solutions and promote accountability in supporting women and marginalized groups in the profession. The conference fostered collaboration and networking for collective action and lasting change.

Council Workshop

On May 30, PEO held a Council workshop to support strategic and business planning. The day began with a session led by David Collie on regulatory challenges, emerging strategies and governance. In the afternoon, councillors, senior staff and MDR Strategy Group—PEO's strategic planning partner—convened for an interactive session to align on planning definitions, roles and priorities in PEO's 2026–2030 Strategic Plan. The session focused on building consensus around the strategic pillars, goals and objectives that will guide PEO over the next five years.



On May 12, Jennifer Quaglietta participated as a panelist on a Regulatory Roundtable discussion, “Navigating Tariff Turbulence: Insights from Regulators,” focused on the implications for professional practice, including labour mobility.



On April 5, PEO members came together for the West Central Chapters Symposium to network and attend technical seminars and panel discussions about transportation, sustainable development and environmental infrastructure. Jennifer Quaglietta and then-President Gregory P. Wowchuk also attended and shared remarks.



At the Association of Consulting Engineering Companies–Ontario (ACEC) 2025 Ontario Engineering Project Awards gala on May 1, Jennifer Quaglietta (second from right) is joined by PEO President Fred Saghezchi (far left); ACEC-Ontario Executive Director Andrew Hurd (second from left); and PEO Vice President, Policy and Governance Dan Abrahams (far right).



Americo Viola, MBA, P.Eng., PEO vice president of regulatory operations and deputy registrar, proudly displays his iron ring at the 740th Calling of an Engineer ceremony on April 25 in Montreal with two new graduates and iron ring recipients, marking the 100th anniversary of the Canadian tradition.



Engineering Dimensions was recently named a finalist in the 2025 National Magazine Awards: B2B, which celebrate editorial excellence across Canada. PEO's magazine was recognized in a Best Topical Feature category for the Spring 2024 feature article "The Sewage Solution."



Jennifer Quaglietta (middle right) at the Engineers Canada Meeting of Members in Vancouver, BC, with Dan Abrahams (middle left), and Engineers Canada Board Directors Arjan Arenja, MBA, P.Eng., ICD.D (second from left), Marisa Sterling, P.Eng., FEC (far left), Christian Bellini, P.Eng., FEC (outgoing) (second from right), and Nick Colucci, MBA, P.Eng., FEC (far right).



During Health & Safety Week from May 5 to 9, PEO staff came together to learn and strengthen our shared commitment to creating a safe and supportive work environment.

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, 10 initiatives are planned for the remainder of 2025. As of June, work is underway per schedule for nine of these initiatives under the workplans established for the year, with one additional initiative already complete.

2026–2030 Strategy Development

Under Council's guidance, the development of PEO's 2026–2030 Strategic Plan is progressing per schedule.

Goals	Sub Goals	Activities	Status				Update provided to Council
			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)					Feb & Apr '25
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)					Sept '25
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)					Apr '25
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap					Feb '25
		2.2.2 Data governance model					Feb '25
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap					June '25
		2.3.4 Communications strategy (value, EDI)					Sep '25
		2.3.5 Modernize budget processes					Nov '25
		2.3.7 Develop Customer Service Model					Jun '25
3. Implement governance improvement program	3.3 Establish metrics for governance performance	3.3.2 Annual assessment council effectiveness					Feb '25
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:			0%	50%	40%	10%	

* In November 2024, Council recognized the value of the insights gained through the initiative, which informed the 2026–2030 strategy and its forthcoming implementation.

Table 1: Operational Plan Status Report as of June 2025

IMPROVING THE LICENSING PROCESS

1.1 Create Fair, Transparent, Accessible and Efficient Application Process

1.1.2 FARPACTA Process (Licensing and Process)

FARPACTA KPIs

As of May 1, PEO is exceeding the current 10-day application review requirement and the 180-day registration decision requirement under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA). 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 June 2025 Council Scorecard on [page 12](#) of this report.

New FARPACTA Requirements

To comply with pending FARPACTA timeline changes, staff are implementing a technical solution to allow prospective applicants to write the National Professional Practice Examination (NPPE) before applying via PEO's online portal. This solution, which for complete implementation would require both process changes and a change to Regulation 941 (we anticipate this could be requested by Council as soon as the June meeting), would enhance PEO's ability to comply with the new 90-day registration decisions by encouraging and

facilitating the ability of recent graduates with acceptable degrees from recognized institutions to write the NPPE right after or shortly after graduation.

Preparations for Upcoming Changes to Interprovincial Mobility Applications

In response to anticipated changes under the *Protect Ontario Through Free Trade Within Canada Act*, staff are preparing for potential modifications to interprovincial mobility (transfer) applications. These changes may grant licensed practitioners from other provinces an "as of right" entitlement to practise in Ontario. In anticipation, the Licensing team is actively evaluating streamlined processing options that maintain rigorous public-protection standards, including essential good character verifications.

Inventory Management Plan (IMP)

The current legacy applicant inventory is now at 16,576. This is a major reduction from the approximate 34,000 applicants in July 2023. Specifically, 14 per cent of the applications are awaiting assessment from PEO, while 86 per cent are awaiting the applicant to, for example, write an examination (see Table 2).

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	3%	474		474
Writing technical examinations	26%	4288	4288	
Writing the NPPE	25%	4143	4143	
Pending validator CBA forms	5%	825	825	
CBA assessment active	6%	956		956
Accumulating experience inactive	30%	5004	5004	
Other	5%	886		886
Total inventory	100%	16,576	14,260	2316
Percentages			86%	14%

Table 2: Stages of the Legacy Applicant Inventory

Projections for FARPACTA Applications and Approvals

PEO's Licensing team continues to closely monitor the number of FARPACTA applications and approvals. As outlined in Figures 1 and 2, both are showing an increasing trajectory. These numbers help staff determine the impact on future resource and budget planning.

