

Confirmation of Notice and Quorum

Agenda Item Number	C-573-1.1
Purpose	Secretariat to confirm notice and quorum of the meeting.

Confirmation Note – Approval of Agenda

Agenda Item Number	C-573-1.2
Purpose	To approve the agenda for the meeting.
Motion	(simple majority) That: a) The agenda, as presented to the meeting at C-573-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
Attachments	Appendix A – 573 rd Council meeting agenda

Prepared By: Secretariat



C-573-1.2
Appendix A

Draft AGENDA

573rd Meeting of the Council of Professional Engineers Ontario

Friday, November 28, 2025 / 8:30 am – 5:00 pm / Lunch 12:15 – 1:00 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
12:15–1:00 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 – 572 COUNCIL MEETING	Chair	Decision	8:40
2.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	J. Vera Director, Licensing	Decision	
2.3	APPROVAL OF COMMITTEE MEMBERSHIP CHANGES	J. Schembri Director, Volunteer Engagement	Decision	
2.4	APPOINTMENTS TO GOVERNANCE COMMITTEES	M. Solakhyan Senior Director, Governance	Decision	
2.5	COUNCILLOR TRAINING PROTOCOL FOR 2026	M. Solakhyan Senior Director, Governance	Decision	

ITEM		Spokesperson	Type	Time
2.6	PLENARY PROTOCOL	Councillor MacFarlane GNC Chair	Decision	
2.7	2026 BORROWING RESOLUTION	Councillor Cutler AFC Chair	Decision	
2.8	REGIONAL COUNCILLORS COMMITTEE (RCC) REPORT	J. Schembri Director, Volunteer Engagement	Information	
2.9	30 BY 30 REPORTING	D. Smith Director, External Relations	Information	
3.	<u>EXECUTIVE & STRATEGIC REPORTS</u>	Spokesperson	Type	Time
3.1	PRESIDENT'S REPORT	Chair	Information	8:45
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	8:50
4.	<u>AUDIT AND FINANCE COMMITTEE ITEMS</u>	Spokesperson	Type	Time
AFC Summary Report at Tab 4 in Diligent Boards				
4.1	2026 FINAL BUDGETS	Councillor Cutler AFC Chair	Decision	9:10
5.	<u>GOVERNANCE AND NOMINATING COMMITTEE ITEMS</u>	Spokesperson	Type	Time
GNC Summary Report at Tab 5 in Diligent Boards				
5.1	ANTI-WORKPLACE VIOLENCE HARASSMENT AND DISCRIMINATION POLICY	Councillor MacFarlane GNC Chair	Decision	9:40
5.2	GOVERNMENT LIAISON PROGRAM: NEXT STEPS	Councillor MacFarlane GNC Chair	Decision	

6 HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS		Spokesperson	Type	Time
HRCC Summary Report at Tab 6 in Diligent Boards				
6.1	CEO/REGISTRAR GOALS FOR 2026	Councillor Roberge HRCC Chair	Decision	10:40
7 REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS				
RPLC Summary Report at Tab 7 in Diligent Boards				
7.1	TIME-BASED EXPERIENCE REVIEW	Councillor Hilborn RPLC Chair	Decision	11:10
7.2	FITNESS TO PRACTISE PROGRAM	Councillor Hilborn RPLC Chair	Decision	
7.3	REVIEW OF CPD PROGRAM: FINDINGS AND THEMES	Councillor Hilborn RPLC Chair	Discussion	
LUNCH: 12:15-1:00				
8 REGULATORY ITEMS				
8.1	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Director, Tribunals	Information	1:00
9 OTHER ITEMS				
9.1	ENGINEERS CANADA DIRECTORS REPORT	M. Sterling Ontario Director	Information	1:10
9.2	COUNCILLOR QUESTIONS	Chair	Discussion	
9.3	MOTION TO MOVE IN CAMERA	Chair	Decision	
BREAK AND PUBLIC OPEN SESSION MEETING CONCLUDES				
10 IN CAMERA CONSENT AGENDA		Spokesperson	Type	Time
10.1	IN CAMERA MINUTES – 572 COUNCIL MEETING	Chair	Decision	Est 2:00
10.2	APPOINTMENT OF INTERIM DEPUTY REGISTRAR	M. Solakhyan Senior Director, Governance	Decision	
10.3	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
11 IN CAMERA ITEMS		Spokesperson	Type	Time
11.1	RISK REGISTER	Councillor Cutler AFC Chair	Decision	2:05

11.2	2026 ORDER OF HONOUR INDUCTEES	J. Schembri Director, Volunteer Engagement	Decision	
11.3	COUNCILLOR ITEMS Generative Discussion	Chair	Discussion	
11.4	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
11.5	IN CAMERA DIALOGUE WITH CEO/REGISTRAR ○ CEO/Registrar Year-end Performance Review	Chair	Decision	2:45
11.6	BOARD CULTURE REVIEW	D. Weiss, President Weiss International Ltd.	Discussion	3:30
11.7	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	4:00
COUNCIL MEETING ENDS: 5:00 PM				

NEXT MEETINGS/EVENTS				
AFC Mar 18, 2026	GNC Feb 3, 2026 Mar 10, 2026	HRCC Feb 5, 2026 Mar 9, 2026	RPLC Feb 5, 2026 Mar 11, 2026	Council Meetings Feb 20, 2026 Mar 27, 2026

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 (September 12, 2025); GNC Approved Minutes (September 9, 2025); RPLC Approved Minutes (September 11, 2025); and Council Decision Log.

Exception Note – Conflicts of Interest

Agenda Item Number	C-573-1.3
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-573-2.0
Purpose	To approve items in the Consent agenda.
Motion	(simple majority) That the Consent Agenda, as presented to the meeting at C-573-2.0 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-572
- 2.2 CEDC Applications
- 2.3 Approval of Committee Membership Changes
- 2.4 Appointments to Governance Committees
- 2.5 Councillor Training Protocol for 2026
- 2.6 Plenary Protocol
- 2.7 2026 Borrowing Resolution
- 2.8 Regional Councillors Committee (RCC) Report
- 2.9 30 by 30 Reporting

Prepared By: Secretariat

Decision Note - Open Session Minutes – 572nd Council Meeting

Agenda Item No.	C-573-2.1
Purpose	To record that the minutes of the open session of the 572 nd meeting of Council accurately reflect the business transacted at that meeting.
Strategic/Regulatory Focus	Governance
Motion	That the minutes of the 572 nd meeting of Council, held September 26, 2025, as presented to the meeting at C-573-2.1, Appendix A, accurately reflect the business transacted at that meeting.
Attachments	Appendix A – Minutes C-572

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 572nd MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at the Hilton Mississauga/Meadowvale Hotel, 6750 Mississauga Road, Graydon D Room, Mississauga, on Friday, September 26, 2025, at 8:30 am

Present:

(In-Person) G. Wowchuk, P.Eng., Past President and Council Chair
L. Notash, P.Eng., President-elect, P.Eng.
S. A. Khan, P.Eng., Vice President (elected)
R. Walker, P.Eng., Vice President (appointed) 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
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
S. Markel, Lieutenant Governor-in-Council Appointee
A. Mastroianni, Lieutenant Governor-in-Council Appointee
A. Naassan, P.Eng., Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
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
S. Sung, Lieutenant Governor-in-Council Appointee

Present: R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
(Virtual)

Absent: F. Saghezchi, P.Eng., President

Staff

(In-Person): J. Quaglietta, P.Eng., CEO/Registrar
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer
A. Viola, Vice-President, (VP), Regulatory Operations and Deputy Registrar
A. Dixit, P.Eng., Vice-President, (VP), Corporate Operations and Digital Transformation
N. Shah, Senior Director, Finance
M. Solakhyan, Senior Director, Governance
K. Praljak, Director, Communications
J. Schembri, Director, Volunteer Engagement
M. Rusek, Director, Investigations and Prosecutions
D. Smith, Director, External Relations
N. Brown, Director, Tribunals and Legal Counsel



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. Kwiatkowski, Director, Digital Transformation & Information Technology

Guests

(In-Person): A. Arenja, Ontario Director, Engineers Canada
N. Colucci, Ontario Director, Engineers Canada
T. Kirkby, P. Eng., Ontario Director, Engineers Canada
L. Lukinuk, Parliamentary Services
S. Perruzza, CEO, Ontario Society of Professional Engineers (OSPE)
P. Rizcallah, P.Eng., CEO, Engineers Canada
W. Turnbull, Chair, Discipline Committee
D. Weiss, President and CEO, Weiss International Ltd.

Guests

(Virtual): S. Cameron, Counsel, Ministry of the Attorney General
C. Chahine, P.Eng., Ontario Director, Engineers Canada
C. Farrow, CEO, ON Association of Certified Engineering Technicians & Technologists (OACETT)
T. Hubley, Vice President, Regulatory Affairs, Engineers Canada
M. Sterling, P.Eng., Ontario Director, Engineers Canada
M. Warken, Manager, Accreditation and CEAB Secretary, Engineers Canada

Council convened at 8:30 am on Friday, September 26, 2025.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order at 8:30 am and made procedural announcements related to the conduct of the meeting. The Chair welcomed Sheryl (Shelly) Markel and Agostino (Gus) Mastroianni, Lieutenant-Governor-in-Council appointees effective September 18, 2025. Councillors Markel and Mastroianni thanked the Chair and presented their credentials and experiences. The Chair also congratulated Councillor Mandel for his reappointment to Council on September 11, 2025 for a 3-year term; and Councillor MacFarlane for her 5-year milestone anniversary with PEO for which she will receive recognition at PEO's Hall of Fame on September 27. The Chair also expressed condolences regarding the passing of PEO volunteers Dr. Ross Judd and Devender Bahra.

12915 – APPROVAL OF AGENDA

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

- Item 2.4 “Guidelines Review: Report and Recommendations” and 2.5 “Use of Artificial Intelligence (AI) in Engineering Practice: Recommended Approach” to be removed from the Consent Agenda and discussed under section 7 of the agenda; and
- Item 2.8 “Council Evaluation Plan” to be moved to the in camera session.

Moved by Councillor Schelske, seconded by Councillor Prudhomme:



That:

- a) The agenda, as presented to the meeting at C-572-2, Appendix A be approved as amended; and
- b) The Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For: 24

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

Against: 0

Abstain: 1

G. Wowchuk

Absent: 2

A. Elshaer
F. Saghezchi

[A. Elshaer & M. Rusek joined the meeting at 8:48 am]

12916 – 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.

Councillor Mandel declared conflict of interest and will refrain from participation in any discussion related to item 10.2 *“Reappointments of Chief Elections Officer and Chief Elections Agent”*.

12917 – CONSENT AGENDA

The Chair reviewed the Consent Agenda.

Moved by Councillor Senaratne, seconded by Councillor Klink:



That the Consent Agenda be approved as amended, consisting of:

- 2.1 Open Session Minutes C-570 and C-571 Meetings
- 2.2 CEDC Applications
 - a) Approving
 - b) Declining
- 2.3 Changes to 2025 Statutory and Regulatory Committees' Membership List
 - a) Approval of Committee Membership Changes
 - b) Committee Membership Changes
- 2.6 Appointment to Governance and Nominating Committee
- 2.7 2026-2027 Council and Committee Calendar
- 2.9 Regional Councillors Committee (RCC) Report
- 2.10 Staff Report on Member Submissions to 2025 Annual General Meeting
- 2.11 CPD Stakeholder Engagement Strategy and Milestones

CARRIED
Unanimous Consent

For: 25

Against: 0

Abstain: 1

Absent: 1

- 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
- S. Markel
- A. Mastroianni
- A. Naassan
- L. Notash
- R. Panesar
- R. Prudhomme
- L. Roberge
- S. Schelske
- U. Senaratne
- P. Shankar
- S. Shi
- S. Sung
- R. Walker

G. Wowchuk

F. Saghezchi

12918 – PRESIDENT’S REPORT

The Chair noted that he attended the Scarborough Chapter Licensing Ceremony as acting President since the last Council meeting in June.

12919 – CEO/REGISTRAR’S REPORT

CEO/Registrar Quaglietta provided highlights from the CEO/Registrar’s Report, including updates on the “as-of-right” regulation coming into force in January 2026; licensing and other regulatory operations statistics; operational plan; progress made toward meeting commitments under the Anti-Racism and Equity Code; customer service queries; attendance at external events; and other matters.

The CEO/Registrar answered questions on the current legacy applicants and FARPACTA inventory management plan; plans to decrease the timelines for case processing and complaints and investigation; and informed that the use of artificial intelligence to help with the application process will roll out in 2026 after vetting, training, and taking appropriate cybersecurity measures.

12920 – 2026 DRAFT OPERATING AND CAPITAL BUDGETS

AFC Chair, Councillor Cutler, highlighted that the 2026 draft and capital budget is projecting a significant deficit. At the AFC meeting on September 12, staff presented several areas where expenses can be limited and presented the option to increase membership, registration and other fees. It was the general view of the AFC that the reductions proposed are inconsequential in comparison to overall projected deficit; and that further discussion and decision regarding membership fee increase can be deferred for another year as cash reserves are healthy and actual results have historically been more favourable than budgeted results.

