

Confirmation of Notice and Quorum

| | |
|---------------------------|--|
| Agenda Item Number | C-570-1.1 |
| Purpose | Secretariat to confirm notice and quorum of the meeting. |

Confirmation Note – Approval of Agenda

| | |
|---------------------------|---|
| Agenda Item Number | C-570-1.2 |
| Purpose | To approve the agenda for the meeting. |
| Motion | (simple majority) That: a) The agenda, as presented to the meeting at C-570-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business. |
| Attachments | Appendix A – 570 th Council meeting agenda |

Prepared By: Secretariat



C-570-1.2
Appendix A

Draft AGENDA

570th Meeting of the Council of Professional Engineers Ontario

Friday, June 20, 2025 / 8:30 am – 5:00 pm / Lunch 12:00 – 12:45 pm

In-Person Meeting: PEO Offices, 40 Sheppard Avenue West, 8th Floor, Toronto

Virtual Option: Zoom details are provided via Outlook calendar invitation and Diligent Boards

| SUMMARY OF TIMINGS | |
|--------------------|--|
| 8:30 am | CALL TO ORDER – Formal Public Meeting Begins - Council Chambers |
| 10:20–10:30 am | Approximate time of break |
| 12:00–12:45 pm | Lunch |
| 3:00–3:10 pm | Approximate time of break |
| 5:00 pm | Meeting concludes |

| ITEM | | Spokesperson | Type | Time |
|--|---|------------------------------------|--------------|-------------|
| 1. | <u>OPENING</u> | Spokesperson | Type | Time |
| 1.1 | WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> Confirmation of Notice and Quorum Acknowledgement of Attendees (Council, Staff, and Guests) Other Announcements | Chair | Confirmation | 8:30 |
| 1.2 | APPROVAL OF AGENDA | Chair | Confirmation | |
| 1.3 | DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any | Chair | Exception | |
| 2. | <u>CONSENT AGENDA</u> | Spokesperson | Type | Time |
| Councillors may request that an item be removed from the consent agenda for discussion. | | | | |
| 2.1 | OPEN SESSION MINUTES – 568 and 569 COUNCIL MEETINGS | Chair | Decision | 8:40 |
| 2.2 | CONSULTING ENGINEER DESIGNATION APPLICATIONS <ul style="list-style-type: none"> a) Approving b) Declining | J. Vera (Director, Licensing) | Decision | |
| 2.3 | COUNCIL REMUNERATION FRAMEWORK & COMPETENCY-BASED NOMINATIONS: ACTION PLAN | Councillor MacFarlane GNC Chair | Decision | |

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|---|--|---|-----------------------------|-------------|
| 2.4 | CHANGES TO 2024 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST a) Committee Membership Changes for Approval b) Other Changes | J. Schembri Director, Volunteer Engagement | Decision Information | |
| 3. | <u>EXECUTIVE & STRATEGIC REPORTS</u> | Spokesperson | Type | Time |
| 3.1 | PRESIDENT'S REPORT | President Saghezchi | Information | 8:45 |
| 3.2 | CEO/REGISTRAR'S REPORT | CEO/Registrar Quaglietta | Information | 9:00 |
| 3.3 | 2026-2030 STRATEGIC PLAN | Daniel Roukema MDR Strategies Group Inc. | Decision | 9:20 |
| 3.4 | GOVERNMENT LIAISON PROGRAM UPDATE | Nicko Vavassis Director, Wellington Advocacy | Information | 9:50 |
| 4. | <u>AUDIT AND FINANCE COMMITTEE ITEMS</u> | Spokesperson | Type | Time |
| AFC Summary Report at Tab 4 in Diligent Boards | | | | |
| 4.1 | AUDIT AND FINANCE COMMITTEE WORK PLAN FOR 2025-2026 | Councillor Cutler AFC Chair | Decision | 10:30 |
| 4.2 | 2025 BUDGET UPDATE | Councillor Cutler AFC Chair | Verbal Update | |
| 5. | <u>GOVERNANCE AND NOMINATING COMMITTEE ITEMS</u> | Spokesperson | Type | Time |
| GNC Summary Report at Tab 5 in Diligent Boards | | | | |
| 5.1 | GOVERNANCE AND NOMINATING COMMITTEE WORK PLAN FOR 2025-2026 | Councillor MacFarlane GNC Chair | Decision | 10:45 |
| 5.2 | APPROVAL OF 2026 ELECTION DOCUMENTS o Publicity Procedures o Nomination and Voting Procedures o Nomination Form o Nomination Acceptance Forms o Regional Election and Search Committees (RESC) Appointments | Councillor MacFarlane GNC Chair | Decision | |
| 5.3 | COMMUNICATIONS POLICIES REVIEW | Councillor MacFarlane GNC Chair | Decision | |
| 5.4 | COUNCILLOR SUBMISSION: AMENDMENT TO THE SPECIAL RULES OF ORDER | Councillor MacFarlane GNC Chair | Decision | |
| LUNCH: 12:00-12:45 | | | | |

| <u>6 HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</u> | | Spokesperson | Type | Time |
|---|--|--|-------------|-------------|
| HRCC Summary Report at Tab 6 in Diligent Boards | | | | |
| 6.1 | HUMAN RESOURCES AND COMPENSATION COMMITTEE WORK PLAN FOR 2025-2026 | Councillor Roberge HRCC Chair | Decision | 12:45 |
| <u>7 REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS</u> | | | | |
| RPLC Summary Report at Tab 7 in Diligent Boards | | | | |
| 7.1 | REGULATORY POLICY AND LEGISLATION COMMITTEE WORK PLAN FOR 2025-2026 | Councillor Hilborn RPLC Chair | Decision | 12:50 |
| 7.2 | ENGINEERING INTERN (EIT) PROGRAM: FINAL PROPOSAL | Councillor Hilborn RPLC Chair | Decision | |
| 7.3 | FARPACTA AND APPLICATION ASSESSMENT TIMELINES | Councillor Hilborn RPLC Chair | Decision | |
| 7.4 | REVIEW OF CONTINUING PROFESSIONAL DEVELOPMENT (CPD) PROGRAM | Councillor Hilborn RPLC Chair | Decision | |
| <u>8 REGULATORY ITEMS</u> | | | | |
| 8.1 | TRIBUNAL ACTIVITY REPORT | N. Brown Legal Counsel & Director, Tribunals | Information | 2:00 |
| <u>9 OTHER ITEMS</u> | | | | |
| 9.1 | 2024 ANNUAL REPORT: ACADEMIC REQUIREMENTS COMMITTEE (ARC) | Judith Dimitriu Chair, ARC | Information | 2:05 |
| 9.2 | ENGINEERS CANADA UPDATES | | | |
| | a) Directors Report | N. Colucci, Ontario Director | Information | 2:30 |
| | b) Governance Review Update | P. Rizcallah, CEO | Information | |
| 9.3 | COUNCILLOR QUESTIONS • Visioning for Relevance – Next Steps | President-Elect Notash | Discussion | 2:50 |
| 9.4 | MOTION TO MOVE IN CAMERA | Chair | Decision | 3:00 |
| BREAK AND PUBLIC OPEN SESSION MEETING CONCLUDES | | | | |
| <u>10 IN CAMERA CONSENT AGENDA</u> | | Spokesperson | Type | Time |
| 10.1 | IN CAMERA MINUTES – 568 and 569 COUNCIL MEETINGS | Chair | Decision | Est 3:10 |
| 10.2 | CENTRAL ELECTION AND SEARCH COMMITTEE (CESC) MATTERS: ○ Appointment of 2025-2026 CESC | Councillor MacFarlane GNC Chair | Decision | |

| | | | | |
|--------------------------------------|--|--|-------------|-------------|
| | ○ Appointment of 2025-2026 CESC Chair | | | |
| 10.3 | LEGAL UPDATE | D. Abrahams VP, Policy & Governance and Chief Legal Officer | Information | |
| 11 IN CAMERA ITEMS | | Spokesperson | Type | Time |
| 11.1 | DATA PROTECTION POLICY | D. Smith Director, External Relations | Decision | 3:15 |
| 11.2 | COUNCILLOR ITEMS Generative Discussion | Chair | Discussion | 3:45 |
| 11.3 | PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any | Chair | Exception | |
| 11.4 | IN CAMERA DIALOGUE WITH CEO/REGISTRAR ○ CEO/Registrar Mid-year Performance Review | Chair | Discussion | 4:00 |
| 11.5 | IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR | Chair | Discussion | 4:30 |
| COUNCIL MEETING ENDS: 5:00 PM | | | | |

| NEXT MEETINGS/EVENTS | | | |
|---|---|--|---|
| AFC Sep 8, 2025 Nov 5, 2025 | GNC Sep 9, 2025 Nov 13, 2025 | HRCC Sep 12, 2025 Nov 6, 2025 | RPLC Sep 11, 2025 Nov 12, 2025 |
| Council Meetings Sep 26, 2025 Nov 28, 2025 | Order of Honour Sep 26, 2025 | Volunteer Symposium Sep 27, 2025 | |

ADDITIONAL MATERIAL PROVIDED SEPARATELY

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder "Reports" and the sub-folders therein for the applicable year and Council meeting). The additional material includes governance committee minutes and the Council Decision Log. These can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of June 6, 2025 are as follows:

AFC Approved Minutes (November 18, 2024 & March 20, 2025); GNC Approved Minutes (March 24, 2025 and April 15, 2025); RPLC Approved Minutes (March 18, 2025 and April 17, 2025); and Council Decision Log.

Exception Note – Conflicts of Interest

| | |
|-----------------------------------|---|
| Agenda Item Number | C-570-1.3 |
| Purpose | Councillors are requested to identify any potential conflicts of interest related to the open session Council agenda. |
| Strategic/Regulatory Focus | |
| Motion | <i>None required</i> |

Summary

Councillors are to declare and refrain from participating in any Council matters where they might have a real or perceived conflict of interest.

The Council Chair is responsible for ruling on whether a conflict exists if there is a dispute.

The Councillor with a conflict of interest will be required to leave the Council meeting for the duration of the agenda item, including for any respective votes.

Decision Note – Consent Agenda

| | |
|---------------------------|---|
| Agenda Item Number | C-570-2.0 |
| Purpose | To approve items in the Consent agenda. |
| Motion | (simple majority) That the Consent Agenda, as presented to the meeting at C-570-2.0 be approved. |

Routine agenda items that may be approved without debate are included in a consent agenda and may be moved in a single motion. However, the minutes of the meeting will reflect each item as if it was dealt with separately. Including routine items on a consent agenda expedites the meeting.

Items included on the consent agenda may be removed and dealt with separately if they contain issues or matters that require review.

Please review the minutes ahead of time for errors or omissions and advise Secretariat at secretariat@peo.on.ca if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The Consent Agenda consists of:

2.1 Open Session Minutes C-568 and C-569 Meetings

2.2 CEDC Applications

2.3 Council Remuneration Framework & Competency-Based Nominations: Action Plan

2.4 Changes to 2025 Statutory and Regulatory Committees' Membership List

- a) Decisions for Approval
- b) Other Changes

2.5 Approval of Appointments to Complaints Committee

Prepared By: Secretariat

Decision Note - Open Session Minutes – 568th and 569th Council Meetings

| | |
|-----------------------------------|---|
| Agenda Item No. | C-570-2.1 |
| Purpose | To record that the minutes of the open session of the 568 th and 569 th meetings of Council accurately reflect the business transacted at those meetings. |
| Strategic/Regulatory Focus | Governance |
| Motion | <p>1. That the minutes of the 568th meeting of Council, held April 4, 2025, as presented to the meeting at C-570-2.1, Appendix A, accurately reflect the business transacted at this meeting.</p> <p>2. That the minutes of the 569th meeting of Council, held May 2, 2025, as presented to the meeting at C-570-2.1, Appendix B, accurately reflect the business transacted at this meeting.</p> |
| Attachments | <p>Appendix A – Minutes C-568</p> <p>Appendix B – Minutes C-569</p> |

Chapter X Minutes, Section 211 Approval of minutes of previous meeting, of Nathan and Goldfarb’s Company Meetings states under Comment that, “There does not appear to be any obligation to have minutes signed to be valid or approved, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely approves the minutes.”

MINUTES

The 568th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor, Toronto on Friday, April 4, 2025 at 8:30 a.m.

Present

(In-Person): G. Wowchuk, P.Eng., President
R. Fraser, P.Eng., Past President
F. Saghezchi, P.Eng., President-elect (from minute 12847)
G. Boone, P.Eng., Vice President (elected)
N. Lwin, P.Eng., Vice President (appointed) and East Central Region Councillor
C. Chiddle, P. Eng., Eastern Region Councillor
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
A. Dryland, C.E.T., Lieutenant Governor Appointee
S.H. Ehtemam, P.Eng., East Central Region Councillor
A. Elshaer, P.Eng., Northern Region Councillor
V. Hilborn, P.Eng., Western Region Councillor
M. Liu, P. Eng., Eastern Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
L. Notash, P.Eng., Councillor-at-Large
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee
R. Walker, P.Eng., Councillor-at-Large

Present

(Virtual): F. Saghezchi, P.Eng., President-elect (to minute 12846)
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
G. Schjerning, P.Eng., Councillor-at-Large

Regrets: R. Panesar, P.Eng., West Central Region Councillor

Staff

(In-Person): J. Quaglietta, P.Eng., CEO/Registrar
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer
A. Dixit, P.Eng., VP, Corporate Operations and Digital Transformation (to minute 12846)
A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar
D. Sikkema, Chief People Officer
M. Solakhyan, Senior Director, Governance
C. Mehta, Director, Finance
D. Smith, Director, External Relations
J. Vera, Director, Licensing
M. Feres, Manager, Council Operations (Secretariat)
E. Chor, Research Analyst (Secretariat)
A. Anowar, Council and Committee Coordinator (Secretariat)
G. Pedregosa, Council and Committee Coordinator (Secretariat)

Staff

(Virtual): A. Dixit, P.Eng., VP, Corporate Operations and Digital Transformation (from minute 12847)
N. Brown, Director, Tribunals and Legal Counsel
K. Praljak, Director, Communications
M. Rusek, Director, Investigations and Prosecutions
J. Schembri, Director, Volunteer Engagement
N. Axworthy, Managing Editor and Communications Specialist
M. Soepiter, Controller

Guests

(In-Person): C. Bellini, P. Eng., Ontario Director, Engineers Canada
S. Decloux, P.Eng., Councillor-at-Large Elect
N. Hill, P. Eng., Past President, Engineers Canada
T. Kirkby, P.Eng., Ontario Director, Engineers Canada
P. Klink, P. Eng., Councillor-at-Large Elect
L. Lukinuk, Parliamentary Services
S. Perruzza, CEO, Ontario Society of Professional Engineers (OSPE)
M. Sterling, P.Eng., Ontario Director, Engineers Canada

Guests

(Virtual): A. Arenja, P. Eng., Ontario Director, Engineers Canada
C. Farrow, CEO, Ontario Association of Certified Engineering Technicians and Technologists
L. Go, General Counsel and Corporate Secretary, Engineers Canada
P. Rizcallah, CEO, Engineers Canada
D. Roukema, CEO, MDR Strategies Group Inc
S.J. Shi, P.Eng., Eastern Region Councillor Elect
S. Stewart, Partner, Deloitte
B. Williams, Compliance Analyst, Office of the Fairness Commissioner

Council convened at 8:37 a.m. on Friday, April 4, 2025.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order; welcomed Councillors, staff, and guests; and made emergency and procedural announcements related to the conduct of the meeting.

Council was advised that George Nikolov resigned from the Council in March and that the Office of the Attorney General has been notified. The Chair extended his thanks to former Councillor Nikolov for 3-years of service on PEO Council.

12833 – APPROVAL OF AGENDA

The Chair reviewed the draft agenda. The following changes were proposed:

- Removal of items 2.4 and 2.5 from the Consent Agenda for individual consideration.
- Consideration of item 2.6 *“Engineers Canada Directors Report”* in conjunction with item 9.1 for further discussion with the Engineers Canada Directors.
- An addition to the in camera section as item 11.1(a) to discuss the re-consideration of one of the Engineers Canada Director Nominations for 2025-2028.

Moved by Councillor Roberge, seconded by Councillor Chiddle:

That:

- a) the agenda at C-568-1.2, Appendix A be approved as amended; and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

| <u>For: 20</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 3</u> |
|----------------|-------------------|-------------------|------------------|
| G. Boone | | G. Wowchuk | R. Panesar |
| C. Chiddle | | | F. Saghezchi |
| L. Cutler | | | S. Schelske |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| R. Fraser | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| G. Schjerning | | | |
| U. Senaratne | | | |
| P. Shankar | | | |
| S. Sung | | | |
| R. Walker | | | |

12834 – DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interests were declared.

12835 – CONSENT AGENDA

Moved by Councillor Chiddle, seconded by Councillor Elshaer:

That the Consent Agenda be approved, consisting of:

2.1 Open Session Minutes C-567, February 21, 2025

2.2 Changes to 2025 Statutory and Regulatory Committees' Membership List

2.3 CEDC Applications

The following items were removed for individual discussion:

2.4 RCC - Chapter Procedures Manual

2.5 Special Rules of Order: Councillor Submissions Protocol

2.6 Engineers Canada Directors' Report

CARRIED
Unanimous consent

| <u>For: 20</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 3</u> |
|-----------------------|--------------------------|--------------------------|-------------------------|
| G. Boone | | G. Wowchuk | R. Panesar |
| C. Chiddle | | | F. Saghezchi |
| L. Cutler | | | S. Schelske |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| R. Fraser | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| G. Schjerning | | | |
| U. Senaratne | | | |
| P. Shankar | | | |
| S. Sung | | | |
| R. Walker | | | |

12836 – REGIONAL COUNCILLORS COMMITTEE – CHAPTER PROCEDURES MANUAL

An update was provided on the development of a Chapter Procedures Manual, developed with input from the Chapter Procedures Manual Advisory Group (CPMAG) and Regional Councillors Committee (RCC). CPMAG co-chair, Vicki Hilborn, noted that there was extensive engagement from chapters throughout the update process and that there will be opportunities for Council to provide input as there will be another revision of the manual in 2026. The Chapter Procedures Manual is scheduled to be launched at Regional Congresses in June 2025, at a planned, in-person Penta Congress.

Councillors raised questions on the amount of involvement and engagement from chapters in the development of the manual. It was noted that since work began on this initiative in February 2024, chapters have had input from members of the RCC and the CPMAG, and during Regional Congresses.

12837 – SPECIAL RULES OF ORDER: COUNCILLOR SUBMISSIONS PROTOCOL

As part of its review of the Special Rules of Order in April 2024, Council decided that the provisions dealing with Councillor submissions would be reviewed by the Governance and Nominating Committee (GNC) after one year of implementation. Given the limited number of submissions since the adoption of the process and its demonstrated effectiveness, no changes to the Councillor Submissions Protocol are recommended at this time. It was noted by staff that the Special Rules, including provisions related to the Councillor Submissions Protocol, will be reviewed again in 2027.

Staff responded to questions clarifying the current timelines for making submissions and defining what constitutes an exceptional or emergency item if one arises.

[F. Saghezchi joined the meeting at 8:59 a.m.]

Moved by Councillor MacFarlane, seconded by Councillor Senaratne:

That, since no improvements are proposed at this time, the Special Rules dealing with Councillor submissions should be reviewed again in 2027 when the Special Rules of Order are scheduled for review.

**CARRIED
Unanimous consent**

For: 21

G. Boone
C. Chiddle
L. Cutler
A. Dryland
S. H. Ehtemam
A. Elshaer
R. Fraser
V. Hilborn
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Prudhomme
L. Roberge
F. Saghezchi
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
R. Walker

Against: 0**Abstain: 1**

G. Wowchuk

Absent: 2

R. Panesar
S. Schelske

12838- PRESIDENT'S REPORT

[S. Schelske joined the meeting at 9:03 a.m.]

President Wowchuk noted that since the last Council meeting in February he has attended several events outside the Greater Toronto Area (GTA) to meet with PEO members. President Wowchuk spoke on several topics related to recent events related to trade and tariffs in Canada, and its effect on the engineering profession.

Councillors thanked President Wowchuk for his efforts during the 2024-2025 term and the work he has done as Chair during the year.

12839 – CEO/REGISTRAR'S REPORT

CEO/Registrar Quaglietta provided highlights of the CEO/Registrar's Report. A summary is provided below.

- The completion of a live webinar and Q&A session on March 5th between PEO and the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) to promote the Licensed Engineer Technologist (LET) designation. The webinar is part of a broader effort to ensure the path to



licensure is clear and accessible. Over 700 OACETT members participated, with discussion surrounding LET's numerous benefits, eligibility requirements, and application process.

- National Engineering Month and P.Eng. Day celebration in the month of March.
- A successful chapter visioning session for chapter leaders and representatives, including a collaborative discussion 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.
- Informational updates, data, and statistics were reviewed concerning licensing applications (including registration acknowledgements, decisions, and examinations); Continuing Professional Development (CPD)/PEAK; stakeholder consultations related to the Engineering Intern (EIT) program renewal; practice standards and guidelines; an update on the Governance Scorecard about the 30 x 30 licensure rate; remissions and resignations; and customer service statistics.

The CEO/Registrar and staff provided additional information and answered questions related to the CEAB/non-CEAB applicant status, CBA metrics, fees related to technical exams, PEAK compliance, recognition of contributions from members on statutory committees, and the evaluation process on PEO's adjustment to the new FARPACTA changes.

The CEO/Registrar also thanked the outgoing Director of Finance, Chetan Metha, for his longstanding service at PEO and support on managing PEO's finance department over the years.

12840 - STRATEGIC PLAN UPDATE

Daniel Roukema from MDR Strategy Group provided an update on the process to develop PEO's next Strategic Plan, to take effect in 2026. The outreach and consultations with a broad group of stakeholders is complete. MDR met with PEO's Leadership Team to provide a comprehensive overview of the work, and collaborated in successfully establishing draft pillars, goals, and objectives.

The next steps will be meeting with the Strategic Plan Working Group on April 24, members of Council, and the leadership team to continue gathering feedback and inputs in the process. There will be a Council workshop on April 30, 2025 to discuss the Strategic Plan, a further presentation and briefing during Council orientation in May, and a half-day strategic planning session for all of Council at the end of May.

The 2026-2031 Strategic Plan will be presented for Council's approval at its June 20, 2025 Council meeting.

[D. Roukema left the meeting at 9:38 a.m.]

12841 – 2024 AUDITED FINANCIAL STATEMENTS

PEO's governing legislation and its By-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO's Annual General Meeting and that these statements be published on PEO's website for access to all members.

AFC Chair, Councillor Cutler, reported that at its meeting on March 20 2025, the AFC received a report from the auditor to review Deloitte's 2024 Audit Report and to review the 2024 audited financial statements. It was noted that there was no quorum at the March 20 meeting, however, the committee discussed and reviewed all material with the auditor and recommends that Council accept the financial statements as presented.

It was noted that the auditor reported no material issues or concerns. In summary, the statements show revenues of \$37m, operating expenses of \$32.2m, resulting in a surplus of \$4.4m.

Questions and discussion took place regarding the presentation, including the areas of investment income and rates of return, building operation improvements, costs, revenue, criteria for the use of external advisors, the rotational use of auditors, Chapter finances, and staff professional development.

Moved by Councillor Cutler, seconded by Councillor MacFarlane:

That Council:

a) approve the audited financial statements for the year ended December 31, 2024, and the auditor's report thereon, as presented to the meeting at C-568-4.1, Appendix A; and

b) authorize the President and President-elect to sign the audited financial statements on Council's behalf.

CARRIED

Unanimous consent

For: 22

G. Boone
C. Chiddle
L. Cutler
A. Dryland
S. H. Ehtemam
A. Elshaer
R. Fraser
V. Hilborn
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

R. Panesar

12842 - RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2025

It is necessary for Council to recommend the appointment of an auditor for 2025 to the members, for their approval at the upcoming Annual General Meeting. Section 52 of By-Law 1 states:

The members of each annual meeting shall appoint one or more auditors who shall be chartered accountants to hold office until the next annual meeting and if an appointment is not so made, the auditor in office shall continue in office until a successor is appointed.

Council was advised that Deloitte LLP was chosen through a competitive bidding process and that a multi-year contract was signed. There was discussion regarding the Request for Proposal process and cycle, and PEO's working relationship with the current audit provider. Further clarity was given that Deloitte has a five-year agreement with PEO, and there are two years left on the five-year agreement, at which point PEO will issue a new RFP for auditors.

Moved by Councillor Cutler, seconded by Councillor Walker:

That Council recommend to members at the April 2025 Annual General Meeting that Deloitte LLP be appointed as PEO's auditor for 2025 and hold office until the next annual general meeting or until a successor is appointed.

CARRIED

| <u>For: 21</u> | <u>Against: 1</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
|-----------------------|--------------------------|--------------------------|-------------------------|
| G. Boone | F. Saghezchi | G. Wowchuk | R. Panesar |
| C. Chiddle | | | |
| L. Cutler | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| R. Fraser | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| S. Schelske | | | |
| G. Schjerner | | | |
| U. Senaratne | | | |
| P. Shankar | | | |
| S. Sung | | | |
| R. Walker | | | |

[S. Stewart left the meeting at 10:15 a.m.]

12843 – ENGINEERS CANADA 2027 PER CAPITA ASSESSMENT FEE

On December 9, 2024 the Engineers Canada (EC) Board agreed to recommend to the provincial and territorial Members that the 2027 Per Capita Assessment Fee be set at \$11 per Registrant. As a result, EC has asked its members to consult with their respective Councils to obtain voting instructions for its representatives in respect of this matter prior to the May 24, 2025 Annual Meeting of Members.

It was noted that the unrestricted reserve fund that existed for Engineers Canada as a source of revenue, mainly due to PEO's non-participation in the national affinity program, ceased in 2023 and this has impacted their decision to raise the PCAF from \$8 in 2024 and 2025 to \$10 in 2026; and to propose an increase to \$11 in 2027.

Moved by Councillor Cutler, seconded by Councillor Senaratne:

That the wording of the motion directing the vote of the PEO President at the Engineers Canada Annual Meeting of Members on May 24, 2025 should be "in favour" regarding the approval of the 2027 per capita assessment fee.

CARRIED

Council voted by raised hands. The Chair announced the result of a majority in favour of the motion.

Final Motion

Moved by Councillor Cutler, seconded by Councillor Senaratne:

That Council direct PEO's Member Representative, or their designate, at the 2025 Engineers Canada Annual Meeting of Members to vote in favour regarding the approval of the 2027 Per Capita Assessment Fee increase, as outlined in C-568-4.3, Appendix A and approved by the Engineers Canada Board on December 9, 2024.

CARRIED

Unanimous consent

For: 22

G. Boone
C. Chiddle
L. Cutler
A. Dryland
S. H. Ehtemam
A. Elshaer
R. Fraser
V. Hilborn
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

R. Panesar

12844 – ROLES OF PRESIDENT AND CHAIR

Following a Council-directed review, changes are proposed to By-Law No. 1 and the Governance Manual to align both documents with Council's decisions about the roles and responsibilities of the Council Chair. Proposed changes are aimed at ensuring consistency with Council's direction and consistency within and between the documents.

Councillors raised questions related to the possibility that if the roles of Chair and President are separated, a non-P.Eng. Councillor could become Chair of Council. It was clarified that the President of PEO must be a Professional Engineer, however, there is no requirement that the holder of the Chair position must be a Professional Engineer.

Councillors also noted that the amendments proposed to the By-Law and Governance Manual align with previous Council decisions that were made on the separation of the two roles. If passed, the amendments will clearly outline the roles of responsibilities between the President and Council Chair while providing greater transparency. Further, it was noted that at the start of every term, Council votes on who will become the Council Chair, and that Council has the power to remove and replace the Chair if needed.

Moved by Councillor MacFarlane, seconded by Councillor Elshaer:

That the proposed amendments to By-Law No. 1 set out in C-568-5.1, Appendix A be approved by Council.

CARRIED

2/3 majority required

For: 18

G. Boone
C. Chiddle
L. Cutler
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
M. Liu
S. MacFarlane
P. Mandel
R. Prudhomme
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
R. Walker

Against: 2

R. Fraser
F. Saghezchi

Abstain: 3

N. Lwin
L. Notash
G. Wowchuk

Absent: 1

R. Panesar

Moved by Councillor MacFarlane, seconded by Councillor Elshaer:

That the proposed changes to the Governance Manual set out in C-568-5.1, Appendix C be approved by Council.

CARRIED

| <u>For: 19</u> | <u>Against: 3</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
|----------------|-------------------|-------------------|------------------|
| G. Boone | R. Fraser | G. Wowchuk | R. Panesar |
| C. Chiddle | L. Notash | | |
| L. Cutler | F. Saghezchi | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| S. Schelske | | | |
| G. Schjerning | | | |
| U. Senaratne | | | |
| P. Shankar | | | |
| S. Sung | | | |
| R. Walker | | | |

12845- LEGAL EXPENSES FRAMEWORK

In April 2024, in response to a Councillor-submitted item, Council directed the GNC to develop a legal expenses framework with respect to individuals performing functions under the *Professional Engineers Act*. The draft Legal Expenses Framework will provide for a principled and consistent approach to decision-making by Council and the CEO/Registrar in consultation with the Chief Legal Officer.

It was noted by Councillors that the Legal Expenses Framework only provides a framework outlining the status quo if PEO has to indemnify individuals from costs arising out of legal actions under the *Professional Engineers Act*. It was further clarified that decisions regarding discretionary payment of legal expense by PEO outside of what is covered by insurance are made on a case-by-case basis by Council or the CEO/Registrar in consultation with the Chief Legal Officer.

Moved by Councillor MacFarlane, seconded by Councillor Hilborn:

That Council approves the Legal Expenses Framework with respect to individuals performing functions under the Professional Engineers Act at C-568-5.2, Appendix A.

The parliamentarian noted that if Council is to vote against the motion, it could risk complicating the current procedure on PEO's policy on how legal expenses are paid, and that if Council would like to keep the status quo it is recommended that the mover withdraw the motion from the floor.

The mover indicated their wish to withdraw the motion. Via consensus agreement from Council, the motion was withdrawn.

12846 – ENGINEERING INTERN (EIT) PROGRAM: POLICY OPTIONS

Council reviewed a policy proposal to direct the RPLC to develop the revised EIT program with one of two policy options. The RPLC chair presented two options: “EIT as a Pathway” or “EIT as a Pre-Requisite”.

1. **EIT as a Pathway** - defined that the EIT program would be one path by which a participant can demonstrate commitment to the profession and meet the experiential requirement for licensure.
2. **EIT as a Pre-requisite for Licensure** - defined that all individuals seeking a P.Eng. licence would be required to complete the EIT program with certain exceptions.

Staff noted both options were developed based on research findings and feedback received during consultation since November 2024. Staff also raised that a pre-requisite program would be a regulatory program that restricts access to the licence and is not likely justifiable under a risk-based approach. Further, there are potential drawbacks with the multiple categories of prospective licensure applicants that would necessarily be exempted from the requirement, and the possibility of creating a disadvantage for some individuals. It was recommended by staff that the “EIT as a Pathway” option would provide participants with one pathway by which they could indicate commitment to the profession and meet the experiential requirement for licensure.

Staff also noted that both options require legislative amendments and will require significant resources such as promotion, IT investment, and administrative costs.

Councillors raised questions related to the legacy EIT applicants; future considerations on what will happen to existing EIT's during the development of the new program; ongoing discussions on this topic at the national level in the context of Engineers Canada's harmonization and collaboration initiative; potential concerns that the pathway option could be slower and create barriers for applicants attaining their P.Eng. through an EIT pathway program; and clarification on the competency-based assessment used and applied.

Moved by Councillor Hilborn, seconded by Councillor Roberge:

That Council choose the “EIT as a Pathway” option.

CARRIED

Council voted by raised hands. The Chair announced the result of a majority in favour of the motion.

Final Motion

Moved by Councillor Hilborn, seconded by Councillor Roberge:

That Council endorses the establishment of an “EIT as a Pathway” program as discussed at Appendix A and directs RPLC to bring a detailed program proposal, refined by further stakeholder consultation and analysis, and accompanied by a high-level action plan for implementation, to Council's June 2025 meeting.

CARRIED

Unanimous consent

| | | | |
|-----------------------|--------------------------|--------------------------|-------------------------|
| <u>For: 22</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
| G. Boone | | G. Wowchuk | R. Panesar |
| C. Chiddle | | | |
| L. Cutler | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |

R. Fraser
V. Hilborn
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
G. Schjerner
U. Senaratne
P. Shankar
S. Sung
R. Walker

[G. Schjerner left the meeting at 12:10 p.m.]

12847 – TRIBUNAL ACTIVITY REPORT

[L. Go joined the meeting at 1:00 p.m.]

The Director of Tribunals and Legal Counsel presented the Tribunal Activity Report. The following metrics and updates were reported:

- Two Discipline decisions have been released since the last meeting Council meeting with an average time of 31.5 days between the end of a hearing and the release of the decision.
- In March 2025 the Discipline Committee received 3 new referrals.
- A significant decrease in decisions timing from the Discipline Committee from receipt of the referral until the delivery of the Decision and Reasons from 427 days in 2021 to 237 days in 2024.
- Registration Committee - 12 requests for hearings to date in 2025 with 8 of the 12 applicants working with PEO and licensing to try the CBA pathway to licensure.

12848 – ENGINEERS CANADA REPORT

Representatives of Engineers Canada presented the January to March 2025 Engineers Canada Directors Update to Council, and updates from the latest Engineers Canada Board meeting held on February 28th. The Board approved the Governance Review Task Force and the Canadian Engineering Accreditation Board work plans for the upcoming year, as well as approved the CEO objectives for the upcoming year. There were also updates related to recent meetings of the National Accreditation Board and the Canadian Engineering Qualification Board (CEQB), and on the Futures of Engineering Accreditation (FEA) Project.

[S. Shi joined the meeting at 1:12 p.m.]

Engineers Canada Directors answered questions related to how EC is handling issues associated with the imposition of tariffs by the United States, and the proposed policies from the federal and provincial governments related to removing barriers to interprovincial and Territorial trade. It was noted that EC is closely monitoring



geopolitical matters with representatives from the federal government and how these issues affect the Engineering profession.

Councillors also raised questions related to the area of emerging engineering disciplines. EC representatives noted that there is continued discussion at EC's CEQB and further updates will be provided in future reports from EC.

[G. Schjerner returned to the meeting at 1:33 p.m.]

Past President Fraser asked for a follow up on Council's November 2024 motion requesting that the next steps of the FEA project include explicit commitments to the licensure academic standard of a "minimum academic depth and breadth requirement for individuals". Engineers Canada directors noted that the issue was presented at the February EC Board meeting. It was noted that the FEA is moving towards an "outcome-based system" and that the data that was given to EC shows that most accreditation systems are "outcome-based". It was noted that the input that was received will need to be addressed as the FEA continues to develop. EC Directors invited PEO Councillors to continue to send their feedback on the FEA process, as further developments for the program will be considered in the Spring of 2025 at EC's Annual Meeting of Members.

12849 – ENGINEERS CANADA: CANDIDATE FOR PRESIDENT-ELECT

Council is responsible for nominating directors to serve on the board of Engineers Canada, subject to formal appointment by the member regulators at their Annual Meeting of Members. EC board members serve staggered terms. The EC board chooses the EC president, who also serves as the board chair.

Council considered a request to extend the term of Marisa Sterling, P.Eng., as Ontario Director on the board of EC to enable her to seek election as President-Elect of Engineers Canada. During the course of the discussion, another request was raised to extend the term of Tim Kirkby, P.Eng., as Ontario Director on the board of EC to enable him to seek election as President-Elect of Engineers Canada.

It was noted that any extensions granted are on the condition of being chosen as President-Elect at the May 2025 EC Board Meeting.

Councillors discussed the requests for extending the term for the successful candidate in the context of the consequential reduction in the number of vacant positions for EC Ontario Directors in 2026, 2027 and 2028.

There was a request to call the question on the motion related to M. Sterling. An objection was noted.

Moved by Councillor Chiddle, seconded by Councillor Hilborn:

To call the question regarding the motion related to M. Sterling.

CARRIED

Council voted by raised hands. The Chair announced the result as a majority in favour of the motion.

Moved by Past President Fraser, seconded by Councillor Elshaer:

That Council agrees to re-nominate Marisa Sterling, P.Eng., to serve a further one-year term from 2027 to 2028 as an Engineers Canada director from Ontario, conditional on her being chosen as President-Elect at the May 2025 EC Board Meeting.

CARRIED

| <u>For: 21</u> | <u>Against: 1</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
|-----------------------|--------------------------|--------------------------|-------------------------|
| C. Chiddle | G. Boone | G. Wowchuk | R. Panesar |
| L. Cutler | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| R. Fraser | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| F. Saghezchi | | | |
| S. Schelske | | | |
| G. Schjerning | | | |
| U. Senaratne | | | |
| P. Shankar | | | |
| S. Sung | | | |
| R. Walker | | | |

New Motion

Moved by Councillor Notash, seconded by Councillor Elshaer:

That Council agrees to re-nominate Tim Kirkby, P.Eng., to serve a two-year term from 2026 to 2028 as an Engineers Canada director from Ontario, conditional on him being chosen as President-Elect at the May 2025 EC Board Meeting.

**CARRIED
Unanimous consent**

| <u>For: 22</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
|-----------------------|--------------------------|--------------------------|-------------------------|
| G. Boone | | G. Wowchuk | R. Panesar |
| C. Chiddle | | | |
| L. Cutler | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| R. Fraser | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |

P. Mandel
L. Notash
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
R. Walker

[L. Go left the meeting at 2:05 p.m.]

12850 – COUNCILLOR QUESTIONS

Councillors were invited to submit any feedback or initiatives they would like to add to the 2025-2026 RPLC work plan. It was noted that the work plan likely will be focused on a limited number of initiatives due to the re-development of the EIT Program and other priorities being carried over from the current term.

In addition, the following suggestions were made:

- A request for a comprehensive presentation on the FEA initiative and its status at a future PEO Council meeting.
- Consider a review of the Regional Councillors Committee (RCC) to ensure that it is aligned with the current governance structure of PEO.
- Explore opportunities for provincial and territorial engineering regulating boards and councils to learn and share best practices across Canada.

PEO staff answered a question related to the communication protocol between Councillors and staff. Further clarification was given that questions related to substance and policy should be sent to the CEO/Registrar, and administrative or scheduling matters should be sent to PEO's Secretariat Department.

12851 – MOTION TO MOVE IN CAMERA

Moved by Councillor Notash, seconded by Councillor Roberge:

That Council move in camera.