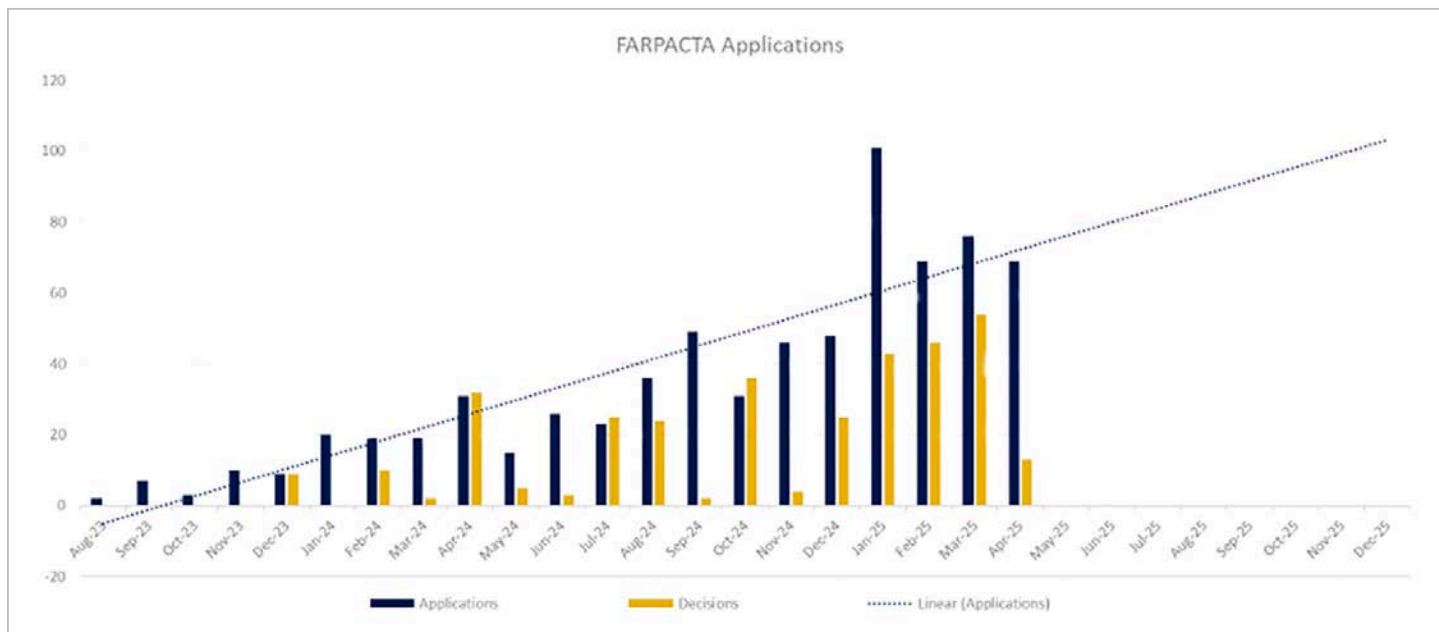


Figure 1: Number of FARPACTA Applications

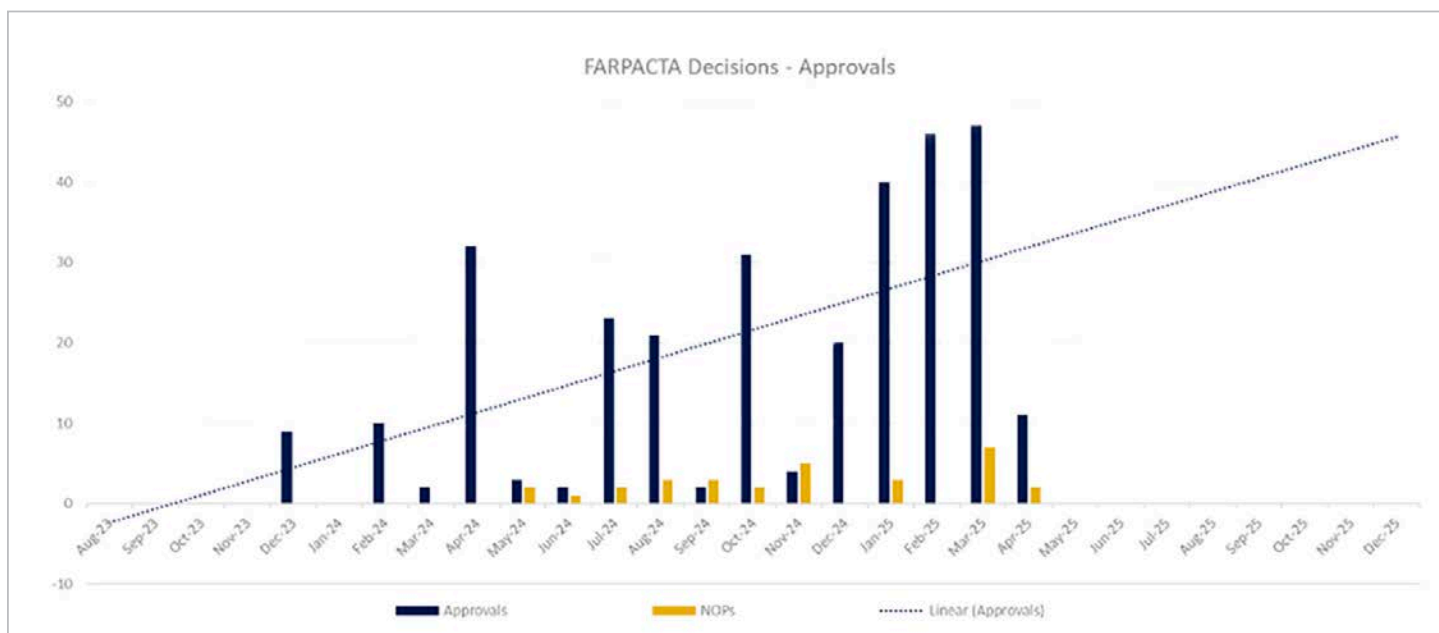


Figure 2: Number of FARPACTA Decisions and Approvals

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	20,340
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	15,801
SUBTOTAL CEAB GRADUATES	19% (2997/15,801)
SUBTOTAL NON-CEAB GRADUATES ON PEO’s RECOGNIZED PROGRAMS LIST (RPL)	66% (10,376/15,801)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM WHICH IS NOT CEAB-ACCREDITED NOR ON PEO’s RECOGNIZED PROGRAM LIST	15% (2428/15,801)

20,340
Prospective applicants who have started a P.Eng. application

15,801
Prospective applicants who have started the academics section

2997

Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (2037/2997)
ACADEMICS COMPLETED	35% (1053/2997)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	0.5% (15/2997)
CBA IN PROGRESS	78% (2342/2997)
GOOD CHARACTER COMPLETED	66% (1985/2997)