[W. Turnbull joined the meeting at 9:12 am]

Staff presented the initial drafts of PEO’s 2026 operating, capital, and Council special project and strategic plan budgets for Council’s feedback. These budgets include anticipated revenues and expenses required to fulfil PEO’s regulatory objectives. Feedback provided by Council will be incorporated into the final draft 2026 operating and capital budgets, which will be presented at November meetings of AFC for final review/recommendation and of Council for approval.

An executive summary of the 2026 budget was presented, outlining key areas of revenues and anticipated expenses; the associated rationale for areas of increase; and several budget strategies aimed at reducing expenses in 2026.

Staff answered questions related to budgets for chapters, ratio and mix of virtual and in-person meetings, measuring return on investments on digital transformation projects, and reserve funds and policy.

12921 – REVISED EXPENSE REIMBURSEMENT POLICY

AFC Chair, Councillor Cutler, highlighted the proposed changes in the revised expense reimbursement policy. He noted that the AFC had a detailed discussion at its November meeting before recommending the proposed changes to Council.

Staff presented the revised Expense Reimbursement Policy, which is a part of PEO’s internal control framework that was last updated in 2021. The policy proposes several updates to ensure that principles for reimbursement of expenses remain fair and reasonable while also making improvements to internal control and risk mitigation. Staff noted that the proposed policy work started in September 2024 with a benchmarking exercise comparing its existing policy against other engineering regulators to ensure fairness. In March 2025, PEO conducted review of insurance coverage and received recommendations from its insurer on travel and events coverage. Following that, in June 2025 a generative discussion with AFC was held on select expenses. In July 2025, a feedback session with Chapters treasurers was facilitated. This was followed by two online survey feedback sessions with Chapter executives and Committee Chairs. The proposed changes were also presented to the Regional Councillors Committee in July 2025 for their review and feedback.



The key areas of change in the revised policy include those in the areas of air travel; travel incidentals; meals; rules and risk mitigation regarding the purchase and consumption of alcohol; gifts and recognition; and adjudication and reporting as it relates the expenses of the President, Council Chair, and CEO/Registrar.

Staff answered questions related to meal expense reimbursement and claims without receipts. It was clarified that the only change proposed in this regard is to add the name of the restaurant or the place of purchase when the claim is submitted without an itemized receipt or any receipt at all. Staff also clarified that revisions to per diem for meals was not considered this time as it would significantly impact the budget. It was noted that, subject to approval of the revised expense policy, a communication plan will be developed ahead of January 2026 to assist those to whom the policy applies with understanding changed areas.

Moved by Councillor Cutler, seconded by Councillor Chiddle:

That Council approves the proposed revisions to the PEO Expense Reimbursement Policy outlined at C-572, Appendix A and the revised Expense Reimbursement Policy at C-572, Appendix B, with an effective date of January 1, 2026.

**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
- A. Naassan
- L. Notash
- R. Panesar
- R. Prudhomme
- L. Roberge
- S. Schelske
- U. Senaratne
- P. Shankar
- S. Shi
- S. Sung
- R. Walker

Against: 0

Abstain: 3

- S. Markel
- A. Mastroianni
- G. Wowchuk

Absent: 1

- F. Saghezchi

12922 – ORIENTATION COURSE FOR CANDIDATES FOR ELECTION

GNC Chair, Councillor MacFarlane, presented a proposed PEO orientation course for election candidates. It was noted that in 2024 Council adopted the completion of an orientation course as an election eligibility criterion. This requirement is found within Regulation 941 at section 9.1, paragraph 1. Pending approval, the proposed PEO orientation course will be available for the 2026 Council election nomination period.



Moved by Councillor MacFarlane, seconded by Councillor Chiddle:

That Council approves the PEO Orientation Course at Appendix A as the “Orientation Course” contemplated by paragraph 1 of section 9.1 of Regulation 941.

**CARRIED
Unanimous consent**

For: 25

- 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
- S. Markel
- A. Mastroianni
- A. Naassan
- L. Notash
- R. Panesar
- R. Prudhomme
- L. Roberge
- S. Schelske
- U. Senaratne
- P. Shankar
- S. Shi
- S. Sung
- R. Walker

Against: 0

Abstain: 1

- G. Wowchuk

Absent: 1

- F. Saghezchi

12923 – ANNUAL GENERAL MEETING PLANNING FOR 2026

GNC Chair, Councillor MacFarlane, noted that at its September meeting the GNC reviewed whether the current AGM format and resourcing remain justified and considered a number of options presented by staff. The GNC recommends maintaining the status quo from 2025 for the 2026 AGM. It was noted that the format of future AGMs will be reviewed as part of the GNC’s ongoing workplan.

Staff answered various questions related to the 2026 AGM venues, costs and managing and implementing stricter protocols with invited guests. There was a suggestion to add “Vice-Chairs” of chapters and statutory committees to the pre-reserved registration list.

Moved by Councillor MacFarlane, seconded by Councillor Panesar:

That Council maintains the hybrid format of the 2026 Annual General Meeting format with pre-reserved registration for Councillors, statutory committee Chairs and Vice-Chairs, and Chapter leadership.

CARRIED



<u>For: 24</u>	<u>Against: 1</u>	<u>Abstain: 1</u>	<u>Absent: 1</u>
C. Chiddle	P. Klink	G. Wowchuk	F. Saghezchi
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
N. Lwin			
S. MacFarlane			
P. Mandel			
S. Markel			
A. Mastroianni			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
S. Schelske			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

12924 – VISION STATEMENT

GNC Chair, Councillor MacFarlane, noted that a component of PEO’s current strategic plan includes the need to develop a new and revised vision statement that reflects PEO’s future vision. PEO’s communications team developed three options for Council consideration:

1. “Leading regulation. Inspiring excellence. Thriving communities”
2. “Regulation that leads, evolves and protects”.
3. “Driving engineering forward to keep communities safe.”

It was noted that at its September meeting the GNC recommended “Leading regulation. Inspiring excellence. Thriving communities” amongst the three for Council consideration.

Moved by Councillor MacFarlane, seconded by Councillor Lwin:

That Council approves the vision statement “Leading regulation. Inspiring excellence. Thriving communities.” from among the three options developed for consideration.

**CARRIED
Unanimous consent**

<u>For: 25</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 1</u>
C. Chiddle		G. Wowchuk	F. Saghezchi
L. Cutler			
S. Decloux			
A. Dryland			



S. H. Ehtemam
A. Elshaer
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
S. Markel
A. Mastroianni
A. Naassan
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

12925 – HUMAN RESOURCES AND COMPENSATION COMMITTEE (HRCC) UPDATE

HRCC Chair, Councillor Roberge, provided an update that HRCC reviewed and provided input into the proposed CEO/ Register performance goals for 2026. As per Council's direction, the proposed goals are tied to PEO's regulatory mandate and strategy approved by Council. HRCC members were invited to send additional feedback in writing ahead of the November meeting. The next steps will be for the CEO/Register to prepare the final draft of performance goals for final approval at the November 7th HRCC Meeting for final approval at the November 2025 Council meeting.

The CEO/Registrar added that PEO now has developed over 150 key performance indicators (KPIs) to measure performance and success, reflecting an increase of roughly 100 KPIs.

[L. Notash left the meeting at 10:17 am]

12926 – ENGINEERING INTERN (EIT) PROGRAM: OUTSTANDING POLICY QUESTIONS

RPLC Chair, Councillor Hilborn, noted that following the approval of the EIT Program 2.0 at the June Council meeting, staff was directed to work with the Ministry of the Attorney General (MAG) to propose the necessary changes to the Act and the regulation. It was noted that two policy issues remain outstanding: ethical conduct requirements for EITs and the program length. Staff worked with MAG to convey the urgency of making these changes so PEO can resume the EIT program. Chair Hilborn shared the view that Council should proceed with developing EIT policy directions in a timely manner as these details will assist MAG in drafting amendments to the Act and ensure PEO is ready for when the opportunity to make Act changes arises.

Ethical Conduct Requirements for EITs

Staff noted that the ethical conduct policy proposal is consistent with Canadian engineering regulators to which engineering interns in those provinces are subject. Also, Engineering Interns would be held to a standard appropriate for engineering interns, not the standards expected of professional engineers.

Staff answered questions related to the alignment of PEOs proposals for P.Eng. code of conduct and EIT code of conduct.

Moved by Councillor Hilborn, seconded by Councillor Elshaer:

That Council approves the EIT 2.0 policy directions regarding ethical conduct presented at C-572-7.1, Appendix A.

CARRIED
Unanimous consent

For: 24

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
S. Markel
A. Mastroianni
A. Naassan
R. Panesar
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 2

L. Notash
F. Saghezchi

[L. Notash re-joined the meeting at 10:41 am]

Program Length

It was noted that the program length policy proposal aims to ensure fairness, equity, and compassion by building program extensions and allowing the Registrar discretion within the legislative framework and parameters established by Council.

Staff clarified that a program length of six years reflects the amount of time expected to complete a competency-based assessment (around four years) with an additional two years built in for flexibility. It is also consistent with consultation feedback that an EIT program ought to be timebound to ensure participants progress towards licensure. It also falls within the range of Canadian engineering regulators' timebound engineering intern programs (five to seven years).

Staff answered various queries regarding extensions and annual reporting components of the EIT 2.0 program.



Moved by Councillor Hilborn, seconded by Councillor Chiddle:

That Council approves the EIT 2.0 policy directions regarding program length presented at C-572-7.1, Appendix B.

**CARRIED
Unanimous consent**

For: 25

- 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
- S. Markel
- A. Mastroianni
- A. Naassan
- L. Notash
- R. Panesar
- R. Prudhomme
- L. Roberge
- S. Schelske
- U. Senaratne
- P. Shankar
- S. Shi
- S. Sung
- R. Walker

Against: 0

Abstain: 1

- G. Wowchuk

Absent: 1

- F. Saghezchi

12927 – OBLIGATION TO COOPERATE

RPLC Chair Hilborn presented the proposal to amend the “Obligation to Cooperate” to make explicit that the obligations of those regulated by PEO to respond to and cooperate with PEO will enhance public trust and ensure transparency, consistency, and effective regulation.

It was noted that at its November 2024 meeting, RPLC had a substantive discussion regarding this item, supported by a policy impact analysis (PIA) that identified gaps in PEO’s current regulatory regime. Committee members requested further information related to operational considerations and individual rights. This item, including the requested Information, was reviewed by RPLC at its September 11, 2025 meeting.

There was a discussion regarding a mechanism to support licensed members when they cannot afford legal assistance. Staff replied at this moment PEO does not provide duty counsel services, however there are mechanisms available to help individuals at Council’s discretion.

Moved by Councillor Hilborn, seconded by President-elect Notash:



That Council approves the changes to the professional misconduct regulation presented at C-572-7.2, Appendix A, and directs staff to work with the Ministry of the Attorney General to make amendments to Regulation 941 as anticipated by paragraph 21 of subsection 7(1) of the Professional Engineers Act.

CARRIED
Unanimous consent
(requires two-thirds majority of votes cast)

For: 25

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
S. Markel
A. Mastroianni
A. Naassan
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi

12928 – GUIDELINES REVIEW: REPORT AND RECOMMENDATIONS

RPLC Chair Hilborn informed that staff have conducted a comprehensive review of PEO’s practice guidelines. Many appear to be quite outdated and overly lengthy. Generally, they do not seem designed to meet licence holders’ evolving needs. It is also clear from the review that updates to the Code of Ethics are essential before guideline revisions can be fully effective. It was further noted that staff work to date supports the development of a new approach to address regulatory gaps, maintain up-to-date guidance, and ensure documents are responsive to professional and industry developments.

Other findings were highlighted, including:

- A comprehensive review of the Code of Ethics is necessary to define enforceable expectations and provide a strong foundation for all subsequent guideline updates.
- Feedback from practice advisory data and a 2024 licence holder survey indicate that PEO’s guidelines are often not helpful when guidance is needed, as some documents are lengthy, overly technical, and difficult to navigate, highlighting the need for clear and accessible guidance.

- Many of PEO's guidelines interpret external legislation and technical standards, an approach uncommon among regulators.

Original Motion

Moved by Councillor Hilborn, seconded by Councillor Schelske:

That Council approves the recommendations outlined in the "Review of PEO Guidelines: Key Findings and Recommendations" report at Appendix A and directs staff to implement them.

There was a discussion regarding recommendation number four: "*Survey licence holders to determine preferred guidance formats to ensure usability and accessibility*". It was discussed that guidance formats should not be decided exclusively alone by members but should include external expert guidance. Staff answered that the general practice to develop standards and guidelines includes both expert and member input. Staff further clarified that the intent of this recommendation is to develop the format not the content. There was a suggestion to add "with appropriate consultation" to the original motion.