**CARRIED
Unanimous consent**

| | | | |
|-----------------------|--------------------------|--------------------------|-------------------------|
| <u>For: 22</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
| G. Boone | | G. Wowchuk | R. Panesar |
| C. Chiddle | | | |
| L. Cutler | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |

R. Fraser
V. Hilborn
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
R. Walker

[All staff, guests, and observers left the meeting at 2:25 p.m. except for J. Quaglietta, D. Abrahams, M. Solakhyan, M. Feres, E. Chor, G. Pedregosa, A. Anowar, and L. Lukinuk]

12852 – ENGINEERS CANADA DIRECTOR WITHDRAWAL AND REPLACEMENT

The following in camera motion was moved into open session.

Moved by Councillor Elshaer, seconded by Councillor Roberge:

That, Nick Colucci, P.Eng., be nominated for the vacant position on the board of Engineers Canada.

**CARRIED
Unanimous consent**

| <u>For: 22</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
|-----------------------|--------------------------|--------------------------|-------------------------|
| G. Boone | | G. Wowchuk | R. Panesar |
| C. Chiddle | | | |
| L. Cutler | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| R. Fraser | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |

F. Saghezchi
S. Schelske
G. Schjerner
U. Senaratne
P. Shankar
S. Sung
R. Walker

12853 – POTENTIAL COUNCILLOR SUBMISSION AT THE 2025 ANNUAL GENERAL MEETING (AGM)

The following in camera motion was moved into open session.

Moved by Councillor Prudhomme, seconded by Councillor Elshaer:

Whereas Council and its governance committees have on numerous occasions discussed the matters set out in AGM Submission #1; and

Whereas the content of the submission is substantially opposed by Council;

Now therefore be it resolved,

That Council informs the membership of PEO of its fundamental opposition to the submission as it goes against PEO's governance model, and against practices governing the operation of not-for-profit organizations in Ontario.

CARRIED

| <u>For: 16</u> | <u>Against: 4</u> | <u>Abstain: 2</u> | <u>Absent: 2</u> |
|----------------|-------------------|-------------------|------------------|
| C. Chiddle | R. Fraser | G. Boone | R. Panesar |
| L. Cutler | L. Notash | G. Wowchuk | G. Schjerner |
| A. Dryland | P. Shankar | | |
| S. H. Ehtemam | R. Walker | | |
| A. Elshaer | | | |
| V. Hilborn | | | |
| M. Liu | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| F. Saghezchi | | | |
| S. Schelske | | | |
| U. Senaratne | | | |
| S. Sung | | | |

The meeting concluded at approximately 5:45 p.m.

These open session minutes consist of 18 pages and minutes 12833 to 12853, inclusive.

Gregory P. Wowchuk, P.Eng., Chair

MINUTES

The 569th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor, Toronto on Friday, May 2, 2025, at 8:30 a.m.

Present:

(In-Person) G. Wowchuk, P.Eng., Past President (and Council Chair, effective at minute 12864)
F. Saghezchi, P.Eng., President
L. Notash, P.Eng., President-elect, P.Eng.
S. A. Khan, P.Eng., Vice President (elected)
R. Walker, P.Eng., Vice President (appointed, effective at minute 12866) and Councillor-at-Large
C. Chiddle, P. Eng., Eastern Region Councillor
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
S. Decloux, P. Eng., Councillor-at-Large
A. Dryland, CET, Lieutenant Governor-in-Council Appointee
H. Ehtemam, P.Eng., East Central Region Councillor
A. Elshaer, P.Eng., Northern Region Councillor
V. Hilborn, P.Eng., Western Region Councillor (minutes 12860-12868 and 12871-12872)
P. Klink, P. Eng., Councillor-at-Large
N. Lwin, P.Eng., East Central Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. J. Shi, P.Eng., Eastern Region Councillor

Present

(Virtual): V. Hilborn, P.Eng., Western Region Councillor (minutes 12869 and 12870)
S. Sung, Lieutenant Governor-in-Council Appointee

Regrets: None

Staff

(In-Person): J. Quaglietta, P.Eng., CEO/Registrar
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer
M. Solakhyan, Senior Director, Governance
M. Feres, Manager, Council Operations (Secretariat)
A. Vijayanathan, Lead, Governance Events & Special Projects (Secretariat)
E. Chor, Research Analyst (Secretariat)
A. Anowar, Council and Committee Coordinator (Secretariat)
G. Pedregosa, Council and Committee Coordinator (Secretariat)

Staff

(Virtual): A. Dixit, P. Eng., VP, Corporate Operations and Digital Transformation
A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar

N. Brown, Director, Tribunals and Legal Counsel)
A. Kwiatkowski, Director Digital Transformation & Information Technology

Guests

(In-Person): C. Bellini, P.Eng., Ontario Director, Engineers Canada
T. Kirkby, P. Eng., Ontario Director, Engineers Canada
L. Lukinuk, Parliamentary Services

Guests

(Virtual): A. Arenja, P.Eng., Ontario Director, Engineers Canada
S. Cameron, Counsel, Ministry Attorney General
M. Sterling, P.Eng., Ontario Director, Engineers Canada

Council convened at 8:30 a.m. on Friday, May 2, 2025.

CALL TO ORDER

As the previous term's Chair, Past President Wowchuk will serve as interim Chair until one is appointed for the 2025-2026 at item 5.

Notice having been given and a quorum being present, Past President Wowchuk called the meeting to order at 8:30 a.m. and made procedural announcements related to the conduct of the meeting.

12860 – APPROVAL OF AGENDA

The Past President reviewed the draft agenda.

Moved by Councillor Klink, seconded by Councillor Panesar:

That:

- a) The agenda, as presented to the meeting at C-569-2, Appendix A be approved as presented; and**
- b) the Chair be authorized to suspend the regular order of business.**

CARRIED
Unanimous consent

| <u>For: 23</u> | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 0</u> |
|-----------------------|--------------------------|--------------------------|-------------------------|
| C. Chiddle | | G. Wowchuk | |
| L. Cutler | | | |
| S. Decloux | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| V. Hilborn | | | |
| S. A. Khan | | | |
| P. Klink | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Panesar | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| F. Saghezchi | | | |

S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

12861 – DECLARATION OF CONFLICTS OF INTEREST

Councillor Hilborn declared a perceived conflict of interest due to her employment with the Government of Ontario and noted that participation in the meeting is representative of herself and not the councillor's employer.

12862 – APPOINTMENT OF VOTE COUNTERS AND SCRUTINEERS

Moved by Councillor Schelske, seconded by Councillor Hilborn:

That:

Marina Solakhyan and Graham Pedregosa be appointed vote counters and scrutineers for secret ballots cast at the May 2, 2025 Council meeting.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0**Abstain: 1**

G. Wowchuk

Absent: 0**12863 – APPOINTMENT OF ALTERNATE INTERIM CHAIR**

To allow for participation as a candidate for the position of the upcoming agenda item *Appointment of Council Meeting Chair*, Past President Wowchuk relinquished the chairing duties. Via unanimous consent, Council agreed that Vice President Khan be appointed as the alternate interim Chair until completion of the agenda item.

12864 – APPOINTMENT OF COUNCIL MEETING CHAIR

Since 2011, Council has had a process for selecting a Council Meeting Chair, a role separate from that of President. The current role of the Chair is described in the Governance Manual approved by Council at its March 2023 meeting. The core responsibility of the Chair is to propose the agenda for, and preside over, Council meetings.

Those wishing to put their name forward for the position of Council Meeting Chair for the 2025-2026 term submitted their names prior to the meeting. At its meeting of April 15, 2025, the Governance and Nominating Committee did not make a recommendation for this position.

Vice President Khan answered several queries regarding the rules of the election and informed Council of the election procedures for both in-person and virtual participation.

It was noted that there were eight expressions of interest received:

- Chantal Chiddle, P. Eng., Eastern Region Councillor
- Vicki Hilborn, P.Eng., Western Region Councillor
- Nanda Lwin, P.Eng., East Central Region Councillor
- Leila Notash, P.Eng., President-elect, P.Eng.
- Luc Roberge, P.Eng., Northern Region Councillor
- Fred Saghezchi, P. Eng., President
- Randy Walker, P. Eng., Councillor-at-large
- Gregory Wowchuk, P. Eng., Past President

President-elect Notash and Councillors Chiddle, Hilborn, and Roberge withdrew their names from consideration. No additional nominations were received from the floor, leading to the closure of the nominations.

The four remaining candidates Councillor Lwin, President Saghezchi, Councillor Walker and Past President Wowchuk each spoke to their candidacy.

The confidential voting process was conducted through secret paper ballots for those attending in-person and the ElectionRunner platform was used for those attending virtually. After the election was closed, it was announced that the successful candidate was Past President Wowchuk.

Council then voted to ratify the election result.

Moved by Councillor Elshaer, seconded by Councillor Senaratne:

That:

Gregory P. Wowchuk, P.Eng., be appointed the Council Meeting Chair for the 2025-2026 Council year or until his successor is appointed.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

A motion was proposed regarding the destruction of the ballots.

Moved by Councillor Panesar, seconded by Councillor Shi:

That the secret ballots be destroyed following the meeting.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S.A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

Past President Wowchuk assumed his duties as the newly elected Council meeting Chair.

12865 – APPOINTMENT OF CHAIR OF REGIONAL COUNCILLORS COMMITTEE

The Regional Councillors Committee (RCC) has been designated as a board committee. The Terms of Reference for the RCC prescribe that the committee be composed of the ten elected members from each of the five regions. Because of the composition, its membership and operations are aligned to the Council year. Non-board committees are aligned with the calendar year.

The Terms of Reference also require that the chair is to be elected by and from among members of the RCC for a one-year term. The Committees and Task Forces Policy requires that chairs of committees be ratified by Council.

Following the Annual General Meeting, the RCC appoints a Chair for the ensuing Council year and the appointment is ratified by Council at its first meeting of the new term.

Moved by Councillor Walker, seconded by Councillor Schelske:

That Chantal Chiddle, P.Eng., be appointed as Chair of the Regional Councillors Committee, effective immediately and to hold office until the close of business at the 2026 Annual General meeting.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

12866 – APPOINTMENT OF VICE PRESIDENT

Clause 3(1)2 of Regulation 941 under the Professional Engineers Act requires that Council appoint a Vice President from among the Councillors who are members of the Association - that is either elected by the members under s.3(2)(a) of the Act or appointed by the Lieutenant Governor in Council under s.3(2)(b) of the Act.

Those wishing to be considered for the position of Vice President (appointed) submitted their names prior to the meeting. On April 15, 2025 the Governance and Nominating Committee (GNC) met to consider expressions of interest but made no recommendation.

The Chair advised that there were seven expressions of interest received:

- Chantal Chiddle, P. Eng., Eastern Region Councillor
- Hannah Ehtemam, P.Eng., East Central Region Councillor
- Ahmed Elshaer, P.Eng., Northern Region Councillor
- Nanda Lwin, P.Eng., East Central Region Councillor
- Luc Roberge, P.Eng., Northern Region Councillor
- Susan J. Shi, P.Eng., East Central Region Councillor
- Randy Walker, P. Eng., Councillor-at-large

Councillors Chiddle, Ehtemam, Elshaer, Lwin, and Shi removed their names from consideration. Councillors Roberge and Walker remained on the ballot. The Chair asked for further nominations. None being received, nominations were then declared closed.

Councillors Roberge and Walker each spoke to their candidacy. Council voted by secret paper ballot in-person and the ElectionRunner platform was used for those attending virtually. After the election was closed, it was announced that the successful candidate was Councillor Walker.

Council voted to ratify the results of the confidential vote.

Moved by Councillor Hilborn, seconded by Councillor Dryland:

That Randy Walker, P.Eng., be appointed as Vice President for the 2025-2026 Council year.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

S. Sung
R. Walker

12867 – APPOINTMENT OF COUNCILLORS TO GOVERNANCE COMMITTEES FOR 2025-2026

At its meeting on April 30, 2021, Council formally approved the establishment and initial mandates of four (4) new governance committees. The current terms of reference are described in Section 2.3.3.2 of the PEO Governance Manual approved by Council at its March 2023 meeting. Councillors were invited to specify preferences for serving on governance committees. The President, President-elect, and Past President are ex officio members of each governance committee.

On April 15, 2025 the Governance and Nominating Committee (GNC) met to consider expressions of interest and agreed on recommendations to each committee. Individual preferences were accommodated to the extent possible and efforts were made to ensure a reasonable (though not precisely even) distribution of Councillors on each committee. Councillors were provided with the opportunity to revise their preferences before Council finalized the appointments.

Audit and Finance Committee (AFC)

Council discussed the proposed membership of the Audit and Finance Committee, consisting of four (4) Councillors as well as the three (3) ex officio members.

Councillor Shi requested that her name be added to the AFC and be removed from the proposed HRCC membership.

As a result, the proposed appointments to the Audit and Finance Committee are: Lorne Cutler, P.Eng., Paul Mandel, Susan Shi, P.Eng., Sherlock Sung, and Randy Walker, P.Eng., for the 2025-2026 Council year.

The Chair noted that ratification of this membership will occur after appointments have been made to all four governance committees.

Governance and Nominating Committee (GNC)

Council discussed the proposed membership of the Governance and Nominating Committee, consisting of six (6) Councillors as well as the three (3) ex officio members.

As a result, the proposed appointments to the Governance and Nominating Committee are: Sean Decloux, P.Eng., Paula Klink P.Eng., Nanda Lwin, P.Eng., Susan MacFarlane, P.Eng., Ravinder Panesar, P.Eng., and Rachel Prudhomme P.Eng., for the 2025-2026 Council year.

The Chair noted that ratification of this membership will occur after appointments have been made to all four governance committees.

Human Resources and Compensation Committee (HRCC)

Council discussed the proposed membership of the Human Resources and Compensation Committee, consisting of five (5) Councillors as well as the three (3) ex officio members.

As a result, the proposed appointments to the Human Resources and Compensation Committee are: Andy Dryland, CET, Luc Roberge, P.Eng., Scott Schelske, P.Eng., Uditha Senaratne, P.Eng., and Pappur Shankar, P.Eng., for the 2024-2026 Council year.

The Chair noted that ratification of this membership will occur after appointments have been made to all four governance committees.

Regulatory Policy and Legislation Committee (RPLC)

Council discussed the proposed membership of the Regulatory Policy and Legislation Committee, consisting of five (5) Councillors as well as the three (3) ex officio members.

As a result, the proposed appointments to the Regulatory Policy and Legislation Committee are: Chantal Chiddle, P.Eng., Hannah Ehtemam, P.Eng. Ahmed Elshaer, P.Eng., Vicki Hilborn, P.Eng., and Sardar Asif Khan, P.Eng., for the 2025-2026 Council year.

Moved by Councillor Chiddle, seconded by Councillor Hilborn:

That:

1. **The Audit and Finance Committee be composed of Council members Lorne Cutler, P.Eng., Paul Mandel, CPA, CBV, Susan Shi, P.Eng., Sherlock Sung, and Randy Walker, P.Eng., for the 2025-2026 Council year.**
2. **The Governance and Nominating Committee be composed of Council members Sean Decloux, P.Eng., Paula Klink, P.Eng., Nanda Lwin, P.Eng., Susan MacFarlane, P.Eng., Ravinder Panesar, P.Eng., and Rachel Prudhomme, P.Eng., for the 2025-2026 Council year.**
3. **The Human Resources and Compensation Committee be composed of Council members Andy Dryland, CET, Luc Roberge, P.Eng., Scott Schelske, P.Eng., Uditha Senaratne, P.Eng., and Pappur Shankar, P.Eng., for the 2025-2026 Council year.**
4. **The Regulatory Policy and Legislation Committee be composed of Council members Chantal Chiddle, P.Eng., Hannah Ehtemam, P.Eng. Ahmed Elshaer, P.Eng., Vicki Hilborn, P.Eng., and Sardar Asif Khan, P.Eng., for the 2025-2026 Council year.**

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

S. Sung
R. Walker

Councillor MacFarlane requested that her name be added to the membership of the Regulatory Policy and Legislation Committee.

Moved by President-elect Notash, seconded by Vice President Khan:

That Susan MacFarlane, P. Eng., be added to the membership of the Regulatory Policy and Legislation Committee.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

12868 – APPOINTMENT OF GOVERNANCE COMMITTEE CHAIRS

As set out in each committee's Charter, Council appoints the Chairs for each of the four governance committees. On April 15, 2025 the Governance and Nominating Committee (GNC) met to discuss expressions of interest received and made no recommendations.

AFC Chair

Councillors Cutler, Roberge, and Walker initially submitted their names for consideration prior to the meeting. Earlier in the meeting, Councillor Roberge withdrew his candidacy followed by Councillor Walker who also withdrew his candidacy. There were no additional self-nominations from the floor for the position AFC Chair, and nominations were officially closed. As a result, Councillor Cutler was acclaimed as AFC Chair.

The Chair noted that ratification of this appointment will occur after all elections have concluded for governance committee chairs.

GNC Chair

Councillors MacFarlane and Senaratne had initially submitted their names for consideration. Councillor Senaratne withdrew his candidacy. The Chair then inquired whether there were any self-nominations from the floor for the position of GNC Chair. No additional nominations were presented. The nominations were then declared closed. As a result, Councillor MacFarlane was acclaimed as GNC Chair.

The Chair noted that ratification of this appointment will occur after all elections have concluded for governance committee chairs.

HRCC Chair

Councillor Roberge was noted as the sole candidate, having expressed interest in the position of HRCC Chair prior to the meeting. The Chair asked if there were any self-nominations from the floor for the position of HRCC Chair. No further expressions of interest were received and Councillor Roberge was acclaimed as HRCC Chair.

The Chair noted that ratification of this appointment will occur after all elections have concluded for governance committee chairs.

RPLC Chair

Councillors Chiddle and Hilborn were recognized as having expressed their interest in the position of RPLC Chair prior to the meeting. Councillor Chiddle withdrew her name from consideration. The Chair inquired if there were any self-nominations from the floor for the same position. No additional expressions of interest were received, nominations were officially closed, and Councillor Hilborn was acclaimed as RPLC Chair.

Council proceeded to the ratification of the appointments by acclamation of the AFC, GNC, HRCC, and RPLC Chairs.

Moved by Councillor Prudhomme, seconded by Vice President Khan:

That:

- 1. Lorne Cutler, P.Eng., be appointed Chair of the Audit and Finance Committee for the 2025-2026 Council year or until his successor is appointed.**
- 2. Susan MacFarlane, P.Eng., be appointed Chair of the Governance and Nominating Committee for the 2025-2026 Council year or until her successor is appointed.**
- 3. Luc Roberge, P.Eng., be appointed Chair of the Human Resources and Compensation Committee for the 2025-2026 Council year or until his successor is appointed.**
- 4. Vicki Hilborn, P.Eng., be appointed Chair of the Regulatory Policy and Legislation Committee for the 2025-2026 Council year or until her successor is appointed.**

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan

Against: 0**Abstain: 1**

G. Wowchuk

Absent: 0

P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

12869 – APPOINTMENTS TO THE EXECUTIVE COMMITTEE

The Executive Committee is required by sections 10 and 11 of the *Professional Engineers Act*. It has the powers and duties set out in section 11 of the Act and section 29 of Regulation 941 under the Act.

[V. Hilborn left the meeting at 9:40 a.m.]

The composition of the Executive Committee is set out in section 28 of the Act. It includes the president, the president-elect, the immediate past president, the two vice presidents and one or more members of Council which Council appoints from time to time. Pursuant to s.28(1.1), if only one additional member of Executive Committee is appointed, that person must be a member of Council appointed by the Lieutenant Governor in Council (LGA). That person may be either a member or a non-member of the Association. If more than one member is to be appointed, at least one must be an LGA.

Moved by Councillor Senaratne, seconded by Councillor Roberge:

That:

The number of Executive positions to be appointed from amongst the members of Council under s.28(1)(e) of Regulation 941 be *more than (1)*, and in this circumstance, at least one position must be filled by a member of Council appointed by the Lieutenant Governor in Council.

CARRIED

| | | | |
|-----------------------|--------------------------|--------------------------|-------------------------|
| <u>For: 20</u> | <u>Against: 2</u> | <u>Abstain: 1</u> | <u>Absent: 1</u> |
| L. Cutler | C. Chiddle | G. Wowchuk | V. Hilborn |
| S. Decloux | F. Saghezchi | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| S. A. Khan | | | |
| P. Klink | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Panesar | | | |

R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

[V. Hilborn re-joined the meeting virtually at 10:00 a.m.]

There was a proposal for and discussion regarding two additional appointments to the committee, at least one of which must be an appointed LGA.

Moved by Councillor Klink, seconded by Councillor Chiddle:

That:

The number of Executive positions to be appointed from amongst the members of Council under s.28(1)(e) of Regulation 941 be *fixed at two (2)*, and in this circumstance, at least one position must be filled by a member of Council appointed by the Lieutenant Governor in Council.

CARRIED
Unanimous consent

| For: 23 | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 0</u> |
|----------------|--------------------------|--------------------------|-------------------------|
| C. Chiddle | | G. Wowchuk | |
| L. Cutler | | | |
| S. Decloux | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| V. Hilborn | | | |
| S. A. Khan | | | |
| P. Klink | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Panesar | | | |
| R. Prudhomme | | | |
| L. Roberge | | | |
| F. Saghezchi | | | |
| S. Schelske | | | |
| U. Senaratne | | | |
| P. Shankar | | | |
| S. Shi | | | |
| S. Sung | | | |
| R. Walker | | | |

It was noted that the first election will relate to satisfying the requirement that one appointment must be a Lieutenant Governor in Council (LGA) appointee. Council was advised that, of the expressions of interest

received, four (4) are LGA's and are thus eligible candidates, namely Councillors Cutler, Prudhomme, Schelske, and Senaratne.

The Chair asked if there were any self-nominations from the floor for the LGA appointment to the Executive Committee. No further expressions of interest were received. Councillors Prudhomme and Senaratne withdrew their names from consideration. Nominations were declared closed. Councillors Cutler and Schelske spoke to their candidacies.

Council voted by secret paper ballot in person and the ElectionRunner platform was then used for those attending virtually. After the close of the election, Councillor Cutler was declared the successful candidate.

The Chair noted that the ratification of this election will occur after determining all appointments to the Executive Committee.

The second phase of the discussion related to Council's decision to make one additional appointment over the minimum requirement. Councillors Lwin, MacFarlane, Panesar, Shankar, and Walker withdrew their candidacies. Council was advised of the remaining eligible candidates: Councillors Ehtemam, Elshaer, Hilborn, Roberge, and Schelske. The Chair asked if there were any self-nominations from the floor for the additional appointment to the Executive Committee. No further expressions of interest were received. Nominations were declared closed. The nominees each spoke to their candidacy.

Council voted by secret paper ballot in-person and the ElectionRunner platform was then used for those attending virtually. After the close of the election, Councillor Ehtemam was declared the successful candidate.

Council proceeded to the ratification of the election results.

Moved by Councillor Klink, seconded by Councillor Senaratne:

That:

Lorne Cutler, P.Eng. and Lieutenant Governor Appointee, and Shahandeh Hannah Ehtemam, P.Eng., be appointed as members of the Executive Committee for the 2025-2026 Council year, in accordance with ss.28(1)(e) and 28(1.1) of Regulation 941.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

12870 – APPOINTMENT OF ELECTED COUNCILLOR TO THE DISCIPLINE COMMITTEE

[C. Bellini joined the meeting at 10:30 a.m.]

The Discipline Committee exercises a core regulatory function defined under the *Professional Engineers Act* and must do so in accordance with the Act, the *Statutory Powers and Procedures Act* and the general requirements of administrative law. Its required membership is set out in the *Professional Engineers Act*. Council is responsible for appointing members of the committee in some categories, subject to the approval of the Attorney General.

The requirement for Council to appoint an elected councillor to the Discipline Committee to comply with s.27(1)1 of the Act is the sole exception to Council's 2021 direction that, as of the 2022 AGM, Councillors would no longer serve on non-governance committees. On April 15, 2025 the Governance and Nominating Committee (GNC) met to discuss expressions of interest from elected councillors and made no recommendation.

President-elect Notash, Vice President Khan, and Councillors Klink, Roberge, and Shankar submitted their names for consideration. Subsequently, President-elect Notash and Vice President Khan withdrew their candidacies. The Chair asked if there were any self-nominations from the floor. There were none and nominations were declared closed. The remaining nominees each spoke to their candidacy.

Council voted by secret paper ballot in-person and the ElectionRunner platform was used for those attending virtually. After the close of the election, Councillor Klink was declared the successful candidate.

Moved by Councillor Elshaer, seconded by Councillor Shi:

That Paula Klink, P.Eng., be appointed as a member of the Discipline Committee for the 2025-2026 Council year, in accordance with s.27(1)1 of the *Professional Engineers Act*.

CARRIED
Unanimous consent

| | | | |
|----------------|--------------------------|--------------------------|-------------------------|
| For: 23 | <u>Against: 0</u> | <u>Abstain: 1</u> | <u>Absent: 0</u> |
| C. Chiddle | | G. Wowchuk | |
| L. Cutler | | | |
| S. Decloux | | | |
| A. Dryland | | | |
| S. H. Ehtemam | | | |
| A. Elshaer | | | |
| V. Hilborn | | | |
| S.A. Khan | | | |
| P. Klink | | | |
| N. Lwin | | | |
| S. MacFarlane | | | |
| P. Mandel | | | |
| L. Notash | | | |
| R. Panesar | | | |

R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Moved by Vice President Walker, seconded by Councillor Roberge:

That:

That the secret ballots be destroyed following the meeting.

CARRIED
Unanimous consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
S.A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

12871 – COUNCILLOR QUESTIONS

There was discussion related to Councillors' questions, including the following areas:

AGM Feedback

Councillors provided feedback on the AGM related to costs; methods of voting; the waiting list for in-person attendance; other programming during the day, including the potential to hold the kick-off meeting for the new term.

The Chair and staff answered queries. The CEO/Registrar noted that a report on AGM matters will be provided at Council's September 2025 meeting.

Amendment to the Special Rules

Suggestions were presented regarding an amendment to the special rules as it relates to the process for "calling the question" during meetings. To further explore this matter, staff noted the option to make a Councillor submission via the established protocol.

PEO Satellite Offices

There was a suggestion that PEO establish offices at university campuses across Ontario to create more awareness of their regulatory functions in Engineering departments.

Staff answered that PEO is actively involved in pre-licensing outreach to all the universities in the province and colleges with engineering programs. PEO has designated staff who travel to universities to interact with students who are interested in licensure. PEO is in regular contact with Deans of Engineering programs and there has been no expression of interest in having a temporary or permanent presence of PEO on campuses. Staff further informed Council that the External Relations department are exploring the formation of a Student Advisory Group which may determine the needs in this area.

Industrial Exemption

There was a suggestion that Council should address the issue of the Industrial Exemption, a regulatory policy of the provincial government. It was noted that the governance committee work plans for 2025-2026 will be presented at the June meeting; and Councillors will review and decide on the priorities for the term.

Council Meeting Budget

There was a suggestion that Council should consider a separate budget line item to capture the expenses of hosting Council meetings. It was noted that further discussion of this topic may occur in the context of the Council Remuneration Framework item which will be addressed in 2025-2026.

Other Discussions:

- There was a query for an update on the Futures of Engineering Accreditation Program. It was noted that a report on the progress of the program will be included in the next Engineers Canada Report at the June Council meeting.
- The RCC Chair noted that the RCC will bring forward a proposal to GNC regarding a more formal and structured role for the position of RCC Chair.
- The AFC Chair encouraged the Council's participation in a cybersecurity simulation tabletop exercise.
- A query was made seeking clarification on the seal and the omission of the engineering discipline. Staff clarified that licensure is not done by discipline.

12872 – MOTION TO MOVE IN CAMERA

Moved by Councillor Roberge, seconded by Councillor Schelske:

That Council move in camera at 11:20 a.m.

CARRIED
Unanimous Consent

For: 23

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam

Against: 0

Abstain: 1

G. Wowchuk

Absent: 0

A. Elshaer
V. Hilborn
S.A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
F. Saghezchi
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

All guests left the meeting except L. Lukinuk.

There being no further business, the meeting concluded at approximately 2:50 p.m.

These minutes consist of 18 pages and minutes 12860 to 12872 inclusive.

Gregory P. Wowchuk, P.Eng., Chair

Decision Note – Consulting Engineer Designation Applications

| | |
|-----------------------------------|---|
| Agenda Item Number | C-570-2.2 |
| Purpose | Pursuant to subsection 61(2) of Regulation 941 under the <i>Professional Engineers Act</i> , the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations. |
| Strategic/Regulatory Focus | Consulting Engineer designation |
| Motion | (requires a simple majority of votes cast to carry) 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in Appendix A, Section 1. 2. That Council approve the applications for redesignation as Consulting Engineer as set out in Appendix A, Section 2. |
| Attachments | Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications |

Summary

The Consulting Engineer Designation Committee submits the following recommendations to Council. All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on May 29, 2025.

Public Interest Rationale

One of PEO's key roles is to confer the 'Consulting Engineer' designation upon professional engineers who meet specific criteria. This designation acknowledges engineers who have demonstrated a high level of expertise and experience in delivering engineering consulting services, often surpassing the requirements for obtaining a Professional Engineer (P.Eng.) license. The consulting designation directly relates to PEO's principal mandate of regulating the practice of professional engineering and governing its members to serve and protect the public interest. By designating or re-designating only qualified professionals with the 'Consulting Engineer' designation, PEO ensures that those individuals possess the necessary qualifications, competence, and ethical standards to provide engineering consulting services to the public.

Background

Pursuant to subsection 61(2) of Regulation 941, the Consulting Engineer Designation Committee may make recommendations to Council on all matters related to the designation, as described in the Regulation. Decisions are made by Council itself.

Considerations

Examinations

With respect to initial applications for designation, clause 56(1)(d) of the Regulation refers to a requirement for applicants to pass examinations prescribed by Council or to have been exempted from such exams. There are currently no examinations set for this purpose. The request to exempt from examinations is hence a formality required by the wording of the Regulation.

The Regulation does not reference any examination requirement for redesignation as a consulting engineer.

Designation Requirements

Subsection 56(1) of the Regulation sets out the criteria for an applicant's initial designation as a consulting engineer. Failure to meet one or more of these criteria are grounds for denying the application.

The designation or redesignation expires five years from the date it is issued and the criteria for redesignation are set out in subsection 57(2) of the Regulation. Failure to meet one or more of the criteria are grounds for denying the application for redesignation.

Stakeholder Engagement

Not applicable.

Recommendation(s)

Council is asked to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) as set out above.

Next Steps

The applicants will be informed of the Council's decision by the CEO/Registrar, in accordance with section 58 of the Regulation.

Prepared By: Ian Daniels, P.Eng., Registration Officer; and Imelda Suarez, Staff Support

To the 570th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Adrian Pierorazio, P.Eng.

- The Committee has reviewed the following applications for DESIGNATION** and recommends to Council that this applicant be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for **DESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 56(1) of O.Reg.941:

| # | P.Eng. | Company Name | Licence # |
|-----|-------------|--------------------|-----------|
| 1.1 | Thani, Emad | Mestek Canada Inc. | 100030166 |

- The Committee has reviewed the following applications for REDESIGNATION** and recommends to Council that these **8** applicants be granted **REDESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 57(2) of O.Reg.941:

| # | P.Eng. | Company Name | Licence # |
|-----|------------------------|----------------------------------|-----------|
| 2.1 | Atashi, Mohammad | Sauzteq Engineering Inc. | 100069263 |
| 2.2 | Chan, Peter | EXP Services Inc. | 7408750 |
| 2.3 | Giusti, Dalila | Jade Acoustics Inc. | 16267304 |
| 2.4 | Graham, Jeffrey | GSS Engineering Consultants Ltd. | 90222860 |
| 2.5 | Li, Chung-Yan (Thomas) | G.L. Tiley & Associates, Inc. | 26769208 |
| 2.6 | Mollaj, Agim | Armoclan Engineering Ltd. | 100045079 |
| 2.7 | Schad, William | Schad Engineering | 40891301 |
| 2.8 | Spence, Keith | Bronte Engineering Ltd. | 43825017 |

CONSULTING ENGINEER DESIGNATION APPLICATIONS

C-570-2.2
Appendix B

Legal Implications/Authority

1. Pursuant to Section 56(2), Council has the authority to exempt an applicant from any of the examinations required by section 56(1) to be taken by an applicant for a Consulting Engineer Designation if Council is satisfied that the applicant has appropriate qualifications.

Pursuant to Section 56(1) Council **shall** designate as a Consulting Engineer every applicant for the Designation who meets the requirements set out in Section 56(1)(a-d). As a result, there does not appear to be any discretion for Council to refuse applicants who meet the requirements.

2. Pursuant to Section 57(2) Council **shall** redesignate as a Consulting Engineer every applicant who meets the requirements of section 57(2) (a-c). As a result, there does not appear to be any discretion for Council to refuse applicants who meet the requirements.

Decision Note – Council Remuneration Framework & Competency-Based Nominations: Action Plan

| | |
|-----------------------------------|--|
| Agenda Item No. | C-570-2.3 |
| Purpose | For Council to review the Action Plan for the Council Remuneration Framework and competency-based nominations process. |
| Strategic/Regulatory Focus | Governance |
| Motion | That Council endorses the high-level Action Plan and acknowledges the associated financial implications, which will inform the development of the final Council remuneration framework and a competency-based nominations process. (requires simple majority) |
| Attachments | None |

Summary

A high-level Action Plan has been developed, highlighting key milestones, deliverables, and associated financial implications for the Council remuneration initiative as directed by Council. Work to develop a remuneration framework for Councillors and, separately, a competency-based nominations process is scheduled to begin shortly, with updates to the GNC and Council planned from June 2025 through March 2026. Final budget approval to support implementation is expected by November 2026.

Public Interest Rationale

N/A

Background

Through a motion in February 2023, Council directed the study of a Council Remuneration Framework with a report back to Council for further consideration. A third party, Satori Consulting (Satori), was engaged through an RFP process to conduct this study to mitigate any perceived or actual conflicts of interest that Council or staff have in relation to the topic. Satori conducted primary research of other regulators, secondary literature research, and a survey of all licence holders, and presented its final report and recommendations to Council in February 2025.

In February 2025, Council endorsed Satori's recommendations, including the development of a competitive remuneration structure, a skills- and competency-based nomination model, and clearly defined role expectations for Councillors. Council also directed staff to prepare an action plan and cost estimate for implementing the recommendations to be presented at the June 2025 meeting.

Considerations

As directed by Council, outlined below is the high-level Action Plan, including key milestones, deliverables, and the associated financial implications for this initiative.

| Date | Deliverables | Notes/Description |
|-------------------|--|--|
| June 2025 Meeting | Present high-level plan and financial implications Initial overview of the plan and budget considerations | Initial overview review of the plan and estimated remuneration costs for Council-related meetings and activities |

| Date | Deliverables | Notes/Description |
|-----------------------|--|--|
| November 2025 Meeting | Present preliminary proposal to GNC including: <ul style="list-style-type: none"> - Draft remuneration structure - Proposed competencies - Options for competency-based nominations process - Outline of bylaws/policies to be developed or updated | Foundation for the full implementation plan; feedback to be incorporated before finalization. |
| March 2026 Meeting | Present final proposal to GNC including: <ul style="list-style-type: none"> - Final remuneration structure and proposed changes to the bylaw and other documents as needed - Final list of competencies/competency matrix - Competency-based nominations process (to be implemented for the 2027 Council elections) - Draft role expectations - Draft supporting policies | Proposal scheduled for Council approval in April 2026; cost implications to be incorporated into 2026–2027 budget. |
| November 2026 Meeting | Council approval of 2027 budget | Budget approval. Remuneration to be implementation in the next Council term. |

Financial Implications

The below financial implications are based on several assumptions, including the number of meetings/events, time required for preparation, and a per diem rate.

- We have estimated the following time commitment for Council-related meetings and events: 6 days for Council meetings (including full-day meetings plus preparation time), 6 days per committee for governance committee meetings (including half-day meetings plus preparation time), 3 days for plenaries (including full-day meetings plus preparation time), 1 day for orientation, 1 day for the workshop, and 1 day for the Annual General Meeting. This is for illustrative purposes only; the number of meetings will vary each year and may include additional meetings or events not captured in this estimate.
- We have assumed equal participation from all Councillors, with consistent time spent on preparation and attendance.
- Per diem amounts of \$150 and \$500 have been used for illustrative purposes. The \$150 rate is consistent with the Agencies and Appointments Directive, which also incorporates preparation time. The \$500 rate reflects an example articulated during the June 2025 GNC meeting. The final per diem rate will be established by Council as part of the establishment of the overall remuneration framework, in accordance with the plan set out above.

Based on these assumptions and a Council of 22 members (excluding lay LGAs, who are currently remunerated), the estimated total annual cost for Council-related meetings and events ranges from approximately \$92,400 (based on a \$150 per diem) to \$308,000 (based on a \$500 per diem).

Under the current governance model, certain roles carry a higher time commitment. For example, Regional Councillors, Chairs of Council and governance committees, and the President are expected to dedicate additional time due to their responsibilities. This means that actual costs are expected to be higher once these specific role-based time commitments are incorporated into the remuneration model. A detailed remuneration proposal accounting for these role-specific differences will be developed and presented at a later stage.

Stakeholder Engagement

N/A

Next Steps

If the action plan is endorsed, staff will carry out the work according to the proposed schedule.

Prepared By: Policy Staff

Decision Note – Approval of Committee Membership Changes

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-2.4(a) |
| Purpose | To bring forward committee membership changes requiring Council approval |
| Strategic/Regulatory Focus | Committee membership to support PEO's regulatory focus |
| Motion | That Council approve the changes to Committee Membership as presented |

Summary

Council is asked to approve committee changes.

Public Interest Rationale

Statutory committees assist PEO in meeting the principal object of the association in accordance with the *Professional Engineers Act* (PEA).

Background

Council has the responsibility for ensuring that the committees required in the PEA (s. 10) are continued so they can do the work of governing the profession and protecting the public in accordance with PEO's principal object "to regulate the practice of professional engineering and to govern...in order that the public interest may be served and protected".

Regulatory Compliance staff work with the Complaints Committee to ensure they have sufficient public members. Each of these candidates for appointment is a member of the public who is not a Professional Engineer and who is willing to assist PEO by sitting as a member of the Complaints Committee. Per the PEA, Complaints Committee appointees who are not members of PEO must be approved by the Attorney General (AG) of Ontario.

Per the PEA, members of the Complaints Committee who are members of the association only need to be approved through Council.

Next Steps

The Committee membership rosters will be updated following approval by Council.

New Committee Members:

| First/Last Name | Dates | Committee / Task Force |
|---|---------------------------------------|----------------------------|
| James K. Little, J.D., B.Eng.* | (Three-year term pending approval) | Complaints Committee (COC) |
| William Tape, Ph.D., P.E., P. Eng., C.A.H.P. | June 2025 – December 2025 | Complaints Committee (COC) |

*The appointment for James K. Little requires AG approval, pending council approval

Prepared By: Volunteer Engagement

Information Note – Committee Membership Changes

| | |
|-----------------------------------|---|
| Agenda Item No: | C-570-2.4b) |
| Purpose | To inform council of the committee membership changes since the last council meeting. |
| Strategic/Regulatory Focus | Committee membership to support PEO's regulatory focus. |

Summary

Resignations and other changes to committee membership lists not requiring Council approval since the last Council meeting.