10,376

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

NON-CEAB GRADUATES ON THE RECOGNIZED PROGRAM LIST WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	71% (7350/10,376)
ACADEMICS COMPLETED	2% (232/10,376)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (241/10,376)
CBA IN PROGRESS	52% (5380/10,376)
GOOD CHARACTER COMPLETED	52% (5369/10,376)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	639
PASSED ONE CONFIRMATORY EXAMINATION	16.1% (103/639)
PASSED TWO CONFIRMATORY EXAMINATIONS	30.4% (194/639)
PASSED THREE CONFIRMATORY EXAMINATIONS	18.5% (118/639)
PASSED FOUR CONFIRMATORY EXAMINATIONS	35% (224/639)

90%

ERC volunteers who participated in EDI training reported gaining new insights and skills

1.3. Ensure Licensing Reflects EDI Values

1.3.2 EDI—Phase 2 (best practices implementation)

In line with Principle 4 (Training and Influence) of the Anti-Racism and Equity (ARE) Code, the EDI team delivered four sessions on “Understanding & Reducing Bias in ERC Interviews” (March 14–May 2) to 70 Experience Requirements Committee members, and eight sessions on “Understanding Resistance to EDI and Laying the Foundation for EDI” (March 24–April 24) to 76 volunteers and chapter members. Feedback was positive: 93 per cent of participants in the first training would recommend it, and 90 per cent reported gaining new insights and skills.

Since April, the EDI team has delivered training sessions on “Promoting Cultural Connection” to all PEO staff in three out of four divisions internally. Our feedback survey showed that 100 per cent of them agreed or strongly agreed that they gained new insights and skills after completing the training and would recommend this training to another colleague.

In April, we launched an EDI subsection of our website, including resources that will be further expanded with additional content.

The first round of policy reviews for Fee Remission and Accommodations has been completed. The Engineering Intern (EIT) program review was completed, and recommendations were provided for establishing a program that doesn’t create barriers for non-Canadians and ensures no one is disadvantaged by the new program. The final consultation was launched and is pending Council’s approval.

OPTIMIZE ORGANIZATIONAL PERFORMANCE

2.3 Review/Improve Comms & Business Processes;

Ensure Reflects EDI Values

2.3.2 HR High Performance Team Roadmap

Employee Engagement

Our first comprehensive Employee Engagement Survey, launched in fall 2024, achieved an 87 per cent response rate and showed that 90.3 per cent of our workforce is engaged or almost engaged. In response to the survey, an organization-wide engagement action plan was developed, which includes a focus on providing supports for staff in their career development and growth at PEO and deepening their overall knowledge of PEO’s mandate.

EDI

To support our external EDI mandate, we are committed to reflecting these values internally through our policies, procedures and practices—increased education and awareness, empowering leadership accountability and fostering engagement and retention—through various HR initiatives.

2.3.4 Communications Strategy (Value, EDI)

Chapter Communications Plan

PEO’s communications audit included a recommendation to enhance communications with chapters to strengthen strategic alignment with PEO. To begin actioning this recommendation, the Communications team has developed a communications plan for chapters focused on streamlining communication practices, reinforcing the role chapters play in supporting PEO’s mandate, promoting consistent messages, and enhanced communication between PEO staff and chapter volunteers. Additionally, the spring issue of *Engineering Dimensions* will feature chapters on the cover for the first time and will showcase how chapters support PEO’s role and mandate.

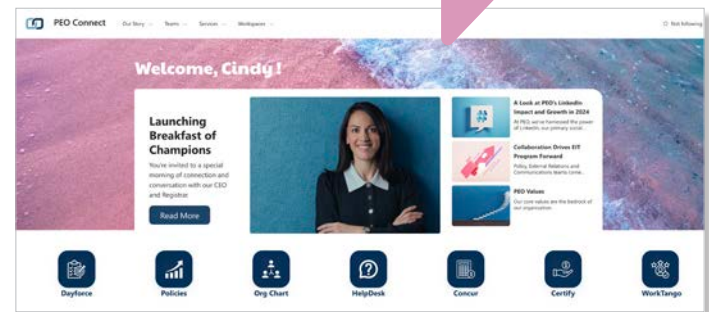
Public Confidence Study

PEO staff is preparing to conduct our first public confidence study. The goal will enable us to better understand public perceptions about PEO’s role, authority and impact. The study results will be reported to Council and will help identify concerns and opportunities and inform decisions around how to strengthen transparency, communication, policy decisions, regulatory practice and engagement. The study will also provide a new metric or baseline to measure our regulatory effectiveness.

New Intranet Launches

In May, we launched our new intranet—PEO Connect—to centralize information, improve communication and foster collaboration and engagement. PEO Connect is a hub where employees can access company news, policies, documents and resources, effectively increasing productivity.

PEO Connect is a new one-stop-shop for employees’ communication needs



2.3.7 Develop Customer Service Model

Establishing a customer service model to better support licence holders and applicants is an important initiative within the current strategic plan. A centralized Customer Service team was introduced in 2023 to provide first-level support for inquiries to PEO. Feedback on this model has been positive, with satisfaction scores of 7.2 in 2025, as measured on a scale of 1 to 10 (n= 287). As shown in Figure 3, users are predominantly satisfied with the resolution of their issue and PEO's response times. In the third year of this model, PEO plans to continue exploring ways to enhance this customer service offering.

Between January 1 and April 30, 2025, the Level 1 Customer Service team supported 9627 inquiries. As shown in Figure 4, 90 per cent of inquiries were resolved by the team without being forwarded for specialized support.

Planned enhancements include additional team training and support, expanding Level 1 response topics, and ongoing review of feedback and metrics to drive improvements. To date, user input has informed changes to the portal login interface. The team is also assessing support options to further improve the current 2.5-day average inquiry resolution time.

Was the issue resolved to the users satisfaction?