Proposed Amendment

Moved by Councillor Ehtemam, seconded by Councillor Elshaer:

To follow the original motion with the words "with appropriate consultation."

CARRIED
(Abstained: Notash)

Council voted via raised hands, with President-elect Notash abstaining. The Chair announced the result as a majority in favour of the motion.

Council then voted on the amended motion.

That Council approves the recommendations outlined in the "Review of PEO Guidelines: Key Findings and Recommendations" report at Appendix A and direct staff to implement them with appropriate consultation.

CARRIED
Unanimous consent

For: 25

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
S. Markel
A. Mastroianni

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi

A. Naassan
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

12929 – USE OF ARTIFICIAL INTELLIGENCE (AI) IN ENGINEERING PRACTICE: RECOMMENDED APPROACH

RPLC Chair Hilborn noted that the landscape for AI is changing rapidly, in many areas of human activity. Therefore, PEO is considering how best to address the ethical use of AI in professional practice as there is general consensus to have guidance for licence holders in this regard while also meeting their obligations to protect the public interest. Chair Hilborn added that RPLC has recommended the adoption of the Practice Advisory of the Use of Artificial Intelligence, or AI, developed by the Engineers and Geoscientists of British Columbia (EGBC), to incorporate AI into the revised Code of Ethics, and monitor practice inquiries and complaints as they relate to AI.

Original Motion

Moved by Councillor Hilborn, seconded by Councillor Shi:

That PEO adopts the Practice Advisory on the Use of Artificial Intelligence (AI) developed by Engineers and Geoscientists British Columbia (EGBC) as guidance for licence holders on the use of AI in professional practice, while continuing to monitor developments in this area to inform any appropriate future regulatory measures.

There was a discussion that as a regulator PEO's obligation is to protect the public. Non-binding guidance, while useful, does not fully address the risks when AI is used in professional deliverables, like design, reviews, and approvals. Furthermore, if an engineer relies on AI without independent validation, and that leads to a failure, the consequences fall squarely on public safety.

Proposed Amendment

Moved by Councillor Khan, seconded by Councillor Schelske:

To follow the original motion with: “and further direct the Registrar and staff to report back to Council within 8 months with options for:

- (i) enforceable standards that clearly define acceptable and unacceptable uses of AI and other AI-enabled tools in professional engineering practice;**
- (ii) incorporating checks on AI-use into practice inspection and investigation protocols, where applicable.**

Council discussed the proposed amendment, including:

- The options proposed are premature and Council would benefit from staff guidelines and suggestions for Council's further education about current AI issues;
- Concerns that there are currently no mechanisms to enforce standards;



- The options proposed would potentially displace other work planned for this Council term; and
- Decisions of Council in this realm can reasonably provide a framework for the practice of engineering but cannot realistically control the tools used.

During discussion and questions related to the amendment, staff highlighted the following points:

- The concerns raised are adequately covered by the current code of ethics (e.g., duty of competence).
- It is anticipated that in 2027 there will be a CPD module related to AI, as 2026 is already ready to be rolled out.
- PEO currently does not have a mechanism to support practice audits
- Partnering with OSPE for building resources for AI training in the engineering space can be a good option to be aligned with the Act

Council voted on the proposed amendment.

For: 7

S. H. Ehtemam
S. A. Khan
N. Lwin
A. Mastroianni
R. Panesar
S. Schelske
P. Shankar

Against: 18

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
A. Elshaer
V. Hilborn
P. Klink
S. MacFarlane
P. Mandel
S. Markel
A. Naassan
L. Notash
R. Prudhomme
L. Roberge
U. Senaratne
S. Shi
S. Sung
R. Walker

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi

DEFEATED

Original Motion

Council resumed discussion on the original motion. Key discussion points and themes from the discussion are outlined below:

- There was a suggestion to include EITs and various other stakeholder groups along with licensed members to assess how AI is being used in engineering practices and the associated risks to determine whether further guidance or formal standard is needed.
- Staff answered various questions related to EGBC guidelines and noted that regulators across the country are increasingly pursuing harmonization and collaboration, and the proposed guideline serves as a strong example of this approach.

Council then voted on the original motion.



For: 25

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
S. Markel
A. Mastroianni
A. Naassan
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi

CARRIED
Unanimous consent

12930 – TRIBUNAL ACTIVITY REPORT

Council reviewed the Tribunal Activity Report. No questions were raised.

12931 – REPORT FROM DISCIPLINE COMMITTEE (DIC)

Warren Turnbull, the DIC Chair, thanked Council for the invitation to present on behalf of the committee. The DIC committee is made up of 60% Professional Engineers and 40% members of the public, mostly lawyers, approved by Council and confirmed by the Attorney General. It operates as an independent legal body from PEO Council.

The committee hears matters related to professional misconduct. The hearings are virtual and accessible to the public, unless there is a specific reason to restrict access. Upon receiving a discipline referral, a form is sent to both the parties to determine their readiness to proceed with the expected hearing time they will present their case and to confirm if they want a pre-hearing conference, which provides an opportunity to find a mutually agreeable solution. Three members of the committee are chosen to form a panel, with one of them chairing a hearing.

Other report highlights included the points summarized below:

- Rules of procedure for the DIC have been updated.



- Strong encouragement is provided for parties to seek legal counsel. A handbook was developed by DIC to help them understand the process.
- Decisions and Reasons are delivered within 30 days of the end of the hearing.
- DIC organizes training for committee members to learn more about pre-hearing conferences and offer general adjudicator training both internally and by covering the cost for external training for long-standing members who have asked for more specialized development opportunities.
- DIC requested the Tribunal office staff to work with the Policy team to bring forward a proposal to pay all adjudicators the same amount. Currently public appointees are paid at a rate PEO determined over a decade ago and P Eng. volunteers only get a stipend after they have served for 3 days.
- In 2021, the average number of days from referral to the decision was 427 days and in 2025 it has been reduced to 178 days.

Turnbull answered various queries related to compensation and benefits, and legal and mental health supports. Staff further informed that the approval of the *Obligation to Cooperate* item is beneficial for the DIC as there will be evidence that the Complaints Committee sees before they refer the matter to the DIC. The process now will be thorough, fulsome, and more efficient.

[A. Mastroianni and N. Brown left the meeting at 12:10 pm]

12932 – ENGINEERS CANADA DIRECTOR’S REPORT

Engineers Canada Ontario Director, Arjan Arenja, noted the inclusion of *Directors Update to Council* in the meeting package, highlighting that the governance review, part of the strategic plan, is underway. There were no questions or further discussion.

[D. Weiss joined the meeting at 1:00 pm]

12933 – ENGINEERS CANADA PROJECT UPDATE: REALIZING FUTURES OF ACCREDITATION (FEA)

Trina Hubley, Vice President Regulatory Affairs and Maya Warken, Manager, Accreditation and CEAB secretary, both of Engineers Canada, presented the FEA report. Highlights of the presentation include its origins as a strategic priority for 2022-2024; and an overview of three years of the research and engagement leading to “the Path Forward Report” and its recommendations for the accreditation system, including that its design parameters be outcome focused.

It was noted that Engineers Canada will be presented with three motions at their next board meeting for approval in October:

THAT the Engineers Canada Board task the Canadian Engineering Accreditation Board (CEAB) to develop and recommend for Board approval appropriate changes to accreditation criteria pursuant to Recommendations 7, 8, and 9 of the FEA Path Forward Report. The CEAB shall report back to the Board with proposed changes and implementation plans for consideration at a future meeting.

THAT the Engineers Canada Board approve an outcomes-focused accreditation summit in September 2026 (ref. FEA Path Forward Report recommendations 4, 5, and 6: Outcomes Focused Accreditation).

THAT the Engineers Canada Board approve future work by Engineers Canada staff and others (as applicable) on FEA Path Forward Report recommendations 11, 14, 17, and 18 (Return on Investments, Change Management, Industry Engagement, and Core Values).

Hubley and Warken answered several questions related to supporting smaller institutions to become outcome focused, defining minimum competencies, and defining depth and breadth to treat applicants in an equitable manner.

12934 – COUNCILLOR QUESTIONS: CLARIFYING THE INTERPRETATION AND APPLICATION OF SECTIONS 3(2) AND 29 OF REGULATION 941

President-elect Notash sought clarity on the interpretation and application of Section 3(2) of Regulation 941: If the President is unable to fulfill their role, the President-elect is expected to step in. Should the President-elect also be unable or unavailable, the responsibility then passes to the Vice Presidents, with the elected Vice President taking precedence, followed by the appointed Vice President.

Staff clarified that Section 3(2) of Regulation 941 is only triggered in certain circumstances, and they are not applicable to the current circumstances. However, Council can develop policies to allow a specific spokesperson to fulfill certain duties provided those duties are within the appropriate scope of a councillor.

Staff further noted the bylaw states that specific individuals are signing officers, and amongst those signing officers, it does not reference the Vice Presidents. Furthermore, the bylaws were recently amended to stipulate that if the President and Chair are not the same person, then both could potentially be signing officers, and approvers for the corporation.

There was a discussion to send the motion back to one or more of the GNC and RPLC to understand the risks and benefits and to go through a full policy impact analysis.

Moved by President-elect Notash, seconded by Councillor Lwin:

That Council formally endorse the protocol that, in the event the President is unable to fulfill their duties, the President-Elect shall assume the role of President; and if the President-Elect is also unable or unavailable, responsibility shall then pass to the Vice Presidents, with the elected Vice President taking precedence, followed by the appointed Vice President.

DEFEATED**For: 6**

A. Elshaer
S. A. Khan
N. Lwin
L. Notash
R. Panesar
P. Shankar

Against: 17

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
V. Hilborn
P. Klink
S. MacFarlane
P. Mandel
A. Naassan
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
S. Shi
S. Sung
R. Walker

Abstain: 2

S. Markel
G. Wowchuk

Absent: 2

A. Mastroianni
F. Saghezchi

President-elect Notash sought clarity regarding the role of Executive Committee as laid out in Section 29 of Regulation 941. There was a discussion that since this relates to governance, a full policy impact analysis outlining



the risks should be conducted defining the roles of President, Vice President, Council Chair which can act as a helpful guide in emergency situations.

Moved by President-elect Notash, seconded by Councillor Sung:

That Council formally endorse the protocol that any convening of an Executive Committee meeting shall require prior consultation with both the Council Chair and the President (or President’s delegate).

DEFEATED

For: 4

N. Lwin
L. Notash
R. Panesar
S. Schelske

Against: 17

C. Chiddle
L. Cutler
S. Decloux
A. Dryland
S. H. Ehtemam
A. Elshaer
V. Hilborn
P. Klink
S. MacFarlane
P. Mandel
A. Naassan
R. Prudhomme
L. Roberge
U. Senaratne
S. Shi
S. Sung
R. Walker

Abstain: 4

S. A Khan
S. Markel
P. Shankar
G. Wowchuk

Absent: 2

A. Mastroianni
F. Saghezchi

12935 - DATA PROTECTION POLICY UPDATE

During the in camera portion of Council’s September 26, 2025 meeting, the following in camera decision on the Data Protection Policy from the C-570 June 20, 2025 Council meeting was moved into open session with unanimous consent:

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

Council approves that PEO exempt the Ontario Society for Professional Engineers, the Ontario Professional Engineers Foundation for Education, and Engineers Without Borders from the Data Protection Policy, and directs the CEO/Registrar to amend the Policy in accordance with the exemptions.

CARRIED

For: 16

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

Against: 7

S. A. Khan
S. MacFarlane
L. Notash
R. Panesar
F. Saghezchi
P. Shankar
S. Sung

Abstain: 1

G. Wowchuk

Absent: 1

S. Schelske

N. Lwin
P. Mandel
A. Naassan
R. Prudhomme
L. Roberge
U. Senaratne
S. Shi
R. Walker

12936 - FARPACTA AND APPLICATIONS ASSESSMENT TIMELINES: SEALED REGULATION

The following in camera decision from the C-572 September 26, 2025 Council meeting is moved into open session following public release of the regulation in October 2025.

Council reviewed a sealed regulation at Appendix A in order to confirm that it reflects the FARPACTA-related regulation amendments that Council approved on June 20, 2025. The Ministry of the Attorney General drafted the regulation at Council's request and regulation has been sealed under the authority of Ontario's Registrar of Regulations.

Moved by Councillor Hilborn, seconded by Councillor Dryland:

That Council approves the sealed amendments to Ontario Regulation 941 at Appendix A.

CARRIED
(requires 2/3 majority of the votes cast)

For: 22

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

Against: 0**Abstain: 1**

G. Wowchuk

Absent: 4

S. Markel
A. Mastroianni
R. Panesar
F. Saghezchi



12937 - MOTION TO MOVE IN CAMERA

Moved by Councillor Chiddle, seconded by Councillor Hilborn:

That Council move in camera at 2:25 pm.

CARRIED

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

There being no further business, the meeting concluded at approximately 5:00 pm. These minutes consist of 21 pages and minutes 12915 to 12937 inclusive.