Public Interest Rationale

To inform the public of updates in committee membership.

Background

Changes to committee membership not requiring Council approval are presented for information.

Committee and Task Force Resignations/New members:

| First/Last Name | Service Dates | Committee / Task Force |
|-----------------|-------------------|---|
| Duncan Sidey | 2006 – April 2025 | Experience Requirements Committee (ERC) |
| Ross Judd | 1978 – March 2025 | Academic Requirements Committee (ARC) |

Prepared By: Volunteer Engagement

Information Note – President’s Report

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-3.1 |
| Purpose | To inform Council of the recent activities of the President. |
| Strategic/Regulatory Focus | |
| Motion | No motion required. |
| Attachments | |

President Saghezchi will provide a report on his recent PEO activities at the meeting.

Information Note – CEO/Registrar’s Report

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-3.2 |
| Purpose | CEO/Registrar Quaglietta will present the CEO/Registrar’s Report to Council. |
| Strategic/Regulatory Focus | |
| Motion | None |
| Attachments | Appendix A – CEO/Registrar’s Report |



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.



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).



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.



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.

STRATEGIC PLAN

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 |
| 3. Implement governance improvement program | 3.3 Establish metrics for governance performance | 2.3.7 Develop Customer Service Model | | | | | Jun '25 |
| | | 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.

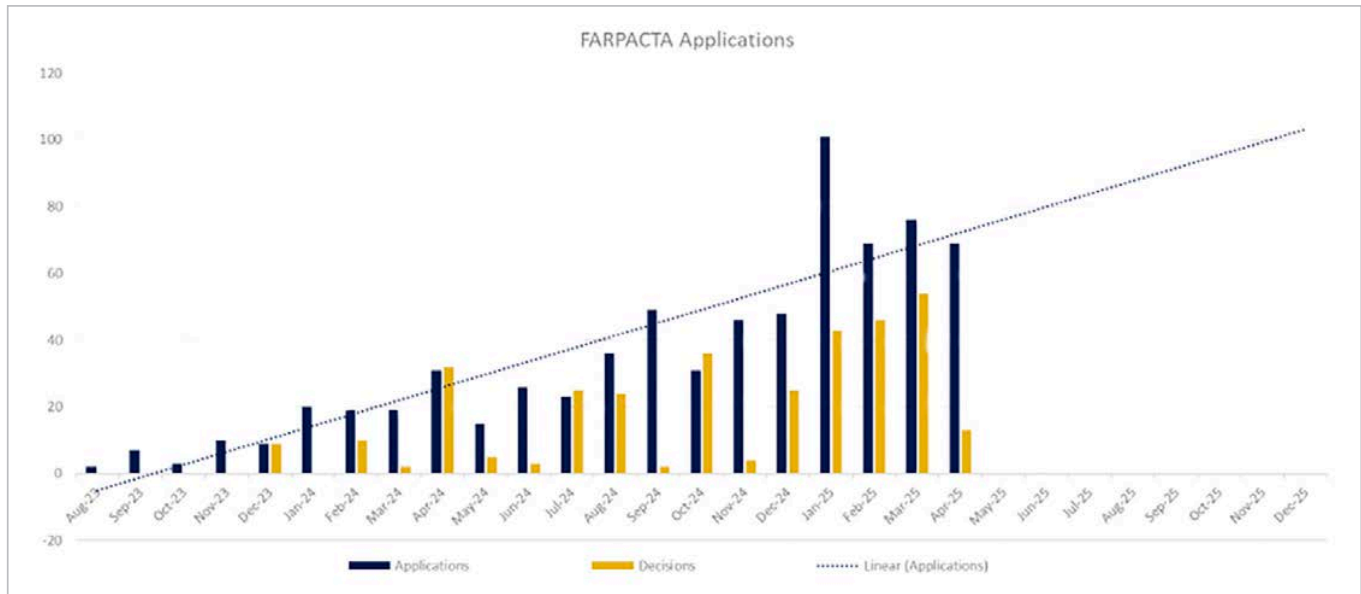


Figure 1: Number of FARPACTA Applications

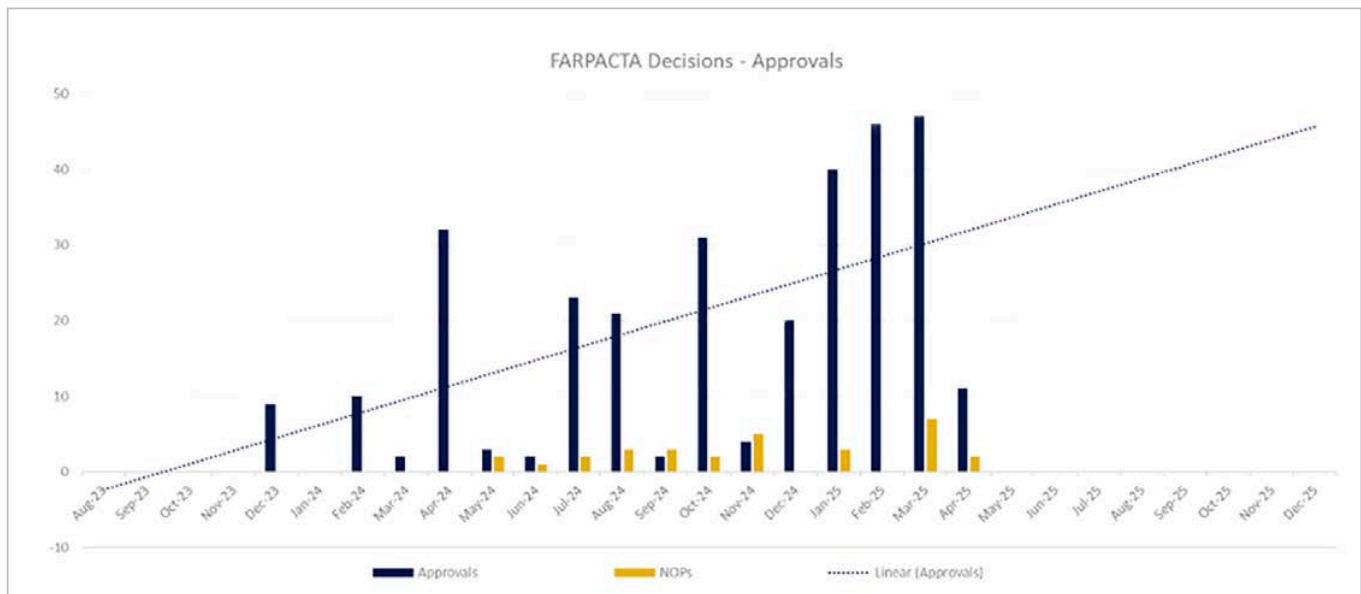


Figure 2: Number of FARPACTA Decisions and Approvals

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.

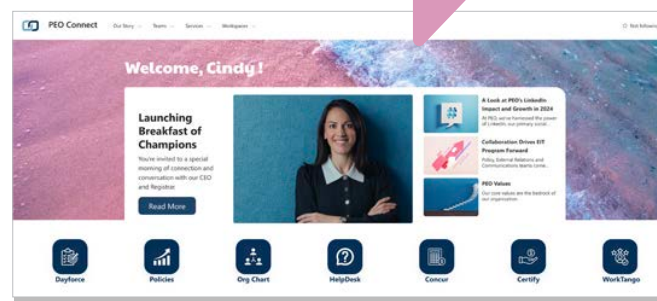
Public Confidence Study

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?

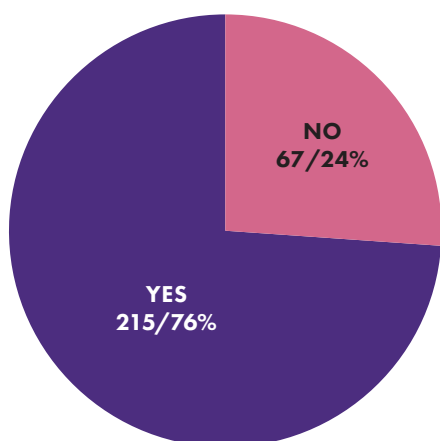


Figure 3: Customer Service experience feedback

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


















OPERATIONAL

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). |
| Legend <div> Status Definitions: <ul style="list-style-type: none">  Performance on target  Performance slightly below target  Performance significantly below target  Performance to be reported at end of year </div> <div> Notes: <ul style="list-style-type: none"> 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> | | | | | | | | | | | |

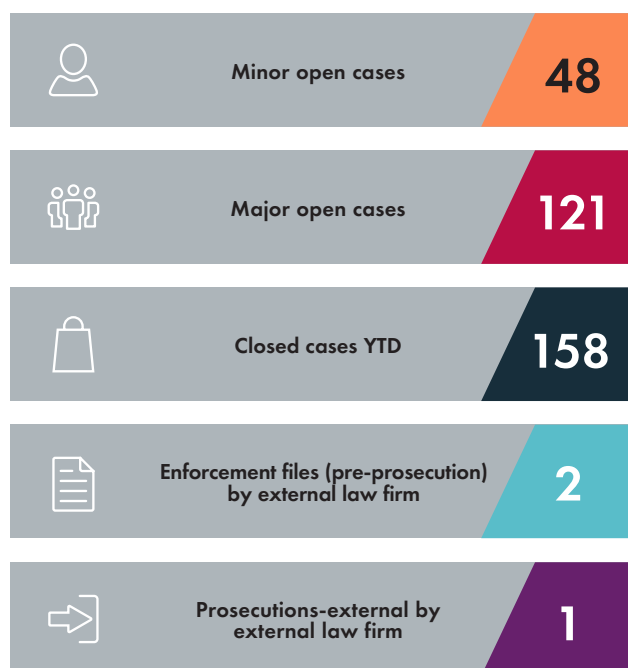
REGULATORY COMPLIANCE

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.

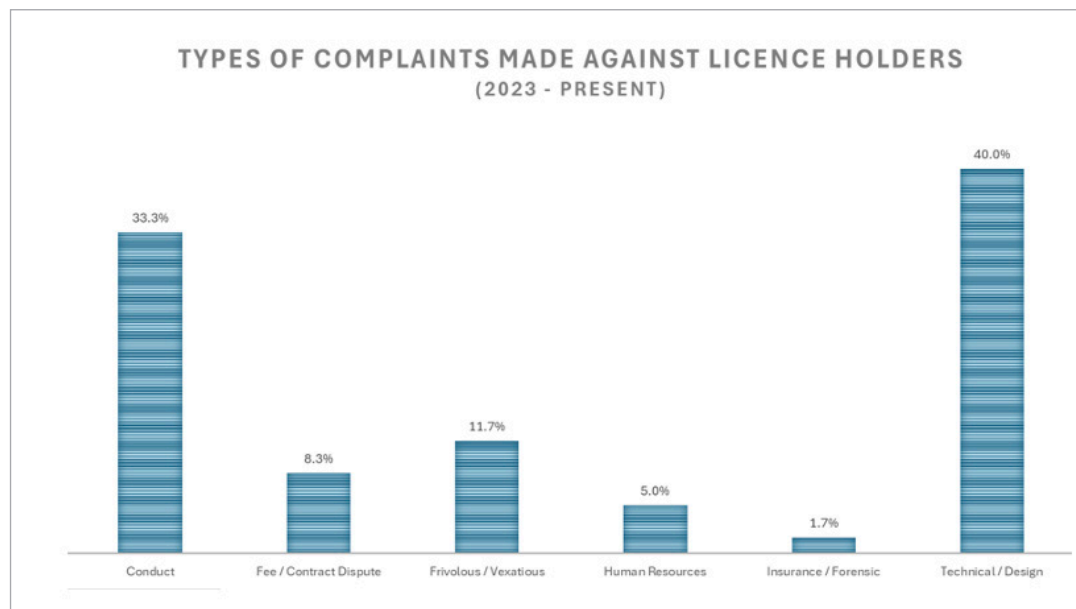


Figure 5: Types of Complaints Made Against Licence Holders

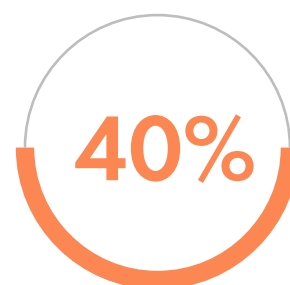
The addition of a Complaints Analyst in late 2024 has strengthened PEO's ability to identify complaint trends and emerging issues. This in turn supports proactive mitigation of ethical and competence issues, through education, new or revised standards and guidelines, PEAK modules, outreach and enforcement.

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.

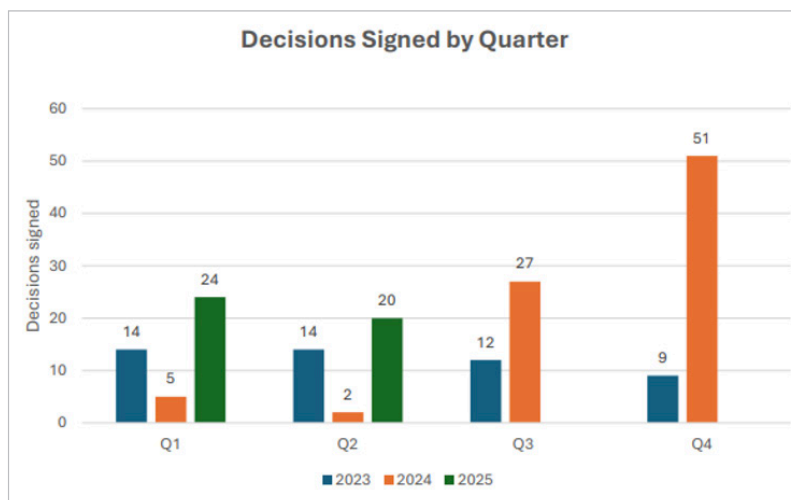


Figure 6: Number of Complaints Decisions Issued By Quarter

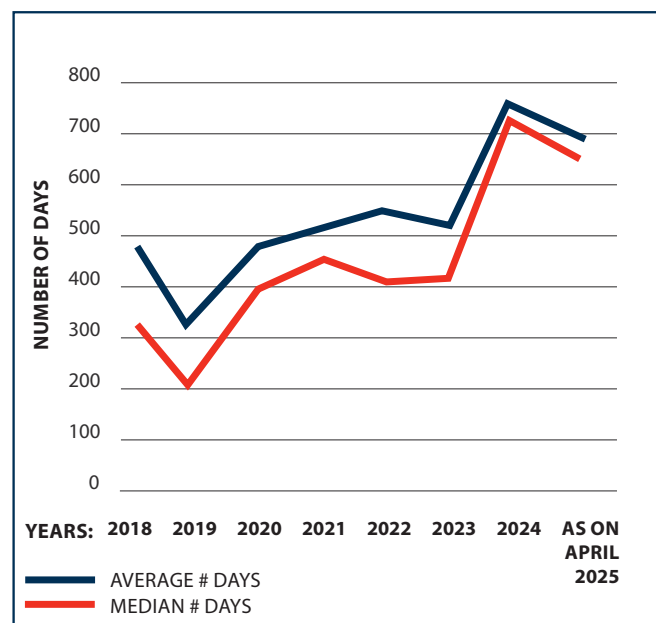


Figure 7: Complaint File Processing Times as of April 30, 2025

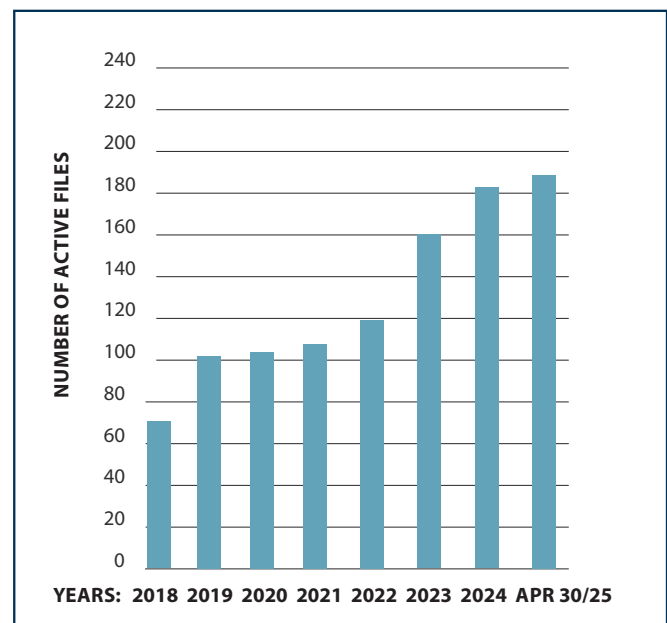


Figure 8: Active Files Year to Year as of April 30, 2025

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.

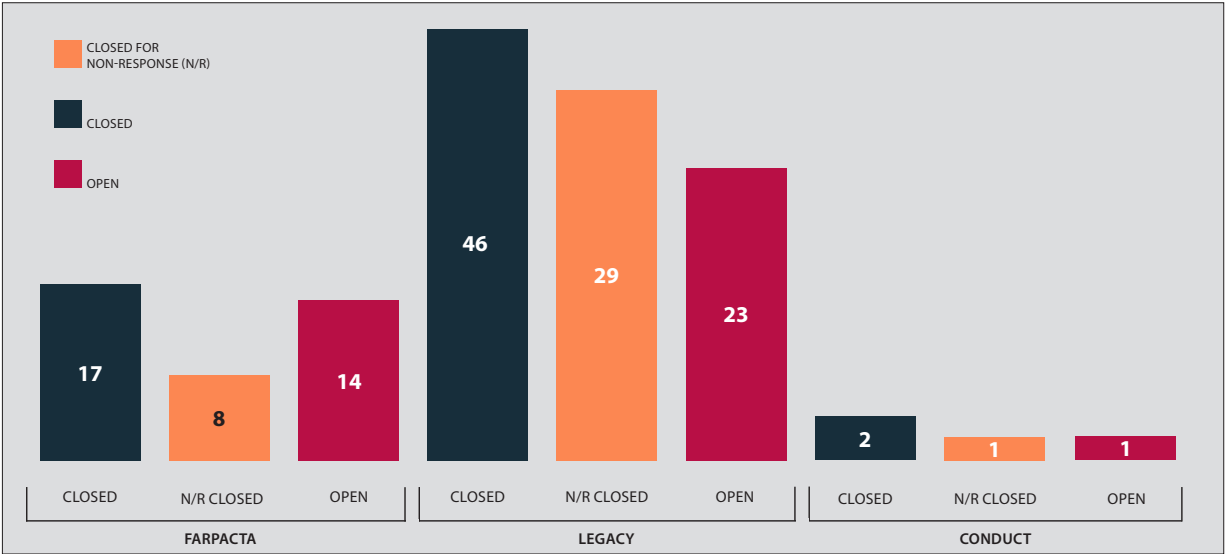


Figure 9: Current Status of REC Cases Since 2023

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.

While the traditional printed certificates remain valid and in circulation, the digital version is offered as a complementary option to enhance member convenience.

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.

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

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

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.

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

| 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

| 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.

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

Briefing Note – 2026-2030 Strategic Plan

| | |
|-----------------------------------|---|
| Agenda Item No. | C-570-3.3 |
| Purpose | For Council to conduct a final review and approve the 2026–2030 Strategic Plan. |
| Strategic/Regulatory Focus | <i>Governance</i> |
| Motion | <ul style="list-style-type: none"> • <i>That Council approves the 2026–2030 Strategic Plan as presented at Appendix A, including the strategic pillars of Effective and Relevant Regulation, Governance Advancement, and Organizational Excellence, together with the goals and objectives set out under each pillar.</i> • <i>That Council directs the CEO/Registrar to develop an operational plan aligned with the 2026–2030 Strategic Plan to support its effective implementation and to share the operational plan with Council at its September 2025 meeting.</i> • <i>That Council directs the CEO/Registrar to develop an appropriate budget, as part of the regular annual budgeting process, beginning with the 2026 fiscal year and continuing each year for the duration of the strategic plan, to support its implementation. (requires simple majority)</i> |
| Attachments | Attachment A: Strategic Planning Framework for PEO’s 2026-2030 Strategic Plan |

Summary

- To develop its 2026-2030 Strategic Plan, PEO partnered with MDR Strategy Group (the consultant) to undertake an in-depth literature review, conduct an extensive outreach with stakeholders, and complete SWOT and PESTLE analyses.
- The consultant also facilitated workshops with Council, PEO leadership, and the Strategic Plan Working Group (SPWG), which informed the development of a proposed strategic planning framework.
- The strategic planning process and proposed strategic planning framework were presented during the May 30th workshop with Council.
- After breakout group and full group discussions, Council informally and unanimously supported the strategic planning framework as presented at the workshop and further reviewed a draft motion to approve this framework at the June 20th Council meeting.
- The consultant will finalize the public-facing Strategic Plan upon Council’s approval of the strategic planning framework.

Public Interest Rationale

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

Background

- The purpose of this note is to enable Council to approve PEO’s 2026-2030 Strategic Plan. A Strategic Planning Working Group (SPWG) was formed at the outset of this process to lead the development of the draft plan on behalf of Council. SPWG consists of members of Council, PEO’s leadership team, and the consultant.
- The consultant leading the strategic planning process is the facilitator of the SPWG.
- The 2026-2030 Strategic Planning Framework (i.e., the Strategic Pillars, Goals, and Objectives) was developed based on a comprehensive literature review, review of emerging trends in regulation and present-day regulatory best practices, extensive and inclusive stakeholder engagement process, detailed SWOT and PESTLE

analyses, additional online research, and the consultant’s extensive expertise and experience in facilitation and strategic planning.

- The resulting Strategic Planning Framework includes:
 - Three (3) Strategic Pillars,
 - Three (3) Goals, and
 - Seven (7) Objectives.
- The Framework was presented to the Council for review and input, and to achieve consensus during a workshop on May 30th. Table 1, below, presents the Strategic Planning Framework, which is also included in visual and tabular format in the accompanying attachment (attachment A).
- Throughout this process, Council has been updated on progress at each Council meeting.

Table 1: PEO’s Strategic Planning Framework

| Strategic Pillars | 1: Effective and relevant regulation | 2: Governance advancement | 3: Organizational excellence |
|--------------------------|--|---|---|
| Goals | 1.1: Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public | 2.1: Enhance governance structures to champion effective leadership and decision-making to deliver on PEO’s statutory mandate. | 3.1: Nurture a high-performing organization through its people, processes, and systems. |
| Objectives | 1.1.1: Comprehensively review and propose updates to the <i>Professional Engineers Act</i> and its regulations. 1.1.2: Enhance stakeholder awareness and confidence in PEO’s regulatory effectiveness. 1.1.3: Optimize professional standards and professional development programs to promote continuing competence and innovation. | 2.1.1: Embed a “public interest first” mindset in all decision-making. 2.1.2: Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency, and accountability. | 3.1.1: Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery, and regulatory processes. 3.1.2: Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals. |

Considerations

- Considerations included in previous information and briefing notes to Council on the strategic planning process, including timeline risks, commitment to equity, and ensuring alignment with findings from stakeholder consultations, have all been addressed.
- Costs and financial impacts
 - No costs beyond Council-approved expenses for the Strategic Plan.

Stakeholder Engagement

- During the strategic planning process, extensive and inclusive stakeholder engagement was completed through focus groups (11), strategic planning workshops (4), one-on-one meetings (3), and surveys (1790 responses).
- Stakeholders engaged through one or more of these methods included (in alphabetical order): applicants for licensure, Chapter leaders, Chapter volunteers, Committee volunteers, Council, engineering

associations, Engineers Canada directors, Fairness Commissioner of Ontario, Ministry of the Attorney General, members/licence holders, Ontario Association of Architects, other stakeholders such as academia and retired professional engineers, PEO leadership, PEO staff, Strategic Planning Working Group, and the Strategic Stakeholder Advisory Group.

Next Steps

- A motion will be made to Council to approve the 2026-2030 Strategic Plan at its June 20, 2025, meeting.
- The consultant will finalize the public-facing Strategic Plan upon Council's approval of the strategic planning framework.
- Over the summer months, PEO leadership and staff will develop operational plans that align with the Strategic Planning Framework. They will also develop a budget to achieve the operational plans, to be presented to AFC and Council with the 2026 budgets.

Prepared By: MDR Strategy Group (consultant)

Attachment A:

Strategic Planning Framework for PEO's 2026-2030 Strategic Plan

Prepared by MDR Strategy Group

This document presents the 2026-2030 Strategic Planning Framework for Council approval and provides a high-level summary of the development process.

1.0 Strategic planning and reporting steps

The strategic planning steps, showing the responsibilities of Council, the responsibilities of staff, and the clear delineation between the two, are presented in Image 1.

Image 1: Strategic planning steps



As shown in Image 2, below, the roles of staff and Council are reversed regarding the flow of information for reporting on the Strategic Plan.

Image 2: Strategic reporting steps



2.0 The development of PEO's Strategic Planning Framework

2.1 Three-phased approach

A three-phased approach (audit, strategic plan development, and strategic plan delivery), shown in Image 3, was undertaken to develop PEO's 2026-2030 Strategic Planning Framework (i.e., Strategic Pillars, Goals, and Objectives).

Image 3: Project roadmap: three-phased approach to develop PEO's 2026-2030 Strategic Plan



During the audit phase (phase 1), extensive stakeholder engagement was completed through focus groups, strategic planning workshops, one-on-one meetings, and surveys. Image 4, below, presents the breadth of engagement, i.e., who was engaged and how.

Image 4: The stakeholders who were engaged, and how, throughout the strategic planning process



2.2 Iterative process from stakeholder engagement to Strategic Planning Framework

A **careful, iterative process** was used to move from stakeholder feedback to the proposed Strategic Pillars, Goals, and Objectives. The process included the following steps:

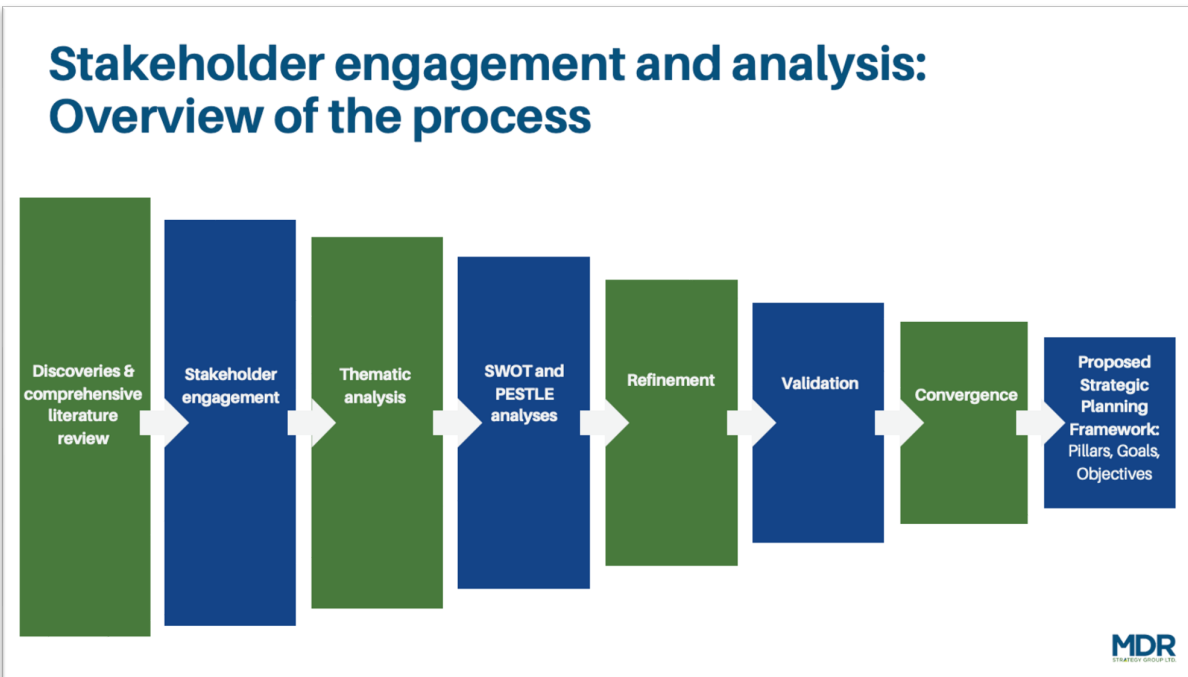
- **Thematic analysis:** Identified and analyzed patterns (themes) in the stakeholder feedback. Feedback was grouped into common themes (e.g., licencing, communication, Council, and leadership effectiveness).
- **SWOT and PESTLE analyses:** Conducted these analyses using insights from literature reviews, thematic analysis from stakeholder engagement, regulatory insights, and prior experience with PEO. These analyses are important to contextualize stakeholder input within broader internal and external factors influencing the regulatory environment.
- **Refinement:** Reviewed identified themes in workshop settings to check alignment across groups and to identify potential gaps.
- **Validation:** Assessed themes for alignment with regulatory best practices, PEO's risk register, and environmental scans (SWOT and PESTLE analyses).
- **Convergence:** Similar ideas (even if differently worded by different groups) were mapped for consistency — e.g., stakeholder calls for clearer communication aligned with Council's interest in transparency.

2.3 The complete strategic planning process

While stakeholder engagement was a significant part of the strategic planning process, initial discovery sessions and a comprehensive literature review were also crucial elements.

The complete process—from the initial discovery sessions and comprehensive literature review to the development of the proposed Strategic Pillars, Goals, and Objectives—was presented during the May 30th Council workshop. Please refer to Image 5, below.

Image 5: An overview of the process to develop PEO's 2026-2030 Strategic Planning Framework



3.0 PEO’s 2026-2030 Strategic Planning Framework

The Strategic Planning Framework for Council approval is shown in Image 6 below. For greater readability, the same content is also presented in Table 1 on the following page.

Image 6: PEO’s 2026-2030 Strategic Planning Framework (visual format)

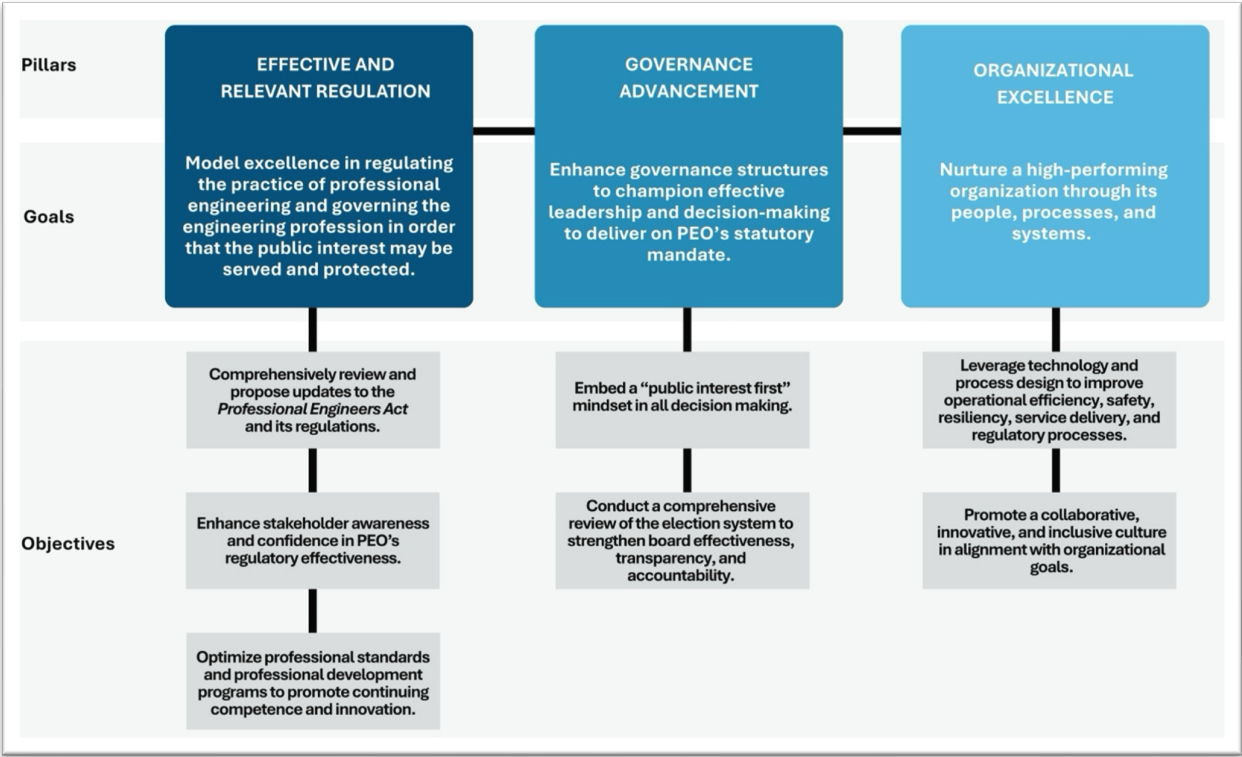


Table 1: PEO's 2026-2030 Strategic Planning Framework (tabular format)

| Strategic Pillars | 1: Effective and relevant regulation | 2: Governance advancement | 3: Organizational excellence |
|--------------------------|---|--|--|
| Goals | 1.1: Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public | 2.1: Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate. | 3.1: Nurture a high-performing organization through its people, processes, and systems. |
| Objectives | <p>1.1.1: Comprehensively review and propose updates to the <i>Professional Engineers Act</i> and its regulations.</p> <p>1.1.2: Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.</p> <p>1.1.3: Optimize professional standards and professional development programs to promote continuing competence and innovation.</p> | <p>2.1.1: Embed a "public interest first" mindset in all decision-making.</p> <p>2.1.2: Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency, and accountability.</p> | <p>3.1.1: Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery, and regulatory processes.</p> <p>3.1.2: Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals.</p> |

4.0 Next steps

- **Motion:** A motion will be made to Council to approve the 2026-2030 Strategic Plan at its June 20, 2025, meeting.
- **Public-facing plan:** MDR Strategy Group (the consultant) will finalize the public-facing Strategic Plan upon Council's approval of the Strategic Planning Framework (i.e., the Strategic Pillars, Goals, and Objectives).
- **Operational plans and budget:** Over the summer months, PEO leadership and staff will develop operational plans that align with the Strategic Planning Framework. They will also develop a budget to achieve the operational plans, to be presented to AFC and Council with the 2026 budgets.

Information Note – Government Liaison Program Update

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-3.4 |
| Purpose | To inform Council of updates to the GLP. |
| Strategic/Regulatory Focus | |
| Motion | No motion required. |
| Attachments | |

Wellington Advocacy will provide a presentation on this item at the meeting.

Summary Report to Council of the Audit and Finance Committee Activity (Open Session)

June 20, 2025

Committee Meeting Date: June 2, 2025

| Item/Topic | Discussion Summary | Assigned to | Next Steps | Status ¹ | Separate Council Agenda Item? |
|--|--|-------------|--|---------------------|-------------------------------|
| Role of Audit and Finance Committee | The Committee received a comprehensive overview of the committee's mandate, composition along with their duties and responsibilities | N/A | N/A | Complete | No |
| Review and Approve Annual Work Plan | The Committee reviewed the AFC Work Plan 2025-2026 and agreed to recommend it for approval. | N/A | For Council approval on June 20, 2025 | Continue | Yes |
| Budget Assumptions | The Committee was provided with a detailed overview of the Budget Assumptions. The committee had an opportunity to engage in discussion and seek clarifications from staff on various aspects of the budget presented. | Staff | N/A | Complete | No |
| Quarterly Review of Financial Statements | The committee was provided with financial statements for the quarter ending on March 31, 2025. The committee took the opportunity to engage with staff and discuss various aspects of the financial statements. | Staff | N/A | Complete | No |
| Review of Reimbursement Policy | The committee provided feedback and guidance on various sections of the policy as it relates to parameters and eligibility for reimbursement. | Staff | Staff to present draft policy at the September AFC meeting | Continue | Yes |

Next Committee Meeting: September 8, 2025

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Decision Note – AFC Work Plan for 2025-2026

| | |
|-----------------------------------|---|
| Item | C-570-4.1 |
| Purpose | To approve the 2025-2026 Work Plan for the Audit and Finance Committee. |
| Strategic/Regulatory Focus | Governance |
| Motion | That the Work Plan for the Audit and Finance Committee, as submitted to the meeting at C-570-4.1, Appendix A, be approved. |
| Attachments | Appendix A: Draft AFC Work Plan for 2025-2026 |

Summary

Council is asked to review and approve the 2025-2026 Work Plan for the Audit and Finance Committee (AFC).

Public Interest Rationale

Good governance practice that allows Council to prioritize items that are focused on PEO's mandate and strategic priorities.

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2025-2026 term.

At its meeting on June 2, 2025, the AFC reviewed the draft work plan and made no recommendations for material changes.

Considerations

- Items have been reviewed by the committee and align with the duties and responsibilities as outlined in the AFC Charter.
- A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances.

Stakeholder Engagement

N/A

Next Steps

- Work Plan will be updated throughout the year based on the activities, recommendations, and decisions of the committee and Council.