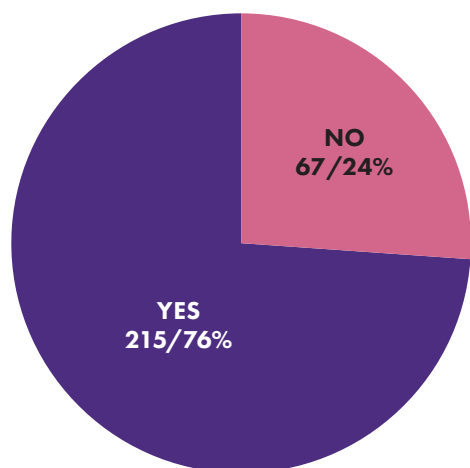


Figure 3: Customer Service experience feedback

95%

Customer Service inquiries that are resolved without being forwarded for specialized support

JANUARY TO APRIL CUSTOMER SERVICE SUMMARY

Mode	Inquiries by Mode
Emails	76% (7360/9627)
Phone Calls	23% (2205/9627)
Walk-Ins	<1% (62/9627)

Figure 4a: Mode of Customer Service Inquiries

Customer Service Level One Resolution Rate
Level One resolution rate = 95% (8,226/8,622)
Level One resolution rate by most common topics:
Technical Support Subtotal = 98% (3,940/4,020)
PEAK Subtotal = 99% (3,361/3,404)
FARPACTA Subtotal = 80% (573/715)

Figure 4b: Customer Service Level 1 Resolution Rate

GOVERNANCE SCORECARD

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes. 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.

The June 2025 PEO Governance Scorecard reports on the period January 1 to April 30, 2025. Six of the indicators report as green for surpassing their target, one indicator reports as yellow for having a value between the target and threshold, and one indicator reports as red for performing below its threshold. The remaining four indicators report as grey for in-progress and will be reported at the end of this year.

Table 3: June 2025 Council Scorecard

June 2025 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to Apr 2025
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2025 Target	2025 Threshold	Reporting Value	Reporting Value Numerator	Reporting Value 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%	711	715	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%	158	158	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%	460	460	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%	73%	54,186	73,850	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 women engineers divided by the total number of newly licensed engineers during the reporting period.	Policy		↑	30%	20.5%	19%	145	770	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed women engineers 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%	Planned standards and guideline reviews are progressing on track per their respective workplan.
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%	10%	1%	10%	As referenced in the Operational Plan, there are 10 strategic initiatives planned for this year. Several initiatives have started and are progressing on track per their respective workplan.
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%	-2.4%	-283,473	\$11,860,008	The 2.39% negative variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the lower than anticipated examination and investment income contributing to the overall negative 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%	6.9%	\$790,835	\$11,530,726	The 6.86% 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	498	\$42,120,532	\$10,150,796	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	7.2	N/A	N/A	PEO surpassed the target due to the hard work and dedication across our teams. PEO continues to integrated feedback to improve communications and support process improvements.
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%	142	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).
<div><div>Legend</div><div><div>Status Definitions:</div><div> Performance on target Performance slightly below target Performance significantly below target Performance to be reported at end of year</div></div><div><div>Notes:</div><div>1) Indicators required under FARPACTA legislation are identified with an (F) label 2) Indicators reported to Council are identified with a (C) label 3) Double arrow for desired direction means sustaining performance above target</div></div></div>											

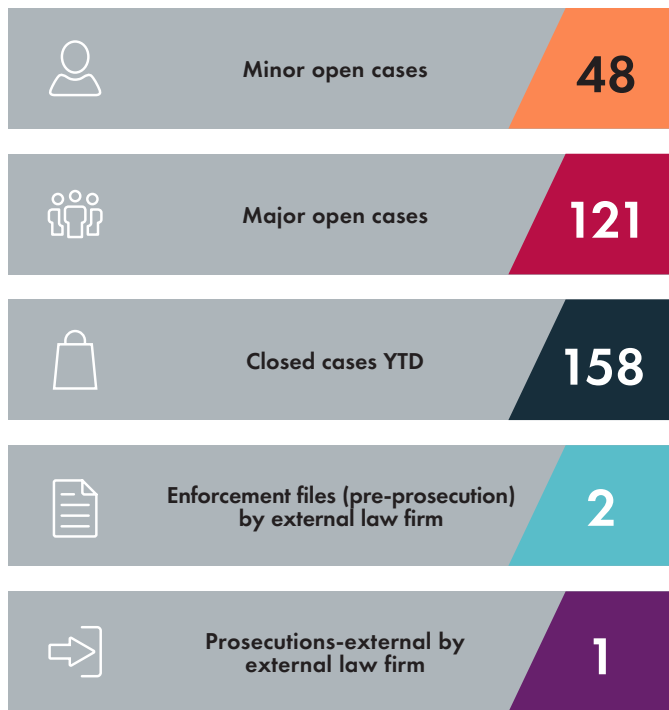
REGULATORY COMPLIANCE

Unlicensed Practice Enforcement

The Unlicensed Practice Enforcement team investigates and takes enforcement action against engineer title violations and those illegally practising engineering without being licensed to do so. The team met its goal of reducing the median open-file duration, reaching a new efficiency benchmark of 61 days by April (down from 60–70 days previously). On April 9, PEO secured a significant legal victory in *Association of Professional Engineers of Ontario v. Chouchaoui*, where the defendant was found in contempt for violating a prior injunction by falsely presenting as an engineer, unauthorized seal use and offering unauthorized services to the public.

Justice Papageorgiou’s detailed ruling emphasized the serious public safety risks posed by unlicensed practice. Given the defendant’s actions and refusal to acknowledge the severity of them, there is potential that the court will impose a term of imprisonment—a rare outcome in such cases, but an important precedent—at the sentencing hearing in July.

Additionally, the Unlicensed Practice Enforcement team developed and started distributing a visual guide for seals to building officials throughout Ontario.



61

YTD ending in April, the median time an Unlicensed Practice file was open was 61 days

Table 4: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

PEO's Complaints and Investigations team provides investigative and administrative services to the Complaints Committee (COC). The COC is tasked with determining whether complaints against licence holders should be referred to the Discipline Committee, dealt with in another manner or dismissed. Staff prioritize high-risk files but also work to advance cases overall towards disposition in a timely fashion.