Gregory P. Wowchuk, P.Eng., Chair

Decision Note – Consulting Engineer Designation Applications

Agenda Item Number	C-573-2.2
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 October 30, 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: Licensing, Regulatory Operations

To the 573rd Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE
Chair: Adrian Pierorazio, P.Eng.

1. **The Committee has reviewed the following applications for DESIGNATION** and recommends to Council that these **7** applicants 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	Bishop, Jeremy	Element Forensic Engineering	100153651
1.2	Burt, Matthew	J.L. Richards & Associates Limited	100111392
1.3	Arpino, Michael	Able Engineering Inc.	100176629
1.4	Dharssi, Karima	Lonergan Engineering Inc.	100163807
1.5	Liang, Zhao (David)	Sigmund Soudack & Associates Inc.	100090629
1.6	Swail, Jordan	Read Jones Christofferson Ltd.	100173630
1.7	Zhang, Xianheng (Cloud)	M.E. Andrews and Associates Limited	100510332

2. **The Committee has reviewed the following applications for REDESIGNATION** and recommends to Council that these **30** 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	Albanese, Paolo	FP&P HydraTek Inc.	100051702
2.2	Arshad, Farooq	Stantec Consulting Ltd.	90228081
2.3	Brown, Marianne	Orr Brown Consulting Engineers Inc.	90419904
2.4	Capes, Clayton	CAPES Engineering Ltd.	100056104
2.5	Desai, Vipul	DCL Engineering Limited	100034577
2.6	El Annan, Jaafar	Tandem Engineering Group	100197800
2.7	Ferrera, Renzo	RAF Engineering Inc	100016623
2.8	Filinov, Zoran	RV Anderson Associates Ltd.	90206624
2.9	Galimanis, Larry	Patriot Engineering Ltd.	15392509
2.10	Givehchi, Mohammad	Enocan Inc.	100188232

2.11	Hamzawi, Adel	El-Hamzawi Engineering Ltd.	13028014
2.12	Hernandez, Catalina Nunez de Villavicencio	Muirtec Inc.	100142974
2.13	Hindi, Raid	Jain Sustainability Consultants Inc.	100038110
2.14	Huitema, Henricus (Hank)	Kalos Engineering Inc.	20860706
2.15	Keenan, Paul	Keenan, Paul Thomas	23171010
2.16	Kulba, Peter	Brenik Engineering Inc.	24914012
2.17	MacDonald, Matthew	Jewell Engineering Inc.	100070271
2.18	Mak, Tony	TL Mak Engineering Consultants Ltd	28709509
2.19	McEwen, Leslie	Robert G. McEwen & Associates Ltd.	30343016
2.20	O'Rourke, Tom	T. H. O'Rourke Structural Consultants Inc.	34891507
2.21	Pilgrim, Steven	Egis Canada Ltd.	100103240
2.22	Powell, William	McGregor Allsop Limited	90314014
2.23	Proper, Nathanael	Tacoma Engineers Inc.	90540972
2.24	Rood, Gerardus	Rood Engineering Inc.	39593504
2.25	Sarvinis, Philip	Read Jones Christoffersen Ltd.	90282195
2.26	Scott, Shawn	RV Anderson Associates Ltd.	90365800
2.27	Smith, Terrence	T. Smith Engineering Inc.	100012996
2.28	Sudic, Brian	CIMA+	90416504
2.29	Venneri, Frank	Venneri Consulting Engineers Ltd.	48032015
2.30	Wong, Lui (Sammy)	Elements Engineering	100089372

CONSULTING ENGINEER DESIGNATION APPLICATIONS

C-573-2.2
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 – Approval of Committee Membership Changes

Agenda Item Number	C-567-2.3
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
Appendices	none

Summary

Council is asked to approve committee changes.

Public Interest Rationale

Statutory and non-statutory committees assist PEO in meeting the principal objective of the association in accordance with the *Professional Engineers Act* (PEA).

Background

Council has the responsibility for ensuring that the committees 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".

Next Steps

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

Cross Appointments:

The following Discipline Committee (DIC) members have expressed interest in being cross-appointed to the Registration Committee (REC) for a 1-year term:

First Name	Last Name	Proposed Dates
Philippe	Giguere	Nov 2025 - Nov 2026
Emile	Ramlochan	Nov 2025 - Nov 2026
Ayodele	Akenroye	Nov 2025 - Nov 2026
Natasha	Bronfman	Nov 2025 - Nov 2026
Janice	Sheehy	Nov 2025 - Nov 2026
Daniel	Boyer	Nov 2025 - Nov 2026
Larry	Crackower	Nov 2025 - Nov 2026

The following REC members have expressed interest in being cross-appointed to the DIC for a 1-year term:s

First Name	Last Name	Dates
Ben	Coulson	Nov 2025 - Nov 2026
Daniel	Gartenburg	Nov 2025 - Nov 2026
Rainer	Arocena	Nov 2025 - Nov 2026

The following is a list of existing Committees members we are recommending for reappointment at this time.

Statutory/Regulatory Committees:

Academic Requirements Committee (ARC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first and/or previous appointment:	Role:
Yehoudith	Dimitriu	1 Year (Jan-Dec 2026)	1992	Chair
James	Lee	1 Year (Jan-Dec 2026)	1999 – 2013, 2023	Vice-Chair
Waguih	ElMaraghy	1 Year (Jan-Dec 2026)	1989 - 1994, 1998	Member
Sanjiwan	Bhole	1 Year (Jan-Dec 2026)	2004	Member
Amir	Fam	1 Year (Jan-Dec 2026)	2010	Member
Meilan	Liu	1 Year (Jan-Dec 2026)	2010	Member
Joseph (Joe)	Lostracco	1 Year (Jan-Dec 2026)	2014	Member
Ian	Marsland	1 Year (Jan-Dec 2026)	2016	Member
Girgis (George)	Nakhla	1 Year (Jan-Dec 2026)	2003	Member
Remon	Pop-Iliev	1 Year (Jan-Dec 2026)	2005	Member
Amin	Rizkalla	1 Year (Jan-Dec 2026)	2010	Member

Academic Requirements Committee (ARC):				
Medhat	Shehata	1 Year (Jan-Dec 2026)	2014	Member
Shamim	Sheikh	1 Year (Jan-Dec 2026)	2002	Member
Ramesh	Subramanian	1 Year (Jan-Dec 2026)	2013	Member
Seimer	Tsang	1 Year (Jan-Dec 2026)	1999 – 2020 2022	Member
Jerald	Lalman	1 Year (Jan-Dec 2026)	2023	Member
Magdi	Emile Mohareb	1 Year (Jan-Dec 2026)	2010	Member
Tze-Wei (John)	Yeow	1 Year (Jan-Dec 2026)	2010	Member
Kamyar	Ghavam	1 Year (Jan-Dec 2026)	2023	Member
Reza	Hessabi	1 Year (Jan-Dec 2026)	2023	Member
Sayyed Ali	Hosseini	1 Year (Jan-Dec 2026)	2023	Member
Nevin	Koshy	1 Year (Jan-Dec 2026)	2023	Member
Sarbast	Rasheed	1 Year (Jan-Dec 2026)	2023	Member
Mahmoud	Sayed Ahmed	1 Year (Jan-Dec 2026)	2023	Member
Alireza	Siadatan	1 Year (Jan-Dec 2026)	2023	Member

Consulting Engineer Designation Committee (CEDC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Adrian	Pierorazio	1 Year (Jan-Dec 2026)	2019	Chair
Matt	Weaver	1 Year (Jan-Dec 2026)	2021	Member
Michael	Rosenblitt	1 Year (Jan-Dec 2026)	2021	Member
Gordon	Debbert	1 Year (Jan-Dec 2026)	2019	Member
Dalila	Giusti	1 Year (Jan-Dec 2026)	2022	Member
Santosh	Gupta	1 Year (Jan-Dec 2026)	2020	Member

Andrew	Lawton	1 Year (Jan-Dec 2026)	2019	Member
Donald	Plenderleith	1 Year (Jan-Dec 2026)	2019	Member
Consulting Engineer Designation Committee (CEDC) Eastern Subcommittee:				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Andrew	Lawton	1 Year (Jan-Dec 2026)	2012	Chair
Donald	Plenderleith	1 Year (Jan-Dec 2026)	2016	Member
Brian	Hein	1 Year (Jan-Dec 2026)	2022	Member
Kelly	Lalonde	1 Year (Jan-Dec 2026)	2023	Member

Consulting Engineer Designation Committee (CEDC) Northern Subcommittee:				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Matt	Weaver	1 Year (Jan-Dec 2026)	2019	Chair
Donald	Christopher Redmond	1 Year (Jan-Dec 2026)	2001	Member
Consulting Engineer Designation Committee (CEDC) Southern Subcommittee:				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Adrian	Pierorazio	1 Year (Jan-Dec 2026)	2015	Member
Consulting Engineer Designation Committee (CEDC) Toronto Subcommittee:				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Michael	Rosenblitt	1 Year (Jan-Dec 2026)	2019	Chair
Douglas	Barker	1 Year (Jan-Dec 2026)	1994	Member
Dalila	Giusti	1 Year (Jan-Dec 2026)	2022	Member
Santosh	Gupta	1 Year (Jan-Dec 2026)	2016	Member
Eric	Nejat	1 Year (Jan-Dec 2026)	1995	Member
Terry	Sedore	1 Year	2019	Member

Joseph	Yeremian	1 Year (Jan-Dec 2026)	2019	Member
Murad	Hossain	1 Year (Jan-Dec 2026)	2024	Member
Gisele	Azimi	1 Year (Jan-Dec 2026)	Sep 2024	Member
Consulting Engineer Designation Committee (CEDC) Western Subcommittee:				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Gordon	Debbert	1 Year (Jan-Dec 2026)	2017	Chair
Miles	Buckrell	1 Year (Jan-Dec 2026)	2023	Member
Dave	Thompson	1 Year (Jan-Dec 2026)	2024	Member

Complaints Committee (COC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Storer	Boone	1 Year (Jan-Dec 2026)	2020	Member
Chris	Roney	1 Year (Jan-Dec 2026)	1998	Member
Mark	Winterton	1 Year (Jan-Dec 2026)	2021	Member
Mark	Campbell	1 Year (Jan-Dec 2026)	2023	Member
David	Uren	1 Year (Jan-Dec 2026)	2017	Member
Bryce	Chandler	1 Year* (Jan-Dec 2026)	2021	Member

*Appointment subject to approval of the Attorney General

Discipline Committee (DIC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Warren	Turnbull	3 Years (Jan 2025-Dec 2028)	2015	Member
Paul	Ballantyne	2 Years (Jan 2025-Dec 2027)	2010	Member
Eric	Bruce	1 Year (Jan-Dec 2026)	2019	Member
Reena	Goyal	18 Months (Jan 2025-May 2027)	2019	Member

Discipline Committee (DIC):				
James	Amson	1 Year (Jan-Dec 2026)	2011	Member
Aubrey	Friedman	3 Years (Jan 2025-Dec 2028)	2004	Member
Michael	Rosenblitt	3 Years (Jan 2025-Dec 2028)	2018	Member
Tommy	Sin	3 Years (Jan 2025-Dec 2028)	2018	Member
Albert	Sweetnam	3 Years (Jan 2025-Dec 2028)	2002	Member
Gary	Thompson	3 Years (Jan 2025-Dec 2028)	2018	Vice Chair
John	Tyrrell	3 Years (Jan 2025-Dec 2028)	2018	Member
Margaret (Peggy)	Judge	3 Years (Jan 2025-Dec 2028)	2024	Member
Tony	Wing	3 Years (Jan 2025-Dec 2028)	2024	Member

Experience Requirements Committee (ERC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first and/or previous appointment:	Role:
Lionel	Ryan	1 Year (Jan-Dec 2026)	2018	Chair
Ravi (Ravindran)	Ravindran (Comondore)	1 Year (Jan-Dec 2026)	2021	Vice-Chair
Andrei (Andrew)	Cornel	1 Year (Jan-Dec 2026)	2015	Member
Samuel	Abd El Malek	1 Year (Jan-Dec 2026)	2007	Member
Shah	Alamgir	1 Year (Jan-Dec 2026)	2012	Member
Gheorghe (George)	Apostol	1 Year (Jan-Dec 2026)	2000	Member
Nanjappan	Ardhanarisamy	1 Year (Jan-Dec 2026)	2014	Member
Behrouz (Bruce)	Atrie	1 Year (Jan-Dec 2026)	2004	Member
Magdy	Milad Attia	1 Year (Jan-Dec 2026)	2009	Member
Arshad	Azhar	1 Year (Jan-Dec 2026)	2005	Member