Prepared By: Secretariat Team

| |
|---|
| <p>For Council Approval June 20, 2025</p> |
|---|

AUDIT & FINANCE COMMITTEE: 2025-2026 WORK PLAN

[UPDATED June 2, 2025]

New or revised information in blue or green text

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances. Consequently, while respecting the firm deadlines imposed by any relevant legislative or strategic initiatives, it is understood that deadlines and deliverables require some leeway and flexibility to allow for committee feedback which may necessitate revisions at a later meeting.

| Meeting 1 (Kick-off) Q2-2025 Date: June 2, 2025 | | |
|---|--|--|
| Items | | Description |
| 1.1 | Role of the Audit and Finance Committee | Review the role and responsibilities of the AFC. |
| 1.2 | Review and Recommend Annual Work Plan | Under the governance model, annual work plans are proposed at the beginning of the Council term to Council for approval. New items may be added to the work plan as directed by Council or driven by other priorities. |
| 1.3 | Budget Assumptions for 2026 | The budget assumptions for FY 2026 will be presented to the AFC for its input. |
| 1.4 | Quarterly Review of Financial Statements | The quarterly financial statements as of March 31, 2025 will be presented to the AFC with explanations on the key variances. |

| | | | |
|-----|--|---|--|
| 1.5 | Review of Expense Reimbursement Policy | Work is underway to explore the practices of other engineering regulatory bodies, consulting with insurers, and engaging with subject matter experts. Discussion with the committee for their guidance on various sections of the policy. | |
|-----|--|---|--|

| Meeting 2 Q3-2025 Date: September 8, 2025 | | | |
|---|--|---|--------|
| Items | | Description | Status |
| 2.1 | Review of 2026 Draft Operating and Capital Budgets | The draft 2026 operating and capital budgets will be presented to the AFC for its input and recommendation that these be presented to Council for its review and input. | |
| 2.2 | Review of Licence and Application Fees | Review a sensitivity analysis which considers various options to a change in fees. These findings will be shared with AFC along with the budget materials. | |
| 2.3 | Review of Expense Reimbursement Policy | Draft revised policy. Continued from meeting 1. | |
| 2.4 | Cybersecurity and Digital Transformation Annual Update | Highlight PEO's focus on Cybersecurity and the strengthening of our Cybersecurity posture in alignment with best practices. | |
| 2.5 | Quarterly Review of Financial Statements | The quarterly financial statements as of June 30, 2025 will be presented to the AFC with explanations on the key variances. | |
| 2.6 | Update on Investments | An update on PEO's operating investment portfolio will be presented to the AFC. Presentation by External Fund Manager on the performance of the investment portfolio and on risks or changes, if any, are necessary to the portfolio <i>Statement of Investment Policies and Procedures</i> ("SIPP"). | |

| | | | |
|-----|------------------------|---|--|
| 2.7 | Update on Pension Plan | An update on the key items discussed at the pension committee meeting will be presented to the AFC. | |
|-----|------------------------|---|--|

| Meeting 3 Q4-2025 Date: November 5, 2025 | | | |
|---|--|---|--------|
| Items | | Description | Status |
| 3.1 | Presentation of 2025 Audit Plan | PEO's Auditor will present the audit plan for FY 2025 for the audit of PEO's financial statements, the Common Area Statements for the building, and PEO's pension fund statements, to the AFC. In addition, the auditor will also seek input from the AFC on any additional area/s it may wish to have the auditor focus on during the year-end audit. | |
| 3.2 | 2026 Draft Operating and Capital Budgets | After incorporating feedback (if any) from Council, the draft 2026 operating and capital budgets will be presented to the AFC for its input and recommendation that these be presented to Council for approval at its Nov meeting. | |
| 3.3 | PEO's Risk Register | AFC will review the updated PEO Risk Register, which provides a high-level summary of the strategic risks facing the organization. This year's review reflects progress made since the previous reporting period, including the reassessment of risk ratings and the implementation of enhanced controls. The register will also incorporate emerging risks identified over the past year and highlight any risks that have decreased in severity due to effective mitigation strategies. Following AFC's review and input, the updated risk register will be presented to Council at its November meeting. | |
| 3.4 | Update on Financial Risks | An update on the known financial risks will be presented to the AFC. | |

| | | | |
|------|---|--|--|
| 3.5 | Quarterly Review of Financial Statements | The quarterly financial statements as of September 30, 2025 will be presented to the AFC with explanations on the key variances. | |
| 3.6 | Borrowing Resolution | To renew PEO's existing operating line of credit with Scotiabank until January 31, 2027. | |
| 3.7 | Update on Pension Plan | An update on the key items discussed at the pension committee meeting will be presented to the AFC. | |
| 3.8 | Update on Investments | An update on PEO's operating investment portfolio will be presented to the AFC. | |
| 3.9 | Review of PEO Billing Dates | Environmental scan is underway for a harmonized and a consistent billing date for PEO. Currently, licence fees for P.Eng.'s are due each year on the date that their licence was originally issued. Staff will be bringing forward the proposal to the committee for its recommendation to Council once the environmental scan and internal review process is completed. | |
| 3.10 | Cybersecurity "Tabletop" Exercise (In Camera) | In alignment with cybersecurity standards, conduct a mock disaster exercise to test procedures to aid in the preparation for critical decision-making. | |

| Meeting 4 Q1-2026 Date: March 18, 2026 | | | |
|--|-----------------------------------|---|--------|
| Items | | Description | Status |
| 4.1 | Presentation of 2025 Audit Report | The auditor will present the results of the year-end audit and audit findings to the AFC. | |

| | | | |
|-----|--|--|--|
| 4.2 | 2025 Audited Financial Statements | The auditor will present the draft audited financial statements for FY 2025 to the AFC for its review and recommendation that these be presented to Council for approval. Staff will answer questions on the financials and variances. | |
| 4.3 | Auditor for FY2026 | The AFC is expected to recommend to Council the re-appointment for Deloitte as PEO's auditor for FY 2026. | |
| 4.4 | Engineers Canada Per Capita Assessment Fee | At its December 8, 2025 meeting, the Engineers Canada Board may agree to recommend to EC Members that the 2028 Per Capita Assessment Fee be increased. As a result, this recommendation would need to go to the Members for their approval at the EC Annual Meeting of Members in May 2026. AFC would recommend the decision for Council to approve at its March 27, 2026 meeting. | |
| 4.5 | Update on Investments | An update on PEO's operating investment portfolio will be presented to the AFC. | |
| 4.6 | Update on Pension Plan and 2024 Pension Fund Audit | An update on the 2024 pension fund audit will be presented to the AFC. | |
| 4.7 | President & CEO/Registrar Annual Expense Review | An update on the President's and CEO/Registrar's respective expenses will be presented to the AFC in an in-camera session. | |

Information Note – 2025 Budget Update

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-4.2 |
| Purpose | To inform Council of updates to the 2025 budget. |
| Strategic/Regulatory Focus | |
| Motion | No motion required. |
| Attachments | |

There will be a verbal update on this item at the meeting.

Summary Report to Council of Governance and Nominating Committee (GNC) Activity June 20, 2025

Committee Meeting Date: June 4, 2025

| Item/Topic | Discussion Summary | Assigned to | Next Steps | Status ¹ | Separate Council Agenda Item? |
|--|--|-------------|---|---------------------|-------------------------------|
| Role of the Governance and Nominating Committee | The Committee reviewed its Charter, including composition, mandate, and roles and responsibilities. | N/A | N/A | Complete | No |
| 2025-2026 Draft GNC Work Plan | The Committee reviewed the 2025-2026 GNC Work Plan and recommended it for approval at the June Council Meeting. | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | Yes |
| 2026 Election Documents and RESC Appointments | The Committee reviewed procedural changes, forms, and other matters for the 2026 Council election and proposed further changes. The Committee also reviewed the proposed appointments for the Regional Election and Search Committees for the upcoming term and recommended them for Council approval at the June Council Meeting | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | Yes |
| Council Remuneration Framework & Competency-Based Nominations: Action Plan | The Committee reviewed the proposed Action Plan for the Council Remuneration Framework and Competency-Based Nominations project based on the Council's direction at its February 2025 meeting. The Committee provided feedback to staff and suggested changes to the briefing material. | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | |
| Communication Policies Review | The Committee reviewed changes to the Communications and Media Relations Policy and additions to the Governance Manual. The committee | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | |

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

| Item/Topic | Discussion Summary | Assigned to | Next Steps | Status ¹ | Separate Council Agenda Item? |
|--|---|-------------|---|---------------------|-------------------------------|
| | provided feedback to be incorporated into the briefing material. | | | | |
| Councillor Submission: Amendment to the Special Rules of Order | <p>The committee reviewed a Councillor Submission related to changes to the Special Rules that are to promote fair and inclusive discussion when debating items at Council.</p> <p>The committee reviewed two options and recommended “<i>Option 2</i>” for Council consideration at the June Council Meeting</p> | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | Yes |
| Central Election and Search Committee Matters (In-Camera) | <p>The Committee reviewed the 2025-2026 appointments of additional members to the 2025-2026 Central Election and Search Committee (CESC) and the appointment of the 2025-2026 CESC Chair.</p> <p>The Committee recommends the appointments for Council approval at the June Council Meeting.</p> | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | Yes (In Camera) |

Next Committee Meeting: September 9, 2025

Decision Note – GNC Work Plan for 2025-2026

| | |
|-----------------------------------|---|
| Item | C-570-5.1 |
| Purpose | To approve the 2025-2026 Work Plan for the Governance and Nominating Committee. |
| Strategic/Regulatory Focus | Governance |
| Motion | That the Work Plan for the Governance and Nominating Committee, as submitted to the meeting at C-570-5.1, Appendix A, be approved. |
| Attachments | Appendix A: Draft GNC Work Plan for 2025-2026 |

Summary

Council is asked to review and approve the 2025-2026 Work Plan for the Governance and Nominating Committee (GNC).

Public Interest Rationale

Good governance practice that allows Council to prioritize items that are focused on PEO's mandate and strategic priorities.

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2025-2026 term.

At its meeting on June 4, 2025, the GNC reviewed the draft work plan and made no recommendations for material changes.

Considerations

- Items have been reviewed by the committee and align with strategic imperatives as well as the duties and responsibilities as outlined in the GNC Charter.
- A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances.

Stakeholder Engagement

N/A

Next Steps

- Work Plan will be updated throughout the year based on the activities, recommendations, and decisions of the committee and Council.

Prepared By: Secretariat Team

GOVERNANCE & NOMINATING COMMITTEE (GNC): 2025-2026 WORK PLAN
 [UPDATED June 4, 2025]
 New or revised information in blue or green text

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. A work plan is a living and flexible document intended to be a framework and provide guidance for the committee’s activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances. Consequently, while respecting the firm deadlines imposed by any relevant legislative or strategic initiatives, it is understood that deadlines and deliverables require some leeway and flexibility to allow for committee feedback which may necessitate revisions at a later meeting.

| Meeting 1 (Kick-off) Q2-2025 Date: June 4, 2025 | | | |
|---|---|--|--------|
| Items | | Description | Status |
| 1.1 | Role of the Governance and Nominating Committee | Review the role and responsibilities of the GNC. | |
| 1.2 | Review and Recommend Annual Work Plan | Under the governance model, annual work plans are proposed at the beginning of the Council term to Council for approval. New items may be added to the work plan as directed by Council or driven by other priorities. | |
| 1.3 | 2026 Election Documents and Appointments | At its April 2025 meeting, GNC received a report from the Central Election and Search Committee (CESC), including recommendations from the Chief Elections Officer to implement all proposed changes to the election process. GNC directed staff to revise the election documents accordingly for further review and discussion. | |

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| | | | Additionally, GNC will review the recommended appointments to the Regional Election and Search Committees. Final recommendations will be presented to Council for approval at its June 20, 2025 meeting. | |
| 1.4 | Council Remuneration Framework & Competency-Based Nominations: Action Plan | | In February 2025, Council endorsed the development of a competitive remuneration structure, a skills- and competency-based nomination model, and clearly defined role expectations for Councillors. Council also directed staff to prepare an action plan and cost estimate for implementing the recommendations from Satori Consulting's Council Remuneration Report by June 2025. A high-level action plan, including deliverables and milestones, will be presented to the Governance and Nominations Committee. Implementation of changes will follow the development of the necessary frameworks. | |
| 1.5 | Communications Policy | | Review the current Communications Policy to ensure it remains aligned with PEO's current governance and organizational practices. This will include assessing any necessary updates to relevant sections of the Governance Manual that may be impacted by changes to the policy. | |
| 1.6 | CESC Matters: Appointment of Committee and Selection of Chair for 2025-2026 Term (In Camera) | | Review appointment recommendations for members on the 2025-2026 CESC and CESC Chair. | |

| Meeting 2 Q3-2025 Date: September 9, 2025 | | | |
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| Items | | Description | Status |
| 2.1 | Orientation Course for Candidates for Election | <p>A new requirement has been added to the regulation (the amended regulation was approved and filed on May 15, 2025), making the completion of a Council-approved orientation course mandatory for individuals seeking election to Council. This course will ensure that all candidates are aware of the expectations and responsibilities associated with serving on Council.</p> <p>To prepare for implementation in the 2026 Council election, GNC will be asked to review and provide feedback on the proposed content.</p> | |
| 2.2 | Annual General Meeting Planning for 2026 | <p>In line with Council's decision in 2023, the 2026 AGM will be held in Ottawa. Given the complexity of hosting the event outside of Toronto, preparations will begin in early fall to ensure adequate time for planning. This early start will allow for the incorporation of Council's feedback from the two hybrid AGMs, addressing any lessons learned, and ensuring that the format, costs, and other key aspects are thoroughly reviewed. Council will have the opportunity to assess these details and provide recommendations to ensure the success of the 2026 AGM.</p> | |
| 2.3 | Governance Pillar in the 2026-2030 Strategic Plan | <p>One of the proposed pillars in the 2026-2030 Strategic Plan is <i>Governance Advancement: Enhance governance structures to champion effective leadership and decision-making in support of PEO's statutory mandate.</i></p> <p>This work plan will be updated following Council's final decision on the Strategic Plan, which is scheduled for approval at the June Council meeting.</p> <p>Depending on the final wording of this pillar and its associated objectives, specific action items will be brought forward to GNC.</p> | |

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| | | | The committee will be responsible for shepherding this pillar, as directed by Council. | |
| 2.4 | Metrics For Governance Performance | | <p>At its February 2025 meeting, Council adopted the recommendations outlined in the Council Evaluation Framework Report prepared by Watson Board Advisors and directed staff to develop an action plan for implementing the recommendations during the 2025–2026 Council term.</p> <p>One of the key recommendations is that the evaluation process should be limited to Councillors in the first year, with the CEO/Registrar participating in the process beginning in the second year. The evaluation process should be facilitated by an external party to ensure objectivity, anonymity, and independence. It was also recommended that any Councillor feedback process always be conducted by an external facilitator.</p> <p>The implementation plan - including timelines, immediate next steps for the current Council term, and longer-term milestones - will be shared with GNC and then Council. These evaluations will become part of Council's routine work plan in future years to support continuous improvement and effective governance.</p> | |
| 2.5 | Appointment of Chief Elections Officer | | In accordance with Section 11.1 of the regulation, Council is required to appoint a Chief Elections Officer annually. The Chief Elections Officer is responsible for overseeing the nomination and election process for Council members, and for ensuring that all activities related to nomination, voting, and election are conducted in compliance with the procedures established under the Professional Engineers Act. PEO is currently in the third year of a multi-year agreement with the same Chief Elections Officer, providing consistency and experience in the execution of this important governance function. | |

| Meeting 3 Q4-2025 Date: November 13, 2025 | | | |
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| Items | | Description | Status |
| 3.1 | 2026 Annual General Meeting: Member Submissions Guide | Conduct a review of the AGM Member Submissions Guide, considering observations and lessons learned since its last update in 2023. This review will focus on refining the guide to better align with the purpose behind member submissions, ensuring it reflects current practices and expectations and including those related to the dynamics of a hybrid meeting. | |
| 3.2 | Regional Councillors Committee: Mandate | <p>The Regional Councillors Committee (RCC) is a legacy committee whose mandate has remained unchanged since the governance reforms introduced in 2020. Given the significant evolution in PEO's governance structure and strategic direction over the past several years, it has become timely to revisit the role, relevance, and future function of the RCC.</p> <p>At a recent Council meeting, a request was made to add this item to the GNC agenda for the current Council term. The objective is to hold a generative discussion on whether the current mandate of the RCC continues to align with PEO's governance principles and organizational needs. As RCC is not a statutory committee, Council has flexibility to revisit and refine its mandate and terms of reference.</p> | |
| 3.3 | Anti-Workplace Violence, Harassment and Discrimination Policy | Under the Occupational Health and Safety Act, organizations are required to review their Workplace Violence and Harassment policies on an annual basis. The policy will be brought to the committee for review if staff determine that updates or revisions are necessary following their annual assessment. | |
| 3.4 | Council Remuneration Framework & Competency- | GNC will be presented with a preliminary proposal that includes a draft remuneration structure, an outline of policies to be | |

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| | Based Nominations: Preliminary Proposal | | developed or updated, and a proposed competency-based nominations process. This proposal will serve as the foundation for the full implementation plan, which will be finalized following feedback from the committee and presented to Council as part of the next phase of work before the end of the 2025-2026 Council term | |
| 3.5 | Nomination Processes for PEO Appointments to Engineers Canada Committees | | This work plan item involves a review of the current nomination processes used to select candidates for appointments to the Canadian Engineering Qualifications Board (CEQB) and the Canadian Engineering Accreditation Board (CEAB). | |
| 3.6 | Councillor Training Protocol for 2026 | | Review and approve an updated Councillor Training Protocol for 2026 outlining the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors' requests. No Council approval of Protocol required. Council approves funding via the 2026 budget. | |

| Meeting 4 Q1-2026 Date: February 3, 2026 | | | | |
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| Items | | | Description | Status |
| 4.1 | Annual Review of Governance Scorecard | | Review the specific indicators used in the past year's use of the scorecard to ensure they meet Council's needs for evidence-based information in its decision-making processes. | |
| 4.2 | 2026-2030 Strategic Plan: Initiatives Under the Governance Advancement Pillar | | As part of PEO's 2026 Strategic Plan, a pillar focused on governance has been proposed to support continued improvement in leadership, accountability, and decision-making structures. The specific initiatives under this pillar will be determined by Council following the anticipated approval of the strategic plan at its June 2025 meeting. | |

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| | | | Once they are confirmed by Council at its September 2025 meeting, the initiatives aligned with the governance pillar will be incorporated into the GNC work plan. | |
| 4.3 | Items carried over from previous meetings | | To be determined | |

| Meeting 5 Q1-2026 Date: March 10, 2026 | | | | |
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| Items | | | Description | Status |
| 5.1 | Council Remuneration Framework & Competency-Based Nominations: Final Proposal | | GNC will be presented with the final proposal, which includes a draft remuneration structure, a competency-based nominations process, and draft policies necessary to support these changes. This proposal is scheduled for Council approval at its April 2026 meeting. Any associated changes or cost implications will be incorporated into the 2026–2027 budgeting process, which will be presented to Council for approval at its November 2026 meeting, for implementation in the next Council term. | |
| 5.2 | Selection of the Chief Elections Officer and Election Agent | | GNC will consider whether to continue the engagements of both the Chief Elections Officer and the Election Agent. In making this decision, the committee will take into account the changes made to the election system in recent years and whether maintaining the current arrangements for one or more years would provide valuable continuity. The importance of continuity may also be shaped by any election-related initiatives included in the upcoming strategic plan. Should GNC recommend, and Council agree, to engage new vendors, the committee will determine the process it wishes to follow for their recruitment. | |
| 5.3 | Items carried over from previous meetings | | To be determined | |

| Meeting 6 (Close-off) Q2-2026 Date: April 15, 2026 | | | |
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| Items | | Description | Status |
| 6.1 | Election Issues: 2026 Reports and Preparation for 2027 | GNC will review the reports by the Central Election and Search Committee and the Chief Elections Officer and propose changes for the 2027 Council election as needed. | |
| 6.2 | Recommendations for Appointments to Committee and other Board Positions for the 2026/2027 Term | GNC will consider and recommend appointments to the governance committees and other appointments for the 2026/2027 Council term. All recommendations will be approved at the term's inaugural Council meeting. | |
| 6.3 | Items carried over from previous meetings | To be determined | |

Decision Note – 2026 Election Matters

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| Item | C-570-5.2 |
| Purpose | <p>For Council to review and approve procedural documents for the 2026 Council Election.</p> <p>For Council to appoint of a Regional Election and Search Committee for each Region per section 13(1) of the General Regulation.</p> <p>For Council to appoint the Junior Regional Councillor in each Region as chair of the Regional Election and Search Committee for their Region per section 13(2) of the General Regulation.</p> |
| Strategic/Regulatory Focus | Governance |
| Motion | <p>That Council, with respect to the 2026 Council election:</p> <ul style="list-style-type: none"> a) approve the 2026 Nomination and Voting Procedures, as presented to the meeting at C-570-5.1, Appendix A; b) approve the 2026 Election Publicity Procedures, as presented to the meeting at C-570-5.1, Appendix B; c) approve the 2026 Nomination Form as presented to the meeting at C-570-5.1, Appendix C; d) approve the 2026 Nomination Acceptance Forms for President-Elect, Vice President, Councillor-at-Large, and Regional Councillor as presented to the meeting at C-570-5.1, Appendix D; e) appoint the Regional Election and Search Committees (RESC) for each Region; f) appoint the Junior Regional Councillor in each Region (Nanda Lwin, P.Eng.; Susan MacFarlane, P.Eng.; Ravinder Panesar, P.Eng.; Luc Roberge, P.Eng.; and Susan Jingmiao Shi, P.Eng.) as Chair of the RESC for their Region. (requires a simple majority) |
| Attachments | <p>Appendix A – Draft 2026 Nomination and Voting Procedures</p> <p>Appendix B – Draft 2026 Election Publicity Procedures</p> <p>Appendix C – Draft Nomination Form</p> <p>Appendix D – Draft Nomination Acceptance Forms</p> |

Summary

The Governance and Nominating Committee (GNC) recommends the 2026 election procedures and Regional Election and Search Committee (RESC) appointments to Council for approval. The proposed changes to the election documents reflect discussion at the previous GNC meeting and the meeting of the Central Election and Search Committee (CESC), the majority of which stem from the recommendations of the Chief Elections Officer. In addition, the changes incorporate recent amendments to Regulation 941 under the *Professional Engineers Act*, which establish election eligibility criteria.

Public Interest Rationale

Ensuring fair and transparent elections, as well as making appointments required by PEO's governing legislation, is in the public interest.

Background

PEO Council elections are held annually in accordance with Regulation 941. PEO convention requires that Council annually approve the Nomination and Voting Procedures, Election Publicity Procedures, and Nomination Forms for the following year's election at its June meeting. Council deals with RESC appointments, required by Regulation 941, at its June meeting as well.

Considerations

Procedural changes for the 2026 Council Election have been proposed in the draft procedural documents available at Appendices A through D. These changes come from the Chief Elections Officer's recommendations, the CESC's report to GNC, and the newly amended regulation that set out election eligibility criteria. Notable changes to the procedural documents are provided below:

1. In alignment with the new election eligibility criteria introduced in the regulation, a series of self-declaration questions has been incorporated into the Nomination Acceptance Forms (Appendix D). At its meeting on June 4, 2025, GNC members generally supported a self-declaration-only approach, rather than requiring candidates to undergo background checks, while reserving the right to conduct such checks if necessary.
2. In response to recommendations from the Chief Elections Officer and CESC to explore alternatives to the traditional All Candidate Meetings format due to low participation rates and limited engagement impact, GNC recommends discontinuing the ACMs and pursuing other engagement strategies as alternatives.
At its April and June 4, 2025 meetings, GNC expressed support for increased Chapter and regional engagement during the election period. Chapters could incorporate election-focused sessions into events already scheduled at the local level to encourage dialogue and voter participation. The election travel allowance would support candidates in attending these sessions. There was also general support at the GNC meeting for including optional candidate video submissions. If Council approves video submissions as part of the election procedures, staff will develop an implementation plan guided by the principles of fairness and equity to encourage submissions that will be of consistent quality.

Stakeholder Engagement

The recommendations were made by the Chief Elections Officer based on issues encountered during the election and feedback received directly from candidates and other individuals with an interest in the election process. Additional input was provided by the CESC. While no specific issues were brought to the CESC during the 2025 Council election, they engaged with the election process as part of their recruitment responsibilities. Finally, feedback received from the GNC at its June 4, 2025 meeting as incorporated into the documents.

Recommendation

That Council approve the procedural documents and the RESC appointments to satisfy PEO's election requirements..

Next Steps

Once approved by Council, the procedural documents will be incorporated into the 2026 Council Election Guide.

Prepared By: Policy Staff

2026 Nomination and Voting Procedures for Election to the 2026-2027 Council of the Association of Professional Engineers Ontario (PEO)

The 2026 Voting and Election Publicity Procedures were approved by the Council of PEO on June 20, 2025.

The Election Publicity Procedures form part of these Nomination and Voting Procedures. Candidates and prospective candidates are responsible for familiarizing themselves with these procedures. Failure to follow these rules or procedures could result in a nomination being considered invalid.

Council is required to appoint an independent Chief Elections Officer to “oversee the nomination of Members for election to the Council and the election of and voting for members to the Council” per 11.1 of Regulation 941 made under the *Professional Engineers Act*. The Chief Elections Officer ensures that nominations, the election, and voting are conducted in accordance with the procedures established by Council.

Candidates and prospective candidates¹ are urged to submit nominations and election material well in advance of published deadlines so that any irregularities may be corrected before the established deadlines. Nominees’ names are made available on PEO’s website as received; all other election material is considered confidential until published by PEO.

1. The schedule for the elections to the 2026-2027 Council is as follows:

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| Date nominations will open | Monday, October 20, 2025 |
| Date nominations will close | 10:00 a.m. Monday, November 24, 2025 |
| Period during which the onboarding session with the Chief Elections Officer will be held | Tuesday, November 25, 2025 - Friday, December 5, 2025 |
| Date PEO’s membership roster will be closed for the purposes of members eligible to automatically receive election material ² | Friday, January 16, 2026 |
| Date a list of candidates and voting instructions will be sent to members | no later than Monday, January 26, 2026 |
| Date voting will commence | Monday, January 26, 2026 |

¹ A “prospective candidate” is someone seeking nomination and a “candidate” is someone whose nomination has been validated.

² Members licensed after this date may call in and request that election information be provided via telephone or, upon prior written consent by the member for use of their email address, via email.

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| Date voting closes & results delivered to candidates | Monday, February 23, 2026 |
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All times noted in these procedures are Eastern Time.

2. Candidates' names will be listed in alphabetical sequence by position on the list of candidates sent to members and on PEO's website. However, the order of their names will be randomized when voters sign into the voting site to vote.
3. A person may be nominated for only one position.
4. A nomination, once withdrawn, may not be re-instated.
5. Only nomination acceptance and nomination petition forms completed in all respects, without amendment in any way whatsoever, will be accepted. Please note that the Chief Elections Officer may validate nominations by contacting nominators.
6. Signatures on nomination forms may be hand-signed or electronic.
7. Signatures on nomination petition forms do not serve as confirmation that a member is formally endorsing a candidate or prospective candidate.
8. In the event a candidate or prospective candidate changes their mind on a position and decides to run for a different position after submitting nomination forms, a newly-completed nomination petition form, in addition to a new nomination acceptance form, will be required to be submitted by the deadline for nominations.
9. Nomination papers are to be submitted only by email (elections@peo.on.ca) for tracking purposes. Forms will not be accepted by any other format (e.g. personal delivery, courier, fax). If you have a need for accommodation because of a disability that limits your ability to access electronic communications tools, please contact us via email: elections@peo.on.ca or by telephone: 416-224-1100 or toll-free at 1-800-339-3716 between the hours of 8:30am and 4:30pm.
10. Prospective candidates should allow sufficient time for their emails to go through the system to ensure that the completed papers are, in fact, received by the Chief Elections Officer by **10:00 am on Monday, November 24, 2025**. In the event of a dispute as to when the forms were sent vs received, a prospective candidate can provide the Chief Elections Officer with a copy of their email to PEO that would indicate the time the nomination forms were sent from their computer. Material must be received by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer should consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.

Where the Chief Elections Officer has authority to exercise discretion in administering the election, including with respect to the nomination deadline, that discretion shall be exercised in a fair and reasonable manner, within the parameters of their statutory authority and Council-approved procedures, and with a view to maintaining electoral integrity.

11. A candidate must declare in the Nomination Acceptance Form that they will complete the PEO mandatory compliance training for volunteers if elected. This compliance training is free and online. This training helps ensure PEO compliance with the *Accessibility for Ontarians with*

Disabilities Act and the Workplace Violence and Harassment requirements of the *Occupational Health and Safety Act*. It also minimizes the risk of interruption to Council's work by ensuring those elected for office have completed the requisite training. Those who have already completed PEO's mandatory compliance training for volunteers in previous roles will be considered to have completed the training and will not be required to do them again.

12. A candidate must meet the election eligibility criteria, as set out in Regulation 941, by making the required declarations in the Nomination Acceptance Form.
13. A candidate must have completed ~~PEO's "Board Basics"~~ an orientation course approved by Council by December 31, 2025. This orientation is free and online. ~~Failure to complete this orientation will result in a notation on the candidates list sent to members and the PEO website indicating that the candidate has failed to comply with this requirement.~~ The orientation must be completed by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer should consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.
14. Council has appointed a Central Election and Search Committee to:
 - encourage members to seek nomination for election to the Council as President-Elect, Vice President or a Councillor-at-Large;
 - assist the Chief Elections Officer as may be required;
 - receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
 - conduct an annual review of the elections process and report to the June 20245 Council meeting.
15. Candidates will be advised when a member of the Central Election and Search Committee has declared a conflict of interest should an issue arise that requires the consideration of the committee.
16. Council has appointed a Regional Election and Search Committee for each region to encourage members residing in each region to seek nomination for election to the Council as a Regional Councillor.
17. Council has appointed an independent Chief Elections Officer to oversee the election process and to ensure that nomination, election, and voting are conducted in accordance with the procedures approved by Council.
18. The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing, and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution. Staff is explicitly prohibited from handling and resolving complaints and questions, other than for administrative purposes (e.g. forwarding a received complaint or question to the Chief Elections Officer).
19. The Chief Elections Officer will offer an optional candidate onboarding session for all candidates after nominations close. The session will outline expectations, necessary documentation, and timelines, and will include an opportunity for candidates to ask questions.

20. The Chief Elections Officer must send reminders to candidates for all key deadlines throughout the election process to ensure they are fully aware of their responsibilities and timelines. These reminders must be sent to candidates seven days and one day before each deadline.
21. Voting will be by electronic means only (internet and telephone). Voting by electronic means will be open at the same time the electronic election packages are sent out.
22. An independent agency has been designated by Council to receive, control, process and report on all cast ballots. This "Official Elections Agent" will be identified to the members with the voting material.
23. If a candidate withdraws their nomination for election to PEO Council prior to the preparation of the voting site, the Chief Elections Officer shall not place the candidate's name on the voting site of the Official Elections Agent or on the list of candidates sent to members and shall communicate to members that the candidate has withdrawn from the election. If the candidate withdraws from the election after the electronic voting site has been prepared, the Chief Elections Officer will instruct the Official Elections Agent to adjust the voting site to reflect the candidate's withdrawal.
24. All voting instructions, a list of candidates and their election publicity material will be sent to members by the Official Elections Agent. All voters will be provided with detailed voting instructions on how to vote electronically. Control numbers or other access control systems will be sent to members by email after the election package has been sent out. The Official Elections Agent will send out an eblast with the control numbers (PINs) every Monday during the election period.
25. ~~Election material sent to members electronically will contain information related to the All Candidates Meetings.~~
26. If the Official Elections Agent is notified that an elector has not received a complete election information package, the Official Elections Agent shall verify the identity of the elector and may either provide a complete duplicate election information package to the elector, which is to be marked "duplicate," by email or provide the voter's unique control number to the voter and offer assistance via telephone. In order to receive such information via email, the elector must provide prior written consent to the use of their email address for this purpose.
27. ~~Elections staff~~ The Chief Elections Officer shall respond to any requests for new packages as usual - i.e., if the member advises that they have moved and have not received a package, the member is to be directed to the appropriate section on the PEO website where the member may update their information with Document Management Centre (DMC).
28. As soon as the Chief Elections Officer is notified that the member information has been updated, they will ~~DMC staff shall advise elections staff when the member information has been updated; only then shall the elections staff~~ request the Official Elections Agent to issue a replacement package with the same control number.
29. Verification of eligibility, validity or entitlement of all votes received will be required by the Official Elections Agent. Verification by the Official Elections Agent will be by unique control number to be provided to voters with detailed instructions on how to vote by internet and by telephone.
30. Voters need not vote in each category to make the vote valid.

31. PEO will post total votes cast in the election on the PEO website on each Friday of the voting period and will post final vote totals by candidate after voting has closed. No other information related to vote totals will be made available.
32. The Official Elections Agent shall not disclose individual voter preferences.
33. The Official Elections Agent shall keep a running total of the electronic ballot count and shall report the unofficial results to the Chief Elections Officer.
34. The Chief Elections Officer shall proceed with a recount of the ballots for a given candidate category for election to Council (or bylaw confirmation) where the vote total on any candidate category for election to Council between the candidate receiving the highest number of votes cast and the candidate receiving the next highest number of votes cast is 25 votes or less for that candidate category (or where the votes cast between confirming the bylaw and rejecting the bylaw is 25 votes or less).
35. Certification of all data will be done by the Official Elections Agent.
36. On or before the close of nominations on **November 24, 2025**, the President will appoint three members or Councillors, who are not running in the election, as returning officers to:
 - approve the final count of ballots;
 - make any investigation and inquiry as they consider necessary or desirable for the purpose of ensuring the integrity of the counting of the vote and report the results of the vote to the Registrar not later than three weeks following the date set by the Council for the receipt of the ballots.
37. Returning Officers ~~shall~~ will receive a per diem of \$250, plus reasonable expenses to exercise the duties outlined above.
38. ~~On the day the election closes, the Returning Officers will meet with the Chief Elections Officer to report the final vote counts to the Registrar, including ballots cast for candidates who may have withdrawn their candidacy after voting opened. The Registrar will advise the candidates and Council of the official results in writing on election day. Reporting of the final vote counts, including ballots cast for candidates that may have withdrawn their candidacy after the opening of voting to PEO, will be done by the returning officers to the Registrar, who will advise the candidates and Council in writing at the earliest opportunity.~~
39. A request for a recount may be made by a candidate to the Chief Elections Officer within two days of the reporting of the election results to the Council and persons nominated for the election. Where the Chief Elections Officer determines, through a fair and impartial application of their discretion, that there is a reasonable and genuine possibility that the result of an election may be incorrect, or where the accuracy of an election is reasonably called into question, the Chief Elections Officer shall proceed with the recount.
40. Upon the direction of the Council following receipt of the election results, the Official Elections Agent will be instructed to remove the electronic voting sites from its records.
41. In the event a chapter holds an All-Candidates Meeting, the chapter must invite to the meeting all candidates for whom voters in that region are eligible to vote.

42. Candidates for PEO Council may submit expense claims. The travel allowance to enable candidates to travel to chapter events during the period from the close of nominations to the close of voting will be based on the distance between chapters and the number of chapters in each region. Such travel expenses are reimbursed only in accordance with PEO's expense policy.
43. These procedures may only be amended if approved by Council.
44. All questions from, and replies to, candidates are to be addressed to the Chief Elections Officer at elections@peo.on.ca. The Chief Elections Officer must acknowledge receipt of all email correspondence within two (2) business days. A substantive response must be provided as soon as practicable, based on the nature and complexity of the inquiry.

**2026 Election Publicity Procedures
for Election to the 2026-2027 Council of the
Association of Professional Engineers Ontario (PEO)**

Important Dates to Remember

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| Deadline for receipt of publicity materials for publication in <i>Engineering Dimensions</i> and on the PEO website, including URLs to candidates' own websites | Sunday, December 7, 2025 at 11:59pm |
| Chief Elections Officer verification of candidate website Material and communication to candidates | Monday, December 8, 2025 – Friday, December 12, 2025 |
| Candidate verified submission information posted on website | Wednesday, January 7, 2026 |
| <i>Engineering Dimensions</i> publication with candidate statements | Thursday, January 8 th , 2026 |
| Deadline for submission of candidate material to eblast to members | 1. Wednesday, January 14, 2026 1 st eblast 2. Monday, January 26, 2026—2nd eblast 3. Monday, February 9, 2026—3rd eblast |
| Deadline for Chief Elections Officer to review materials | 1. Tuesday, January 20, 2026—1st eblast 2. Friday, January 30, 2026—2nd eblast 3. Friday, February 13, 2026—3rd eblast |
| Dates of ebasts to members | 1. Monday January 26, 2026 2. Thursday, February 5, 2026 3. Thursday, February 19, 2026 |
| Date of posting period | Monday, January 26, 2026, to Monday, February 23, 2026 |
| Dates of voting period | Monday, January 26, 2026, to Monday, February 23, 2026 |

Note: All times indicated in these procedures are Eastern Time.

1. These Election Publicity Procedures form part of the Nomination and Voting Procedures. Candidates are responsible for familiarizing themselves with these procedures. Failure to follow these rules or procedures could result in a nomination being considered invalid.
2. Names of nominated candidates will be published on PEO's website as soon as their nomination is verified.
3. Names of all nominated candidates will be forwarded to members of Council, chapter chairs and committee chairs and published on PEO's website by Friday, November 28, 2025.
4. Should a candidate wish to withdraw from the election, their name will remain on the website and the word "withdrawn" will appear beside their name on the PEO website.
5. Candidates will have complete control over the content of all their campaign material, subject to the procedures below, as well as to any applicable legal requirements. Candidate campaign material includes material for publication in *Engineering Dimensions*, additional material on PEO's website, and material on their own websites.
6. Candidate material is readily available to the public and should be in keeping with the dignity of the profession at all times. Material may be published with a disclaimer.
7. In order to be published by PEO, candidate material must comply with these procedures and with any applicable legal requirements. Prior to candidate material being published by PEO, the Chief Elections Officer must assess the material to determine whether it is compliant. Where the Chief Elections Officer determines candidate material does not comply, the amendment process set out in section 8 should be followed. Where the Chief Elections Officer is of the opinion that candidate material may present a legal risk to PEO, the Chief Elections Officer should seek legal advice from, or in consultation with, the Chief Legal Officer to assist in determining whether the material should be published. For example, if the Chief Elections Officer is concerned that a post may be libelous or in violation of PEO's human rights obligations, the Chief Elections Officer should consult with the Chief Legal Officer. Depending on the issue, or to avoid any perception of conflict or bias, the Chief Legal Officer may retain external legal counsel on the Chief Election Officer's behalf. The Chief Elections Officer should provide the candidate an opportunity to amend the materials as set out in section Following the advice of legal counsel, the Chief Elections Officer has the authority to reject the campaign material if the candidate does not amend the non-compliant portion. The Chief Elections Officer should provide reasons to the candidate for the rejection of their material.
8. The Chief Elections Officer is responsible for ensuring that all candidate material (whether for *Engineering Dimensions*, PEO's website or eblasts) complies with these procedures, any applicable legal requirements. Where it is deemed the material does not satisfy these procedures or any applicable legal requirements, the Chief Elections Officer will, within three full business days from receipt of the material by the Chief Elections Officer, notify the candidate, who is expected to be available during this period by telephone or email. The candidate will have a further two full business days to amend the material to bring it into compliance and advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material that is compliant within the two-business-day period, the candidate's material will be published with a notation explaining any necessary amendments **by staff** or, following legal advice, the Chief Elections Officer may reject it. Where

the Chief Elections Officer rejects material, they should provide reasons for the rejection to the candidate.

9. The Chief Elections Officer will also review candidate materials for non-procedural issues, such as formatting inconsistencies, broken links, typographical errors, or appropriate photo resolution. Candidates will be informed of any such issues and given the opportunity to resolve them before the materials are made public, in accordance with the dates set out in the procedures.
10. The Chief Elections Officer must provide candidates with a final version of their materials, formatted as they will appear publicly, for review prior to publication. At this stage, candidates may request only minor stylistic or grammatical changes. No changes to the content will be accepted.
11. Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee or any organization with which an individual providing an endorsement is affiliated.
12. Candidate material for publication in *Engineering Dimensions* and any additional material they wish to publish on the website must be forwarded to the Chief Elections Officer via email at elections@peo.on.ca no later than **11:59 p.m. on Sunday, December 7, 2025**, and **must be in accordance with these procedures and Schedule A attached**.
13. Material must be received by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer shall consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.
14. Where the Chief Elections Officer has authority to exercise discretion in administering the election, including with respect to election publicity deadlines, that discretion shall be exercised in a fair and reasonable manner, within the parameters of their statutory authority and Council-approved procedures, and with a view to maintaining electoral integrity.
15. Candidates have the option of using one of two templates to present their election material in *Engineering Dimensions*. Both templates are included in Schedule A of these procedures. The size of both templates is the equivalent of one-half page, including border, in *Engineering Dimensions*.