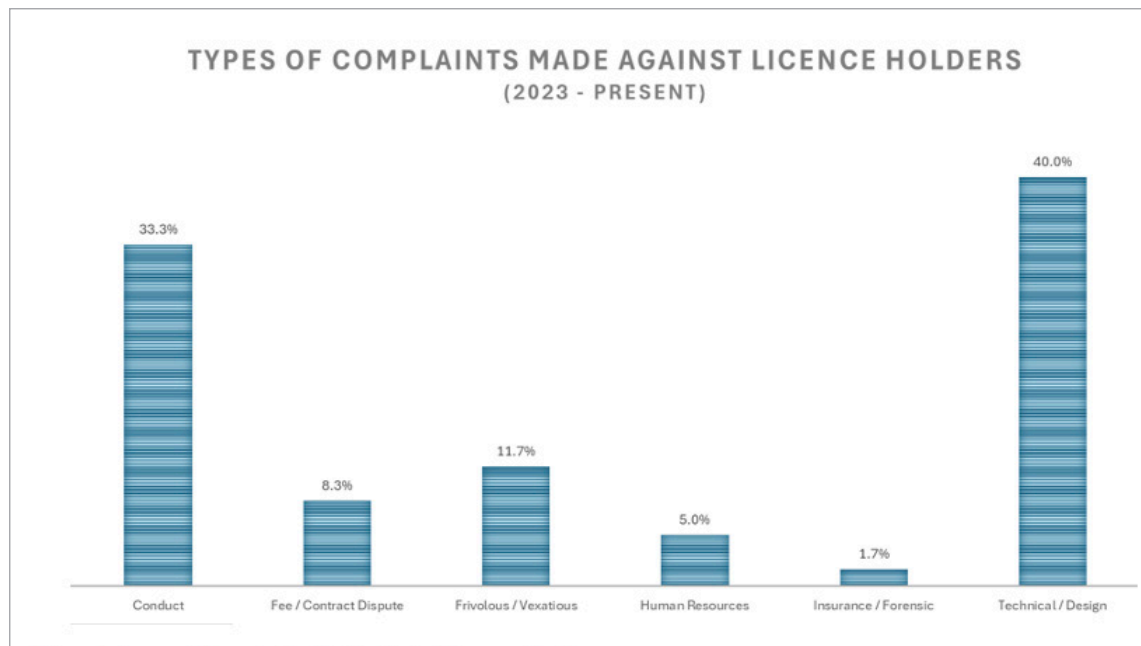


Figure 5: Types of Complaints Made Against Licence Holders

The addition of a Complaints Analyst in late 2024 has strengthened PEO's ability to identify complaint trends and emerging issues. This in turn supports proactive mitigation of ethical and competence issues, through education, new or revised standards and guidelines, PEAK modules, outreach and enforcement.

Figure 5 shows the type of complaints (by category) filed with PEO since 2023. The largest group of these (approx. 40 per cent) relate to technical/design issues, while a slightly smaller proportion (approx. 33 per cent) involve complaints about unprofessional conduct. Approximately 12 per cent of complaints were assessed as being frivolous or vexatious.

Complaints Committee Decisions

The COC generally meets around seven times per year to consider the results of staff investigations of complaints. The COC can refer a complaint to the Discipline Committee, make a decision not to refer it, or take another action consistent with the *Professional Engineers Act*.

From April to June, the COC issued a signed decision for, and disposed of, at least 20 complaint files (see Figure 6). This is a significant increase in the number of signed decisions issued in the same reporting period since 2023.



The largest group of complaints filed with PEO relate to technical/design issues

Investigations and Complaint Processing Time

In addition to carrying out an investigation into the merits of a complaint (which often involve collaborating with external engineering experts), staff spend a significant amount of time with other tasks related to the complaint, including seeking the advice of legal counsel, drafting detailed sets of written reasons following a COC meeting, preparing voluntary undertakings and preparing other materials. All of these are included when calculating investigations and complaint processing time.

The number of days from when a complaint was filed with PEO to when it was finally disposed of by the COC continued to decrease over the last reporting period, even as the number of active complaint files being investigated increased (see Figures 7 and 8).

Per Figure 7, the current average is 685 days, down from 751 days at the end of 2024. The shortest investigative and processing time for a file over the last 12 months was 90 days.

The reduction in investigation and file-processing time can be attributed to PEO's continuing efforts to find efficiencies and eliminate redundancies. As well, some legacy files dating back several years have now been closed. Other initiatives are also being explored to ensure PEO's complaint investigation and file processing are as timely as possible.