Experience Requirements Committee (ERC):				
Naeim	Azizi Tavakkoli	1 Year (Jan-Dec 2026)	2013	Member
Steven	Bailey	1 Year (Jan-Dec 2026)	2013	Member
Mark	Bendix	1 Year (Jan-Dec 2026)	2003	Member
Mohamed	Boutazakhti	1 Year (Jan-Dec 2026)	2008	Member
Albena	Bukurova	1 Year (Jan-Dec 2026)	2016	Member
Ruben	Burga	1 Year (Jan-Dec 2026)	2012	Member
Betty Anne	Butcher	1 Year (Jan-Dec 2026)	1996	Member
Jeremy	Carkner	1 Year (Jan-Dec 2026)	2012	Member
Raju	Chander	1 Year (Jan-Dec 2026)	2006	Member
Dan	Cosmin	1 Year (Jan-Dec 2026)	2006	Member
Michael	Dang	1 Year (Jan-Dec 2026)	2000	Member
Savio	DeSouza	1 Year (Jan-Dec 2026)	2015	Member
Milorad	Dimitrijevic	1 Year (Jan-Dec 2026)	2006	Member
Afshin	Ebtekar	1 Year (Jan-Dec 2026)	2004	Member
Seyed Jalal	Emami	1 Year (Jan-Dec 2026)	2005	Member
Hassan	Erfanirad	1 Year (Jan-Dec 2026)	2005	Member
Reda	Fayek	1 Year (Jan-Dec 2026)	2006	Member
Rabiz	Foda	1 Year (Jan-Dec 2026)	2000	Member
Shaun	Gao	1 Year (Jan-Dec 2026)	2018	Member
Dalila	Giusti	1 Year (Jan-Dec 2026)	2001	Member
Branislav	Gojkovic	1 Year (Jan-Dec 2026)	2004	Member
Mohinder	Grover	1 Year (Jan-Dec 2026)	1999	Member
Liang	Guo	1 Year (Jan-Dec 2026)	2014	Member

Experience Requirements Committee (ERC):				
Ravi	Gupta	1 Year (Jan-Dec 2026)	1992	Member
Santosh	Gupta	1 Year (Jan-Dec 2026)	2000	Member
Mohamed	Hamed	1 Year (Jan-Dec 2026)	2016	Member
Faiz	Hammadi	1 Year (Jan-Dec 2026)	2005	Member
Md Akhtar	Hossain	1 Year (Jan-Dec 2026)	2013	Member
Magued	Ibrahim	1 Year (Jan-Dec 2026)	2004	Member
Shawky	Ibrahim	1 Year (Jan-Dec 2026)	2004	Member
Gordon	Ip	1 Year (Jan-Dec 2026)	2016	Member
William	Jackson	1 Year (Jan-Dec 2026)	1996	Member
Ayvun	Jeganthan	1 Year (Jan-Dec 2026)	2005	Member
Torben	Jensen	1 Year (Jan-Dec 2026)	2016	Member
Vyjayanthi	Keshavamurthy	1 Year (Jan-Dec 2026)	2014	Member
Mohammad	Khalid	1 Year (Jan-Dec 2026)	2013	Member
Nazli	Khan	1 Year (Jan-Dec 2026)	2014	Member
Saleemullah	Khan	1 Year (Jan-Dec 2026)	2006	Member
Vitali	Kovaltchouk	1 Year (Jan-Dec 2026)	2015	Member
Berta	Krichker	1 Year (Jan-Dec 2026)	1998	Member
Rishi	Kumar	1 Year (Jan-Dec 2026)	2004	Member
C. LeRoy	Lees	1 Year (Jan-Dec 2026)	1999	Member
Kam	Leong	1 Year (Jan-Dec 2026)	2019	Member
Dexter	Lestage	1 Year (Jan-Dec 2026)	2005	Member
Wayne	Mac Culloch	1 Year (Jan-Dec 2026)	2018	Member
Yogaranee (Ranee)	Mahalingam	1 Year (Jan-Dec 2026)	2006	Member

Experience Requirements Committee (ERC):				
Nazmy	Markos	1 Year (Jan-Dec 2026)	2007	Member
Alexei	Martchenko	1 Year (Jan-Dec 2026)	2005	Member
Daniel	Martis	1 Year (Jan-Dec 2026)	2016	Member
James	McConnach	1 Year (Jan-Dec 2026)	2001	Member
Florin	Merauta	1 Year (Jan-Dec 2026)	2014	Member
Huirong	Min	1 Year (Jan-Dec 2026)	2013	Member
Jiteshkumar	Modi	1 Year (Jan-Dec 2026)	2004	Member
Gerald	Monforton	1 Year (Jan-Dec 2026)	2018	Member
Zoran	Mrdja	1 Year (Jan-Dec 2026)	2005	Member
Muhammad	Mudassar	1 Year (Jan-Dec 2026)	2008	Member
Anis	Muhammad	1 Year (Jan-Dec 2026)	2005	Member
Mirsad	Mulaosmanovic	1 Year (Jan-Dec 2026)	2019	Member
Thamir (Tom)	Murad	1 Year (Jan-Dec 2026)	2004	Member
Mohamed	Mushantat	1 Year (Jan-Dec 2026)	2019	Member
Eric	Nejat	1 Year (Jan-Dec 2026)	2016	Member
Franz	Newland	1 Year (Jan-Dec 2026)	2015	Member
Catalin	Gabriel Onea	1 Year (Jan-Dec 2026)	2005	Member
Mario	Orbegozo	1 Year (Jan-Dec 2026)	2004	Member
Daniel	Ospina	1 Year (Jan-Dec 2026)	2013	Member
Tibor	Palinko	1 Year (Jan-Dec 2026)	2002	Member
Efeng (Michael)	Pan	1 Year (Jan-Dec 2026)	2013	Member
Anthony	Paz	1 Year (Jan-Dec 2026)	1998	Member
Saverio	Pota	1 Year (Jan-Dec 2026)	2015	Member

Experience Requirements Committee (ERC):				
Eugene	Puritch	1 Year (Jan-Dec 2026)	2007	Member
Majid	Rahimi-Chatri	1 Year (Jan-Dec 2026)	2008	Member
Touraj	Rahnamoun	1 Year (Jan-Dec 2026)	2015	Member
Venkatasubramanian	Raman	1 Year (Jan-Dec 2026)	2006	Member
Mario	Ramirez-Roldan	1 Year (Jan-Dec 2026)	2010	Member
Farzad	Rayegani	1 Year (Jan-Dec 2026)	2002	Member
Shiraz	Yusuf Rehmani	1 Year (Jan-Dec 2026)	2013	Member
Amin	Rizkalla	1 Year (Jan-Dec 2026)	2005	Member
Ghaus	Rizvi	1 Year (Jan-Dec 2026)	2013	Member
Saeid	Safadel	1 Year (Jan-Dec 2026)	2004	Member
Magdy	Samaan	1 Year (Jan-Dec 2026)	2008	Member
William	Sanabria Nunez	1 Year (Jan-Dec 2026)	2010	Member
George	Semaan	1 Year (Jan-Dec 2026)	2005	Member
Tahir	Shafiq	1 Year (Jan-Dec 2026)	1995	Member
Abdul	Waheed Shaikh	1 Year (Jan-Dec 2026)	2012	Member
Ferdo	Simov	1 Year (Jan-Dec 2026)	2004	Member
John	M. Smith	1 Year (Jan-Dec 2026)	2005	Member
Zeljko	Sucevic	1 Year (Jan-Dec 2026)	2018	Member
Sasa (Sasha)	Tasic	1 Year (Jan-Dec 2026)	2005	Member
Mihir	Thakkar	1 Year (Jan-Dec 2026)	2009	Member
Uthayakaren	Thurairajah	1 Year (Jan-Dec 2026)	2015	Member
Cathy (Yan)	Wang	1 Year (Jan-Dec 2026)	2018	Member
Jianguo	Wang	1 Year (Jan-Dec 2026)	2010	Member

Experience Requirements Committee (ERC):				
Mingchun (David)	Wang	1 Year (Jan-Dec 2026)	2008	Member
Michael	Wong	1 Year (Jan-Dec 2026)	2018	Member
Matthew (Yu Song)	Xie	1 Year (Jan-Dec 2026)	2000	Member
Shigong (George)	Yin	1 Year (Jan-Dec 2026)	2004	Member
Sufang (Sarah)	Zhang	1 Year (Jan-Dec 2026)	2005	Member
David	Kiguel	1 Year (Jan-Dec 2026)	2004 - 2022, 2024	Member
Jega	Jeganathan	1 Year (Jan-Dec 2026)	2014	Member

Fees Mediation Committee (FMC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Kathryn	Sutherland	3 Years (Jan 2025-Dec 2028)	2006	Chair
Gordon	Danson	3 Years (Jan 2025-Dec 2028)	2006	Member
Billy	Haklander	3 Years (Jan 2025-Dec 2028)	2018	Member
Jude	Trembley	3 Years (Jan 2025-Dec 2028)	2018	Member
Paul	Walters	3 Years (Jan 2025-Dec 2028)	2018	Member

Registration Committee (REC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first appointment:	Role:
Bogdan	Damjanovic	3 Years (Jan 2025-Dec 2028)	2006	Member
Paul	Ballantyne	1 Year (Jan-Dec 2026)	2016	Member
Charles	McDermott	3 Years (Jan 2025-Dec 2028)	2016	Member
Geoffrey	Pond	3 Years (Jan 2025-Dec 2028)	2020	Vice-Chair
Benjamin	Coulson	3 Years (Jan 2025-Dec 2028)	2023	Member
Maria	Elena Flores	3 Years (Jan 2025-Dec 2028)	2023	Member
Daniel	Gartenburg	1 Year (Jan-Dec 2026)	2023	Member
Gerald	Genge	3 Years (Jan 2025-Dec 2028)	2023	Member
James	Amson	1 Year (Jan-Dec 2026)	2023	Member
Michael	Rosenblitt	3 Years (Jan 2025-Dec 2028)	2023	Member
Albert	Sweetnam	3 Years (Jan 2025-Dec 2028)	2023	Member
Gary	Thompson	3 Years (Jan 2025-Dec 2028)	2023	Member
Warren	Turnbull	3 Years (Jan 2025-Dec 2028)	2023	Member
John	Tyrrell	3 Years (Jan 2025-Dec 2028)	2023	Member
Tony	Wing	3 Years (Jan 2025-Dec 2028)	2023	Member
Robert	Willson	3 Years (Jan 2025-Dec 2028)	2023	Member
Michael (Kwok-Wai)	Chan	3 Years (Jan 2025-Dec 2028)	2017	Member

Non-statutory Committees/Groups

Order of Honour Selection Committee (OSC):				
First Name:	Last Name:	Proposed Duration of Appointment	Date of first and/or previous appointment:	Role:
Rakesh	Shreewastav	1 Year (Jan-Dec 2026)	2014 - 2017, 2019	Member
Matthew (Yu Song)	Xie	1 Year (Jan-Dec 2026)	2018	Vice-Chair
Ken	McMartin	1 Year (Jan-Dec 2026)	1993 – 2002 2018	Member
Kiran	Hirpara	1 Year (Jan-Dec 2026)	2017	Member
Wanda	Juricic	1 Year (Jan-Dec 2026)	2021	Member
Bhavin	Shukla	1 Year (Jan-Dec 2026)	2021	Member
Wai-Man ()	Wong	1 Year (Jan-Dec 2026)	2021	Member
George	Zhu	1 Year (Jan-Dec 2026)	2020	Member
Lui	Tai	1 Year (Jan-Dec 2026)	Sept 2025	Member
Sharon (Shengdi)	Chen	1 Year (Jan-Dec 2026)	Sept 2025	Member
Angela	Scott	1 Year (Jan-Dec 2026)	Spring 2026	Member

Prepared By: Volunteer Engagement

Decision Note – Appointments to Governance Committees

Agenda Item No.	C-573-2.4
Purpose	Appointments of Cosimo Casale, Lorraine Fraser, Sheryl (Shelly) Markel, and Agostino (Gus) Mastroianni to governance committees for the remainder of the 2025-2026 Council term.
Strategic/Regulatory Focus	Governance
Motion	That Council appoints Shelly Markel to the Governance and Nominating Committee; Lorraine Fraser, P.Eng. to the Human Resources and Compensation Committee; and Cosimo Casale, P.Eng. and Gus Mastroianni to the Regulatory Policy and Legislation Committee, all for the remainder of the 2025-2026 Council term.
Attachments	None

Summary

Council is asked to appoint four councillors to governance committees for the remainder for the 2025-2026 Council term. All four councillors were appointed by the Lieutenant Governor-in-Council in September and October 2025.

Public Interest Rationale

N/A

Background

At its May 2, 2025 meeting, Council made appointments to its four governance committees for the 2025-2026 term. In September and October 2025, Cosimo Casale, P.Eng., Lorraine Fraser, P.Eng., Sheryl (Shelly) Markel, and Agostino (Gus) Mastroianni were appointed to PEO Council by the Lieutenant Governor. During the period November 13-20, 2025 after having opportunities to observe the November round of governance committee meetings, the councillors indicated the following preferences:

Cosimo Casale: Regulatory Policy and Legislation Committee

Lorraine Fraser: Human Resources and Compensation Committee

Shelly Markel: Governance and Nominating Committee

Gus Mastroianni: Regulatory Policy and Legislation Committee

Considerations

Appointing each of the four councillors to a governance committee will afford them the opportunity to be a fully participating member of Council.