Option 1: Candidates using the blank template will have discretion over the presentation of their material, including but not limited to font style, size and effects. Candidates using the blank template will be permitted to include their portrait within the template.

Option 2: Candidates using the fillable template must provide responses to the questions provided in the allotted space. The presentation of the fillable template is fixed and no modifications will be permitted. Candidates using the fillable template must submit their portrait separately for insertion into the designated location by PEO staff.

16. Candidates shall not use the PEO logo in their election material.
17. Candidates may include links to PEO publications but not a URL link to a third party in their material on PEO's website. Links to PEO publications are not considered to be a third party. For

clarity, besides links to PEO publications, the only URL link that may be included in a candidate's material on PEO's website is a URL link to the candidate's own website. URL links to other websites are not permitted.

18. Fundraising requests are not permitted in a candidate's material.
19. If campaign material is submitted by a candidate without identifying information, PEO staff are authorized to contact the candidate and ask if they wish to resubmit material.
20. Candidate publicity material will be published as a separate insert **in the Winter 2026 issue** of *Engineering Dimensions* and to PEO's website on **January 7, 2026**. Links to candidate material on PEO's website will be included in any electronic mailing to eligible voters.
21. Candidate material will be considered confidential by PEO staff and access to it will be restricted to only the staff members required to arrange for publication until published on PEO's website. All candidates' material will be published to PEO's website at the same time. This procedure does not apply to candidates, who may publish their own candidate material prior to its publication by PEO and after.
22. Candidates may submit updates to their material on PEO's website once during the posting period. Any amendments to a candidate's name/designations are to be considered part of the one-time update permitted to their material during the posting period.
23. Candidates may post more comprehensive material on their own websites, which will be linked from PEO's website during the posting period. Candidates may include active links to their social media accounts (Facebook, X, LinkedIn, etc.) in material appearing in *Engineering Dimensions*, published on PEO's election site (i.e. the 1000-word additional information candidates may submit), or included in an eblast of candidate material. Active links to social media accounts other than the candidate's are not permitted.
24. PEO will provide three group email distributions to members of candidate publicity material beyond the material published in *Engineering Dimensions*. Material to be included in an eblast must be submitted to the Chief Elections Officer at elections@peo.on.ca in accordance with Schedule A. In the event of a dispute as to when the material was sent vs received, the material will be accepted only if a candidate can provide the Chief Elections Officer with a copy of their email to PEO sent from their computer indicating a sent time before the deadline.
25. All material for the eblast messages must be submitted in a Word or Word compatible document only and must not be included as part of the message in the transmission email. Candidates should support their submission with a PDF or scan that shows what the final version of the message should look like. Where the email message is received in a font size or style that is different from the specifications, but otherwise meets all the requirements, the Chief Elections Officer may authorize staff to change only the size and font of the material so it conforms to specifications. Unless expressly authorized by the Chief Elections Officer to change font style and size, staff are prohibited from amending material in any way except with the written permission of the candidate.
26. Candidates are responsible for responding to replies or questions generated by their email message.

- ~~27. PEO will provide candidates the opportunity to participate in All Candidates Meetings, which will be held during the week of January 13, 2025. Candidates are encouraged to participate. The All Candidates Meetings will be video recorded for posting on PEO's website. On the day of the first All Candidates Meeting, an eblast will be sent to members announcing that these video recordings will be posted on the PEO website within two business days. All candidates will be invited to submit an optional video, no longer than five minutes, to be posted on PEO's website. The video must address the candidate's reasons for seeking Council membership and outline their governance experience, as well as any other relevant qualifications, professional experience, and skills applicable to serving on the board of directors.~~
28. Candidate materials from previous elections will remain on PEO's database as part of the record of the election.
29. Caution is to be exercised in determining the content of issues of membership publications published during the voting period, including chapter newsletters. Editors are to ensure that no candidate is given additional publicity or opportunities to express viewpoints in issues of membership publications distributed during the voting period from **January 26, 2026** until the close of voting on **February 23, 2026**, beyond their candidate material published in the January/February issue of *Engineering Dimensions*, and on the PEO website. This includes photos (with or without captions), references to, or quotes or commentary by, candidates in articles, letters to the editor and opinion pieces. PEO's communications vehicles should be, and should be seen to be, non-partisan. The above does not prevent a PEO publication from including photos of candidates taken during normal PEO activities (e.g. licensing ceremonies, school activities, GLP events, etc.) provided there is no expression of viewpoints. For greater clarity, no election-specific or election-related articles, including Letters to the Editor and President's Message, are to be included in *Engineering Dimensions* during the voting period. *Engineering Dimensions* or other PEO publications may contain articles on why voting is important.
30. PEO's statutorily-mandated regulatory activities and the reasonable publicity of them must continue during an election. However, PEO's resources (financial, human, communications, technological, etc.) must not be used to favour or prejudice any candidate. This rule does not apply to the use of the election travel allowance by candidates.
31. Chapters may not endorse candidates, or expressly *not* endorse candidates, in print, on their websites or through their list servers, or at their membership meetings or activities during the voting period. Where published material does not comply with these procedures, the Chief Elections Officer will cause the offending material to be removed if agreement cannot be reached with the chapter within the time available.
32. Candidates may attend chapter annual general meetings and network during the informal portion of the meeting. Candidates are permitted to attend chapter functions in their current official capacity but are prohibited from campaigning while operating in their official capacity.
33. The Central Election and Search Committee is authorized to interpret the election procedures and to rule on candidates' questions and concerns relating to them. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded to the Central Election and Search Committee for final resolution.

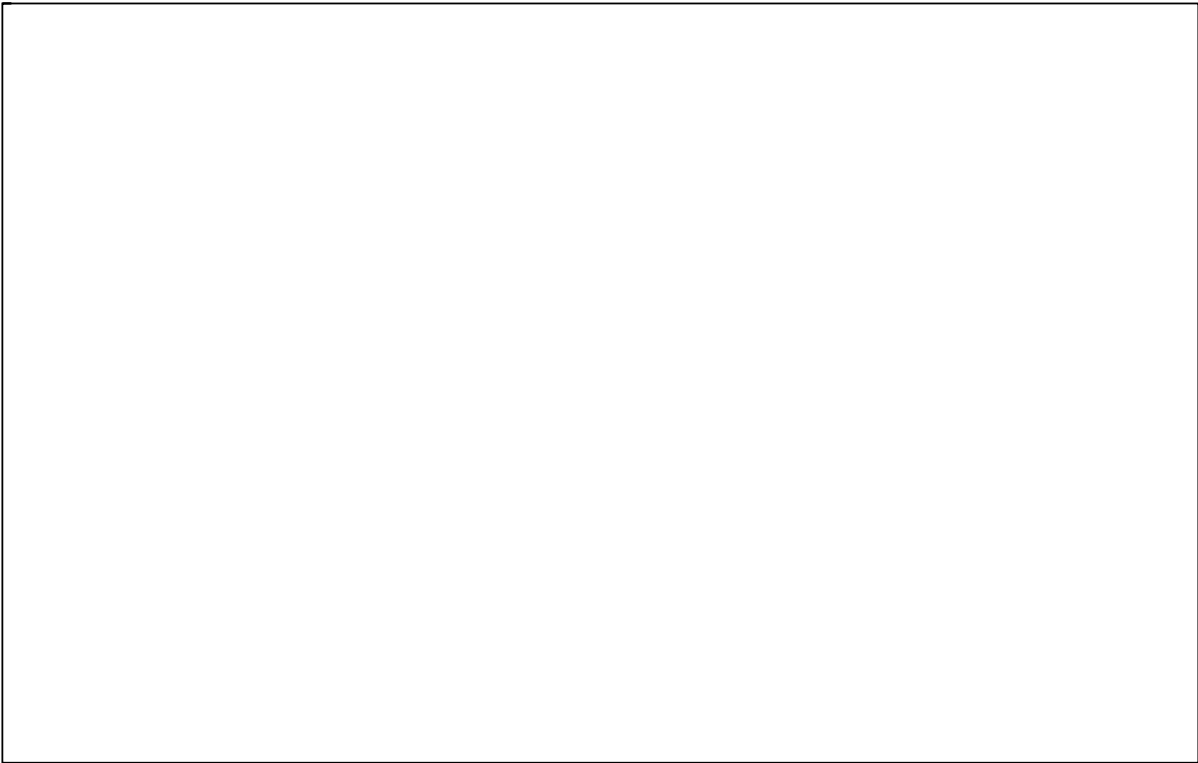
Schedule A - 2026 Elections Publicity Procedures

Specifications for Candidate Materials

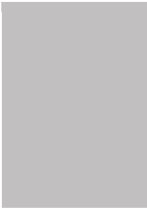
| | |
|---|---|
| Format for Candidate statements in <i>Engineering Dimensions</i> | <p>All submissions will be published with a border. If submissions are received without a border, one will be added as shown on the templates. If submissions do not fit within the chosen template, they will be mechanically reduced to fit.</p> <p>Option 1: Blank template</p> <p>Candidates using the blank template to present their material for publication in <i>Engineering Dimensions</i> must ensure the content fits in the bordered template provided at the end of these specifications. The template dimensions are 6.531 inches wide and 4.125 inches in height</p> <p>All material for publication must be submitted as a PDF document, with images in place for reference, <u>and</u> in Word format only, showing where images are to be placed. No other formats will be accepted.</p> <p>Portraits must also be submitted as specified in the next section.</p> <p>The publications staff needs both a PDF file and Word file of candidate material so they will know how candidates intend their material to look. If there are no difficulties with the material, the PDF file will be used. The Word file is required in case something isn't correct with the submission (just a bit off on measurement, for example), as it will enable publications staff to fix the problem, if possible. A hard and/or digital copy of a candidate's portrait is required for the same reason and for use on the PEO election website.</p> <p>Option 2: Fillable template</p> <p>Candidates using the fillable template must provide responses to the questions provided in the allotted space. The completed template must be submitted as a PDF document.</p> <p>Portraits must be submitted separately, as specified in the portraits section below, and will be added to the template by PEO staff.</p> <p>The presentation of the fillable template is fixed and no modifications will be permitted.</p> |
|---|---|

| | |
|---|---|
| | <p>The profile template will be available on PEO's elections website, www.peovote.ca</p> <p>A hard and/or digital copy of a candidate's portrait is also required for use on the PEO Elections website.</p> |
| Portraits/Photographs | <p>Photographs must be at least 5" x 7" in size if submitted in hard copy form so that they are suitable for scanning ("snapshots" or passport photographs are not suitable).</p> <p>Only pictures taken in the last five years will be accepted.</p> <p>If submitted in digital form, photographs must be JPEG-format files of at least 300 KB but no more than 2MB.</p> <p>Candidates can submit a digital photo at the specifications noted, or hard copy as noted, and preferably both. In case the digital file is corrupted or not saved at a sufficiently high resolution, publications staff can rescan the photo (hard copy) to ensure it prints correctly, as indicated on the PDF.</p> |
| PEO Website (candidates' additional information) | <p>Candidates may publish additional information on PEO's website by submitting a Word or Word-compatible file of no more than 1,000 words, and no more than three non-animated graphics in JPEG or GIF format. Graphics may not contain embedded material.</p> <p>Candidates may post additional material on their own websites. URLs for candidates' websites must be active by December 8, 2025.</p> <p>Candidates may include links to PEO publications but <i>not</i> a URL link to a third party in their material that is to be posted on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, the only URL link that may be included in a candidate's material on PEO's website, besides links to PEO publications, is the URL to the candidate's own website. Candidates may include active links to their social media accounts (Facebook, X (formerly Twitter), LinkedIn, etc.)</p> |
| Eblast material | <p>Candidates are permitted a maximum of 300 words for email messages. Messages are to be provided in 11 pt. Arial font; graphics are not permitted. For clarity, a "graphic" is an image that is either drawn or captured by a camera.</p> |
| Help | <p>Candidates should contact the Chief Elections Officer (elections@peo.on.ca) if they have questions about requirements for publicity materials.</p> |

Option 1: Blank template



Option 2: Fillable template

| | | |
|---|--|----------------------|
|  | Name: | Candidate statement: |
| | Employer and position: | |
| | Degree(s), school(s) attended, year(s) of graduation: | |
| | Employment history: | |
| | Participation on PEO Council, committee/task forces, chapters: | |
| | Other professional affiliations and community service: | |
| Years of registration in Ontario: | | |



NOMINATION FORM

C-570-5.2
Appendix C

I, the undersigned, being a member of Professional Engineers Ontario (PEO), do hereby nominate <name of candidate> as a candidate for the volunteer position of <Council office> in the 2026 PEO Council elections.

I attest that:

- (i) I have reviewed the roles and responsibilities for the position of <Council office> as published on PEO's website;
- (ii) Based on my personal ~~experience with~~ knowledge of the candidate, I believe they possess the desired attributes of a PEO Councillor in the position of <Council position>.
- (iii) I understand that I may be contacted by the Chief Elections Officer to validate this nomination.

Name of Nominator _____
(as it appears in PEO's Register)

Nominator's PEO Licence Number _____

Nominator's Home Address _____

Nominator's Region _____

Nominator's Signature _____

NOMINATION ACCEPTANCE FORM**President-Elect**

THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 21, 2025, AT 10:00AM

I, _____, hereby agree to stand as a candidate for election for the volunteer position of **President-Elect** in the 2026 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a three-year term: as President-Elect (2026-2027), President (2027-2028), and Past President (2028-2029).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

~~I have completed or will complete the "Board Basics" orientation by December 31, 2025.~~

I have familiarized myself with the roles and responsibilities of the offices of President-Elect, President, and Past President, and that I am adequately prepared to serve in these capacities.

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.¹

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

¹ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I am not an undischarged bankrupt.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

Candidates are required to provide an e-mail address to be used and made public for election purposes only.

NOMINATION ACCEPTANCE FORM**Vice President*****THIS FORM MUST BE COMPLETED AND SUBMITTED BY **NOVEMBER 21, 2025**, AT 10:00AM***

I, _____, hereby agree to stand as a candidate for election for the volunteer position of **Vice President** in the **2026** elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a one-year term (**2026-2027**).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

~~I have completed or will complete the "Board Basics" orientation by December 31, 2025.~~

I declare that I have familiarized myself with the roles and responsibilities of the office of Vice President, and that I am adequately prepared to serve in that capacity.

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.²

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

² According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I am not an undischarged bankrupt.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

Candidates are required to provide an e-mail address to be used and made public for election purposes only.

NOMINATION ACCEPTANCE FORM**Councillor-at-Large**

THIS FORM MUST BE COMPLETED AND SUBMITTED BY *NOVEMBER 21, 2025*, AT 10:00AM

I, _____, hereby agree to stand as a candidate for election for the volunteer position of **Councillor-at-Large** in the **2026** elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (**2026-2028**).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

~~I have completed or will complete the "Board Basics" orientation by December 31, 2025.~~

I declare that I have familiarized myself with the roles and responsibilities of the office of Councillor-at-Large, and that I am adequately prepared to serve in that capacity.

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.³

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

³ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I am not an undischarged bankrupt.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

Candidates are required to provide an e-mail address to be used and made public for election purposes only.

NOMINATION ACCEPTANCE FORM**Regional Councillor**

THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 21, 2025, AT 10:00AM

I, _____, hereby agree to stand as a candidate for election for the volunteer position of _____ **Regional Councillor** in the 2026 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (2026-2028).

I declare that:

I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

The information in this nomination acceptance form and all other information I provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge.

I have read and understand the Code of Conduct for Councillors and agree to act in accordance with it if elected.

I have completed or will complete the PEO mandatory compliance training if elected.

~~I have completed or will complete the "Board Basics" orientation by December 31, 2025.~~

I declare that I have familiarized myself with the roles and responsibilities of the office of Regional Councillor, and that I am adequately prepared to serve in that capacity.

I have completed or plan to complete the orientation course approved by Council by December 31, 2025.

I am a member in good standing with PEO.⁴

I have not been found guilty of professional misconduct, incompetence, or incapacity by the Association or by any other regulatory body in Canada.

I am not incapable of managing property or personal care under the *Substitute Decisions Act, 1992* or the *Mental Health Act*, and I am not the subject of a court finding of incapacity in Canada.

⁴ According to section 10.2 of Ontario Regulation 941, for the purposes of eligibility for Council, a membership in good standing with PEO means that the Member's licence is not under suspension, nor has it been cancelled or revoked.

I am not an undischarged bankrupt.

I have not been disqualified from sitting on the Council in the past three years.

I am not currently an adverse party in a civil action for damages against PEO.

I am not a director of the Ontario Society of Professional Engineers (OSPE).

I am not the spouse, parent, grandparent, child or grandchild of an employee of PEO.

I have not been convicted of an offence as an adult under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction, excluding offences for which a record suspension has been granted.

I do not have any charges pending against me under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), or comparable legislation in any jurisdiction.

I have not been convicted, in the last 10 years, of an offence under a provincial statute in any jurisdiction that resulted in imprisonment.

By signing my name to this document, I confirm that all declarations stated above are accurate and true to the best of my knowledge. I understand that any false or misleading declaration may result in disqualification. I also acknowledge and agree to adhere fully to the rules and requirements set out in the Nominations and Voting Procedures and Election Publicity Procedures.

Signature: _____ Date: _____

PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT

NAME AND DESIGNATIONS: _____

PEO LICENCE NO. _____

PREFERRED MAILING ADDRESS: _____

TELEPHONE: BUS: _____ HOME: _____

FAX: BUS: _____ HOME: _____

PUBLIC E-MAIL ADDRESS: _____

Candidates are required to provide an e-mail address to be used and made public for election purposes only.

Decision Note – Communication Policies Review

| | |
|-----------------------------------|---|
| Agenda Item No. | C-570-5.3 |
| Purpose | For staff to update Council on the revised Communications and Media Relations and Social Media Policies. |
| Strategic/Regulatory Focus | Governance |
| Motion | That Council approve the changes to the Communications and Media Relations Policy and additions to the Governance Manual as presented at C-570-5.3, Appendices A and B. |
| Attachments | Appendix A – Proposed New Communications and Media Relations Policy – June 2025 Appendix B – Proposed Changes to Governance Manual Appendix C – Proposed New Corporate Social Media Policy – June 2025 (for reference only; Council approval not required) Appendix D – Proposed Social Media Terms of Use – June 2025 (for reference only; Council approval not required) Appendix E – Existing Communications and Media Relations Policy – April 2011 Appendix F – Existing Corporate Social Media Policy – March 2015 |

Summary

PEO's Corporate Social Media Policy and Communications and Media Relations Policy were last revised and approved by Council in March 2015 and April 2011 respectively. Council is asked to approve changes to the Communications and Media Relations Policy as well as commensurate changes to portions of the Governance Manual (Appendix B). The Corporate Social Media Policy (Appendix C) and Social Media Terms of Use (Appendix D) which replace the existing Corporate Social Media Policy have been revised and now apply only to PEO staff who manage PEO's social media channels. As such, they do not require Council approval. A separate section pertaining to councillor social media conduct has been added to changes being proposed to the Governance Manual.

GNC was asked to review and provide feedback on the policies, the changes to the Governance Manual as well as the Social Media Terms of Use document that explains how PEO interacts with the public on social media platforms. The documents now reflect certain feedback that was received from GNC as well as individual councillors.

Public Interest Rationale

Ensuring that PEO's representatives – whether speaking from an operational standpoint or as representatives of the board – appropriately represent PEO Council decisions, policy directions, positions, operations and any other matters of importance to PEO stakeholders.

Background

PEO staff have conducted a comprehensive review of our communication policies, together with an environmental scan of similar policies maintained by other non-profit organizations, and considerations of the current media and social media landscapes. The review has indicated a need for revisions to PEO's Social Media Policy (last revised in March 2015) and Communications and Media Relations Policy (last revised in April 2011). The sections in the policies that apply to councillor conduct have been

removed; requirements, expectations, and processes pertaining to councillor conduct on social media and representation on behalf of PEO are better suited for inclusion in the Governance Manual. Any sections pertaining to PEO staff and chapter volunteer social media conduct and representation on behalf of PEO have been removed and currently reside in the Staff Code of Conduct and the new Chapter Manual.

Considerations

- Risks
 - Reputational risk to PEO if a representative of PEO is not sufficiently prepared before conducting a media interview.
 - Reputational risk to PEO if representatives of PEO are not aligned with the organization's approved messaging, at either the operational or board levels.
- Key strategic issues
 - Ensuring clear, consistent and ongoing communication by PEO representatives is required to build stakeholder confidence and trust in PEO, and awareness of PEO's public protection mandate.

Recommendation(s)

That Council approves the Corporate Social Media Policy, Communications and Media Relations Policy, and additions to the Governance Manual.

Next Steps

If approved, the new policies will be posted on PEO's website and made generally available to councillors, staff and others.

Prepared By: Communications Staff

Policy title

PEO Communications and Media Relations Policy

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|-------------------------|
| C-570-5.3 Appendix A |
|-------------------------|

Statement of principles

This policy is guided by PEO's principles of accountability, integrity and professionalism in our communications with stakeholders and the media.

Purpose

The purpose of this policy is to provide guidance to ensure PEO's messages and image are presented accurately, consistently and in accordance with the regulator's position on matters, where Council and/or PEO's executive leadership team have taken a position.

Application and Scope

This is the communications and media relations policy of Professional Engineers Ontario (PEO). It governs PEO's authorized representatives/spokespersons (the CEO/registrar as well as the president/chair or their designates) and communications staff in their dealings with:

- a) Representation and outreach; and
- b) Media requests, responses and interviews.

Definitions

Authorized Representatives: PEO's representatives who are authorized to speak on behalf of the regulator are the CEO/registrar and the president/chair or their designates.

Representation and Outreach: All communications delivered by PEO's authorized representatives to external and internal stakeholder groups, including speeches, presentations, letters, emails, social media posts, etc.

Policy Statement

Representation and Outreach

Authorized Representatives

The president/chair and the CEO/registrar are the authorized representatives for PEO. When the president is not the same person as the chair of Council, these individuals will consult with each other and with the CEO/registrar to determine who will be the official representative for a specific event/circumstance.

The CEO/registrar, or the staff member they designate, represents two areas: PEO's operations and the specific roles assigned to the registrar under the *Professional Engineers Act* and its regulations.

Where Council and/or PEO's executive leadership team have taken a position on a matter, those speaking on behalf of the organization will reflect that position in any public comments.

Authorized representatives are expected to coordinate with PEO communications staff to develop appropriate messaging and materials for presentations and outreach opportunities. If the representative

has developed messaging/materials on their own, they are strongly encouraged to provide these to communications staff in advance for review and approval.

Engineering Dimensions – President’s Message

The president may use the President’s Message in *Engineering Dimensions* magazine to communicate PEO news and Council activities. These messages will typically be drafted by PEO’s communications staff and reviewed by the president; if drafted by the president, messages will be reviewed/approved by PEO’s communications staff to ensure consistency with PEO positions. Communications staff may propose revisions to, or reject, any *Engineering Dimensions* submission—including the President’s Message—if the submission is inconsistent with PEO positions or any approved policies, for length or if it exposes the regulator to legal or reputational risk.

Media Relations:

The media is the pipeline to the public for information; PEO recognizes this and operates transparently, with integrity and in a timely manner in its dealings with journalists. This ensures PEO’s message is more likely to be communicated accurately and a reporter’s story to be balanced.

Authorized Spokespersons

The president/chair and the CEO/registrar are the spokespersons for PEO. When the president is not the same person as the chair of Council, these individuals will consult with each other and with the CEO/registrar to determine who will be the media spokesperson.

Contact with news media is managed and coordinated by PEO’s communications staff. Councillors contacted by media to provide comment on a matter pertaining to PEO must notify PEO’s communications staff of the request before responding.

Responses to media and public discussion of PEO matters should only be made through the authorized spokespersons.

Authorized spokespersons must provide the agreed PEO position on matters where Council and/or PEO’s executive leadership team have taken a position.

Communications staff may respond to media inquiries of a factual nature to provide approved background information but do not act as authorized spokespersons on substantive matters. Communications staff will assist and support those authorized to speak for the organization, as required.

Media Inquiries

The communications team is the primary contact for all media inquiries. Communications:

- Verifies a media query is from a legitimate media outlet;
- Follows up with journalist to verify their query and deadline and, where appropriate, requests media questions in writing;
- Provides background to reporters (following approval from leadership);
- Issues news releases as necessary;
- Maintains a media list of contacts and email addresses;

- Monitors all Ontario media for PEO-related stories and distributes clippings to the leadership group as appropriate;
- Liaises to arrange media interviews;
- Helps prepare authorized spokespersons for interviews;
- Briefs PEO leadership on media inquiries;
- Works with appropriate PEO staff to draft responses to media questions (to be approved by leadership); and
- Assists with training authorized spokespersons (or their designates) on dealing with the media.

Contacts

The manager, communications and media relations and/or the director, communications are the key media contacts.

PEO staff and councillors should forward media inquiries or opportunities to respond to media reports pertaining to PEO to the manager, communications and media relations and/or director, communications.

Outreach

In addition to responding to media inquiries, PEO also carries out, as appropriate, proactive media relations outreach. To ensure PEO's message is communicated, the communications team:

- Contacts key reporters or media outlets suggesting stories that may be of interest;
- Issues press releases as necessary;
- Writes, pitches and distributes articles to media outlets as appropriate; and
- Contacts reporters/editors when an error in fact has been made to ensure a correction or clarification is published.

Related Documents and Forms

Governance Manual

Social Media Policy

Councillor Code of Conduct

Monitoring and Review

Revision history

Approved by

Approval date

Effective Date

Last Update

Proposed additions to the Governance Manual

(once approved, these proposed additions will be added to the governance manual under a new section)

C-570-5.3
Appendix B

Representation on Behalf of PEO

Councillors may be asked to present to groups on behalf of PEO or may be invited to represent PEO at events or within the community in their capacity as PEO councillor. Councillors are strongly encouraged to notify PEO's communications staff of any requests to present on behalf of PEO. Councillors' representations must be consistent with accepted positions and policies of PEO and Council.

Councillors are expected to coordinate with PEO's communications staff on developing appropriate messaging and materials for such presentations.

Media Contact and Public Discussion

Contact with news media is managed and coordinated by PEO's communications staff. Responses to media and public discussion of PEO matters must only be made through the authorized spokespersons.

Councillors designated to act as PEO spokespersons shall represent accepted positions and policies of PEO and the Council. Councillors not authorized to act as PEO spokespersons shall make it clear in any public statement, including on social media, that they are speaking in their personal capacity and not on behalf of PEO or the Council.

Social Media Use

Councillors are permitted and encouraged to share and engage with PEO's social media postings. Councillors must not speak on behalf of PEO or engage on social media in any way that could compromise the reputation of PEO or its Council.

Commented [KP1]: This section replaces the existing corporate social media policy which, in its current form, does not apply to Council.

Policy Title

Corporate Social Media Policy

Statement of Principles

Designated Professional Engineers Ontario (PEO) representatives may publish content to PEO-branded social media to engage and serve those in the online community with an interest in PEO and engineering regulation in Ontario.

Purpose

This policy defines how PEO will present itself online and the roles, responsibilities and consequences for non-compliance for authorized users of PEO-branded social media accounts.

Application and Scope

This policy applies to staff members who are authorized to publish social media content on PEO's behalf. Authorized users include:

- CEO/registrar
- VP, Policy & Governance
- Director, Communications
- Manager, Communications
- Digital Communications Specialist

In circumstances where none of the above individuals are available, delegation of social media duties to another communications staff member is permitted.

Definitions

- Social media accounts: Official social media accounts (LinkedIn, Facebook, YouTube, X [formerly Twitter], and other platforms) administered by PEO.
- Authorized users: Staff members designated to post content or manage interactions on PEO's social media accounts.

Policy Statement

Roles and Responsibilities:

- Director, Communications: Oversee the social media strategy and approve messaging on sensitive or high-risk topics.
- Manager, Communications and Media Relations: Ensure day-to-day compliance with policy, approve content planning and supervise issue management.
- Digital Communications Specialist: Create and execute social media plans, draft and post approved content, monitor account activity and report on engagement metrics.
- Delegated staff: Carry out social media responsibilities under the guidance of an authorized user on an as-needed basis.
- CEO/registrar and VP: Executive-level oversight to ensure consistency and alignment with strategic goals.

Use of social media accounts: Only authorized users are permitted to post content or respond on behalf of PEO through its social media accounts. All content must professional, accurate and aligned with PEO's strategic goals and brand guidelines. These channels are intended to inform and engage stakeholders

about PEO and engineering regulation in Ontario and are used for general information, public outreach and education. Staff are strictly prohibited from sharing confidential or unverified information, including but not limited to information described in section 38 of the *Professional Engineers Act* (“Confidentiality”). Personal opinions should never be posted using PEO’s social media accounts.

Monitoring and engagement: Authorized users are responsible for regularly monitoring PEO’s social media accounts. Any content that is inappropriate, misleading or poses a reputational risk should be flagged immediately. Potential issues must be escalated to the manager, communications and media relations and/or director, communications to ensure consistent and coordinated responses.

Consequences for Non-Compliance

Failure to comply with this policy may result in disciplinary action and termination of employment in accordance with the Staff Code of Conduct. PEO reserves the right to remove or edit any post made on PEO-branded social media accounts that does not meet policy standards or may harm the reputation of the organization.

Related Documents and Forms

PEO Social Media Terms of Use

Related Policies

Staff Code of Conduct

Communications and Media Relations Policy

Monitoring and Review

[Revision history](#)

[Approved by](#)

[Approval date](#)

[Effective date](#)

[Last update](#)

Social Media Terms of Use

Professional Engineers Ontario (PEO) uses social media (LinkedIn, Facebook, YouTube, X [formerly Twitter] and other platforms) to communicate with its stakeholders about PEO and engineering regulation in Ontario. These channels are intended for general information, public outreach and educational purposes. They are not to be used as a substitute for professional advice or guidance.

Commenting Guidelines

PEO welcomes respectful and relevant discussion on our social media channels. However, PEO reserves the right to moderate, remove or hide any comments or content that:

- Is discriminatory, abusive, hateful, threatening, harassing, defamatory or violent;
- Contains offensive or inappropriate language;
- Shares personal or private information about others;
- Impersonates another person or organization;
- Discusses confidential matters or ongoing investigations;
- Contains false, misleading or unsupported claims;
- Includes spam, repetitive messages, viruses or malicious content;
- Is posted anonymously or generated by bots;
- Promotes services, advertisements or unrelated content; or
- Violates PEO bylaws, policies, terms of use, or any applicable law, regulation, code or standard.

Users who violate these terms may have their access to PEO's social media restricted or blocked.

Please note that user comments added to PEO's posts on social media reflect the opinions of those commenting. They do not represent the views or positions of PEO.

Communications via social media, including instant messaging associated with social media platforms, are not considered official or legal notices to PEO.

Concerns or complaints about engineers or engineering firms or about those allegedly engaged in unlicensed practice should not be posted on social media if a response is expected. Contact PEO directly through the [enforcement hotline or by email](#) or by accessing the complaints information on PEO's website.

Media inquiries should not be submitted via social media. Please direct all media requests to press@peo.on.ca.

Disclaimers

PEO social media accounts are hosted by third-party services. These platforms have terms of use that are not affiliated with PEO. By interacting with our social media channels, users agree to follow both PEO terms of use and those of its respective hosting platform.

Links shared through PEO's social media may lead to external websites. These links do not imply endorsement. PEO is not responsible for the content, accuracy, or privacy practices of these websites.

PEO may update or change its social media channels or these terms of use at any time without notice. Users are encouraged to review our policies regularly for updates.

PEO Policy

Communications Policy

Issue Date: April 2011
Approved by: Council

Review Date: April 2012
Review Responsibility: Director
Function: Communications

Communications Policy

Communications involves everyone in PEO. All who come in contact with government, the media, other external stakeholders, members and prospective members must govern themselves by a communications policy to ensure that PEO's messages and image are presented in a consistent fashion.

This document is the communications policy of Professional Engineers Ontario. It governs PEO Council, staff, chapters and members-at-large in their dealings with government, the media, other external stakeholders, the membership and potential members.

Media Policy

PEO will encourage positive media coverage to increase awareness of the profession and will respond to all media inquiries in a timely, accurate fashion.

Official spokespeople

- ◆ President
- ◆ President-elect
- ◆ Past President
- ◆ Vice Presidents
- ◆ Registrar/CEO

Official spokespeople must provide the agreed PEO position on issues, where Council has taken a position.

Official spokespeople may appoint others to speak to media as appropriate.

Staff

Communications staff is authorized to respond to media inquiries of a factual nature to provide background information, but may not act as official spokespeople for PEO.

Communications staff will receive *all* incoming media inquiries and arrange interviews as appropriate.

Other PEO staff must direct media inquiries to communications staff and act in accordance with the media policy.

Councillors

Councillors are encouraged to generate media coverage concerning Council activities or PEO events (e.g. national engineering week, annual general meeting, awards galas).

Councillors are encouraged to speak openly to media about the practice of engineering, drawing on their own personal and professional experience.

Councillors may not speak on behalf of the association, unless authorized by the Registrar/CEO, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Councillors shall forward media inquiries or opportunities to respond to media reports pertaining to the association to PEO's Manager, Communications.

Chapters

PEO chapters are encouraged to generate media coverage in the local community for chapter activities or events. Chapters may appoint a representative to speak to media concerning chapter events.

Chapter representatives are encouraged to speak openly to media about the practice of engineering, drawing on their own personal and professional experience.

Chapter representatives may not speak on behalf of the association, unless authorized by the Registrar/CEO, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Chapter representatives shall forward media inquiries or opportunities to respond to media reports pertaining to the association to PEO's Manager, Communications.

PEO's communications department will assist chapters on request in generating media coverage of chapter activities and events.

Association members

Members other than official spokespeople are encouraged to speak to media as technical experts, but may not speak on behalf of the association.

Members should forward media inquiries relating to PEO, or opportunities for PEO to respond to media reports relating to the profession to PEO's Manager, Communications.

Government Communications Policy**Official spokespeople**

- ◆ Participants in the Government Liaison Program
- ◆ President

- ◆ President-elect
- ◆ Past President
- ◆ Vice Presidents
- ◆ Registrar/CEO

Official spokespeople must provide the agreed PEO position on issues, where Council has taken a position.

Official spokespeople may appoint others to speak to elected representatives as appropriate.

Councillors

Councillors are encouraged to keep their local elected representatives apprised of Council activities or PEO events (e.g. national engineering week, annual general meeting, awards galas).

Councillors may not speak on behalf of the association, unless authorized by the Registrar/CEO, another official spokesperson, member of their chapter's Government Liaison Program Committee, or communications staff. If authorized, they must speak to PEO's approved position statements. Should elected representatives solicit a PEO position for which an approved statement is not already available, Councillors must contact the Manager, Communications, who will facilitate an appropriate response for their use and add the approved position to the available position statements.

Staff

PEO staff are authorized to respond to inquiries from government staff of a factual nature as background, but may not act as official spokespeople for PEO.

Inquiries from government staff should be directed to the appropriate PEO department head or manager.

Should a PEO position statement be required by government staff, PEO staff will direct the inquiry to the appropriate spokesperson, or provide the approved position statement.

Chapters

PEO chapters are encouraged to keep their local elected representatives apprised of their chapter's activities or events.

They may speak to their elected representatives about PEO activities and positions through the members of their Government Liaison Program Committee, according to approved position statements. Should elected representatives solicit a PEO position for which an approved statement is not already available, Government Liaison Program spokespeople must contact the Manager, Communications, who will facilitate an appropriate response for their use and add the approved position to the available position statements.

Association members

Members other than official spokespeople are encouraged to speak to their elected representatives or government staff as technical experts or constituents, but may not speak on behalf of the association.

Members should forward opportunities for PEO to communicate with government on matters relating to the profession to the members of their chapter's Government Liaison Program Committee, who will respond or forward the opportunity to the Manager, Communications for PEO staff or designated spokespeople to respond.

Other External Stakeholders Communications Policy**Official spokespeople**

- ◆ President
- ◆ President-elect
- ◆ Past President
- ◆ Vice Presidents
- ◆ Registrar/CEO

Official spokespeople must provide the agreed PEO position on issues, where Council has taken a position.

Official spokespeople may appoint others to speak to other external stakeholders as appropriate.

Councillors

Councillors are encouraged to keep appropriate external stakeholders apprised of Council activities or PEO events.

Councillors may speak openly to other external stakeholders about the practice of engineering, drawing on their own personal and professional experience.

Councillors may not speak on behalf of the association, unless authorized by the CEO/Registrar, another official spokesperson or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Councillors shall forward inquiries from other external stakeholders or opportunities to participate in external stakeholder events to PEO's Manager, Communications for appropriate follow-up.

Staff

PEO staff are authorized to respond to inquiries from other external stakeholders of a factual nature as background, but may not act as official spokespeople for PEO.

Inquiries from other external stakeholders should be directed to the appropriate PEO staff member.

Chapters

PEO chapters are encouraged to keep appropriate external stakeholders apprised of the activities in their chapters.

Chapter representatives may speak openly to other external stakeholders about the practice of engineering, drawing on their own personal and professional experience.

Chapter representatives may not speak on behalf of the association, unless authorized by the CEO/Registrar, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Chapter representatives shall forward inquiries from other external stakeholders or opportunities to participate in external stakeholder events to PEO's Manager, Communications for appropriate follow-up.

Association members

Members other than official spokespeople may not speak to other external stakeholders on behalf of the association, but are encouraged to offer their technical expertise, as appropriate.

Members should forward inquiries from other external stakeholders or opportunities to participate in external stakeholder events to PEO's Manager, Communications for appropriate follow-up.

Internal Communications Policy

Official spokespeople

- ◆ All PEO Council members are responsible for informing members and prospective members of PEO issues and Council activities as opportunities arise.
- ◆ The President, President-elect, Past President and Vice Presidents will have a greater role as they are often invited to speak at chapter events and other gatherings of members and prospective members. The President may also use the President's Message in *Engineering Dimensions* to inform members and prospective member of PEO issues and Council activities.
- ◆ Regional Councillors have a special role in keeping the chapter leadership informed through the Regional Congresses, and often through chapter newsletters.
- ◆ The CEO/Registrar is the official spokesperson on PEO operations.