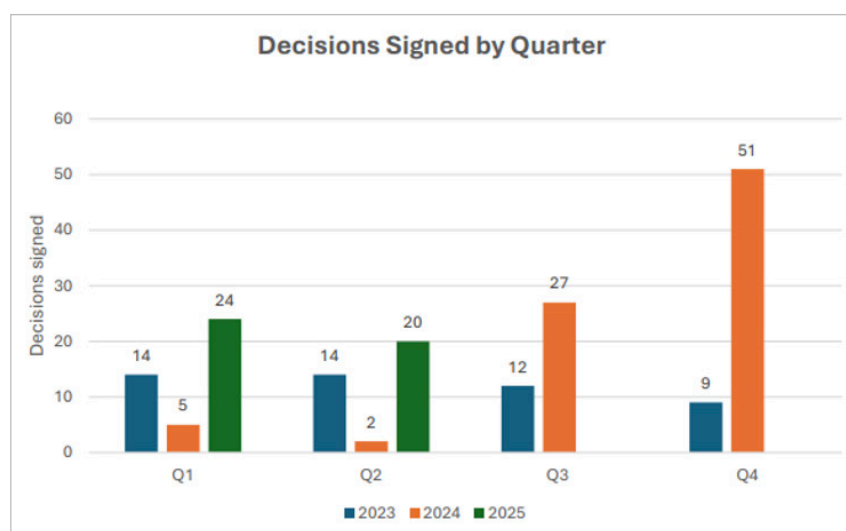


Figure 6: Number of Complaints Decisions Issued By Quarter

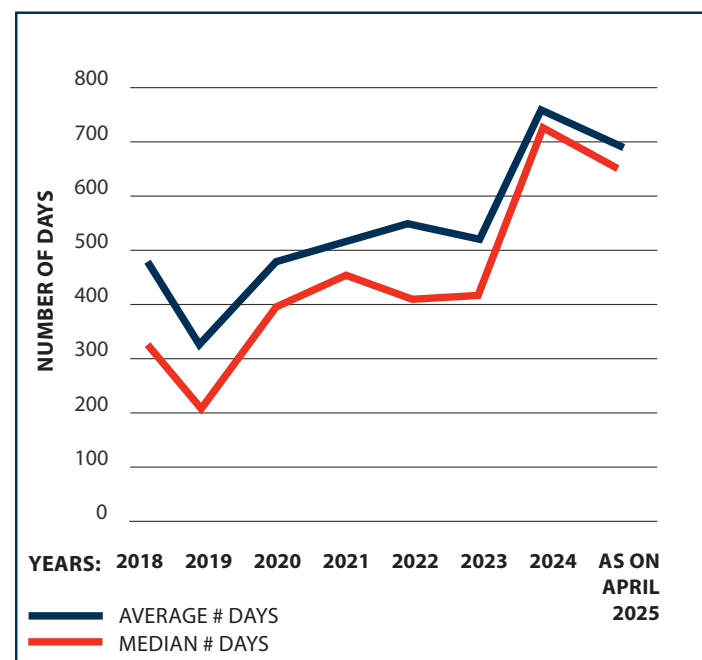


Figure 7: Complaint File Processing Times as of April 30, 2025

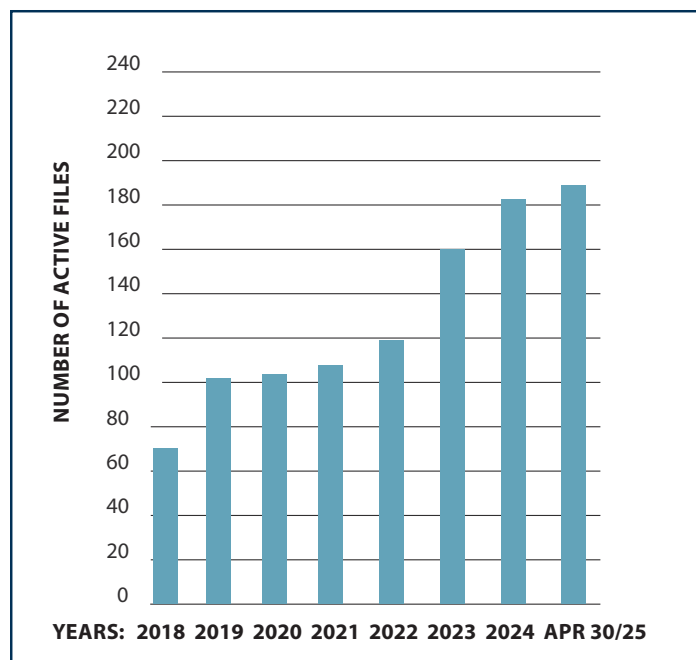


Figure 8: Active Files Year to Year as of April 30, 2025

PEAK

Approximately 73,600 individuals are required to complete PEAK for 2025. As of May 20, 86 per cent have started their PEAK requirements and 75 per cent have completed the first two PEAK elements. We continue to send regular reminders to individuals with incomplete PEAK requirements, which is a key part of our facilitative approach to help licence holders comply with PEAK and avoid an administrative suspension of their licence for non-compliance.

Next PEAK Module

Development has begun on the 2026 PEAK professional practice module, and we will continue to produce PEAK professional practice modules that are contemporary and relevant to licence holders.

86% licence holders who have started their PEAK requirements for 2025

	FOR PEAK IN 2024 AS OF DEC. 31, 2024	FOR PEAK IN 2025 AS OF JAN. 31, 2025	AS OF MAY 20, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 70,000	ABOUT 75,000	ABOUT 73,600
STARTED PEAK	94%	64%	86%
COMPLETED FIRST TWO ELEMENTS	89%	51%	76%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	4%	12%	10%
NOTED AS ELIGIBLE TO PRACTISE	82%	59%	79%
DECLARED AS PRACTISING	75%	55%	72%

Table 5: PEAK Completion Statistics for 2024 and 2025

NOTICE OF PROPOSALS

Under the act, 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.

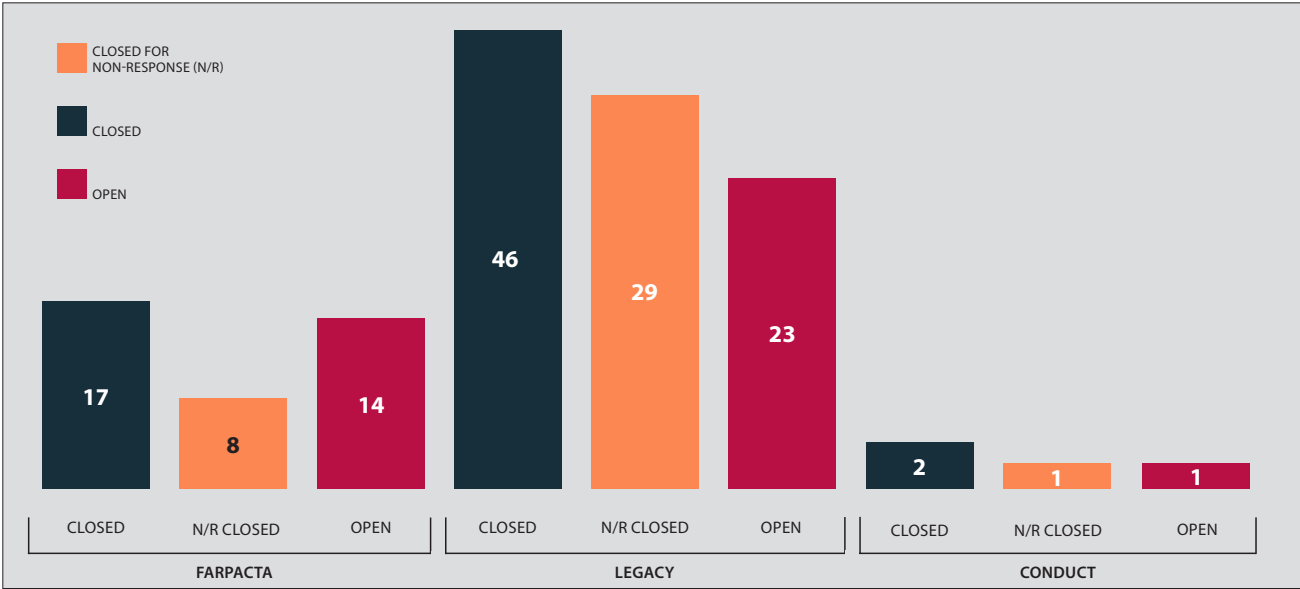


Figure 9: Current Status of REC Cases Since 2023

FINANCE

For the three months ending March 31, 2025, total revenues amounted to \$8.8 million, while total expenses were \$7.7 million, resulting in an excess of revenue over expenses of approximately \$1.1 million, as shown in Table 6.