Stakeholder Engagement

N/A

Recommendation

That Council appoints the four councillors to governance committees per the motion above.

Next Steps

Take the administrative steps to invite the councillors to all remaining meetings of the committees in 2025-2026 and update governance records accordingly.

Prepared By: Secretariat Team

Decision Note – 2026 Draft Councillor Training Protocol

Agenda Item No.	C-573-2.5
Purpose	To approve the <i>2026 Councillor Training Protocol</i>
Strategic/Regulatory Focus	Governance
Motion	Council approves the <i>2026 Councillor Training Protocol</i> as presented at Appendix A to the Decision Briefing Note titled “2026 Councillor Training Protocol” at C-573-2.5, subject to the approval of the 2026 operational budget.
Attachments	Appendix A: <i>2026 Councillor Training Protocol – Draft</i> Appendix B: 2025 Training Log

Summary

Council is asked to approve the *2026 Councillor Training Protocol* (see **Appendix A**), including the areas of eligibility, criteria, and process requirements.

Public Interest Rationale

N/A

Background

The purpose of the *Councillor Training Protocol* is to outline the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors’ requests. As a new budget year approaches, a revised Protocol for 2026 is required to document the annual amount budgeted and to revise the rules, criteria, and processes, as needed.

At its September 26, 2025 meeting, Council reviewed a draft 2026 operating budget which proposed \$75,000 specifically for “Councillor Training”. On November 5, 2025 the AFC reviewed a draft 2026 Operating Budget which proposed \$87,000 for this purpose. The additional \$12,000 reflects the appointment of four (4) councillors by the Government of Ontario in September and October. Council is scheduled to consider approval of the final budget proposal on November 28, 2025.

At its meeting of November 13, 2025, the Governance and Nominating Committee reviewed a draft Protocol and discussed areas including eligibility and amount of funds budgeted.

Considerations

The draft *2026 Councillor Training Protocol* (**Appendix A**) includes eligibility, course, and distribution of funds criteria; and process requirements related to requests, approvals, payments, and documentation. The changes proposed since the 2025 version relate to the amount budgeted, three new criteria, documentation, and the associated rationale:

1. **Amount Budgeted:** Increased from \$75,000 to \$87,000.

Rationale: To reflect that Council’s membership increased from 25 to 29 in late 2025, resulting in the need for an additional \$12,000.

2. **Criterion:** Section 2, “Eligibility” has been revised to indicate that councillors serving during the 2025-2026 and 2026-2027 terms may spend up to the annual per councillor allocation for 2026 and 2027 as determined by Council, in each of the respective years.

Rationale: In the previous three Protocols (2023-2025), councillors were eligible to spend the equivalent of three (3) years training allocation across two Council terms. The revised eligibility criterion eliminates this potential and ensures financial equity for all councillors regardless of their term length.

3. **Criterion:** In exceptional circumstances, and where sufficient funds are available, the Chair of GNC, in consultation with the CEO/Registrar, may approve a minor overage to a councillor's annual training allocation, with any such approvals to be reported to Council through the annual log.

Rationale: This provision recognizes that certain essential training opportunities may exceed the standard allocation and allows for limited discretion to ensure councillors can obtain necessary professional development while maintaining appropriate oversight.

4. **Criterion:** Courses must be completed in the 2026 calendar year to permit documentation as 2026 operational spending.

Rationale: Alignment with standard accounting practices. Budgeting principles are being respected by not encumbering future financial years.

5. **Documentation:** Change from "at regular intervals" to "at least annually" regarding the requirement for a *Training Log* to be maintained and provided to the GNC and reported to Council.

Rationale: Reflects more accurate timing of the documentation provided over the past three years for the annual review and approval of the *Councillor Training Protocol* for the new budget year.

Training Log

The current 2025 Protocol notes that a *Training Log* will be maintained and provided to the GNC and reported to Council at regular intervals. The log includes Councillor name, training course, description, and date; enrollment and completion status; and course fee and expenses. Twenty (20) courses across 15 councillors were taken, with course fees totalling \$30,816. The log is provided at **Appendix B**.

Stakeholder Engagement

Experiences of councillors in 2025 were reviewed. In addition, advice and guidance were sought and received from the Finance team regarding principles of financial equity and observance of standard accounting practices.

Recommendation

That Council approves the *2026 Councillor Training Protocol* as presented at **Appendix A** to the Decision Briefing Note titled "2026 Councillor Training Protocol" at C-573-2.5, subject to the approval of the 2026 operational budget.

Next Steps

Subject to Council's approval, staff will finalize the *2026 Councillor Training Protocol*. Information related to the revised Protocol will be communicated to Councillors, subject to Council's approval of the training funds in the 2026 operational budget.

Prepared By: Secretariat Team

Draft 2026 Councillor Training Protocol

Preamble

For the past three years, a *Councillor Training Protocol* (“the Protocol”) has been in effect¹, providing the framework within which, on a voluntary basis, councillors can indicate interest in and apply for governance training courses which are focused on key accountabilities and responsibilities for Board Directors. This protocol covers the period January 1 – December 31, 2026 and replaces the 2025 version.

Subject to approval of PEO’s 2026 operating budget, funds are available up to a maximum of \$87,000 in 2026 for course fees and associated expenses for Councillor training.

Section 1: Purpose

One of the GNC’s Charter responsibilities to “*oversee the development and implementation ...of ongoing training/education plan for Council and Committee members*”. The purpose of *Councillor Training Protocol* is to outline the processes, criteria, and rules to support a clear and consistent administrative process to coordinate councillors’ requests.

Section 2: Eligibility

Councillors serving during the 2025-2026 and 2026-2027 terms are eligible to:

- i. undertake relevant training in 2026, provided that they are still current members of Council during the date(s) of training; and
- ii. spend up to the annual per councillor allocation for 2026 and 2027 as determined by Council, in each of the respective years.

Section 3: Criteria Regarding Amount of Funds

Each councillor is eligible to use up to \$3,000 to cover 2026 course fees and associated expenses. This amount does not include Harmonized Sales Tax (HST).

In exceptional circumstances, the Chair of the Governance and Nominating Committee (GNC), in consultation with the CEO/Registrar, may authorize a minor overage to the annual councillor training allocation, provided that sufficient funds are available within the overall councillor training budget and the councillor demonstrates that the additional expenditure is necessary to support their current or anticipated Council role. Any such approvals will be reported to Council through the training log.

Section 4: Criteria Regarding Use of Funds

- i. Training addresses topics, issues, or subject matter such as Finance, Governance and Regulatory practices that are relevant to the role as a councillor, governance committee member, or Chair.

¹The 2023 Protocol was approved by the Governance & Nominating Committee (GNC). The 2024 and 2025 Protocols were approved by Council on the GNC’s recommendation.

- ii. The majority of the funds should be used for course fees; and the remainder may be used to cover reasonable out-of-pocket expenses in accordance with PEO's Expense Reimbursement Policy.
- iii. Courses must be completed in the 2026 calendar year to permit the use of funds to be documented as 2026 operational spending.

Section 5: Process Requirements for Individual Training

Request

To make a training request:

- i. Identify a training opportunity
- ii. Access the *Councillor Training Request Form* (from the Resource Centre on Diligent Boards) <https://director.diligentboards.com/s/peo/d/OL2Y/p/1?rc=null>
- iii. Complete and return the form to Secretariat@peo.on.ca

The request form includes details such as: Course title and description; learning objectives/reason for requesting the course; course location; and breakdown of costs between course fee and expenses.

Approval

Secretariat staff will determine that there are funds available for the councillor's request and forward this information along with the completed *Councillor Training Request Form* to the Chair of the GNC for approval.

Subject to the availability of funds and relevancy of the training, it is anticipated that training requests will be approved. Any training request not approved will include the rationale for the decision.

Secretariat staff will advise the councillor of the decision and request information needed to make course fee payment.

Payment

Course Fees (Option1): Payment by PEO on behalf of councillors.

Course Fees (Option 2): Councillor pays and upon successful completion of the course, submits an expense claim and is reimbursed.

Expenses: Upon successful completion, expenses related to training courses will be reimbursed via the Certify platform, as are other councillor expenses.

Documentation

Before expenses are claimed, councillors are requested to send documentation/verification, enrolment, and certificates of completion to the Secretariat via email. This documentation must also be included in councillors' Emburse expense claims.

A *Training Log* will be maintained and provided to the GNC and reported to Council at least annually. The log will include councillor name, training course, description, and date; enrollment and completion status; and course fee and expenses.

Section 6: Group Training

A portion of the funds may be used to provide training in a group setting.

DRAFT

Councillor Training Log - 2025

Councillor Name	Course Provider	Course Title/Name	Completion Status	Course Fee Amount (exc HST)	\$3000 Limit Reached? (Yes/No)	Balance Remaining
Vicki Hilborn	Fleming College	Dealing with Difficult People	Completed	\$282	No	\$2618(estimated after taxes and estimated expense)
Vicki Hilborn	Institute of Corporate Directors	Audit Committee Effectiveness	Completed	\$1,050	No	\$1608(estimated after taxes and estimated expense)
Vicki Hilborn	Institute of Corporate Directors	Director Engagement in Oversight Strategy	Completed	\$1,050	No	\$618(estimated after taxes and estimated expense)
Vicki Hilborn	Institute of Corporate Directors	No Technology Skills Required: How Board can Govern IT in a language all directors can understand	Completed	\$25	No	\$593(estimated after taxes and estimated expense)
Michelle Liu	ON Assoc of Collaborative Practitioners	Introductory CP Course for Canadians	Completed	\$2,600	No	\$50(estimated after taxes and estimated expense)
Leila Notash	Institute of Corporate Directors	Enterprise Risk Oversight for Directors	Completed	\$1,050	No	\$1820 (estimated after taxes and estimated expense)
Sean Decloux	Institute of Corporate Directors	Governance Essentials Program	Completed	\$2,500	No	\$175(estimated after taxes and estimated expense)
Andrew Naassan	Institute of Corporate Directors	Governance Essentials Program	Completed	\$2,500	No	\$175(estimated after taxes and estimated expense)
Rachel Purdhome	Institute of Corporate Directors	Governance Essentials Program	Completed	\$2,500	No	\$175(estimated after taxes and estimated expense)
Susan Shi	Institute of Corporate Directors	Boardroom Financial Essentials	Expected Completion: November 2025	\$1,050	No	\$1813(estimated after taxes and estimated expense)
Sherlock Sung	Queens University (Smith School of Business)	Strategic Planning and Leading Change	Completed	\$2,900	Yes	\$0(estimated after taxes and estimated expense)
Uditha Senaratne	Institute of Corporate Directors	Human Resource and Compensation Committee Effectiveness	Expected completion: November 2025	\$1,050	No	\$1813(estimated after taxes and estimated expense)
Uditha Senaratne	Institute of Corporate Directors	Board Oversight of Strategy	Expected completion: December 2025	\$1,050	No	\$627(estimated after taxes and estimated expense)
Ahmed Elshaer	Harvard Business	Organizational Leadership	Completed	\$2,589		\$211(estimated after taxes and estimated expense)
Susan MacFarlane	Western University Continuing Studies	Professional Certificate in Leadership	Start Date: September 2025. Expected completion: March 2026	\$2,080	No	\$517(estimated after taxes and estimated expense)
Lorne Cutler	Institute of Corporate Directors	Board Oversight on AI	Expected completion: December 2025	\$1,050	No	\$1778(estimated after taxes and estimated expense)
Lorne Cutler	Carters Professional Corporation	Carter's Annual Charity and Not for Profit Law Webinar	Expected completion: November 2025	\$40	No	\$175(estimated after taxes and estimated expense)
Chantal Chiddle	Western University Continuing Studies	Professional Certificate in Leadership (Req. Course 1)	Expected completion: December 2025	\$450	No	\$2491(estimated after taxes and estimated expense)
Paula Klink	Institute of Corporate Directors	Governance Essentials Program	Completed	\$2,500	No	\$175(estimated after taxes and estimated expense)
Ravinder Panesar	Institute of Corporate Directors	Governance Essentials Program	Completed	\$2,500	Yes	\$250 over budget (estimated after taxes and estimated expense)
Total: Course Fees				\$30,816		

Decision Note – Plenary Protocol

Item	C-573-2.6
Purpose	For Council to approve the proposed Plenary Protocol outlining expectations for plenary sessions
Strategic/Regulatory Focus	Governance
Motion	Council approves the Plenary Protocol as presented in Appendix A to the briefing note. (requires simple majority)
Attachments	Appendix A – Plenary Protocol

Summary

The attached draft protocol (**Appendix A**) establishes clear criteria, authority, and format for convening Council plenary sessions. It responds to previous concerns about the absence of a consistent process and aims to ensure that future plenaries are aligned with PEO's strategic priorities and Council's policy agenda.