In informing members and prospective members, official spokespeople must provide the agreed PEO position on issues, where Council has taken a position. They may state they voted against a Council decision, but must support the Council decision by informing members and prospective members of Council's reasons for coming to that decision.

PEO's Manager, Communications will assist official spokespeople on request by providing fact sheets and/or speaking notes.

Official spokespeople are encouraged to use their positions and PEO's communications channels (e.g. eblasts, newsletters, *Engineering Dimensions*, the website) to encourage member or prospective member participation in PEO consultations, but may not use their positions and PEO's communications channels to try to influence the outcome of a consultation.

Official spokespeople may use their positions to encourage candidates to stand for PEO office and members to participate in the election process, but may not endorse candidates for PEO election.

Staff

PEO staff is authorized to respond to inquiries from members and prospective members. In informing members and prospective members, staff must provide the agreed PEO position on issues, where Council has taken a position.

Staff must not communicate to members in a way that would influence a PEO policy consultation or participate in the PEO election process except as necessary to administer the process.

Chapters

Chapter leaders are encouraged to keep their chapter members and prospective members apprised of the activities in their chapters and PEO issues and activities generally, through chapter newsletters, email blasts, their websites and at meetings.

Chapter leaders may speak openly to their chapter members and prospective members about the practice of engineering, drawing on their own personal and professional experience.

Chapter leaders may not speak on behalf of the association, unless authorized by the CEO/Registrar, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position. Where they disagree with a position or decision, they may *also* provide their own viewpoints, which they must identify as personal opinions and which must not be presented in a way in which they could be mistaken for PEO's positions.

Where chapter leaders receive inquiries from members and prospective members that they are not able to answer, they should forward the request for information to PEO's Manager, Chapters for follow-up.

Association members

Members other than official spokespeople may not communicate to other members or prospective members on behalf of the association, but are encouraged to offer their personal expertise, or direct inquiries to appropriate PEO spokespeople or the Manager, Communications.

PEO POLICY NUMBER: *Policy numbers will be assigned after Policy and Procedures Manual is completed.*

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| CORPORATE SOCIAL MEDIA POLICY | Approval Date: November 21, 2014 |
| | Revised: March 27, 2015 |
| | Approved by: Council |
| | Review Date: November 21, 2016 |

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| POLICY STATEMENT | Designated PEO representatives may publish content to PEO-branded and other social media to engage and serve those in the online community with an interest in PEO and the engineering profession. |
| PURPOSE | PEO's Corporate Social Media Policy defines how PEO will present itself online, including the roles and responsibilities for authorized content providers using PEO-branded and other social media to engage and serve those in the online community with an interest in PEO and the engineering profession. |
| APPLICATION AND SCOPE | <p>This policy sets out the expectations for those authorized to publish on PEO's behalf on social media, including:</p> <ul style="list-style-type: none"> • PEO President; • PEO Registrar; • designated issue-specific spokespeople; • designated PEO staff; and • PEO chapter executives <p>The content of this policy may evolve as PEO's social media presence expands.</p> |
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| DEFINITIONS | <p>Authorized Content Provider – refers to individuals authorized to publish content on behalf of PEO on PEO-branded and other social media. Such individuals include: the PEO President, Registrar, communications staff, and staff responsible for the Government Liaison Program, Student Membership Program, Engineering Intern Program, Chapters, Ontario Centre for Engineering and Public Policy, and any other programs that are required to engage directly with program participants or build a community of interest. Other spokespeople may be designated from time to time to publish on particular issues. Chapter executives are authorized content providers for their chapter’s social media accounts, if established.</p> <p>Confidential information – refers to all information that would be subject to the provisions of section 38 of the <i>Professional Engineers Act</i>.</p> <p>Moderation of content – refers to the prior review of online comments and content on PEO social media accounts by the account’s administrator.</p> <p>Monitoring of content – refers to the regular review of published content on PEO social media accounts by the account’s administrator.</p> <p>PEO-branded account – refers to a social media account on any platform established on behalf of PEO.</p> <p>Personal information – refers to any factual or subjective information in any form (print, electronic, digital, photographic, etc.) about an identifiable individual, such as, but not limited to: identification numbers (for example, passwords, social insurance numbers, account numbers), financial information, birth dates, ethnic origin, opinions, evaluations, comments or files, as described in the Personal Information Protection and Electronic Documents Act (PIPEDA) and PEO’s Privacy Policy.</p> <p>Privileged information – refers to information that flows through a relationship with legal counsel when an individual or organization seeks legal advice.</p> |
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| | <p>Social media – includes numerous online communication channels and tools that enable interactive communications and information sharing, such as:</p> <ul style="list-style-type: none"> • Blogs • Microblogs (Twitter, Tumblr) • Podcasts • Message boards and other community forums • Streaming and online video • Websites • Social networking sites (Facebook, MySpace) • Individual pages on social networking sites (Facebook “fan” pages) • Professional networking sites (LinkedIn, Groupsie, Plaxo) • Media repositories (YouTube, Flickr) and wikis <p>Third-party website – any website that is not owned, operated or co-sponsored by PEO.</p> <p>Use or Publish – refers to the act of uploading and sharing information via social media. Such information may be in the form of:</p> <ul style="list-style-type: none"> • Comments • Ratings • Messages • Blog or Twitter posts • Status updates • Photographs • Graphics • Audio files • Videos • Text files • Presentations • PDFs • Hyperlinks |
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| CORPORATE SOCIAL MEDIA ACCOUNTS | <p>One PEO-branded corporate/head office account will be established for the social media platform on which PEO is participating (e.g. Facebook, Twitter, LinkedIn). These accounts are created and managed by the communications department.</p> <p>Additional PEO-branded accounts related to association programs may be created subject to approval from the Registrar. Each PEO chapter may also create and maintain one PEO-branded account for any social media platform on which it is participating.</p> <p>To ensure that PEO's identity is communicated consistently, the following naming protocols must be followed when creating PEO-branded social media accounts:</p> <ol style="list-style-type: none"> 1. Twitter: @PEO[Chapter] (example: @PEOLondon) 2. Twitter: @PEO[Program] (example: @PEOGLP) 3. Facebook/LinkedIn: PEO[Chapter] (example: PEO London) 4. Facebook/LinkedIn: PEO[Program] (example: PEO GLP) <p>Whenever possible, PEO-branded accounts established prior to this policy should be renamed according to the appropriate branding protocol. PEO's manager, communications must be notified of any new or renamed PEO-branded account.</p> <p>PEO-branded accounts must adhere to PEO's Graphics Standards. Any questions regarding PEO Graphics Standards should be directed to the manager, communications. Chapter accounts should use the chapter-specific logo provided for use in chapter communications (newsletters, letterheads, websites, etc.)</p> <p>The communications department will, upon request, assist designated PEO groups in establishing PEO-branded accounts and generating content. The department will also support the President and Registrar in managing their additional PEO-branded accounts, if established, for content related to PEO policy and operational issues, respectively.</p> <p>All PEO-branded accounts must comply with the social media platform's terms of use/service, such as the ones found at</p> |
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| | <p>http://www.facebook.com/terms.php or http://twitter.com/tos.</p> <p>PEO reserves the right to access and manage all related accounts. It also reserves the right to edit and delete content as appropriate.</p> |
| | <p>Only authorized content providers may publish information on behalf of PEO on any social media account in accordance with this policy.</p> <p>Published information must be accurate, clear, topical and relevant, and authorized content providers must frame contributions relating to PEO in terms of PEO's agreed position on issues, where council has taken a position.</p> <p>If a PEO program or chapter creates a PEO-branded account, it becomes the administrator for that account and is responsible for ensuring that all content adheres to PEO's Corporate Social Media Policy.</p> <p>PEO's manager, chapters must be designated as an account co-administrator with full administrative privileges for any PEO-branded account established by a chapter.</p> <p>If a PEO social media account on a third-party website makes use of a moderation option, i.e. comments must be approved prior to being published, the account administrator must review all posts in a timely manner.</p> <p>Authorized content providers must ensure written permission from owners or copyright holders prior to publishing on PEO-branded or other social media accounts copyrighted or proprietary materials, such as music, art, photographs, videos or texts not owned by PEO.</p> <p>Unless an image is captured at a public PEO or local Chapter function or event, authorized content providers must ensure consent (via a Photo Release or Registration Form) is obtained from individuals whose images are identifiable prior to publishing such images on PEO-branded or other social media accounts. At all times, whether at a public PEO or local Chapter function or event, images</p> |

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| | <p>of any individual under the age of 18 are not to be published on any PEO-branded or other social media account without written permission of a legal guardian.</p> <p>Authorized content providers must not publish confidential, personal or privileged information on PEO-branded or other social media accounts. Please consult with the PEO communications department if you are unsure if the information you are considering publishing is confidential, personal or privileged. All questions concerning personal information should be referred to PEO's Chief Privacy Officer.</p> <p>Authorized content providers may not speak to the media on behalf of the association, unless authorized by the Registrar, another official spokesperson, or communications staff. Where such representatives receive inquiries relating to PEO through social media, they must forward the request for information to PEO's communications department for follow-up.</p> <p>To maintain neutrality in PEO's democratic processes, authorized content providers should not promote or oppose any person campaigning for election to PEO council or promote or oppose any referendum or ballot proposition.</p> <p>PEO councillors may post content on PEO-branded or other social media accounts using their own accounts and in accordance with PEO's Corporate Social Media Policy.</p> |
| TERMS OF USE | <p>PEO's Terms of Use (below) must be displayed to users or made available by hyperlink on all PEO-branded social media accounts.</p> <p>"The administrator(s) of each PEO social media account is responsible for monitoring content in a timely manner, which includes arranging for appropriate responses, when necessary, and ensuring all postings meet with PEO's Terms of Use. Any post that violates these terms must be deleted by the account administrator as soon as possible and a note must be sent to the offending poster stating 'Your recent post was removed for violating PEO's Terms of Use, which are available at (insert link).'"</p> |

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| | A note must also be added to the public page wall that a comment was deleted due to inappropriate content. |
| | |
| RELATED PEO POLICIES | The protocols included in this policy must be followed when authorized content providers publish content to any PEO-branded or other social media account. Authorized content providers must also conduct themselves in accordance with all other relevant policies, including, but not limited to, PEO's Communications Policy and PEO's Privacy Policy. |

Decision Note – Councillor Submission: Amendment to the Special Rules of Order

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| Item | C-570-5.4 |
| Purpose | For Council to consider a Councillor Submission requesting an amendment to the Special Rules of Order. |
| Strategic/Regulatory Focus | Governance |
| Motion | That Council approves an addition to the Special Rules of Order, with immediate effect, to add the clause: “Before a motion to call the question can be moved, the chair must ensure that views from both sides of the debate on the main motion are heard, where there are views on both sides,” and directs the CEO/Registrar to amend the Special Rules of Order to reflect the change. (requires two-thirds majority) |
| Attachments | Appendix A – Councillor Submission Form |

Summary

At its meeting of June 4, 2025, the Governance and Nominating Committee (GNC) reviewed the Councillor Submission from President-elect Notash requesting that a new clause regarding a motion to call the question be added to the Special Rules of Order, from one of two options suggested. The GNC discussed both options and recommended option 2.

Public Interest Rationale

N/A

Background

At its meeting of June 4, 2025, the GNC reviewed the Councillor Submission from President-elect Notash requesting that a new clause be added to the Special Rules of Order, from one of two options suggested. In the spirit of promoting fair and inclusive discussion, the submission suggests that a new clause be added to the Special Rules of Order, from one of two options outlined in Appendix A.

Considerations

The addition of one of these options is intended to ensure that multiple perspectives are heard and thoughtfully considered before debate is concluded. At its meeting of June 4, 2025, the GNC reviewed and discussed both options and recommended option 2.

Stakeholder Engagement

N/A

Recommendations

The GNC has recommended option 2.

Next Steps

Pending approval by Council, the Special Rules of Order will be amended to reflect the change.

Prepared By: Secretariat Team

570th Meeting of Council: June 20, 2025

Councillor Submissions Form

This cover sheet must be completed in addition to any supporting information provided.

Date: __ May 1, 2025 _____

Councillor Name: _____ Leila Notash _____

Category of Business:

Regulatory __ Strategic __
 Governance X None of the Above __

Where do you think this item should be directed?

Audit and Finance Committee __
 Governance and Nominating Committee X
 Human Resources and Compensation Committee __
 Regulatory Policy and Legislation Committee __
 Council __

If an item is for Council, which Special Rule category applies?

 Special Rule 8.4(b) - Exceptional Item

‘Exceptional item’ is defined in the Special Rules as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.

Must be submitted at least two weeks in advance of the meeting.

If this is an exceptional item, please explain why:

 Special Rule 8.4(c) - Emergency Item

“Emergency” is defined in the Special Rules as an event or sequence of events which:

- i) Was unexpected,*
- ii) Will result in harm to the organization or to the public if not acted on, or will get worse, **and***
- iii) Cannot wait to be addressed at a subsequent meeting of Council.*

Please note that the definition of “emergency” in the Special Rules requires all three elements to be present. May be submitted during the week prior to the meeting.

If this is an emergency item, please explain why:

Amendment to Special Rules

In the spirit of promoting fair and inclusive discussion, it is moved that a new clause be added to the Special Rules of Council stating:

If there are members who wish to speak, at least two points or questions (e.g., one in favor and one against) must be addressed before a motion to call the question can be considered.

This addition is intended to ensure that multiple perspectives are heard and thoughtfully considered before debate is concluded.

Furthermore, it is recommended that the Special Rules reaffirm the principle that every motion must be given a fair and genuine opportunity for discussion prior to any decision being made.

Summary Report to Council of Human Resources & Compensation Committee Activity June 20, 2025

Committee Meeting Date: June 2, 2025

| Item/Topic | Discussion Summary | Assigned to | Next Steps | Status ¹ | Separate Council Agenda Item? |
|--|---|-------------|--|---------------------|-------------------------------|
| Role of the Human Resources and Compensation Committee | The committee reviewed the Human Resources and Compensation Committee's Charter, including its mandate and responsibilities. | N/A | N/A | Complete | No |
| 2025-2026 Draft HRCC Work Plan | The Committee reviewed the 2025-2026 HRCC Work Plan and recommended the Work Plan for approval at the June Council Meeting. | Staff | Recommendation to Council for approval on June 20, 2025 | Continue | Yes |
| Update on Other Ongoing Projects | The committee received updates on the upcoming 2025 employee engagement survey, improved employee orientation, employee advancement, EDI initiatives, and an update on PEO's current staffing status. | Staff | Staff will continue to work on the ongoing projects and report back to HRCC at the September meeting | Continue | No |
| CEO/Registrar Mid-year Performance Review | Mid-year Performance Review discussions took place with the CEO/Registrar (In-Camera) | HRCC | Discussion during at the June Council Meeting | Continue | Yes (In Camera) |

Next Committee Meeting: September 12, 2025

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Decision Note – HRCC Work Plan for 2025-2026

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|-----------------------------------|--|
| Item | C-570-6.1 |
| Purpose | To approve the 2025-2026 Work Plan for the Human Resources and Compensation Committee. |
| Strategic/Regulatory Focus | Governance |
| Motion | That the Work Plan for the Human Resources and Compensation Committee, as submitted to the meeting at C-570-6.1, Appendix A, be approved. |
| Attachments | Appendix A: Draft HRCC Work Plan for 2025-2026 |

Summary

Council is asked to review and approve the 2025-2026 Work Plan for the Human Resources and Compensation Committee (HRCC).

Public Interest Rationale

Good governance practice that allows Council to prioritize items that are focused on PEO's mandate and strategic priorities.

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2025-2026 term.

At its meeting on June 2, 2025, the HRCC reviewed the draft work plan and made no recommendations for material changes.

Considerations

- Items have been reviewed by the committee and align with the duties and responsibilities as outlined in the HRCC Charter.
- A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances.

Stakeholder Engagement

N/A

Next Steps

- Work Plan will be updated throughout the year based on the activities, recommendations, and decisions of the committee and Council.

Prepared By: Secretariat Team

HUMAN RESOURCES & COMPENSATION COMMITTEE (HRCC): 2025-2026 WORK PLAN

[UPDATED JUNE 2, 2025]

New or revised information in blue or green text

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances. Consequently, while respecting the firm deadlines imposed by any relevant legislative or strategic initiatives, it is understood that deadlines and deliverables require some leeway and flexibility to allow for committee feedback which may necessitate revisions at a later meeting.

| Meeting 1 (Kick-off) Q2-2025 Date: June 2, 2025 | | | |
|---|--|---|--------|
| Items | | Description | Status |
| 1.1 | Role of the Human Resources and Compensation Committee | Review the role and responsibilities of the HRCC. | |
| 1.2 | Review and Recommend Annual Work Plan | Under the governance model, annual work plans are proposed to Council for approval at the beginning of the Council term. New items may be added to the work plan as directed by Council or driven by other priorities. | |
| 1.3 | CEO/Registrar Mid-year Performance Review | Mid-year performance review takes place before the June Council meeting in accordance with the CEO/Registrar Goals and Performance Review Process approved by Council. This review assesses the CEO/Registrar's performance against goals set at the February 2025 Council meeting. | |

Meeting 2

Q3-2025

Date: September 12, 2025

| Items | | Description | Status |
|-------|---|--|--------|
| 2.1 | CEO/Registrar Draft Goals for 2026 | Initial discussion. CEO/Registrar goals must be aligned with PEO's 2026-2030 strategic plan to be approved by Council in June 2025 and its regulatory mandate. CEO/Registrar prepares their goals in collaboration with the HRCC. They must be approved by Council at the November 28 meeting. | |
| 2.2 | Annual Organization Succession Planning | Presentation related to PEO leadership roles and strategies that are in place to ensure the continuity of critical roles at PEO. | |
| 2.3 | Items carried over from previous meetings | To be determined | |

| Meeting 3 Q4-2025 Date: November 6, 2025 | | | | |
|--|---|--|--|--------|
| Items | | | Description | Status |
| 3.1 | CEO/Registrar Year-end Performance Review | | <p>The end year review is conducted in accordance with the CEO/Registrar performance review process approved by Council. Results approved and <i>Letter to CEO/Registrar</i> provided from President.</p> <p>A training session related to the rubric for the full Performance Evaluation cycle for the CEO/Registrar will be provided to the committee a day or two before the November 6 meeting. All councillors will be invited to attend the session.</p> | |
| 3.2 | CEO/Registrar Goals for 2026 | | Final discussion. CEO/Registrar goals must be aligned with PEO's 2026-2030 strategic plan approved by Council and its regulatory mandate. CEO/Registrar prepares their goals in collaboration with the HRCC. They must be approved by Council at the November 28 meeting. | |
| 3.3 | Items carried over from previous meetings | | To be determined | |

| Meeting 4 Q1-2026 Date: February 5, 2026 | | | | |
|--|---|--|--|--------|
| Items | | | Description | Status |
| 4.1 | Rubric for CEO/Registrar Performance Evaluation | | Review the rubric for the full Performance Evaluation cycle for the CEO/Registrar and discussing lessons learned from the previous cycle to enhance effectiveness. | |

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| 4.2 | Items carried over from previous meetings | | To be determined | |
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| Meeting 5 (If Needed) Q1-2026 Date: March 9, 2026 | | | | |
| Items | | | Description | Status |
| 5.1 | Items carried over from previous meetings | | <p>To be determined</p> <p>Note: if no items are carried over from previous meetings, this meeting will be cancelled.</p> | |



**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity
June 20, 2025**

Committee Meeting Date: June 6, 2025

| Item/Topic | Discussion Summary | Assigned to | Next Steps | Status ¹ | Separate Council Agenda Item? |
|---|---|-------------|-----------------------------------|---------------------|-------------------------------|
| Role of the Regulatory Policy and Legislation Committee & Orientation to PEO's Policy Development Process | The committee reviewed its Charter, including composition, mandate, and roles and responsibilities. Committee members also received a comprehensive summary of PEO's Policy Development Process, Regulatory Process in Ontario and the Councillor Submission Protocol. | N/A | N/A | Complete | No |
| 2025-2026 RPLC Work Plan | Staff presented the RPLC Workplan to committee members. The committee discussed and received updates from staff on several items including: <ul style="list-style-type: none"> • Time based experience • Human Rights in Professional Practice: Code of Ethics and Professional Misconduct Provisions • Mutual Recognition Agreements: Presentation by Engineers Canada | Staff | Council approval on June 20, 2025 | Continue | Yes |
| FARPACTA and Application Assessment Timelines | Following the recent amendments to the FARPACTA regulation that require registration decisions in 90% of cases within three months, as opposed to the current six months, the committee discussed the proposed changes to Regulation 941. The committee directed staff to include detailed feedback from Academic Requirements Committee (ARC) May 2025 meeting as additional information for Council's consideration. | Staff | Council approval on June 20, 2025 | Continue | Yes |
| EIT Program: Final Proposal | Following up on Council's April 2025 policy direction, staff updated the committee with a detailed Engineering Intern program proposal (EIT 2.0), refined by further stakeholder consultation and analysis, and accompanied by a high-level action plan for implementation. There was discussion regarding the program length; opportunities for pausing | Staff | Council approval on June 20, 2025 | Continue | Yes |

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue



| Item/Topic | Discussion Summary | Assigned to | Next Steps | Status ¹ | Separate Council Agenda Item? |
|---|---|-------------------|----------------------------------|---------------------|-------------------------------|
| | <p>and/or extending the program. RPLC agreed that if Council determines that the program length warrants further study, it can hold that aspect and still direct staff to work with the Ministry of the Attorney General to make the necessary amendments.</p> <p>For briefing materials going to Council, the committee asked staff to separate the EIT program details (including operational aspects) from the submission to the Ministry of the Attorney General, which addresses proposed changes to the <i>Professional Engineers Act</i> and Regulation 941.</p> | | | | |
| Councillor Submission: Proposal to Establish a Dedicated Regulatory Stream on Artificial Intelligence in Engineering Practice | <p>The committee discussed a Councillor's submission. It was noted that the issue of the ethical use of AI in professional practice is already under consideration as part of the standards and guidelines project and will be addressed at the September 2025 meeting.</p> <p>The Committee Chair will update the Councillor regarding the feedback and committee's discussion on the submission.</p> | Chair, Hilborn | Feedback to Vice President Khan. | Continue | No |

Next Committee Meeting: September 11, 2025

Decision Note – RPLC Work Plan for 2025-2026

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|-----------------------------------|--|
| Item | C-570-7.1 |
| Purpose | To approve the 2025-2026 Work Plan for the Regulatory Policy and Compensation Committee. |
| Strategic/Regulatory Focus | Governance |
| Motion | That the Work Plan for the Regulatory Policy and Compensation Committee, as submitted to the meeting at C-570-7.1, Appendix A, be approved. |
| Attachments | Appendix A: Draft RPLC Work Plan for 2025-2026 |

Summary

Council is asked to review and approve the 2025-2026 Work Plan for the Regulatory Policy and Compensation Committee (RPLC).

Public Interest Rationale

Good governance practice that allows Council to prioritize items that are focused on PEO's mandate and strategic priorities.

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2025-2026 term.

At its meeting on June 6, 2025, the RPLC reviewed the draft work plan and made no recommendations for material changes.

Considerations

- Items have been reviewed by the committee and align with the duties and responsibilities as outlined in the RPLC Charter.
- A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances.

Stakeholder Engagement

N/A

Next Steps

- Work Plan will be updated throughout the year based on the activities, recommendations, and decisions of the committee and Council.

Prepared By: Secretariat Team

For Council Approval
June 20, 2025

REGULATORY POLICY AND LEGISLATION COMMITTEE: 2025-2026 WORK PLAN

[UPDATED June 6, 2025]

New or revised information in blue or green text

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. A work plan is a living and flexible document intended to be a framework that guides the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances. Consequently, while respecting the firm deadlines imposed by any relevant legislative or strategic initiatives, it is understood that deadlines and deliverables require some leeway and flexibility to allow for committee feedback which may necessitate revisions at a later meeting.

| Meeting 1 (Kick-off) Q2-2025 Date: June 6, 2025 | | | | |
|---|---|--|--|--------|
| Items | | | Description | Status |
| 1.1 | Role of the Regulatory Policy and Legislation Committee | | Review the role and responsibilities of the RPLC. Orientation to (1) PEO’s policy development process approved by Council in June 2023; (2) government regulation-making process; and (3) Councillor Submissions Protocol. | |
| 1.2 | Review and Approve Annual Work Plan | | Under the governance model, annual work plans are proposed to Council for approval at the beginning of the Council term (at the June Council meeting). New items may be added to the work plan during the year as directed by Council or driven by other priorities. | |
| 1.3 | FARPACTA and Application Assessment Timelines | | To support compliance with recent amendments to <i>Fair Access to Regulated Professions and Compulsory Trades Act, 2006</i> (FARPACTA) requiring registration decisions in 90% of cases | |

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| | | <p>within three months for applications received after July 1, 2025, RPLC will be asked to review two proposed changes to Regulation 941: (1) requiring completion of the NPPE before submitting a licence application, and (2) making referrals of LL applications to the Academic Requirements Committee (ARC) optional. These changes aim to streamline PEO's licensing process ahead of the July 1, 2025 implementation deadline.</p> <p>Strategic Goal 1: Improve PEO's licensing processes without compromising public safety.</p> | |
| 1.4 | EIT 2.0: Final Proposal | <p>At its April 2025 meeting, Council recommended that the EIT program remain one of the options for fulfilling the experiential requirement for a P.Eng. licence. Council also directed RPLC to present a detailed program proposal, refined through further stakeholder consultation and analysis, along with a high-level implementation plan at the June 2025 meeting. RPLC will review the proposal presented by staff and will bring forward its final recommendations to the June Council meeting.</p> | |

| Meeting 2 Q3-2025 Date: September 11, 2025 | | | |
|---|---|---|--------|
| Items | | Description ¹ | Status |
| 2.1 | Mutual Recognition Agreements: Presentation by Engineers Canada | <p>This presentation by Engineers Canada will provide an overview of the Mutual Recognition Agreements (MRAs) negotiated with international engineering organizations. These agreements facilitate the recognition of academic and professional qualifications for internationally trained engineers, streamlining the licensure process in Canada. The session will also highlight how provincial and territorial regulators use these agreements to</p> | |

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| | | <p>assess applicants more efficiently, ensuring consistency and mobility across jurisdictions.</p> <p>All Councillors will be invited to attend the presentation, and a recording will be made available for those unable to participate. While this presentation was originally scheduled for the June 2025 plenary, it has been rescheduled to September, as the June plenary will be focused on the review of the CPD program - a Council-directed priority. Note: there are no plenaries in September due to several volunteer events, including the PEO Symposium.</p> <p>Strategic Goal 1: Improve Licensing Processes</p> | |
| 2.2 | Review of PEO's Continuing Professional Development Program: Stakeholder Engagement Strategy and Milestones | <p>A comprehensive review of PEO's CPD program (PEAK) will be undertaken, building on the guiding principles and direction set by Council during its plenary on June 19, 2025. Staff will develop and present a stakeholder engagement strategy, outlining key milestones for the review process. Given the summer timeline and the need for meaningful consultation, the initial findings and key themes will be presented to Council at the November meeting, following the launch of stakeholder engagement in September.</p> | |
| 2.3 | Professional Standards and Guidelines Review: Report and Recommendations | <p>Staff committed to reviewing five professional guidelines during this Council term, as part of the Governance Scorecard approved by Council in February 2025. Building on insights gained last year, a shift in approach has been necessary to ensure a more holistic and strategic framework for guideline development. Guided by data from practice advisory, complaints and discipline trends, and emerging issues in engineering, a high-level review of all remaining guidelines has been underway since January 2025. This comprehensive review has already identified key concepts that may require further development of professional standards.</p> | |

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| | | <p>One emerging area that has been integrated into the overall review is the use of artificial intelligence (AI) in engineering practice. Notably, this is an area where there is strong interest and momentum for collaboration at the national level, recognizing the broad and cross-jurisdictional implications of AI for engineering standards and ethical practice.</p> <p>At this meeting, RPLC will receive a report outlining initial recommendations for addressing gaps in current standards, along with a structured plan for the remaining or new guidelines (e.g., ethical use of AI). The plan will include recommendations to amend or rescind existing guidelines where more appropriate or updated guidance is available. This work is essential to ensure guidance remains relevant, effective, and aligned with the evolving needs of the engineering profession.</p> <p>Strategic Goal 2: Optimize organizational performance by updating and developing standards and practice guidelines.</p> | |
| 2.4 | Duty to Cooperate | <p>This item addresses a gap in PEO's regulatory framework related to its ability to enforce cooperation from licence holders during regulatory investigations and inquiries. While there is currently implied authority to require cooperation, the absence of explicit regulatory provisions can limit clarity and enforcement effectiveness.</p> <p>Building on prior discussions at the RPLC, staff will bring forward a final proposal for Council approval to establish explicit authority in regulation. This would align PEO with other professional regulators and support timely, transparent, and effective investigations in the public interest.</p> | |
| 2.5 | Licensing Process for Non-CEAB applicants: Technical | <p>This item was first reviewed by the RPLC in January 2024 to explore potential changes to the requirement that all non-CEAB</p> | |

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|------------|--|---|--|
| | Examinations Program – Options | <p>graduates complete four confirmatory exams. Since then, staff have continued analyzing exam performance data and monitoring how other regulators are addressing similar requirements. In light of the government’s direction to reduce interprovincial barriers, staff is working on developing policy options that reflect both fair access legislation and the principles labour mobility.</p> <p>Strategic Goal 1: Improve PEO’s licensing processes without compromising public safety.</p> | |
| 2.6 | Time-Based Experience Requirement | <p>The four-year time-based experience requirement has been on the RPLC and Council’s radar for the past year. Last year, a decision was made to monitor developments in other jurisdictions before considering changes. Given labour mobility principles, any modifications must carefully consider how other engineering regulators assess experience to ensure consistency,. Proposed next steps will be presented to the RPLC at its November meeting.</p> <p>Strategic Goal 1: Improve PEO’s licensing processes without compromising public safety.</p> | |

| Items | | Description | Status |
|------------|---|---|--------|
| 3.1 | Review of PEO’s CPD Program: Findings and Themes | <p>As part of Council’s upcoming review of PEO’s CPD program, staff will conduct stakeholder engagement to gather feedback on the program’s structure, relevance, and impact. The engagement will seek input from licence holders and other key stakeholders on issues such as program accessibility, compliance expectations, and alignment with evolving professional practice.</p> | |

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| | | <p>A report summarizing the key findings and common themes will be prepared and presented to Council. These insights will help inform any proposed changes to the CPD program to ensure it continues to support regulatory objectives and the public interest.</p> | |
| 3.2 | Human Rights in Professional Practice: Code of Ethics and Professional Misconduct Provisions | <p>In September 2024, Council directed staff to review whether PEO's regulatory measures adequately address human rights issues within its jurisdiction and to recommend improvements where appropriate. The review includes an assessment of the Code of Ethics and the professional misconduct provisions in the regulation. A preliminary report outlining proposed changes will be submitted to the RPLC for review and further direction.</p> <p>Strategic Goal 2: Optimize organizational performance by updating and developing standards and practice guidelines.</p> | |
| 3.3 | Enhanced Mandatory Reporting: Final Proposal | <p>This item is a carryover from the previous Council term. As requested by Council, the Professional Engineers Act was amended in 2023 to grant Council regulation-making authority requiring licence holders to provide specified information to PEO on a mandatory basis. This includes up-to-date contact information, conduct-related disclosures, and details regarding engineers' professional practice. These provisions are intended to strengthen PEO's oversight capabilities and align with broader regulatory best practices around mandatory reporting obligations.</p> <p>Due to competing policy priorities, the final consultation on this policy initiative will be launched in summer 2025. Feedback from stakeholders will be incorporated as appropriate, and a final proposal will be presented to Council in November 2025. It is anticipated that Council will direct staff to work with the Ministry</p> | |

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| | | <p>of the Attorney General to propose the necessary changes to the regulation.</p> <p>Strategic Goal 1: Improve PEO's licensing processes without compromising public safety.</p> | |
| 3.4 | Fitness to Practise Program: Final Proposal | <p>This item is a carryover from the previous Council term. In response to Council's direction, staff are developing a formal Fitness to Practise program to address situations where a licence holder's capacity to practise may be impaired due to health or other personal circumstances. The proposed framework will establish clear procedures for assessing fitness, safeguarding public safety, and supporting affected practitioners, while ensuring procedural fairness.</p> <p>This initiative aligns with regulatory best practices and fulfills PEO's duty to protect the public interest. A draft policy will be released for consultation in summer 2025. Stakeholder feedback will be used to refine the proposal, with a final version expected to be presented to Council in November 2025. This proposal requires a change to the <i>Professional Engineers Act</i>.</p> <p>Strategic Goal 1: Improve PEO's licensing processes without compromising public safety by ensuring all licensing activities reflect the values of equity, diversity and inclusion</p> | |

| Meeting 4 Q1-2026 Date: February 5, 2026 | | | |
|--|---|---|--------|
| Items | | Description | Status |
| 4.1 | Review of PEO's CPD Program: Preliminary Policy Proposal | Following comprehensive stakeholder consultations and input gathered over the summer and fall, staff will present preliminary policy recommendations for the CPD program. These recommendations will be grounded in the guiding principles and direction set by Council at its plenary on June 19th. | |
| 4.2 | Human Rights in Professional Practice: in Engineering Practice: Code of Ethics and Professional Misconduct Provisions | See item 3.2 | |
| 4.3 | Professional Standards and Guidelines Review | See item 2.3: Depending on Council's direction in September, specific next steps related to the development, revision, or retirement of guidelines and standards will be identified and incorporated into the work plan. | |
| 4.4 | Comprehensive Review of the <i>Professional Engineers Act</i> : High-Level Project Plan | <p>This item is contingent on the approval of the 2026–2030 Strategic Plan at the June 2025 Council meeting. If a comprehensive review of the <i>Professional Engineers Act</i> and its regulations is approved as a strategic priority, staff will present an initial action plan outlining the proposed scope, high-level approach, and expected deliverables.</p> <p>The plan will include a clearly defined scope of work, key milestones, and a timeline to guide the review process. This discussion will serve as the foundation for a structured and phased approach to modernizing the legislative and regulatory framework in alignment with the Strategic Plan</p> | |

| Meeting 5 Q1-2026 Date: March 11, 2026 | | | |
|---|--|--|--------|
| Items | | Description | Status |
| 5.1 | Review of PEO's CPD Program: Final Policy Proposal | <p>Staff will present the final proposal for the CPD program, incorporating feedback from Council provided at the previous meeting, along with any relevant input from stakeholders. The final proposal will include detailed recommendations for policy changes, a clear implementation plan, and a timeline for execution.</p> <p>At its March meeting, RPLC will seek Council's approval and direction to proceed with the proposed changes. This will initiate the next phase of implementation, which may or may not require a regulation change, depending on the final version of the proposal.</p> | |
| 5.2 | Review of outstanding initiatives for the 2025/2026 Council Terms and priorities for the next Council terms | Staff will present a review of outstanding initiatives for the 2025/2026 Council term, highlighting key projects that remain to be addressed. This will include an assessment of their current status, any ongoing challenges, and proposed timelines for completion. Additionally, staff will outline potential priorities for the next Council term, taking into account the evolving regulatory landscape and PEO's strategic objectives, to ensure continuity and focus in achieving its long-term policy goals. | |

Note: An additional meeting may be held in April 2026 depending on progress and the need for further discussion or decision-making on outstanding items.

Decision Note – EIT 2.0 Engineering Intern Program

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|-----------------------------------|--|
| Agenda Item No. | C-570-7.2 |
| Purpose | For RPLC to review a detailed Engineering Intern program proposal (EIT 2.0), refined by further stakeholder consultation and analysis, and accompanied by a high-level action plan for implementation. |
| Strategic/Regulatory Focus | Regulatory |
| Motion | <p>That Council endorses the establishment of the EIT 2.0 program detailed at Appendix A. (requires simple majority)</p> <p>That Council directs staff to work with the Ministry of the Attorney General to prepare changes to the <i>Professional Engineers Act</i> and regulations as set out at Appendix B in order to implement Council’s policy direction for EIT 2.0. (requires two-thirds majority)</p> |
| Attachments | <p>Appendix A – EIT 2.0 Detailed Program Proposal</p> <p>Appendix B – Elements of Submission to the Ministry of the Attorney General</p> <p>Appendix C – Overview of EIT Survey</p> |

Summary

After deciding on a policy direction at its April 2025 meeting, Council directed RPLC to bring a detailed engineering intern (EIT) program proposal with a high-level action plan and stakeholder consultation to its June 2025 meeting. The “EIT 2.0” detailed program proposal is available at **Appendix A**. The response from stakeholders, including an online survey as well as consultation with the Strategic Stakeholder Advisory Group (SSAG), was positive overall. The SSAG suggested further refinements which have been incorporated in the EIT 2.0 program proposal. The program proposal also details necessary legislative changes at **Appendix B**, as well as operational considerations, including additional resources.

Public Interest Rationale

An engineering intern program with a regulatory function supports those seeking licensure and helps PEO fulfil its public interest mandate.

Background

In November 2024, Council committed to the reinstatement of an EIT program. In April 2025, Council decided on a policy direction, based on a policy proposal supported by comprehensive stakeholder input and research. At that meeting, Council directed the development of a detailed program proposal and further consultation.

The SSAG had a thorough discussion about EIT 2.0 at its May 2025 meeting and asked probing questions that helped refine the program proposal. A survey was sent to focus group participants from the previous consultation round, posted on the website, and shared on PEO social media accounts. Results of the survey are available at **Appendix C**.

The RPLC discussed this item at its June 6, 2025 meeting.

Considerations

Consultations

The results of further consultation show:

- 1) A high level of general agreement with the program vision and components, including holding EITs to an ethical standard;
- 2) Educating audiences such as prospective participants, employers, and the public about the program is a priority. This can be done through guidance documents, FAQs, webinars, and other communications tools in anticipation of the program coming into effect, and following its inception; and
- 3) A need to effectively communicate the value of the EIT 2.0 program to incentivize individuals to opt into the program, given that participation means individuals would assume administrative responsibilities and be held to an ethical standard (with consequences for non-compliance).

Concerns or issues that have already been considered in program development also came up in consultation. For example, questions arose about the ability to implement an EIT program immediately. As previously considered by staff and discussed at RPLC and Council, a new EIT program can only be implemented following amendments to the *Professional Engineers Act*.

June 2025 RPLC Meeting

There was general agreement with the EIT 2.0 proposal, however, RPLC discussed program duration.

- In November 2024, Council endorsed a revised EIT program as a pre-licensure program (not as an alternative to licensure). This core purpose for the program necessitated making EIT 2.0 time-bound. Participants across all stakeholder groups supported this pre-licensure program purpose nearly unanimously.
- Staff considered tying program length to time-based experience. However, given discussions across Canada about reducing or removing time-based requirements entirely and replacing them with Competency Based Assessment (CBA) alone, staff proposed six years based on research showing it takes 3-4 years to successfully complete CBA and adding extra time to allow for flexibility, including for non-traditional career paths. Council will be able to set parameters for pauses and extensions to the program (e.g. for equity reasons) through policy.