Total revenues were favourable to budget by \$15,248. The favourable variance in revenue is primarily attributed to a higher-than-anticipated investment income and affinity program revenue.

Total expenses were favourable to budget by \$355,807. The favourable variance in expenses is primarily attributed to lower-than-budgeted

spending across several areas, including PEO chapters, purchased services, computer and telephone, Council special projects and strategic initiatives projects.

Accordingly, the excess of revenue over expenses was favourable to budget by \$371,055.

Table 6 shows cash of approximately \$7 million and an investment portfolio of approximately \$35.6 million as of March 31, 2025, compared to cash of \$10.9 million and an investment portfolio of \$29.8 million as of March 31, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$8,809,779	\$8,794,531	\$15,248
Operations expenses	\$7,572,375	\$7,628,997	\$56,622
Sp. projects and strategic plan exp	\$143,573	\$442,758	\$299,185
TOTAL EXPENSES	\$7,715,948	\$8,071,755	\$355,807
EXCESS OF REV OVER EXP	\$1,093,831	\$722,776	\$371,055

Table 6: Revenues and Expenses as of March 31, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	\$7,032,677	\$10,852,054	(\$3,819,376)
Other current assets	\$712,598	\$625,486	\$87,112
Marketable securities	\$35,595,855	\$29,774,637	\$5,821,217
Capital assets	\$25,642,552	\$26,915,368	(\$1,272,816)
TOTAL ASSETS	\$68,983,682	\$68,167,545	\$816,137
Current liabilities	\$14,832,942	\$15,061,792	(\$228,851)
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$45,722,240	\$41,044,653	\$4,677,588
TOTAL LIABILITIES & NET ASSETS	\$68,983,682	\$68,167,545	\$816,137

Table 7: Assets and Liabilities as of March 31, 2025

Remissions and Resignations

As of March 31, 2025, the data in Table 8 shows that the estimated total number of P.Engs in fee remission was approximately 13,407, compared to 12,855 in the same period in 2024. The number of resignations as of March 31, 2025, was estimated to be 301 as

compared to 444 resignations as of March 31, 2024. Overall, the estimated total number of P.Engs as of March 31, 2025, was 88,563, compared to 87,452 reported on March 31, 2024.

	YTD MAR 2025	YTD MAR 2024
Members seeking remission	897	917
Total members in fees remission	13,407	12,855
Members resigned	301	444
Total P.Engs	88,563	87,452

Table 8: Estimated Remissions and Resignations as of March 31, 2025



VOLUNTEER ENGAGEMENT

Event Engagement Model

In 2025, PEO continues to advance our Events Engagement Model (EEM) with attendance at seven events thus far, including Kingsway and Lambton chapters technical seminars, Simcoe-Muskoka and Peterborough chapters annual general meetings, Windsor-Essex and Upper Canada chapters licence presentation ceremonies and a tri-chapter (Etobicoke, Kingsway and Toronto-Humber chapters) licence presentation ceremony.

	2025 TARGET	2025 ACTUAL *	2024–2026 TARGET (ONE VISIT PER CHAPTER)	2024–2026 ACTUAL
EAST CENTRAL	2	2	6	5
EASTERN	2	1	7	4
NORTHERN	2	–	6	2
WEST CENTRAL	2	2	7	6
WESTERN	2	2	10	3

Table 9: Event Engagement Model Target and Actual Visits

* In addition to our EEM visits, PEO staff have visited and/or participated in York and Kingsway chapters events and PEO's West Central Regional Symposium.

CHAPTER UPDATES

Starting this year, PEO's Chapter Office is working to identify new and unique ways to support the valuable contributions of chapter volunteers. In 2025, staff have helped introduce Communities of Practice (CoPs) for selected chapter volunteer functions. CoPs are groups of individuals with similar expertise or roles who regularly interact and collaborate to create, share and apply knowledge. In February, the Chapter Office launched our first CoP with 29 chapter treasurers; this group will continue to meet regularly to provide updates, share best practices and apply gained knowledge across our network. Staff and volunteers will continue to collaborate and identify more opportunities for CoPs to enhance collaboration and harmonization across PEO's network. In addition to the development of CoPs, PEO Chapter and Finance teams have also hosted two optional Emburse (Certify) training sessions with over 75 registrants, with the goal of up-skilling and supporting chapter volunteers with PEO's expense reimbursement process.

In April, PEO's Regional Councillors Committee, in partnership with the Chapter Office, launched a standardized, bilingual application and evaluation process for the Grade 12 Chapter Scholarship. This streamlined approach ensures consistent criteria, equal scholarship amounts and a unified experience across all 36 chapters.

29

Chapter treasurers are part of a new Communities of Practice initiative to create, share and apply knowledge

DIGITAL TRANSFORMATION

New Digital Certificates

PEO has successfully implemented a digital licence certificate option for PEO licence holders. This new offering provides a secure, efficient and user-friendly method for members to access and share proof of licensure. Licence holders can log in to their PEO portal account, navigate to the Profile tab and access their certificate via the Digital Certificate section.

EXTERNAL RELATIONS

Pre-licensing Outreach

The Pre-licensing Outreach (PLO) team develops and executes engagement strategies for groups interested in PEO’s licensure process, building relationships and gathering input from stakeholders such as employers, chapters, universities, newcomer agencies, applicants, students, and related organizations.

Between January 1, 2024, and April 30, 2025, the PLO team engaged with nearly 7000 engineering students and faculty across Ontario through visits to universities and colleges. Engagement activities over these 16 months include licensure presentations to undergraduate students; university conferences or fairs; presentations

to graduate students, faculty and internationally trained engineers; and events hosted by student organizations (IEEE, ESSCO, etc.).

In organizing student visits, the PLO team established key contact points across various academic departments, including career and co-op services offices, faculty members from engineering departments, capstone project professors, graduate studies offices, engineering student society leaders and ESSCO, and international engineering graduate organizations.