Public Interest Rationale

N/A

Background

Currently, there is no approved protocol outlining the criteria or process for convening Council plenary sessions. In the past, plenary topics have been selected without clear linkage to PEO's strategic priorities, Council's policy agenda, or established governance processes.

Several Councillors have raised concerns regarding the lack of a formal, Council-approved framework defining when and how plenaries should be held, who has the authority to convene them, and what format they should follow.

The proposed protocol seeks to address these issues by providing a structured and transparent approach that reinforces Council's governance effectiveness and ensures plenaries are used strategically to support informed decision-making.

Considerations

- The draft protocol (**Appendix A**) sets out clear purpose and context, authority to convene, criteria for holding a plenary, and scheduling and format guidelines.
- It clarifies that plenaries are non-decision-making sessions focused on discussion of strategic or governance matters in a non-decision-making setting prior to formal deliberation and discussion at a Council meeting.
- Adoption of this protocol would help ensure consistency, transparency, and alignment between plenary topics and PEO's strategic priorities and Council's approved policy agenda.

Recommendation

That Council approve the proposed protocol.

Prepared By: Secretariat

COUNCIL PLENARY PROTOCOL

C-573-2.6
Appendix A

Definition of a Plenary

A plenary is a non-decision-making meeting of Council convened to provide Councillors with comprehensive information and context on strategic, policy, or governance matters that require deeper understanding before formal deliberation. Plenaries are intended to strengthen Council's grasp of complex issues by allowing time for review, clarification, and focused discussion. They are not intended for seeking solutions or developing policy proposals, but rather for ensuring that Council is well-informed prior to deliberation or decision-making at a formal Council meeting.

Authority to Convene

- The Chair of Council may convene a plenary in consultation with the CEO/Registrar and any pertinent committee Chair, as appropriate. If the President and Chair are not the same individual, the Chair should consult with the President as well.
- Plenaries should not be scheduled independently by individual Councillors, committees, or staff.

Criteria for Holding a Plenary Session

Plenary sessions should only be convened when the subject matter meets one or more of the following criteria:

- Strategic or policy matters directly related to PEO's regulatory mandate, strategic priorities or Council's approved policy agenda.
- Governance issues arising from committee workplans that require additional Council deliberation or orientation.
- Emergency or high-impact issues requiring timely discussion outside the format or time constraints of a formal Council meeting.
- Educational sessions that build Council's capacity to govern effectively (e.g., regulatory trends, legislative changes, or major operational transitions).

Scheduling and Format

- Whenever possible, plenaries should be scheduled in conjunction with regular Council meetings (i.e., the day prior) to support efficiency and attendance.
- Plenaries are non-decision-making sessions; no formal motions or resolutions are to be passed.
- Plenary sessions are open to the public unless Council decides to exclude the public in accordance with the criteria set out in Bylaw No. 1.
- Guest speakers may be identified and recommended by the CEO/Registrar based on the topic of the plenary, in consultation with the Chair, and in accordance with PEO's internal communications protocols, which include appropriate vetting and approval processes for external speakers.

Decision Note – 2026 Borrowing Resolution

Item	C-573-2.7
Purpose	To renew PEO’s existing operating line of credit with Scotiabank until January 31, 2027
Strategic/Regulatory Focus	Governance
Motion	As reviewed by the Audit and Finance Committee (AFC), That Council: <ol style="list-style-type: none"> 1. Approve the borrowing of money upon the credit of the association by way of: <ol style="list-style-type: none"> a. an operating overdraft up to an amount not to exceed CAD\$250,000; and b. use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000. 2. Confirm that this Borrowing resolution is renewed to expire on January 31, 2027.
Attachments	Appendix A – Borrowing Resolution

Summary

PEO seeks to renew its credit facilities with Scotiabank until January 31, 2027. These include an operating overdraft of up to CAD \$250,000 for contingencies and corporate credit cards with a combined limit of CAD \$120,000 for business expenses. The resolution aligns with PEO’s By-Law #1 and Internal Control Banking Policy, requiring annual Council approval. The Audit and Finance Committee has recommended approval to ensure continued access to these facilities. Upon Council approval, the President and Registrar will finalize the renewal with Scotiabank.

Background

PEO’s By-Law #1 – Section 47 states that:

“Council may from time to time borrow money upon the credit of the Association by obtaining loans or advances or by way of overdraft or otherwise”

PEO’s Internal Control Banking Policy requires that “the borrowing resolution shall be reviewed and approved by Council on an annual basis”.

To help manage the working capital and provide convenience to senior volunteers and staff, Scotiabank provides PEO two credit facilities:

- a. an operating overdraft up to an amount not to exceed CAD \$250,000 at Prime rate; and
- b. use of corporate credit cards with an aggregate limit not to exceed CAD \$120,000.

Considerations

These credit facilities expire on January 31, 2026, so this agenda item is being considered now. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

PEO has adequate cash flow to meet its business requirements on a regular basis. The overdraft facility is only for contingency purposes. Corporate credit cards enhance operational efficiency for staff to manage organizational expenditures and are utilized in accordance with PEO's internal controls. The credit card balances are paid off every month.

PEO's borrowing resolution, including the amounts of its credit facilities, have remained unchanged for several years, and are unlikely to change in the foreseeable future.

Recommendation(s)

The Audit and Finance Committee recommends that Council:

- a. Approve the borrowing of money upon the credit of the association by way of:
 - i) An operating overdraft up to an amount not to exceed CAD \$250,000; and
 - ii) Use of corporate credit cards with an aggregate limit not to exceed CAD \$120,000.
- b. As per the above, confirm that this Borrowing Resolution is renewed to expire on January 31, 2027.

Next Steps

If approved by Council, the Council Chair and the CEO/Registrar will sign the attached (Appendix A) Borrowing Resolution so that Scotiabank can renew the current credit facilities to January 31, 2027.

Prepared By:
Finance Team

ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO (PEO)

BORROWING RESOLUTION

PEO's By-Law No. 1, section 47(a) states that:

The Council may from time to time: (a) borrow money upon the credit of the Association by obtaining loans or advances or by way of overdraft or otherwise;

Resolution

That Council:

- a) approve the borrowing of money upon the credit of the Association by way of:
 - i) establishing an operating overdraft up to an amount not to exceed CAD \$250,000; and
 - ii) obtaining corporate Visa credit cards for staff with an aggregate limit not to exceed CAD\$120,000.

- b) confirm that this Borrowing Resolution expires on January 31, 2027.

Certified this 28th day of November, 2025 to be a true, and a complete copy of section 47 of By-Law No. 1 of the Association and of a resolution passed by Council.

Signed by _____
Gregory P. Wowchuk, P.Eng., FEC, Council Chair

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

Information Note – Regional Councillors Committee (RCC) Summary Report

Agenda Item No.	C-572-2.8
Purpose	To inform Council of the recent activities of the Regional Councillors Committee.
Strategic/Regulatory Focus	This item is neither regulatory nor governance.
Motion	No motion required
Attachments	Appendix A – RCC Summary Report

Prepared By: Volunteer Engagement

Regional Councillors Committee (RCC)

Summary Report to Council

November 28, 2025

1. Committee Meeting Date: November 19, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹
Update on GNC Review	GNC Review of RCC is underway at the request of RCC. PEO Senior Director of Governance provided an update on this. A discussion was had on clarity RCC members are seeking for the role of RCC and inquiries on the authority of RCC moving forward.	GNC	GNC review is underway. Feedback from RCC will be brought back to GNC. There is an understanding that there may be clarity in the role of RCC that may expand beyond this Council year, with the goal of achieving the appropriate direction for RCC.	Continue
Dormant Chapters and Chapter Boundaries	Update provided with regards to chapters who have been inactive or have lower volunteerism. PEO Chapter Office provided insight on previously approved RCC Dormant Chapter document and the indicators previously endorsed by RCC. There is an interest in continuing active outreach to increase volunteerism if possible.	PEO Staff	RCC would like to discuss reviewing chapter boundaries in the future. With regards to less active chapters, a more formal conversation on this will be required in conjunction with chapter boundaries.	Continue
Penta Congress and Volunteer Symposium	RCC and PEO Staff discussed recommendation from GNC to combine more than one volunteer-related event to support synergy. Discussion on combining Penta Congress and Volunteer Symposium was discussed.	PEO Staff	RCC does not endorse the concept of combining a Chapter Penta Congress and Volunteer Symposium for the 2026 calendar year.	Complete
Chapter Procedure Manual- Chapter Feedback Submission and V2 Planning	PEO Chapter Office provided insight as to how Chapters want to provide feedback on V1 of PEO's Chapter Procedure Manual and the timeline on how the multimodal engagement (including virtual sessions and open forum feedback documents).	PEO Staff	Chapter Office to continue implementation of the planned engagement on feedback of V1 of PEO's Chapter Procedure Manual.	Continue
Alignment of Licence Presentation Ceremonies	RCC discussed opportunities for alignment of core aspects to be included in chapter licence presentation ceremonies.	PEO Staff	Chapter Office to include guidance on this in the Chapter Procedure Manual for review by RCC prior to V2 launch.	Continue

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

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹
Alignment on Networking Activities hosted by chapters	RCC discussed social and networking activities hosted by chapters and opportunities for further alignment and reduction of risk where possible.	PEO Staff	Chapter Office staff to provide guidance within V2 of the manual with suggested networking activities for review by RCC prior to V2 launch.	Continue

2. Regional Open Issues

Item/Topic	Regional Open Issue	RCC Update	Status ²
Meal Reimbursements	Northern NRC moves to include up to a maximum 2 meal reimbursements/month, for executive volunteers, to include monthly executive meeting and a subcommittee meeting.	RCC recommends closing this item, acknowledging that some chapter volunteers attend a number of meetings for chapters and that clearer guidance, matrixes and limits around meal reimbursements should be drafted for V2 of the manual.	Recommend Close
Engaging with Licence Holders	West Central (1) Confirm if PEO members without emails on file are being communicated with via mail to meet requirements re: effective communication per regulatory requirements, and; (2) Revisit potential for chapters to leverage similar engagement mechanism for PEO members without an email on file for essential chapter communications. RCC, July 2025: Staff to determine best practices on how to send out communications to chapter members, in discussion with Communications and IT staff. Keep Open. • Staff, October 2025: Yes, PEO staff still send hard copy communications when necessary. They are also engaged in collecting email addresses as much as possible. Any time an email address is added it is automatically uploaded to chapter mailing lists overnight. It is up to each chapter to determine whether they choose to send hard copy communications. It was removed as a requirement so to not negatively affect chapter budgets.	RCC recommends closing this item given the decreasing number of license holders without email addresses.	Recommend Close
RCC Scholarship	Eastern ERC moves to propose that RCC increase the per chapter RCC scholarship amount from \$1,500 to \$3,000.	RCC recommends closing this item given the role of a regulator in provision of scholarships and current lack of consistent implementation of the scholarship across the chapter network.	Recommend Close
Chapter Boundaries	Eastern	RCC recommends leaving this issue open given that RCC would like to discuss	Remain Open

	ERC moves to request RCC advocate for, and bring to Council, the recommendation that PEO undertake a review and update chapter boundaries.	reviewing chapter boundaries in the near future.	
Licence Presentation	Western WRC moves to request RCC set a framework and guidelines to allow for multiple opportunities for chapters to present licences to new P.Engs., including presentation to licence holders that previously received their certificate in the mail.	RCC recommends leaving this issue open as this will be addressed with more formal guidance provided in V2 of the Chapter Procedure Manual.	Remain Open
Engaging with Students	West Central Open Issue #45, September 2024 WCRC requests to RCC to consider endorsement (or motion to council, if required) towards including opportunity for engineering university students and/or engineering graduates to register/consent for PEO to collect contact information (or to be included in current outreach program) to be utilized by local chapters for involvement. Western Open Issue#95, June 2024 WRC moves to request the creation of graduate mailing lists for each chapter to bridge the gap between graduation and licensure.	RCC recommends leaving this issue open as we work to align effective communication with this stakeholder group between PEO Communications and PEO Chapters. PEO Communications will provide more information in the coming months, which will be shared with RCC and Chapter Communications Community of Practice.	Remain Open

² Green=Recommend Close; Blue=Remain Open

Information Note – 30 by 30 Reporting

Item	C-573-2.9
Purpose	To advise Council of the changes in reporting of PEO's 30 by 30 metrics
Strategic/Regulatory Focus	Regulatory
Motion	No motion required
Attachments	None

Summary

Council is being advised of changes to the reporting of metrics related to PEO's participation in Engineers Canada's 30 by 30 initiative. The changes include:

- Providing updates to Council and stakeholders throughout the year via the CEO/Registrar's report, social media, and staff presentations.
- Consolidating key metrics with Council Indicators and discontinue November reporting in the Council package. Indicators will include: % of women obtaining licensure, % of women applying for licensure, and % of women receiving NOPs.
- Discontinuing the 30 by 30 annual check-in as the event has not provided sufficient value.
- Promoting the initiative and engaging stakeholders in alternate ways (e.g., presentations by the CEO/Registrar and Pre-licensing Outreach unit, work of Equity, Diversity and Inclusion department, discussions with employers).