Recommendation

Staff recommend that Council endorse the EIT 2.0 program proposal and direct staff to work with the Ministry to make the necessary legislative changes.

If Council determines the program length warrants further study, it can hold that aspect and still approve the establishment of the EIT 2.0 program and direct staff to work with the Ministry.

Next Steps

Once Council approves the program proposal, staff will prepare a submission to the Ministry of the Attorney General. Given that the program will require changes to the *Professional Engineers Act*, the timeline following submission to the Ministry is uncertain.

Staff will also develop the program and prepare for implementation. PEO will require resources in the 2026 budget to ensure readiness to proceed in the event of an earlier date than anticipated for the required statutory amendments.

Prepared By: Policy Staff

EIT 2.0: Professional Engineers Ontario's Revised EIT Program

In April 2025, the Council of the Professional Engineers Association of Ontario (Council) endorsed the re-establishment of an engineering intern (EIT) program.

The previous EIT program, established for individuals gaining experiential qualifications for licensure as a professional engineer (P.Eng), was rendered inoperable in 2023 by the requirement under *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) legislation that all registration decisions be made in six months (three months as of July 1, 2025). As currently set out in the *Professional Engineers Act*, to be accepted as an “engineering intern” (and use the associated titles such as “EIT”), an individual must also have applied for a P.Eng licence.

Through Professional Engineers Ontario (PEO)'s commitment to continuous improvement, guided by the principles and values developed by Council, and the invaluable feedback received from stakeholders, EIT 2.0 aims to build EIT back better.

EIT 2.0 will serve as one pathway by which a participant can demonstrate commitment to the profession and meet the experiential requirement for licensure as a P.Eng. This program will not be applicable to those seeking a limited licence. EIT 2.0 will be an elective program that provides structured support for those gaining relevant experience on their way to licensure. Those accepted by the Registrar into the program will gain “engineering intern” status for the time they are in the program.

This program has been designed to account for the various pathways by which people seek and gain professional engineering experience (including internationally and interprovincially), ensuring that it does not introduce an unfair barrier to licensure or have a discriminatory impact on any group.

EIT 2.0 will allow program participants to use the titles “engineering intern” and “EIT,” and provide other benefits. With these benefits, EIT 2.0 will also impose responsibilities on participants, including being subject to ethical conduct requirements, so that PEO can fulfill its public interest mandate.

1) EIT 2.0 Program Overview

a) Title for Program Participant: “Engineering Intern”, “Engineer-in-Training”, or “EIT”

b) Entry Requirements:

- Application fee (Council will decide whether to waive or credit the application fee for a P.Eng licence for EIT participants)
- Academic requirements for a P.Eng. licence have been met
 - A bachelor's degree in a Canadian engineering program that is accredited to Council's satisfaction, or
 - Equivalent engineering educational qualifications recognized by Council
- Successful completion of the National Professional Practice Examination

- Good character (this would frontload the good character validation for P.Eng licencing application)

c) Program Components:

- Annual Fee
 - Set by Council, with a view to ensuring equitable access and that fees are not a financial barrier to the program. As Council sets fees via by-law, Council itself can decide how to structure the fees and can consider options.
- Annual Report
 - Participant will complete a simple set of questions about steps taken in the year to progress toward P.Eng licensure. This will be done for internal tracking purposes and to create a touchpoint for participants to stay connected to the program and the licensure process.
 - Continued good character declaration
- Online platform tied to the Competency-Based Assessment (CBA) that allows participant to build a CBA portfolio as they meet the experiential requirements of licensing
- Rights/privileges for EITs such as protected title use and Chapter participation
- Requirement for ethical conduct
- Expectations and reporting requirements for Certificate of Authorization holders who employ EITs related to ensuring safe and fair work and learning environments.
- Mentorship by a P.Eng. (voluntary)
 - Offered in conjunction with the Chapters.
 - Availability of an online portal with a roster of mentors and mentees, allowing for easy and equitable pairing based on shared professional interests, skills, and goals to ensure a meaningful, productive relationship.
 - Mentor differs from employment supervisor.

d) Program Length

- No minimum duration
- Proposed maximum duration of six years. It is open to Council to consider duration as a separate policy item at a later date. If this is Council's preference, then PEO's submission to the Ministry will not propose a program duration.
- Would not have to be consecutive (i.e. could 'pause' the program in certain circumstances based on parameters established by Council).

- Extensions would be available to ensure equitable access (e.g. parental leave, illness, or disability). These extensions and the circumstances giving rise to them would be established by Council.

e) Regulatory Oversight and Accountabilities

- An EIT register
- Administrative oversight
 - Can suspend or remove from program for non-payment of fees or failure to complete an annual report
- Accountability for EIT responsibilities (e.g. ethical conduct requirement) through a fair and legally defensible procedure
 - PEO's existing complaints and discipline process will be used to apply the standards set for EITs (not the standard for professional engineers).
 - EITs would benefit from a procedurally fair process and decision-making by a specialized committee (i.e. Complaints Committee) and a tribunal (Discipline Committee) that will be trained on EIT standards.
 - There would be a possibility for the Registrar to reinstate an individual following removal from the program if certain criteria were met.

2) High Level Action Plan for EIT 2.0 Implementation

The implementation of EIT 2.0 will involve departments across PEO and will require additional resources, including human resources. The Regulatory Operations division will be responsible for the overall administration of the EIT 2.0 program.

The calendar year (January to December) will be used to structure fee payment schedules and other key dates for program participants.

a) Anticipated changes to By-Law No. 1:

- Specifying application fee and annual fee amounts to be paid by EIT and requiring their payment. Council will approve policies related to application fees and annual fees as part of the implementation of the program.
- Establishing that the licence application fee will be waived for EIT

b) Non regulatory tools and measures (to be developed)

- Guidance documents for employers, mentors, engineering interns
- Communications tools for education

c) Operational implementation steps

| Immediate | | |
|--|---|---|
| Department | Tasks | Resources |
| External Relations | <ul style="list-style-type: none"> Communicate with the Ministry of the Attorney General about the required legislative amendments Follow up with relevant stakeholders about EIT 2.0 | No additional resources needed at this time – monitor and assess. |
| Policy with the oversight of the Regulatory Policy and Legislation Committee | <ul style="list-style-type: none"> Provide support for changes to the Act, regulations, and by-laws. | No additional resources needed at this time – monitor and assess. |
| Communications | <ul style="list-style-type: none"> Communicate the new program to various audiences | No additional resources needed at this time – monitor and assess. |
| Customer Service | <ul style="list-style-type: none"> Build capacity to field enquiries related to EIT 2.0 | No additional resources needed at this time – monitor and assess. |
| Finance with the oversight of the Audit and Finance Committee (AFC) | <ul style="list-style-type: none"> During the 2026 budgeting process AFC will be consulted on how to secure funds for EIT 2.0 development and implementation. | No additional resources needed at this time – monitor and assess. |

| Ongoing | | |
|---------------------------|--|---|
| Department | Tasks | Resources |
| Project Management Office | <ul style="list-style-type: none"> Manage the implementation of the EIT 2.0 project plan | No additional resources needed at this time – monitor and assess. |
| IT | <ul style="list-style-type: none"> Develop IT infrastructure to build and support the EIT portfolio that tracks progression, assists in completing the competency-based assessment, and facilitates annual check-in. The mentorship program will also require IT support. | Estimated investment of \$500 000. |
| External Relations | <ul style="list-style-type: none"> Communicating with the Ministry of the Attorney General Outreach efforts to encourage program participation and communicate the value of the program | Develop an outreach strategy and assess whether additional resources are needed. |
| Communications | <ul style="list-style-type: none"> Communications plan to educate various audiences about EIT 2.0 and encourage participation | Develop a communications plan and assess whether additional resources are needed. |

| | | |
|--|--|--|
| Policy | <ul style="list-style-type: none"> Guidance documents and any other policy work to support the program | No additional resource needs anticipated at this time – monitor and assess. |
| Licensing | <ul style="list-style-type: none"> Implement Legacy EIT management plan Build capacity to process and assess EIT applications using the new entry requirements Ensure compliance with ongoing requirements following entry into the program | Two additional FTEs in Regulatory Operations to manage increased operational demands related to the application process. |
| Customer Service | <ul style="list-style-type: none"> Field EIT 2.0 enquiries | No additional resource needs anticipated at this time – monitor and assess. |
| Volunteer Engagement | <ul style="list-style-type: none"> Support the Chapters in establishing and maintaining a mentorship program | No additional resource needs anticipated at this time – monitor and assess. |
| Complaints & Investigations | <ul style="list-style-type: none"> Prepare to deal with EIT-related complaints through existing complaints & investigations channels by updating process and policies to align with EIT 2.0 requirements Investigate and process EIT-related complaints per legislative requirements | No additional resources needed at this time as we anticipate a low volume of complaints. |
| Tribunals | <ul style="list-style-type: none"> Prepare for EIT referrals and deal with them as they come up | No additional resource needs anticipated at this time – monitor and assess. |
| Finance | <ul style="list-style-type: none"> Consider financial implications of application fee, annual fee, and program costs | No additional resource needs anticipated at this time – monitor and assess. |

3) Legacy EITs

There are currently approximately 9000 EITs. Those who have EIT status under the original EIT program are concurrently P.Eng licence applicants. PEO will provide existing EITs the opportunity to enrol in the pre-licensing EIT 2.0 program. Enrolment will require that they withdraw their licence applications. Current EITs will be provided with details of the implications of withdrawal. The repayment of application fees to those who withdraw under this process will be considered in the legacy inventory management plan.

For those who do not withdraw, PEO will—with ample and fair notice—process their licence applications as legacy applications under PEO’s licensing regime, which ensures a fair and reviewable process for registration decisions.

An applicant’s EIT status ends once a final licensing decision is made.

EIT 2.0 Program Submission to the Ministry of the Attorney General

Once Council approves an EIT 2.0 program proposal, staff will prepare a submission to the Ministry of the Attorney General as the program will require changes to the *Professional Engineers Act* (Act) and Regulation 941.

Staff will propose legislative changes and work with the Ministry of the Attorney General to implement the following anticipated changes (and any other changes that may be required to implement Council's policy direction for EIT 2.0):

The Act

- Broaden the regulation-making authority for EITs to allow for the setting of entry requirements beyond only academic requirements; ongoing requirements to stay enrolled such as maintaining good character; engineering intern responsibilities such as adherence to an ethical conduct standard set by Council; allowing Council to set program parameters in regulation; and governing removal from the program and loss of EIT status.
- Establish that it is a pre-licensing program and change the conditions required for an individual to be accepted by the Registrar as an EIT, so that it does not require a P.Eng licence application, and that the provision refers to all entry requirements, not only academic requirements.
- Ensure that the Act sets out conditions for maintaining EIT status, as well as conditions for removal from the program and loss of EIT status, extensions and pauses to program participation, and reinstatements.
- Provide the Registrar with powers to refuse or suspend or revoke EIT status (administrative and regulatory), as well as to investigate where there are reasonable and probable grounds to believe that an EIT participant may be in violation of requirements or that there is cause to deny entry into or to remove from the program.
- Set out a process by which complaints about EITs can be received and investigated.
- Set out a process by which EITs can be subject to discipline that accounts for EIT-specific responsibilities and ensures an appropriate level of procedural fairness.
- Uncouple title use from application for licensure.

Regulation 941:

- Establishing EIT program entry requirements, ongoing requirements, including the ethical conduct requirement as set by Council.
- Establish program parameters.

- Establishing the rights and privileges afforded by EIT status.
- Setting out the ethical conduct standard to which those with EIT status will be held.
- Requirements for Certificate of Authorization holders as they relate to ensuring a safe working/learning environment.

Public Consultation on the Reinstatement of the EIT Program – Survey Results

Background

Between May 9th and May 23rd, 2025, PEO collected survey data regarding the reinstatement of an Engineering Intern (EIT) program. The survey, which yielded 376 responses, was sent by email to focus group participants, posted to the engagement page of PEO's website, and shared on PEO socials. The purpose of the survey was to help refine proposed EIT program components for a final program proposal that will be brought back to Council for review and approval at its June meeting.

Response tagging

Open ended questions were tagged thematically by most relevant or prevailing subject mentioned in the response. Some responses include two tags. Responses tagged under 'agree' either agreed with criteria or made a suggestion that is already being implemented by PEO. This method was used to identify commonalities in opinion when assessing themes of responses to open-ended questions. Comments that were unrelated, asked a question rather than provided feedback, or read 'n/a' are excluded from analysis.

Results

As expected, 'agree' was the most common response for all questions on a Likert scale, as opposed to neutral or disagree. The highest percentage of 'agree' responses regard opinion on program components (85%), while the lowest percentage pertains to program length where only 65% agree with the statement. In all open-ended questions, expression of agreement with the relevant program component was the most common type of response.

Requirements for Program Entry

A majority of respondents (77%) agreed that the proposed entry requirements of meeting academic requirements for licensure, completing the NPPE and the good character requirement, as well as paying an application fee were appropriate and reasonable.

The most common 'other' responses in program requirements cited agreement with the criteria (43 of 184). Other common themes included the opinion that there are too many barriers to entry (29 of 184), disagreement with the aspect of the NPPE being front-loaded as a prerequisite (22 of 184), and comments regarding unfair criteria for non-CEAB applicants (21 of 184). Many cited that international graduates are put at a disadvantage as EIT applicants as they must complete academic requirements (necessitating lengthy technical exam processes) as a prerequisite to entry.

Program Components

The highest level of agreement with proposed criteria pertained to program components, where 85% of respondents agreed that establishing clear employer obligations focused on creating safe working and learning environments alongside ongoing ethical and progress-related duties for EIT participants was appropriate and reasonable.

The most common open-ended response regarding this theme was agreement with the criteria (33 of 100). Other common responses included expressing the need for a higher level of program support, training and clarity for employers and EITs (11 of 100), the need for a greater level of consistency, fairness, and oversight (8 of 100), and noting that criteria places too much onus on the employer (7 of 100).

Program Length

65% of respondents agreed that setting a maximum length of six years for participation in the EIT program while allowing flexible timelines in certain circumstances appropriately balances the goal of progressing toward licensure with the need for equitable access and participation. This was the lowest level of agreement to a statement among all themes.

Besides responses affirming agreement with the program length criteria (38 of 132), those who left comments regarding program duration primarily emphasized the need for pathways for people who have extenuating circumstances and require flexibility (31 of 132). Many also felt that program duration should be unlimited (13 of 132) or that duration should be or exceed 8 years (11/132). Some also cited the 4-year experience requirement, noting that the timeline should be 4 years or less (11 of 132).

Regulatory Oversight

A majority of respondents agreed that holding EIT participants accountable for breaches of ethical or program-specific duties through existing complaints and discipline processes tailored to EIT standards provides appropriate and transparent regulatory oversight (75%).

While most expressed agreement with the statement in the open-ended feedback regarding this topic (30 of 92), others felt that oversight of the EIT should be the employer or mentor's responsibility (16 of 92) and that proposed regulatory oversight mechanisms are too extensive for the EIT-level and should not be imposed on someone in training (11 of 92).

Decision Note – FARPACTA and Application Assessment Timelines

| | |
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| Agenda Item No. | C-570-7.3 |
| Purpose | For Council to review regulation amendments proposed in response to changes to FARPACTA's registration decision time limit, with a view to submitting them to the Ministry of the Attorney General. |
| Strategic/Regulatory Focus | Improve licensing processes and regulatory compliance |
| Motion | That Council approves the changes to the licensing regulations presented at Appendix A and directs staff to work with the Ministry of the Attorney General to make amendments to Regulation 941 as anticipated by clause 9 of subsection 7(1) of the <i>Professional Engineers Act</i> . (requires two-thirds majority) |
| Attachments | Appendix A – Proposed Changes to Regulation 941 Appendix B – Feedback from the Academic Requirements Committee on Proposed Changes |

Summary

Changes to Regulation 941 are required to ensure that PEO can continue to comply with requirements set out in the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) and regulations passed thereunder. Recently, the general FARPACTA regulation, O.Reg. 261/22, was amended to require registration decisions in 90% of cases within three months, as opposed to the current six months, effective with applications received after July 1, 2025. Accordingly, Council is presented with two proposed changes to PEO's Regulation 941 that are intended to ensure compliance with FARPACTA, as follows:

- First, PEO would seek to remove provisions in the regulation that allow P.Eng licence or limited licence (LL) applicants a two-year timeframe for completion of the National Professional Practice Examination (NPPE). The NPPE would need to be successfully completed before an application was accepted by PEO.
- Secondly, PEO would allow for optional, rather than mandatory, referral of LL applications to the Academic Requirements Committee (ARC). In accordance with subsections 18(3) and 14(4)(a) of the *Professional Engineers Act* (Act), an LL applicant, like a P.Eng. applicant, has the right to request a referral to ARC. This provision will remain unchanged.

Public Interest Rationale

PEO will be fulfilling its mandate by assessing applications with a process that allows PEO to ensure that applicants are qualified to become licensed and that FARPACTA requirements are met.

Background

As of July 1, 2025, amended FARPACTA regulations will require that PEO make a registration decision within three months after receiving an application for registration from an internationally trained individual. PEO must comply with this time limit for at least 90 percent of these applications. FARPACTA also requires that all of PEO's registration decisions are made within a reasonable time. For the sake of fairness, noting that the majority of applications come from those who are internationally trained, PEO applies its time limit for registration decisions to all applicants - that is, both CEAB and non-CEAB graduates.

Typically, PEO receives close to 100 P.Eng. licence applications per month, and less than ten LL applications a month. The LL is a type of licence issued to an individual who has developed competence in a specific area of professional engineering through at least eight years of specialized experience. It is available to those with academic qualifications other than a university engineering degree and allows holders to engage in professional engineering within specific and well-defined fields. Requirements for issuance of an LL application are set out in the regulation. Similar to P.Eng. licences, these requirements include demonstrating certain academic qualifications, meeting experiential requirements through a Competency-Based Assessment, passing the NPPE, and demonstrating good character.

Two regulatory changes are proposed to ensure compliance with FARPACTA:

1) Removing Two-Year NPPE Timeframe

Successful completion of the NPPE is required for the issuance of both P.Eng licences and LLs. Section 37 of Regulation 941 requires an applicant for a P.Eng licence or LL to pass the NPPE within two years following the later of: a) the date of application submission; and b) the date of successful completion of all other examination requirements. This two-year time limit for successful completion of the NPPE is an obstacle to meeting the FARPACTA requirements for timely registration decisions.

Staff propose removing the two-year NPPE completion provisions from Regulation 941 and requiring that the NPPE be successfully completed in advance of applying for a P.Eng. licence or LL. Frontloading the NPPE would allow application assessments to be done in a timelier manner. It also would allow applicants more flexibility and opportunity to complete the exam, given that there are only five sittings of the NPPE per year. It is also consistent with Council's 2022 decision to frontload academic and experience requirements prior to accepting an application, in order to ensure compliance with the existing six-month timeline for registration decisions.

2) ARC Referrals

Currently, under subsection 40 (4) of Regulation 941, all LL applications must be referred to the ARC for a determination as to whether the applicant has met academic requirements.

Academic requirements for the issuance of an LL are set out at subsection 46(1) of the regulation and include that the applicant "shall demonstrate that he or she holds a three-year degree or diploma in an engineering, technology or science program or has equivalent educational qualifications".

Mandatory referral was introduced in 2015 to make ARC responsible for determining whether every LL applicant met academic requirements. The Office of the Fairness Commissioner (OFC) recommended against this process change at the time, noting that registration staff could make decisions "in a more efficient and streamlined manner."

Amending the regulation so that referral to ARC is done on an as needed basis would enable PEO to ensure alignment across the LL and P.Eng. licensing processes and to meet FARPACTA requirements, while continuing to fulfil its public protection mandate. In straightforward cases (i.e., where an applicant holds a three-year degree or diploma in an area specified in regulation, possesses the knowledge base aligned with the proposed scope of services within the practice of professional engineering, and no complexities or risks are evident) referral to the ARC is not necessary. In these situations, the assessment can be conducted by staff based on prescribed

criteria. In contrast, complex cases will continue to be referred to ARC. Examples of such cases include those requiring an academic equivalency determination or where the proposed scope of work appears misaligned with the applicant's academic background and knowledge base.

As noted above, in accordance with the Act, any LL applicant may request a referral to ARC. This provision will remain unchanged.

Outside of regulatory changes, PEO continues to explore operational options to improve licensing processes.

Considerations

- Without these proposed regulatory changes, PEO risks non-compliance with FARPACTA legislation. In 2024, PEO was again evaluated by the OFC as at 'medium to high-risk' of non-compliance. One risk factor identified by the OFC is PEO's ability to "comply with newly introduced legislative and/or regulatory obligations." PEO has applied to the OFC for an extension to allow for compliance with the new time limit at some point after July 1, 2025. Council's endorsement of the proposed regulatory changes will demonstrate to the OFC that PEO is working proactively to meet the three-month timeline.
- Referring LL applications on an as needed basis to the ARC for review, rather than all applications regardless of need, is an example of right-touch regulation and red tape reduction. The principle behind referring LL applications to ARC in every instance has not been clearly articulated or justified. Similarly, no specific risk to the public has been identified that would warrant referring straightforward LL applications to the ARC.
- This change will align the LL licensing process with the P.Eng. licensing process.
- These proposed changes would apply on a go forward basis and not retroactively.
- No financial impacts are anticipated.

Stakeholder Engagement

At its May 2025 meeting, ARC was informed of the proposed amendment to make referrals of LL applications to ARC optional, rather than mandatory.

Following the meeting, the Chair of ARC solicited feedback via email from the entire Committee. ARC's feedback is attached at **Appendix B**.

Recommendation

Staff recommend that Council approve the proposed changes to Regulation 941 regarding the NPPE time limit and ARC referrals.

Next Steps

Following Council's approval, staff will work with the Ministry of the Attorney General to make amendments to Regulation 941.

Prepared By: Policy Staff

Proposed Amendments to Regulation 941 for FARPACTA Compliance

The *Professional Engineers Act* provides Council with the authority to make regulations concerning the issuing of P. Eng. licences and limited licences.¹ Under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA), a regulated profession's authority to make regulations under its statute is subject to FARPACTA.² The following amendments to Regulation 941 under the *Professional Engineers Act* are proposed to ensure compliance with the new three-month registration decision time limit introduced by FARPACTA legislation:

- Removing the two-year time limit for licence and limited licence applicants to pass the professional practice examination following the later of: a) application submission; and b) successful completion of all other examination requirements, other than the writing of an engineering report, or the final determination that no examination or engineering report is required.
- Requiring that new applicants for a P.Eng. licence or limited licence have successfully completed the professional practice exam prior to submitting their application.
- Making it optional for the Registrar to refer a limited licence application to the Academic Requirements Committee for a determination as to whether the limited licence applicant has met the prescribed academic requirements for the issuance of a limited licence.

PEO will work with the Ministry of the Attorney General and its legislative drafters to ensure the final language of the amendments align with Council's policy direction. These proposed changes would apply on a go forward basis and not retroactively.

¹ Clause 9, subsection 7(1) of the *Professional Engineers Act*.

² Section 31(2) of FARPACTA.

Academic Requirements Committee (ARC) Comments - Proposed Amendment for Limited Licenses

13 Jun 2025

Limited licenses (LL) are granted to those applicants (typically from technologist-level or science-based programs) who do not meet the academic requirements for full (P.Eng.) licensure. However, because of their knowledge and work experience, such persons can apply for a LL with a defined (limited) scope of practice.

Current Process

In the current licensure process, all LL applications undergo a careful and rigorous assessment of academic qualifications and relevant work experience by licensed ARC members, who also specify a defined scope of practice based on their detailed review.

At present, LL applications represent a very small fraction of the total current workload of the ARC (typically 2-3 files per month, 20-30 per year). Given the low numbers of LL applications, LL applications are processed expeditiously by the ARC every month.

Rationale for Proposed Amendment

The ARC understands that the proposed regulatory change is to create procedural consistency within current legislation for how licensure applications should be assessed academically. In particular, the existing wording in the Regulations states that for applications for full (P.Eng.) licensure, the Registrar MAY refer applications to ARC, but for LL applications, the Registrar SHALL refer all applications to ARC. The proposed amendment would make these processes more consistent.

ARC Comments

While the ARC acknowledges that PEO staff can provide general reviews of LL applications, the mandatory ARC review is the only review of an application by subject-matter experts, as these applicants are not subsequently interviewed by the Experience Requirements Committee (ERC). Given that LL holders will be conducting professional engineering work and offering services to the public, the ARC believes that a thorough assessment of their academic qualifications and experience should be carried out by experts in their field of practice for two main reasons: (1) to assess their academic qualifications, and (2) more significantly, to define accurately and appropriately their scope of practice to mitigate risks to public safety. Such experts do not necessarily have to be members of the ARC but should nonetheless be experts in the proposed field of practice.

The ARC noted that the principles of risk-based legislation are also consistent with the difference in the existing wording of the current legislation (i.e. "the Registrar shall ..." vs. "the Registrar may ..."). PEO is responsible for establishing the standard of qualifications for professional engineers, and therefore, the ARC believes this legislative difference was likely intentional, in order to reflect the higher degree of scrutiny that should be required in allowing technologist-level applicants to conduct professional engineering work and offer services to the public. In other words, a review of the basis of knowledge and work experience for such applicants should require a higher degree of due diligence and duty of care. Consequently, the ARC believes that procedural consistency must always be weighed against other important considerations such as public safety.

Notwithstanding these issues, if this amendment moves forward, the ARC is very willing to work with PEO staff to collaboratively develop organizational procedures for the assessment of LL applications that would mitigate the risks to public safety.

The ARC would like to sincerely thank PEO staff for meeting with the ARC Chair and Vice-Chair to discuss the proposed amendment and the RPLC and PEO Council for seeking its feedback and providing this opportunity to comment on this proposal. The ARC is always very willing to provide feedback and assistance that would improve current licensure processes and advise on any other matters related to its mandate.

Respectfully submitted,

Judith Dimitriu, P.Eng. (Chair, ARC) & Jim Lee, P.Eng., FEC (Vice-Chair, ARC)

Decision Note – Review of Continuing Professional Development (CPD) Program

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|-----------------------------------|------------------------------|
| Agenda Item Number | C-570-7.4 |
| Purpose | A review of the CPD Program. |
| Strategic/Regulatory Focus | |
| Motion | TBD |
| Attachments | |

There are no materials for this item.

Information Note (Discussion if required) – Tribunal Activity Report

| | |
|-----------------------------------|--|
| Agenda Item No. | C-570-8.1 |
| Purpose | To update Council about the activities of the Tribunal Office and related Committees |
| Strategic/Regulatory Focus | <i>The Committees related to the work of the Tribunal Office are required under the Professional Engineers Act, R.S.O. 1990, c. P. 28 (PEA).</i> |
| Motion | <i>Not applicable</i> |
| Attachments | <i>None</i> |

Summary

This is a status update on the activities undertaken since the last council meeting.

Public Interest Rationale

The Tribunal Office, and the Committees it supports, assist PEO in meeting the principal object of the association in accordance with the *Professional Engineers Act*, R.S.O. 1990, c. P. 28, s. 2(3).

Background

The Committees that work with the Tribunal Office are mandatory committees created in the PEA.

Activity Update

A hearing is the legal proceeding before a panel that will make a determination in the matter.

Hearing Days (Full hearing days) in 2025

| Committee Name | Jan | Feb | March | April | May |
|----------------|-----|-----|-------|-------|-----|
| Discipline | 2 | 1 | 0 | 1 | 0 |
| Registration | 2 | 0 | 0 | 1 | 0 |
| Totals | 4 | 1 | 0 | 2 | 0 |

Pre-Hearing/Settlement Conferences held in 2025

| Committee Name | Jan | Feb | March | April | May |
|----------------|-----|-----|-------|-------|-----|
| Discipline | 0 | 0 | 0 | 1 | 2 |
| Registration | 0 | 2 | 1 | 1 | 2 |
| Totals | 0 | 2 | 1 | 2 | 4 |

A Pre-Hearing Conference (PHC) is a private/without prejudice meeting between the parties with the support of the Presiding Member to settle as many of the issues in the matter as possible. A committee member appointed by the Chair is the Presiding Member for the purposes of the PHC.

Discipline Committee

The Discipline Committee as a whole, committed to providing a written Decision and Reasons Document within 30 (thirty) days of the last day of the hearing. Sometimes the complexity of the issues requires additional time.

Decisions released since the last meeting of Council: 3

The overall average time is **22 days** between the final day of the hearing and the release of the Decision and Reasons in the three matters noted above.

New referrals since the last meeting of Council: 0

The Discipline Committee received no new referrals since March of 2025.

General Information

The adjudicators that volunteer through the DIC take their role seriously. At the end of 2022, the Committee agreed to the 30 day time limit for delivery of Decisions and Reasons. The Committee has done their best to ensure that they complete their deliberations and write the Decision and Reasons as soon as is practicable.

Average Time from receipt of the referral to delivery of the Decision and Reasons

2021 – 427 days

2022 – 294 days

2023 – 330 days

2024 – 237 days

2025 – 180 days (as of June 2025)

Occasionally it takes longer where the matter is complex or there are multiple parties, but the DIC's commitment to ongoing improvement remains.

Council has facilitated this process by appointing new members as requested, ensuring a good balance between Professional Engineers and members of the public, and supporting more easily accessible virtual hearings.

Virtual hearings allow all the parties, regardless of location, to participate in the same manner.

Regular training for the committee members by ILC and the opportunity for the Committee as a whole to meet and discuss best practices once or twice a year supports continuous improvement.

Registration Committee

Requests for hearings to date in 2025: 25

Seeking alternate pathways for licence:

18/25 applicants are working with PEO and Licencing to try the Competency Based Assessment (CBA) pathway to licensure.

Decisions released in 2025: 2

Professional Engineers Ontario

Academic Requirements Committee (ARC)

2024 Activities Report

Overview

ARC held monthly meetings throughout 2024, with the December meeting being a joint meeting with the Experience Requirements Committee (ERC). All meetings were held in a hybrid format (in person and by Zoom). In 2024, the ARC Chair was Prof. Judith Dimitriu, the Vice-Chair was Prof. James Lee, and the Past-Chair was Prof. Waguih ElMaraghy. The Manager, Applications and Academic Assessment, was Mr. Cliff Knox.

The Committee currently has 26 members. A list of ARC members for 2024 may be found in **Appendix 1**.

Volunteer Recognition

Several members of the ARC committee had their volunteer service recognized with the Province of Ontario 2023 Volunteers' awards: Prof. Joe Lostracco and Prof. Medhat Shehata (10 years), Prof. John Yeow (15 years), and Prof. Sanjiwan Bhole and Prof. Meilan Liu (20 years).

Several members of the Committee also received PEO Volunteer Service Recognition Program pins & digital badges: Prof. Amir Fam (15 years), Prof. Magdi Mohareb (15 years), Prof. Remon Pop-Iliev (20 years), and Prof. Amin Rizkalla (20 years).

Meeting Agenda

A typical ARC meeting agenda includes the following business items:

- Call to Order and Chair's Remarks
- Land Acknowledgement
- Approval of the Agenda
- Approval of the Minutes of the previous meeting and matters arising
- Chair's Report
- Staff Reports (Operations Update, Status of Assessment Queue, and Exams Update)
- Endorsements of ARC assessments
- Staff and ARC Licensing Applications Assessments
- Issues Arising from ERC Recommendations to ARC and other Issues Arising
- Limited Licence Ratification Reports
- Technical Reports/Synopses
- Experience Requirements Committee Report
- Procedural and Related Matters (Updates)
- Canadian Engineering Accreditation Board (CEAB) update
- Canadian Engineering Qualifications Board (CEQB) update
- Regulatory Policy and Legislation Committee and PEO Council Motions (for information)
- Other Business
- Adjournment

Committee Accomplishments

The bulk of the work of the committee members was to assess the academic qualifications of non-CEAB-degree applicants. Such applicants may have had more than one degree, had complex education pathways, were on the Washington Accord list, had a technology degree, had applied for a limited licence, etc.

Since the COVID-19 pandemic of 2020-21, all assessments have been done online using SharePoint. While this has generally increased the time required to assess a file in comparison to paper reviews (due to the smaller virtual desktop space on a computer screen), this has also enabled committee members to assess files remotely at places and times convenient for them, significantly resulting in a higher throughput of file assessments and considerably increasing the number of hours dedicated by ARC volunteer members. . As a result, substantial progress has been made in further reducing the backlog of applications resulting from the pandemic.

In addition, ARC members reviewed the staff assessments and the results of ERC interviews and discussed and double-vetted some complicated files.

It should be noted that just prior to May 15, 2023, when the new application process (i.e. FARPACTA process) came into effect, a significant number of applications were submitted by candidates to the legacy application stream and will have to be assessed by ARC in the future. ARC will continue to assess files referred to them at an applicant's request, as permitted by the Act.

ARC members assessed a total of 1577 files in 2024, and PEO staff assessed 1314 files, for a total of 2891 files endorsed by the ARC. Of these, there were 2762 new assessments and 129 re-assessments. The ARC also assessed the academic qualifications of a total of 32 limited licence applications and marked engineering reports for 25 applicants.

Although the number of files assessed in 2024 is 11.8% less than in 2023, new members who joined the Committee in the summer of 2023 are gradually increasing their contribution in assessing files and have greatly assisted in processing files, particularly in the civil, electrical, and mechanical disciplines.

A table summarizing the overall workflow of the ARC in 2024 from the start of the year to the end of the year is given in **Appendix 2**. A more detailed table showing the decisions and the workflow of ARC members by month and by discipline is given in **Appendix 2A**.

This is a snapshot of files assessed and endorsed by ARC over the last 7 years, including the closing of the PEO offices and operations for more than half a year during COVID.

| Year | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------|------|------|------|------|------|------|------|
| Files assessed | 2508 | 2759 | 584 | 2921 | 4442 | 3279 | 2891 |

By the end of 2024 (as reported at the 13 Dec 2024 meeting), approximately 755 files in the legacy stream remain to be assessed by the ARC.

In addition, the ARC participated in the following activities in 2024:

1. In 2024, the ARC was involved in considerable discussion regarding the substantial changes to the licensing process in response to new requirements imposed by PEO's regulatory proposals under the Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA).

Under the new (FARPACTA) licensing process (for applicants after May 15, 2023), all persons who have a bachelor's degree from an engineering program which is not accredited by CEAB must complete a set of four exams. This new exam requirement appears to be superficially similar to the Confirmatory Exam Program (CEP) under the legacy process but has three fundamental differences: (1) prospective applicants may select any exams from different PEO discipline syllabi; (2) there is no requirement to pass a failed exam (no failed-to-confirm "FTC" criteria), and (3) there is no Good Performance criterion (allowing the waiver of remaining exams based on good performance on exams already written).

The ARC continues to have major concerns about the first two differences above. In a confirmatory exam program (CEP), applicants were required to demonstrate their competency in a variety of technical subject areas in appropriate engineering disciplines to confirm their engineering knowledge. However, in the FARPACTA process, the applicant can choose to write an exam in any field. Moreover, if they fail an exam (and therefore fail to confirm their engineering knowledge in that subject area), they are now permitted to take any other exam in lieu of the failed one. This new practice potentially increases the risk to public safety and is also inconsistent with fundamental principles in CEAB-accredited engineering programs (in which failed core engineering courses **MUST** be passed before a degree can be awarded) and, similarly, with existing Red Book guidelines (which require that failed exams must be cleared before the candidate can proceed further in their licensure application). Also, the applicants in the legacy stream are no longer referred to ARC for the assignment of a failed-to-confirm (FTC) examination program to further verify their engineering knowledge as was previously required by the Red Book guidelines. This FTC requirement in the legacy process was aligned with the principles of risk-based regulation.

2. The ARC Chair, Vice-Chair, and other elected members participated in the regular meetings of the Experience Requirements Committee (ERC). In addition, a joint meeting of the committees occurred on 13 December 2024.
3. At the May 2024 ARC meeting Jordan Max asked the ARC, on behalf of the Regulatory Policy and Legislation Committee (RPLC) to identify and define potential criteria for a total or partial exemption of exams "under FARPACTA". The ARC formed the Criteria for Exemption from Exams Consultation (CEEC) working group, which drafted a report approved by the Committee at the August 23, 2024, meeting. This report (attached in **Appendix 3**) was forwarded to Jordan Max after this meeting, but feedback from PEO on the report has not yet been received.
4. The ARC Chair, Vice Chair and Past-Chair participated in the following activities:
 - a session of the PEO Council to present the 2023 year-end report and answer questions from PEO Council about ARC activities
 - Engineers Canada sessions to provide feedback regarding the Futures of Engineering Accreditation initiative in Feb. 2024 and Sep. 2024

- a special session about Guiding Principles for Admission, conducted by the PEO Past-President Dr. Roydon Fraser, in July 2024.
 - preparation and submission of the ARC 2024 Annual (Activity) Report
5. The ARC Chair and Vice Chair participated in the following activities:
 - the PEO Volunteers Symposium in Nov. 2024
 6. The ARC Chair participated in a Working Group for PEO's Vision 2050 project and participated in biweekly meetings.
 7. Two members of the ARC – Dr. Ramesh Subramanian and Dr. James Lee – continue to serve as members of the Canadian Engineering Accreditation Board (CEAB).
 8. Dr. Ramesh Subramanian and Dr. James Lee also participated in a virtual focus group in Dec. 2024 with external consultants facilitating PEO's next strategic plan.
 9. ARC members and PEO staff participated in file assessment "blitzes" during the year to reduce the legacy file backlog.
 10. The ARC passed three motions at its May 24 meeting, relating to updates to its procedures manual and processes for both FARPACTA applicants and limited licence applicants. These motions were referred to PEO staff, and a response was provided at the October meeting.
 11. ARC approved a policy decision relating to the experience start date for McMaster B.Tech. grads in motions at its February 16 and April 26 meetings.
 12. ARC received a presentation on the Lean Review of process flow relating to limited licence applications at the November 22 meeting.
 13. Longstanding ARC member, J. Silmberg, retired from the ARC in February.

Open Issues for Future Challenges

1. The Council meeting held on 25 November 2022 approved motions in response to FARPACTA legislation related to equivalent academic qualifications: "That Council recognizes that obtaining a bachelor's degree in an engineering program that is included in the International Institutions and Degrees Database (IIDD) administered by Engineers Canada, subject to successful completion of a confirmatory examination program, is equivalent to a bachelor's degree in a Canadian engineering program that is accredited to the Council's satisfaction."