SCHOOL	NUMBER OF VISITS	TOTAL ATTENDEES
Guelph	1	60
Lakehead	1	200
McMaster	8	1080
Ontario Tech	1	80
Queens	3	205
Seneca	3	215
TMU	7	1360
U of T	4	470
Waterloo	2	170
Western	2	30
Windsor	3	210
York U	1	100
TOTAL	36	4180

Table 10: Undergraduate Student Presentations 2024–2025

15 Undergraduate student fairs the PLO team visited in 2024–2025

SCHOOL	NUMBER OF VISITS	TOTAL ATTENDEES
Fanshawe College	2	115
Lakehead	1	150
TMU	6	140
U of T	1	200
Windsor	1	150
York U	1	15
TOTAL	12	770

Table 11: Presentations for Graduate Students, Faculty and Internationally Trained Engineers 2024–2025

685

Students were engaged in 2024–2025 through organizations such as EngiQueers, ESSCO and IEE



Stakeholder Relations

Building on the success of the Strategic Stakeholder Advisory Group (SSAG) and insights from EIT program consultations, PEO has launched, initially on a pilot project basis, a second advisory group—the Employer Advisory Group (EAG). Our objective is to deepen our connections with the employer community that is affected by the decisions and initiatives of PEO. The EAG will bring employer perspectives into the development of policy initiatives for Council’s consideration. It will help us to identify priorities, industry trends and opportunities for collaboration. This proactive approach will better inform Council and governance decisions while strengthening support for PEO’s regulatory mandate.

The inaugural members of the EAG include:

- Oladewa Adekola, P.Eng., program lead, engineers-in-training, Toronto Transit Commission
- Monica Danon-Schaffer, senior manager, global health & safety, Kinross Gold
- Lisa Doucet, P.Eng., business excellence manager, Siemens Canada Limited
- Sue Fortin, program manager, organizational design/ job evaluation and pay equity, City of Ottawa
- Phil Jones, vice president, engineering & logistics, Ellis Don
- Catherine Mammoliti, HR manager, CSA Group
- Sheeba Paul, P.Eng., senior associate, senior acoustic engineer, HGC Engineering
- Peter Purdy, P.Eng., division manager, Bruce Power
- Rohan Service, P.Eng., supervisor low carbon infrastructure (CNG & RNG) operations, Enbridge Gas Inc.

Our two advisory groups serve as a key instrument in the development of a more comprehensive and far-reaching engagement process to support broader discussions and well-informed deliberations on significant regulatory issues.

The SSAG continues to provide input into the redevelopment of the EIT program, meeting again last month following Council’s decision in April to endorse the option of re-establishing the program as a voluntary pathway to licensure. This was in conjunction with an open survey for stakeholders that supported the development of an action plan.

O.REG. 61/25, AMENDING REGULATION 941

In February 2025, Council adopted the sealed regulation that was required to give effect to certain aspects of the governance framework approved in the fall of 2024. The new regulation has now been formally approved by Cabinet, is no longer confidential and is attached as [Appendix A](#) to this report. It will be incorporated as part of Regulation 941 under the *Professional Engineers Act*.

ONTARIO REGULATION 61/25
made under the
PROFESSIONAL ENGINEERS ACT

Made: February 21, 2025
Approved: May 15, 2025
Filed: May 15, 2025
Published on e-Laws: May 15, 2025
Published in *The Ontario Gazette*: May 31, 2025

Amending Reg. 941 of R.R.O. 1990
(GENERAL)

1. Regulation 941 of the Revised Regulations of Ontario, 1990 is amended by adding the following sections:

Eligibility – election to Council

9.1 A Member is not eligible for election to the Council unless the Member meets the following criteria:

1. The Member has completed an orientation course approved by the Council.
2. The Member has membership in good standing with the Association.
3. There has been no finding of professional misconduct, incompetence or incapacity by the Association or by any regulatory body in Canada with respect to the Member.
4. At the time of seeking a nomination for election, the Member,
 - i. is not incapable of managing property under the *Substitute Decisions Act, 1992* or under the *Mental Health Act*,
 - ii. is not incapable of personal care under the *Substitute Decisions Act, 1992*, or
 - iii. is not the subject of a finding of incapacity by a court in Canada.
5. The Member is not an undischarged bankrupt.
6. The Member has not been disqualified from sitting on the Council in the past three years.
7. The Member is not an adverse party in a civil action for damages against the Association.
8. The Member is not a director of the Ontario Society of Professional Engineers.
9. The Member is not the spouse, parent, grandparent, child or grandchild of an employee of the Association.

10. The Member has not been convicted of an offence as an adult under the *Criminal Code* (Canada) or under the *Controlled Drugs and Substances Act* (Canada) or any comparable legislation of any jurisdiction, excluding offences for which a record suspension was granted.
11. There is no charge pending against the Member under the *Criminal Code* (Canada) or under the *Controlled Drugs and Substances Act* (Canada) or any comparable legislation of any jurisdiction.
12. The Member has not been convicted, in the last 10 years, of an offence under any provincial statute of any jurisdiction where the conviction resulted in imprisonment.

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Disqualification from Council

10.1 A member of Council is disqualified from sitting on the Council if,

- (a) the member fails to maintain a membership in good standing with the Association, in the case of a member who is also a member of the Association;
- (b) the member is found guilty of professional misconduct or is found to be incompetent or incapacitated by the Association, in the case of a member who is also a member of the Association, but only after all rights of appeal have expired or been exhausted;
- (c) the member is,
 - (i) incapable of managing property under the *Substitute Decisions Act, 1992* or under the *Mental Health Act*,
 - (ii) incapable of personal care under the *Substitute Decisions Act, 1992*, or
 - (iii) the subject of a finding of incapacity by a court in Canada;
- (d) the member becomes an undischarged bankrupt;
- (e) the member is an adverse party in a civil action for damages against the Association;
- (f) the member applies to become an employee of the Association; or
- (g) the member fails to perform any of the duties set out in the Council's Code of Conduct, as approved by the Council on September 27, 2024 and available on the website of the Association, if the Council determines that the seriousness of the failure to perform necessitates disqualifying the member in order to serve and protect the public interest.

Interpretation

10.2 For the purposes of sections 9.1 and 10.1, a membership in good standing with the Association means that the Member's licence is not under suspension or that it has not been cancelled or revoked.

Commencement

2. This Regulation comes into force on the day it is filed.

Made by:
Pris par :

COUNCIL OF THE ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO:
LE CONSEIL DE L'ORDRE DES INGÉNIEURS DE L'ONTARIO :

GREGORY P. WOWCHUCK
President

JENNIFER QUAGLIETTA
CEO / Registrar

Date made: February 21, 2025
Pris le : 21 février 2025