The new FARPACTA process resulting from this is having a substantial impact on the ARC procedures and operations. Significantly, it has terminated the academic assessments of all applications for full licensure by the ARC; under the new FARPACTA process, the ARC only reviews the academic qualifications of limited license applicants. It has also imposed new barriers to applicants coming from non-CEAB-accredited programs; for example, foreign-trained engineering graduates with master's and Ph.D. degrees that would have most often been exempted from exams will now have to write 4 exams regardless of their postgraduate qualifications, and applicants with an unaccredited B.Tech. or science degrees will no longer be eligible to apply. Although the

new process many exhibit procedural fairness, it appears to have come at the expense of substantive fairness.

2. Engineers Canada's Future of Engineering Accreditation (FEA) final ("Path Forward") report has raised serious concerns with respect to its recommendations. In particular, two recommendations are especially concerning: (1) the recommendation to abandon input-based assessment (i.e. accreditation units) and move entirely to outcomes-based assessment (e.g. graduate attributes), and (2) no requirement to specify minimum academic requirements for outcomes-based assessment. For regulators, assessing applicants from non-CEAB programs on a purely outcomes-based approach will be extremely challenging (or impossible) because of the nature and volume of detailed information required to assess an applicant's engineering program and outcomes. The Vice Chair presented a discussion paper on this topic at the Nov. 2024 meeting of the ARC which is attached as **Appendix 4**.
3. The Canadian Engineering Qualifications Board (CEQB) is working on a strategic planning report and has had some discussions about the International Institutions and Degrees Database (IIDD). The ARC and some members of CEQB continue to express concerns about the rigor of the IIDD compared to the old CCPE list. Staff at the different engineering regulators use the IIDD to confirm an applicant's academic degree, but it does not provide curriculum information or "breadth & depth" considerations. There were also questions about how the IIDD handles applicants with multiple degrees. This is a continuing concern from previous years. It should be noted that Engineers Canada make it clear that: "All regulators authenticate and verify academic documents. Engineers Canada also maintains its International Institutions Degrees Database (IIDD) tool, which is able to assist the regulators in obtaining some preliminary data about an institution and the degrees that are offered, as well as the country's education system." [\[https://engineerscanada.ca/sites/default/files/public-policy/academic-requirements-EN.pdf\]](https://engineerscanada.ca/sites/default/files/public-policy/academic-requirements-EN.pdf)

While an IIDD check is helpful for verifying if an international institution exists, the ARC strongly believes that it should not be used blindly to determine examination assignments. If the institution is not on the IIDD list, it will raise further questions – for example, why is it not? Is the degree program delivered entirely through distance education? Moreover, after many years of experience in reviewing foreign academic credentials, the ARC is aware that the curriculum and syllabus of many B.Tech. degree programs in Asia, for instance, are similar in breadth and depth to that of a B.Eng. degree program, and some B.Tech. degree programs have been renamed as B.Eng. programs without visible changes to the curriculum or syllabus.

4. It has been emphasized that efforts should be made to improve communication with applicants to help them better understand the licensure process and prepare their documents accordingly. More transparency and information to applicants should be provided about the requirements, including the option of requesting a referral of their application to ARC for academic assessment.
5. With the implementation of the new FARPACTA licensing process, it would be timely for PEO Council to reassess this new process to address weaknesses and areas of unfairness in the licensure process as a matter of continual improvement and stronger alignment with the notion of risk-based regulation. In particular, there are certain practices

(e.g. highlighted in Issue #1 in both this and previous section) which appear to INCREASE the risk to public safety. Unfortunately, the new FARPACTA licensing process does not adequately reflect all of the fundamental and well-established principles underlying academic requirements in CEAB-accredited programs and the legacy licensing process documented in the Procedures Manual of the Academic Requirements Committee (aka "The Red Book") and the relevant sections of Professional Engineers Act's Reg. 941, which have evolved over several years since PEO's Licensing Process Task Force formed in 2005 in response to the licensing issues raised in the Registrar's Licensing Review.

6. Unfortunately, the newly approved licensing model has added barriers rather than satisfied the intent of FARPACTA. Unintended, undesirable consequences have upset several stakeholders, including Deans of Engineering, foreign-trained engineers, new graduates, and Canadian and foreign-trained students while increasing the risks to public safety.
7. Early consultation and the expertise of PEO volunteers (like those on its committees such as the ARC) should be utilized more by PEO staff in new admissions policy development in the future. The ARC would welcome being more actively consulted and involved in defining a robust and fair process for evaluating the academic qualifications of applicants, particularly with respect to academic and experiential learning matters.

The Chair asked for these concerns to be communicated to the CEO/Registrar. It may also be constructive for the Registrar to share this report with the Regulatory and Legislation Committee (RPLC) and PEO Council.

Acknowledgments

The ARC Chair wishes to recognize the outstanding efforts by many of the ARC volunteers to assess the number of files in 2024.

The excellent support by all of the Licensing Staff is worthy of special mention.

Prepared by the ARC executive group:

| | |
|------------------|---|
| Judith Dimitriu | ARC Chair (2024) |
| Waguih ElMaraghy | Past-Chair (2024) |
| James Lee | ARC Vice Chair (2024) |
| Cliff Knox | Manager, Applications and Academic Assessment |

Date: 08 Jan 2025

Appendix 1
List of ARC members (2024)

| Members | From / To | Disciplines |
|-------------------------------|--------------------------------|---|
| Waguih ElMaraghy (Past-Chair) | 1989-1994, 1998 - present | Industrial, Manufacturing |
| Judith Dimitriu (Chair) | 1992 - present | Mechanical |
| Sanjiwan Bhole | 2004 - present | Materials, Metallurgical |
| Amir Fam | 2010 - present | Civil, Structural, Water Resources |
| Ross L. Judd | Pre-1984 - present | Mechanical, Nuclear, Marine |
| Meilan Liu | 2010 - present | Biomedical, Mechanical, Physics, Nuclear, Naval Architecture |
| Joe Lostracco | 2014 - present | Electrical |
| Ian Marsland | 2016 - present | CIE, Computer, Electrical, Software |
| George Nakhla | 2003 - present | Building, Civil, Environmental, Structural, Transportation, Water Resources |
| Remon Pop-Iliev | 2010 - present | Industrial, Manufacturing |
| Amin Rizkalla | 2005 - present | Biomedical, Chemical, Materials, Metallurgical |
| Medhat Shehata | 2014 - present | Civil |
| Shamim Sheikh | 2002 - present | Civil, Structural |
| Juri Silmberg | Pre-1984 – Feb 2024 | Electrical |
| Ramesh Subramanian | 2013 - present | Biomedical/Biochemical, Chemical, Environmental, Food, Geological, Geomatics, Materials, Metallurgical, Mining, Petroleum |
| Seimer Tsang | 1999-2020, 2022 - present | Mechanical |
| Magdi Mohareb | 2010 - present | Civil, Structural, Water Resources |
| John Yeow | 2010 - present | Biomedical, Electrical, Physics |
| James Lee (Vice Chair) | 1999-2013, May 2023-present | Civil, Geological, Geotechnical, Mining |
| Kamyar Ghavam | May 2023-present | Mechanical |
| Reza M. Hessabi | May 2023-present | Building, Structural |
| Sayyed Ali Hosseini | May 2023-present | Mechanical, Manufacturing, Industrial |
| Nevin Koshy | May 2023-present | Structural, Civil |
| Jerald Lalman | May 2023-present | Chemical, Environmental, Water Resources |
| Sarbast Rasheed | May 2023-present | Electrical, Biomedical, Computer |
| Mahmoud Sayed Ahmed | May 2023-present | Structural, Civil |
| Alireza Siadatan | May 2023-present | Electrical, Mechatronics |

Appendix 2

2024 Workflow for ARC by discipline (see Appendix 2A for monthly details)

| | Start | | | | End | % Change |
|--|-------------|-------------|-------------|--------------|------------|----------|
| Category | | Added | Cleared | Net | | |
| Agricultural | 7 | 7 | 8 | -1 | 6 | -14% |
| Biomedical | 13 | 7 | 9 | -2 | 11 | -15% |
| Building | 27 | 25 | 14 | 11 | 38 | +41% |
| Chemical | 51 | 53 | 101 | -48 | 3 | -94% |
| Civil | 997 | 345 | 1024 | -679 | 318 | -68% |
| Computer | 24 | 22 | 16 | 6 | 30 | +25% |
| Electrical | 501 | 272 | 618 | -346 | 155 | -69% |
| Energy Systems (UOIT) | 1 | 1 | 2 | -1 | 0 | -100% |
| Environmental | 56 | 17 | 50 | -33 | 23 | -59% |
| Food | 0 | 2 | 0 | 2 | 2 | N/A |
| Forest | 1 | 0 | 0 | 0 | 1 | 0% |
| Geological | 8 | 4 | 4 | 0 | 8 | 0% |
| Geomatics | 7 | 5 | 6 | -1 | 6 | -14% |
| Industrial | 31 | 30 | 32 | -2 | 29 | -6% |
| Manufacturing | 37 | 18 | 50 | -32 | 5 | -86% |
| Marine | 4 | 1 | 4 | -3 | 1 | -75% |
| Materials | 13 | 10 | 15 | -5 | 8 | -38% |
| Mechanical | 462 | 361 | 800 | -439 | 23 | -95% |
| Mechatronics | 23 | 16 | 31 | -15 | 8 | -65% |
| Metallurgical | 11 | 9 | 15 | 16 | 5 | -55% |
| Mining | 25 | 10 | 20 | -10 | 15 | -40% |
| Naval Architectural | 3 | 2 | 2 | 0 | 3 | 0% |
| Nuclear | 4 | 2 | 2 | 0 | 4 | 0% |
| Petroleum | 15 | 6 | 15 | -9 | 6 | -60% |
| Physics | 5 | 2 | 2 | 0 | 5 | 0% |
| Software | 20 | 6 | 17 | -11 | 9 | -55% |
| Structural | 38 | 22 | 46 | -24 | 14 | -63% |
| Transportation | 12 | -1 | 3 | -4 | 8 | -33% |
| Water Resources | 16 | 9 | 14 | -5 | 11 | -31% |
| Total applicants pending assessment | 2412 | 1263 | 2920 | -1657 | 755 | |



Professional Engineers
Ontario

2024 Annual Report

Academic Requirements Committee

Prof. Judith Dimitriu, P.Eng., FEC

ARC Chair

Prof. James Lee, P.Eng., FEC

ARC Vice-Chair

Council Plenary Session – 20 June 2025



Professional Engineers
Ontario

Overview

- ARC membership
- previous and current academic assessments (2018 - 2024)
- highlights of ARC annual activities
- ARC 2024 assessments by engineering discipline
- future opportunities



Professional Engineers
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ARC Members (2024)

Judith Dimitriu *¹ – Chair

James Lee * – Vice-Chair

Mahmoud Sayed Ahmed

Sanjiwan Bhole *

Waguih ElMaraghy *¹ – Past Chair

Amir Fam *

Kamyar Ghavam

Reza M. Hessabi

Sayyed Ali Hosseini

Ross L. Judd *²

Nevin Koshy

Jerald Lalman

Meilan Liu *

Joe Lostracco *

Ian Marsland

Magdi Mohareb *

George Nakhla *

Remon Pop-Iliev *

Sarbast Rasheed

Amin Rizkalla *

Medhat Shehata *

Shamim Sheikh *

Alireza Siadatan

Juri Silmberg *¹

Ramesh Subramanian *

Seimer Tsang *

John Yeow *

* Fellow, Engineers Canada

¹Member, PEO Order of Honour

²Officer, PEO Order of Honour



Professional Engineers
Ontario

Past ARC Assessments

| Year | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------|------|------|------|------|------|------|------|
| Files Assessed | 2508 | 2759 | 584 | 2921 | 4442 | 3279 | 2891 |



Professional Engineers
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ARC 2024 Assessments by Discipline

| Category | Completed | Remaining |
|-----------------------|-----------|-----------|
| Agricultural | 8 | 6 |
| Biomedical | 9 | 11 |
| Building | 14 | 38 |
| Chemical | 101 | 3 |
| Civil | 1024 | 318 |
| Computer | 16 | 30 |
| Electrical | 618 | 155 |
| Energy Systems (UOIT) | 21 | 0 |
| Environmental | 50 | 23 |
| Food | 0 | 2 |
| Forest | 0 | 1 |
| Geological | 4 | 8 |
| Geomatics | 6 | 6 |
| Industrial | 32 | 29 |
| Manufacturing | 50 | 5 |

| Category | Completed | Remaining |
|---------------------|-----------|-----------|
| Marine | 4 | 1 |
| Materials | 15 | 8 |
| Mechanical | 800 | 23 |
| Mechatronics | 31 | 8 |
| Metallurgical | 15 | 5 |
| Mining | 20 | 15 |
| Naval Architectural | 2 | 3 |
| Nuclear | 2 | 4 |
| Petroleum | 15 | 6 |
| Physics | 2 | 5 |
| Software | 17 | 9 |
| Structural | 46 | 14 |
| Transportation | 3 | 8 |
| Water Resources | 14 | 11 |

Total applicants assessed

2920

Total assessments remaining

755



Annual Highlights

- majority of activity was academic assessment for non-CEAB applicants
- continuing discussion on impact of the new licensing process
- ARC Chair and Vice Chair attended joint meetings with ERC counterparts and participated in regular ERC meetings
- ARC prepared a report on "Criteria for Exemption from Exams"
- ARC members participated in the Working Group for PEO's Vision 2050 project events, focus groups for PEO's Strategic Plan, feedback sessions on Futures of Engineering Accreditation, and the Volunteer Symposium
- two ARC members on Canadian Engineering Accreditation Board



Professional Engineers
Ontario

Future Opportunities

- FARPACTA-compliant licensing process
- Futures of Engineering Accreditation (FEA) Path Forward Report
- consultation and collaboration with ARC on matters involving the evaluation of academic qualifications



Professional Engineers
Ontario

Questions?

Information Note – Engineers Canada Directors Report

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-9.2a) |
| Purpose | To provide an update on the activities of Engineers Canada |
| Strategic/Regulatory Focus | |
| Motion | |
| Attachments | Appendix A – Director’s Update (En) Appendix B – Director’s Update (Fr) |

Engineers Canada Director Update
April to May 2025**Engineers Canada Board and
committees updates**

The Engineers Canada Board held its spring meeting on May 23. Directors received updates from the Presidents, the CEO, the CEO Group, and all its committees. Updates were also provided by Engineering Deans Canada, and the Canadian Federation of Engineering Students.

The Board received an evaluation of the 2025-2029 strategic plan as well as an update on the Futures of Engineering Accreditation project. The Engineers Canada Board approved the new paper considering emerging areas of engineering practice.

*Canadian Engineering Accreditation Board
(CEAB)*

The CEAB held their spring virtual meeting on April 12, 2025. Members heard updates from the Engineers Canada Board and the Canadian Federation of Engineering Students. The CEAB discussed extending the evaluation date of the temporary exemption for students going on international exchange, approved revisions to the Accountability in Accreditation program logic model and studied the results of a report on trends of program compliance with Graduate Attribute and Continual Improvement accreditation criteria.

*Canadian Engineering Qualifications Board
(CEQB)*

The CEQB held its winter meeting on April 5-6, 2025. The CEQB discussed priorities for its 2026 work plan, approving them for regulator consultation. The CEQB also discussed next steps on the development of a response to the Futures of Engineering Accreditation Path Forward Report and approved several improvements aimed at achieving the 50-30

Challenge target. On Sunday, the committee participated in a workshop on the values and vision of the CEQB.

2025-2029 Strategic Plan updates

While it's only the first quarter of a five-year plan, progress was made on all fronts of the strategic plan.

Realizing a Stronger Federation

The goal of this strategic direction is for Engineers Canada to have efficient and trustworthy governance processes. An expert was hired in April to build consensus around the governance review. Individual regulator consultations will be held between June and August 2025.

Realizing Our Role in Sustainability

The intended outcome of this work is for Engineers Canada to have a defined role in environmental stewardship that complements regulators' efforts. As a start, we are incorporating Environmental, Sustainability and Governance (ESG) in our policy suite. We also hired an expert to conduct an environmental scan that will include a compilation of emerging trends and regulators' and similar organizations' practices.

Realizing Accreditation and Academic Assessments

The purpose of this project is to ensure that the academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.

Released in 2024, the [Futures of Engineering Accreditation Path Forward Report](#) made 18 recommendations on a way to proceed, including the development of a Full Spectrum Competency Profile (FSCP) and its sub-item, a National Academic Requirement for Licensure (NARL). The work on the FSCP is advancing. A request for proposal for a consultant to develop the competencies is expected to be released in May.

This strategic direction is also aiming at ensuring that accreditation is valued by regulators, educators, students, and volunteers. In support of this objective, we will be offering accreditation education sessions in the coming months for Board Directors and CEOs.

Realizing an Inclusive Profession

This initiative seeks to make engineering a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation. In May, we delivered another successful 30 by 30 conference. We consulted our Indigenous Advisory Committee to inform next steps on our path for Truth and Reconciliation.

Realizing a Fuller Awareness of Engineers

The aspirational result of this initiative is for the public to have an increased awareness of engineers' contributions to society. The Building Tomorrows campaign exceeded overall performance benchmarks and created measurable and significant increases in confidence in engineers and positive perceptions of the profession. We also had:

- 278 million impressions, 138 per cent more than expected.
- 1.1 million clicks, 236 per cent more than projected.
- 1 million website visits, 233 per cent more than planned.

Perceptions are shifting regarding engineers' contributions, and the campaign was widely seen and well-received.

Operational updates

We are continuing our ongoing conversation with the Chief Executive Officers Group to inform our operational work.

Corporate Affairs and Strategic Partnerships

We collaborated with Engineering Deans Canada (EDC) and Corporation of Seven Wardens on campaign to commemorate the centennial of The Calling of an Engineer and iron ring. This campaign was built into our National Engineering Month (NEM) campaign.

During the month of March, 118 NEM events were held and digital content attracted over 1 million impressions and 27,000 engagements. EDC secured an op-ed in the Globe and Mail while Engineers Canada and the Wardens placed an op-ed in the Toronto Star. We also supported the Wardens by attracting media coverage of their centennial event by Global News.

Regulatory Affairs

The work on harmonizing academic evaluation by the National Admission Officials Group is continuing. The consultation for the Research Paper on Machine Learning & Data Science closed.

**Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada
Avril et mai 2025****Compte rendu du conseil et
des comités d'Ingénieurs Canada**

La réunion de printemps du conseil d'Ingénieurs Canada a eu lieu le 23 mai. Les administrateurs et administratrices ont reçu des comptes rendus des présidents, du chef de la direction, du Groupe des chefs de la direction et de tous les comités du conseil. Doyennes et doyens d'ingénierie Canada et la Fédération canadienne étudiante de génie ont également présenté des comptes rendus.

Le conseil d'Ingénieurs Canada a reçu une évaluation du Plan stratégique 2025-2029 ainsi qu'un compte rendu sur le projet Avenir de l'agrément en génie. Il a approuvé le nouveau document intitulé Examen des nouveaux domaines d'exercice du génie.

*Bureau canadien d'agrément des programmes
de génie (BCAPG)*

Le BCAPG a tenu sa réunion virtuelle du printemps le 12 avril 2025. Les membres ont reçu des comptes rendus de la part du conseil d'Ingénieurs Canada et de la Fédération canadienne étudiante de génie. Le BCAPG a discuté de la possibilité de reporter la date d'évaluation de l'Exception provisoire pour les étudiants qui participent à des échanges internationaux, a approuvé les révisions du Modèle logique de programme du Comité sur la responsabilité en matière d'agrément et étudié les résultats d'un rapport sur les tendances en matière de conformité aux normes d'agrément relatives aux qualités requises des diplômés et à l'amélioration continue.

*Bureau canadien des conditions d'admission en
génie (BCCAG)*

Le BCCAG a tenu sa réunion de printemps les 5 et 6 avril 2025. Il a discuté des priorités pour son plan de travail 2026, et les a approuvées aux fins de consultations auprès des organismes de réglementation. Il a également discuté des prochaines étapes dans l'élaboration d'une réponse au Rapport sur la voie à suivre du projet Avenir de l'agrément en génie et a approuvé plusieurs améliorations visant la réalisation de l'objectif du Défi 50-30. Le dimanche, les membres ont participé à un atelier sur les valeurs et la vision du BCCAG.

**Compte rendu sur le Plan stratégique 2025-
2029**

Même si ce n'est que le premier trimestre d'un plan quinquennal, des progrès ont été réalisés sur tous les fronts du plan stratégique.

Réaliser une fédération plus forte

L'objectif de cette orientation stratégique est un système de gouvernance efficace et fiable pour Ingénieurs Canada. Un expert a été embauché en avril pour créer un consensus autour de l'examen de la gouvernance. Des consultations individuelles avec les organismes de réglementation auront lieu entre juin et août 2025.

Réaliser notre rôle dans la durabilité

Le résultat prévu de ce travail est qu'Ingénieurs Canada joue un rôle défini en matière de gestion environnementale qui complète les efforts des organismes de réglementation. Pour commencer, nous intégrons une politique environnementale, sociale et de gouvernance (ESG) dans notre ensemble de politiques. Nous avons également embauché un expert pour réaliser une analyse contextuelle qui comportera la compilation des nouvelles

tendances et des pratiques des organismes de réglementation et d'organismes semblables.

Réaliser l'agrément et les évaluations de la formation

L'objectif de ce projet est de s'assurer que les exigences d'évaluation des candidats issus de programmes agréés et non agréés par le BCAPG sont alignées et équitables.

Le [Rapport sur la voie à suivre de l'Avenir de l'agrément en génie](#), publié en 2024, a proposé 18 recommandations sur la voie à suivre, notamment l'élaboration d'un Profil de compétences à spectre complet (PCSC), et un élément subordonné, à savoir une exigence nationale de formation pour l'obtention du permis d'exercice. Les travaux sur le PCSC sont en bonne voie. Une demande de propositions pour un consultant chargé d'élaborer les compétences devrait être publiée en mai.

Cette orientation stratégique vise également à faire en sorte que les organismes de réglementation, les enseignants, les étudiants et les bénévoles apprécient la valeur de l'agrément. À l'appui de cet objectif, nous offrirons des séances de formation sur l'agrément à l'intention des administrateurs et administratrices du conseil et des chefs de la direction dans les mois qui viennent.

Réaliser une profession inclusive

Cette initiative a pour objectif de réaliser une profession d'ingénieur accueillante et inclusive qui reflète la société canadienne et accueille la vérité et la réconciliation. En mai, une autre édition de la conférence 30 en 30 a été couronnée de succès. Nous avons consulté notre Comité consultatif autochtone pour éclairer les prochaines étapes sur notre voie vers la vérité et la réconciliation.

Réaliser une meilleure connaissance des ingénieurs

Le résultat espéré de cette initiative est que le public connaisse mieux les contributions des ingénieurs à la société. La campagne Construire l'avenir a dépassé les attentes de rendement global et a permis de faire croître la confiance dans les ingénieurs ainsi que de renforcer les perceptions positives de la profession de manière mesurable et conséquente. La campagne a également généré :

- 278 millions d'impressions, soit 138 % de plus que prévu.
- 1,1 million de clics, soit 236 % des clics estimés.
- 1 million de consultations du site Web, soit 233 % de plus que prévu.

Les perceptions concernant les contributions des ingénieurs évoluent et la campagne a été largement vue et très bien accueillie.

Comptes rendus opérationnels

Nous poursuivons nos discussions continues avec le Groupe des chefs de la direction pour éclairer nos travaux opérationnels.

Affaires générales et Partenariats stratégiques

Nous avons collaboré avec Doyennes et doyens d'ingénierie Canada (DDIC) et la Société des Sept Gardiens à des campagnes pour la commémoration du centenaire de l'Engagement de l'ingénieur et de l'anneau de fer.

Cette campagne a été intégrée dans notre campagne du Mois national du génie (MNG).

Au cours du mois de mars, 118 événements du Mois national du génie ont eu lieu et le contenu numérique a généré plus d'un million d'impressions et 27 000 engagements. DDIC a publié un article d'opinion dans le *Globe and Mail* et Ingénieurs Canada et la Société des Sept

Gardiens en ont publié un dans le *Toronto Star*. Nous avons également soutenu la Société des Sept Gardiens en attirant l'attention de *Global News* sur leur célébration du centenaire de l'anneau de fer, assurant ainsi une couverture médiatique de l'événement.

Affaires réglementaires

Les travaux sur l'harmonisation de l'évaluation de la formation universitaire par le Groupe national des responsables de l'admission se poursuivent. La période de consultation sur le document de recherche sur l'apprentissage machine et la science des données est maintenant close.

Information Note – Engineers Canada Governance Review

| | |
|-----------------------------------|--|
| Agenda Item Number | C-570-9.2(b) |
| Purpose | An update on the Engineers Canada Governance Review |
| Strategic/Regulatory Focus | |
| Motion | No motion required. |
| Attachments | Appendix A – Presentation by Philip Rizcallah, CEO, Engineers Canada |

Engineers Canada will provide a presentation on this item at the meeting.

Engineers Canada Governance Review Overview

Philip Rizcallah

Chief Executive Officer

Summer 2025



Governance review update

- ✓ Timely for a review
- ✓ Drawing on leading governance practices to enhance efficiency and responsiveness
- ✓ Aim to reach consensus among Regulators on Engineers Canada's governance
- ✓ No action is required of council at this time – sharing with councils for awareness only
- ✓ All Regulators will have the opportunity to provide input through two consultation rounds – to be scheduled separately

Past governance reviews

Governance 1.0 (2008-2010)

- Board of Directors composition
- Assembly of Constituent Associations (now Annual Meeting of Members)
- Board voting and approval protocols

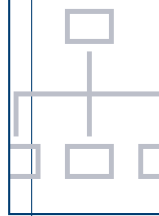
Governance 2.0 (2017-2018)

- Board and committee:
 - Size
 - Work plans and deliverables
 - Performance management
 - Membership
 - Adoption of best practice in nominations (i.e. skills, experience & attributes matrix)
 - Independence and diversity

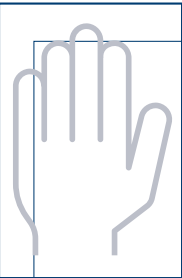
Streamlining and gaining efficiencies



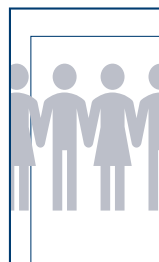
Board composition and competencies



Roles, operation and reporting of standing committees and direct reports



Voting procedures at the Engineers Canada Board and Members' meetings



Observers' rights at Board meetings

Next steps



| What | How | When |
|--|--|--------------|
| First round of consultations to identify governance problem(s) | Individual Regulator consultations | Summer 2025 |
| Share results of first round of consultation | Workshop with Presidents, CEOs and Board Directors | October 2025 |
| Second round of consultations to identify solutions | Individual Regulator consultations | Winter 2026 |

Discussion Note – Councillor Questions

| | |
|-----------------------------------|---|
| Agenda Item Number | C-570-9.3 |
| Purpose | To field questions from Council at the end of the Open session. |
| Strategic/Regulatory Focus | |
| Motion | |
| Attachments | |

1. Visioning for Relevance – Next Steps – President-Elect Notash

Councillor Submissions Form

This cover sheet must be completed in addition to any supporting information provided.

Date: June 6, 2025

Councillor Name: Leila Notash

Category of Business:

Regulatory ☒ Strategic ☒
 Governance ☒ None of the Above ☐

Where do you think this item should be directed?

Audit and Finance Committee ☐
 Governance and Nominating Committee ☐
 Human Resources and Compensation Committee ☐
 Regulatory Policy and Legislation Committee ☐
 Council ☒

If an item is for Council, which Special Rule category applies?

☒ **Special Rule 8.4(b) - Exceptional Item**

‘Exceptional item’ is defined in the Special Rules as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.

Must be submitted at least two weeks in advance of the meeting.

If this is an exceptional item, please explain why:

This work on Visioning for Relevance remains unfinished, and it would be helpful for the Council to determine a clear path forward.

☐ **Special Rule 8.4(c) - Emergency Item**

“Emergency” is defined in the Special Rules as an event or sequence of events which:

- i) *Was unexpected,*
- ii) *Will result in harm to the organization or to the public if not acted on, or will get worse, **and***
- iii) *Cannot wait to be addressed at a subsequent meeting of Council.*

Please note that the definition of “emergency” in the Special Rules requires all three elements to be present. May be submitted during the week prior to the meeting.

If this is an emergency item, please explain why:

Please submit the completed form via email to Secretariat@peo.on.ca

Visioning for Relevance – Next Steps

The “Visioning for Relevance” exercise, which was initiated and actively overseen by former President Roydon Fraser (the penultimate President) involved extensive discussions, consultations, and consensus throughout mid-2023 and Fall 2024 involving over 2000 members. These efforts were facilitated by PEO’s external consultant, Crestview, with a Working Group, consisting of broad stakeholder representation (PEO, OSPE, OACETT, ESSCO, APEGA, Universities), guiding, shaping, and reviewing the process and content.

At the November 2024 Council meeting, the following motion was brought forward and subsequently defeated:

Motion 8.2 – Visioning for Relevance Update

MOVED:

- 1) That Council receive the four Vision Statements and Interpretive Document provided in Appendix A.
- 2) That the four Vision Statements be presented to members through a non-binding referendum/question no later than March 2025, to identify the most preferred Vision Statement.
- 3) That one of the four Vision Statements, along with the Interpretive Document, be brought to the April 2025 Council meeting for approval.

MOTION DEFEATED

For: 7 Against: 14 Abstain: 3 Absent: 1

Next Steps for Consideration

Following the defeat of the motion, Council is encouraged to consider how we wish to proceed with the work completed to date and the deliverables, specifically the four draft Vision Statements and accompanying interpretive material (appended).

Council may wish to explore options such as:

- Referring the matter to the Executive Committee or an appropriate governance committee for further discussion and the development of recommendations on next steps.
- Directing staff, or a consultant if staff recommends, to support the Executive Committee or a new stakeholder Working Group in refining the proposed Vision Statements, building on the materials developed in 2024 and noting the confusion some Councillors had in November distinguishing between a mission statement and a vision statement.
- Engaging a consultant, if recommended by staff, to assist Council or a new stakeholder Working Group in consolidating the four Vision Statements into two from which members can choose.
- Considering a phased or modified consultation process that aligns with Council’s strategic priorities and available resources.

Council’s decision on how to proceed will shape the trajectory of this important initiative. A clear path forward will help ensure the relevance and resonance of the final vision for PEO’s future direction.

Vision Statements & Interpretive Document

Visioning 2050

FOR:

**Professional Engineers of Ontario
Council Review**

November 29th, 2024



**Professional Engineers
Ontario**

Visioning 2050 in Review

The Professional Engineers Ontario (PEO) engaged in a comprehensive visioning process, Visioning 2050, facilitated by Crestview Strategy, to help chart the path forward as a regulator that will meet the needs of the future of the profession. This initiative aimed to refresh PEO's vision to ensure relevance and value for all stakeholders.

The entire approach to engagement was grounded on the basis that a vision statement should be developed from the grassroots up, ensuring it proactively reflects the input, insights, and values of PEO's members and mandate as a regulator. This process led to the largest engagement initiative undertaken by PEO to date, enabling volunteer members to challenge assumptions, guide the iterative process and help chart the path forward for the future of the profession.

A good vision statement is goal-oriented, inspiring, and widely accepted by an array of stakeholders.

As part of this process, the following objectives are being considered to ensure the effectiveness of the vision statement:

- **Audacious, Ambitious, and Inspiring.** The vision should be bold and motivating.
- **Self-Regulation.** It should clarify the role of self-regulation at PEO.
- **Measurable Metrics or Goals.** The vision should include clear, measurable goals.
- **Decision-Making Aid.** It should assist Council in making and guiding decisions.
- **Appealing Readability.** The vision should be well-written and resonate positively with readers.

By the Numbers

| Volunteers | Meetings | Vision Statements | Survey Responses |
|------------|----------|-------------------|------------------|
| 109 | 102 | 62 | 2745 |

In the initial phase during fall 2023, 99 PEO member volunteers were organized into 10 advisory groups. Over the course of 3 months, 60 Advisory Group meetings were held. These groups generated 62 preliminary vision statements, from which 10 common themes were identified. The top five themes were Empowerment and Excellence in Engineering, Equity, Diversity, and Inclusivity, Public Safety and Trust, Leadership in Innovation and Change, and Self-governance. This phase demonstrated the passion and insight of the advisory group members and laid the groundwork for the subsequent stages.

Phase 2 commenced in winter 2023, focusing on developing an interpretive document based on the identified themes. The advisory groups were consolidated from 10 to 3, with 47 highly engaged volunteers. The members that remained were dedicated and committed to the process, taking time out of their busy schedules to meet with their fellow volunteers. During this

phase, each group continued to refine and rank the vision statements through multiple rounds of iteration. The top 20 statements were presented to the Working Group, complemented by analyses of their themes and language. The themes were then ranked and interpreted, forming the basis of the interpretive document.

By spring 2024, Phase 3 was underway, with the focus on finalizing the vision statement and interpretive document. The advisory groups were tasked with interpreting and providing feedback on the assigned themes. They were prompted to come up with challenge questions to test and refine the vision statements. This phase involved extensive stakeholder engagement, including an in-person engagement with P.Eng. licence holders at PEO's AGM in April, as well as interactions with Council, Chapters, OSPE, and student organizations. A total of 96 survey responses highlighted the importance of crafting a vision that resonates with stakeholders, promoting diversity, empowering engineers, and ensuring public trust and safety.

After the advisory groups' seven vision statements were refined to encapsulate PEO's core values and future aspirations, we entered final phase of the process.

In Phase 4, we reached out to PEO's stakeholders, Ontario's engineering students, and licensees with surveys tailored to each group. More specifically, we attended ESSCO's PEO-SC Conference in October to engage with students, facilitating direct engagement and feedback. This approach enabled us to not only garner their support but also gather meaningful insights to shape the future of the profession.

For stakeholders currently leading the profession, we sought their perspectives on the direction of the vision statements—how these statements aligned with the profession's present needs and challenges, and what adjustments might be necessary to meet long-term goals. For students, as future leaders of the profession, we invited their views on how they see the profession evolving and how these vision statements resonated with their aspirations. We were particularly interested in their ideas for refining or enhancing the statements to ensure they are forward-thinking, inclusive, and relevant to the next generation of engineers.

Through this process, we received survey responses from 20 stakeholders, 70 students, and 2,559 licensees. These insights were instrumental in refining the following four vision statements.

Final Vision Statements

Statement 1

Trusted engineers
Protecting the public
Forging innovation
Towards a sustainable future.

Interpretative Component

Trusted

- Being entrusted by the public to do what's right; to act ethically in the best interests of the public.
- Seen as ethical and transparent, fostering confidence in actions and intentions.
- Perceived as a subject matter expert of the profession with a proven track record of competence.
- Recognized widely for their positive impact and leadership within the profession.
- Ensures rigorous education, ongoing competency assessments, and standard setting practices to foster continual trust of the public in an evolving technological landscape.

Protecting the public

- Ensuring that public interests are paramount.
- Upholding ethical standards and practices that prevent harm and promote the welfare of the community.
- Enabling culture that is capable of judging and whistleblowing what is not.

Forging innovation

- Creating an environment where engineers are inspired and equipped to lead transformative change in their fields.
- Addressing global issues like climate change, infrastructure resilience, and technological advancement, ensuring their work serves the public good.
- An adaptive and forward-looking engineering profession that continuously evolves in an increasingly complex and dynamic world.

Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

Statement 2

Trusted technical leaders protecting the public and embracing change towards a sustainable future.

Interpretative Component

Trusted

- Being entrusted by the public to do what's right; to act ethically in the best interests of the public.
- Seen as ethical and transparent, fostering confidence in actions and intentions.
- Perceived as a subject matter expert of the profession with a proven track record of competence.
- Recognized widely for their positive impact and leadership within the profession.
- Ensures rigorous education, ongoing competency assessments, and standard setting practices to foster continual trust of the public in an evolving technological landscape.

Technical leaders

- Leaders who possess deep knowledge in specific technical fields.
- Individuals who drive technological advancement and innovation within the profession.
- Subject matter experts that shape the discourse and direction of technology within the profession.

Protecting the public

- Ensuring that public interests are paramount.
- Upholding ethical standards and practices that prevent harm and promote the welfare of the community.
- Enabling culture that is capable of judging and whistleblowing what is not.

Embracing change

- Being open and responsive to new trends, technologies, and practices.
- Actively seeking and implementing new solutions and improvements.
- Fostering an organizational or societal mindset that is positive towards change and evolution.
- Strengthening the ability to manage and thrive through changes and disruptions.
- Exploring opportunities and innovations that strengthen the profession and bring societal benefits.

Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

Statement 3

Self-regulated trustees of the engineering profession protecting and enhancing public safety.

Interpretative Component

Self-regulated

- The ability to maintain self-governance of the profession; to govern itself without external interference, maintaining independence in its regulatory practices.
- Holding members accountable for their actions through internal mechanisms, ensuring compliance with established rules and ethical guidelines.
- Encouraging ongoing development and adherence to best practices within the profession, driven by internal review and feedback processes.
- Ensure public trust is maintained through professional standards; the ability to maintain autonomy to address evolving challenges.

Trustees

- Individuals or bodies entrusted with the responsibility of overseeing and safeguarding the interests and integrity of the profession.
- Upholding a commitment to act in the best interest of the profession and public, with a duty to maintain ethical standards and accountability.

Enhancing

- Implementing and evolving new technologies, methodologies, or safety protocols that improve safety outcomes in engineering applications.
- Increasing public knowledge and awareness of safety issues and the role of engineering in mitigating them.

Public Safety

- Proactively identifying and addressing potential safety issues before they become significant threats.
- Adhering to safety regulations, codes, and best practices to ensure the safety and well-being of the community.
- Making decisions that prioritize the health, safety, and welfare of the public above other considerations or personal gain.

Statement 4

A prosperous, safe and sustainable future by diverse practitioners anticipating change (and disruption) with innovative responsibility.

Interpretative Component

Prosperous

- Proper direction and actions are being taken to ensure the satisfaction of the public.
- Prosperity affects the process of licensing policies as it ensures alignment with the impact of engineering.
- Considers and incorporates Indigenous school of thought, such as Seven Generations.
- Understand that there must be a balance between what is aspirational and what is measurable to track movement.
- Ensures that equity, equality, and inclusivity are considered.
- A profession that anticipates disruptions and embraces change.
- Safety of the impact to the public is a fiduciary obligation and built into the work of professional engineers.

Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

Anticipating change

- Embodies a proactive and forward-looking approach as opposed to a reactive approach.
- Predict and prepare for future trends and potential disruptions.
- Establishing foresight enables individuals and organizations to seize opportunities and mitigate risks effectively.
- Develop innovations that will strengthen engineering as a profession and bring multiple benefits to the community.

Innovative Responsibility

- Prioritizing advancements that are not only cutting-edge but also environmentally and socially sustainable.
- Ensuring that innovation does not compromise ethical considerations or the long-term interests of the public and their safety.
- Maintaining ethical obligations in protecting the public interest while embracing disruptive and groundbreaking ideas.