Public Interest Rationale

The 30 by 30 initiative supports diversity in the engineering profession.

Background

The 30 by 30 annual check-in was initiated by PEO's 30 by 30 Task Force in 2021 to provide an annual update of the initiative to stakeholders and facilitate discussion on best practices. The check-in continued each year by PEO staff after the Task Force was stood down at the end of 2021. It consisted of a two-hour session featuring presentations, Q&A and open discussion. In addition, several metrics were tracked annually and provided to Council each November as part of its meeting package. These included metrics related to licensing, those from universities and employers, as well as internal PEO metrics.

Following five years of hosting the annual check-in, the following conclusions have been made:

- **Redundant information:** Key updates are already shared publicly through the CEO/Registrar's report, and the key metrics are reported consistently through Council Indicators.
- **Limited impact:** The current format does not demonstrate substantial value. The check-ins were presentation-heavy and focused on updates from Engineers Canada, rather than fostering collaboration and generating new insights.
- **Lack of actionable items:** The check-in has not consistently produced relevant or actionable items and follow-up activities have been minimal.
- **Challenges in employer engagement:** Engaging employers to contribute metrics and participate in the initiative has been a challenge. There are few incentives for involvement, and recent changes to Engineers Canada's criteria to become a Champion have further contributed to limited participation. At present, only two employers submit metrics.

Next Steps

Staff will continue to provide regular updates to Council on the progress of the 30 by 30 initiative, including reporting of three key metrics through Council indicators. Events occurring throughout the year will be documented in the CEO/Registrar's report and other communication vehicles. Further, the Pre-Licensing Outreach unit will continue to promote licensure among women through targeted outreach and participation in relevant events. Collaboration with Engineers Canada will continue through participation on the CEO Taskforce and the 30 by 30 Regulator Champion Working Group, supporting national alignment and shared objectives.

Prepared By: External Relations Team

Information Note – President’s Report

Agenda Item Number	C-573-3.1
Purpose	To inform Council of the recent activities of the President.
Strategic/Regulatory Focus	
Motion	No motion required.
Attachments	

There will be a presentation on the President’s recent activities.

Information Note – CEO/Registrar’s Report

Agenda Item Number	C-573-3.2
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

C-573-3.2
Appendix A



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

NOVEMBER 28, 2025



INTRODUCTION

As we conclude the final year of our 2023–2025 Strategic Plan, I am proud of how far we have come. Our organization has continued to rise to every challenge, guided by our shared values and a steadfast commitment to protecting the public interest.

This past year, we not only met but often outperformed our strategic goals. We strengthened our systems and processes, deepened our relationships with government and partner regulators and continued to modernize our regulatory approach. Our staff's professionalism and resilience have been the foundation of this progress, buttressed by the steady leadership of Council and the support of our stakeholders. Together, we have built a stronger, more agile organization.

Equally important has been the continued strengthening of our internal culture. Our recent employee engagement survey showed outstanding results ([see p. 21](#)). These results reflect the pride, commitment and sense of belonging our staff bring to their work every day. I am especially proud of the inclusive, respectful and supportive environment we have built. It empowers our people to do their best work and ensures our values are lived, not just stated.

Our progress is also being recognized externally. The Ontario Fairness Commissioner recently adjusted PEO's risk rating to moderately low for the period January 1, 2026, to March 31, 2027. This is a notable improvement from our previous moderate to high rating ([see p. 6](#)). The shift reflects the progress we have made in reducing our inventory of legacy applications and implementing our competency-based assessment process. It is a tangible acknowledgment of the diligence and care with which we approach our regulatory responsibilities. It is also proof of our commitment to fairness, transparency and accountability.

The completion of our three-year strategic plan marks not an end but a milestone, a testament to the power of collaboration, shared purpose and committed leadership. In the following section, I am pleased to highlight the Council-supported operational projects and outcomes that have brought this strategy to life and positioned us for continued success in the years ahead.

As we plan for the launch of our 2026–2030 Strategic Plan in January, I'm happy to share a preview of our public-facing document in [Appendix A](#).

2023–2025 STRATEGIC PLAN HIGHLIGHTS

Improve licensing processes

- **Delivered on regulatory requirements:** We met or exceeded all requirements and key performance indicators under the *Fair Access to Regulated Professions and Compulsory Trades Act* and the new labour mobility rules in the *Protect Ontario Through Free Trade Within Canada Act*. Our commitment to fairness, accessibility and efficiency in the licensing process contributed to a reduced risk rating from the OFC.
- **Implemented continuing professional development (CPD):** We launched a mandatory CPD program for all licence holders, including clear procedures for participation exemptions and enforcement mechanisms for non-compliance.
- **Embedded equity, diversity and inclusion (EDI):** EDI principles are now a key part of our culture and operations. Guided by the Anti-Racism and Equity Code, we hired a dedicated EDI manager to implement best practices, strengthen engagement with staff and stakeholders, and review policies through an equity lens. Staff also delivered targeted training to build a culture of belonging across the organization.

Optimize organizational performance

- **Established a policy development framework:** The new framework guides the creation and evaluation of regulatory policies. It promotes coherence, requires impact analyses for significant initiatives, and reinforces evidence-based and inclusive decision-making aligned with our mandate and priorities.
- **Advanced digital transformation:** We undertook a major modernization of our digital infrastructure to enhance efficiency, security and data-driven decision-making. This included aligning cybersecurity practices with internationally recognized standards, improving application architecture and data quality, and expanding our organizational data warehouse to generate actionable insights.
- **Enhanced staff performance and development:** A refreshed performance management process now aligns SMART goals with organizational priorities and individual growth. We also launched the in-house PEO Academy to support a culture of learning and to build internal capacity, especially for future leadership roles.
- **Strengthened communications and reputation:** A new long-term communications strategy focuses on establishing PEO as a leading and trusted regulator. It prioritizes audience understanding, measurable outputs and stakeholder feedback to continuously improve our outreach and demonstrate regulatory effectiveness.
- **Modernized budgeting and forecasting:** The implementation of a new budgeting platform has streamlined our annual cycle and improved financial planning and forecasting. A revised Expense

Reimbursement Policy further strengthens internal controls and clarifies guidelines.

- **Created a dedicated Customer Service team:** The team, established in 2023, provides consistent, accurate and responsive support to licence holders and applicants. A continuously updated knowledge database and performance metrics ensure up-to-date information and quality service.

Implement governance improvement plan

- **Strengthened Council orientation:** A comprehensive onboarding process, including a new Governance Manual, helps councillors become better informed and more prepared for their governance roles.

- **Launched enterprise risk management (ERM):** Our ERM framework enables proactive monitoring and management of key organizational risks through an integrated risk register.
- **Introduced a Council Evaluation Framework:** A multi-year approach embeds regular assessments into the governance cycle to ensure ongoing effectiveness and continuous improvement.

Refresh vision; ensure stakeholders see PEO value

- **Defined PEO’s long-term vision:** Through extensive stakeholder consultation, we developed a forward-looking vision statement that reaffirms our regulatory mandate and positions PEO for leadership and relevance in the coming decades.



In September, Jennifer Quaglietta announced PEO’s new vision statement to attendees of the Volunteer Symposium, which gathered nearly 200 attendees for a full day of networking, training and engagement.



In October, Jennifer Quaglietta (middle) spoke to attendees of the Mississauga Chapter Women in Engineering Seminar about her career path and the diverse pathways available for engineers.



In October, Jennifer Quaglietta (second from right) was inducted into the CIO Association of Canada Hall of Fame, which honours Canada's most exceptional leaders driving digital transformation and value to their organization and the communities they serve.



At the Halloween-themed all-staff meeting in October, colleagues said goodbye to Americo Viola, vice president, regulatory operations and deputy registrar (second from left), who left PEO on November 14.



In November, PEO councillors and staff gathered at the 2025 Ontario Professional Engineers Awards gala. From left to right: Nanda Lwin, P.Eng., FEC, Dan Abrahams, LLB, Gregory P. Wowchuk, P.Eng., FEC, Hannah Ehtemam, P.Eng., Jennifer Quaglietta, Randy Walker, P.Eng., Pappur Shankar, P.Eng., FEC, Ravinder Panesar, P.Eng., FEC, and Americo Viola.



OPERATIONAL PLAN STATUS REPORT

PEO’s 2023–2025 Strategic Plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 12 initiatives were planned for 2025. As noted previously in

the report, all work planned for this year is either complete or on schedule to be completed by December (see Table 1).

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

Status Counts: 0% 0% 0% 100%

Table 1: Operational Plan Status Report as of November 2025

All work planned for the 2026–2030 Strategic Plan is complete.

Improve Licensing Processes

1.1 Create Fair, Transparent, Accessible and Efficient

Application Process

1.1.2 FARPACTA Process (Licensing and Process)

Re-evaluation of Risk Rating

As noted above, the Office of the Fairness Commissioner (OFC) has determined that PEO's risk rating will be adjusted from moderate to high to moderately low for the period January 1, 2026, to March 31, 2027. The OFC expects that PEO will continue to reduce its legacy inventory and identify opportunities to evaluate the competency-based assessment process with the goal of increasing the number of international applications.

"As of Right" and Provincial Mobility Applications

On September 1, the Ontario Government announced it would be introducing new regulations aimed at removing interprovincial barriers for Canadian professionals coming to Ontario. The new regulations under the recently amended *Ontario Labour Mobility Act* are intended to make it feasible for certain Canadian professionals, including engineers, to begin working in Ontario within 10 days after their credentials and requirements are confirmed by the regulator. Following a legal review of the regulations and

in consultation with the government, we have confirmed that PEO's current transfer application process satisfies the government's "as of right" requirement. As of the government's deadline of January 1, 2026, PEO's "transfer" application process will be renamed the "Canadian P.Eng. mobility" application process and registration decisions for provincial mobility applications will be made within 10 days.

Table 2 demonstrates how the new Canadian P.Eng. mobility application process combines the best parts of conventional mobility "transfers" and "deemed certified" into one effective application process.

PEO's new Canadian P.Eng. mobility application meets both provincial mobility and "deemed certified" requirements.

	Labour Mobility "Transfers"	+Deemed Certified	=New Canadian P.Eng. Mobility Application Process
Fees	Same fee structure as a new P.Eng. application (application fee+registration fee+annual fee)	Same fee structure as a new P.Eng. application (application fee+ registration fee+annual fee)	Same fee structure as a new P.Eng. application (application fee+registration fee+annual fee)
Documentation	Rigorous vetting via a good character form (requirements in s.9 of <i>Labour Mobility Act</i>)	Rigorous vetting via a good character form (requirements in s.9 of <i>Labour Mobility Act</i>)	Create one good character form that merges both requirements No requirements for CV
Timelines	30 calendar days	10 business days	10 business days
Expiry	Licence until retirement	Licence for 6 months (not possible in <i>Professional Engineers Act</i>)	The portal and website will indicate the options, such as retirement, for those interested in working a limited time in Ontario
Seal	Ontario Seal	No Seal (no engineering opinions)	Ontario Seal

Table 2: Elements of New Canadian P.Eng. Mobility Application

FARPACTA KPIs

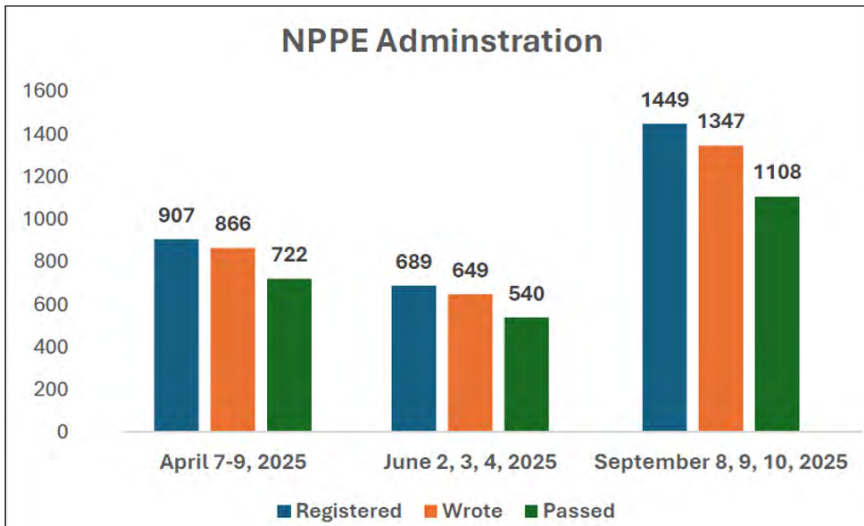
As of October 1, PEO is exceeding compliance for both the 10-day application review and the new 90-day registration decision requirements. Furthermore, PEO is meeting the 100 per cent requirement for provincial mobility registration decisions within 30 business days.

New FARPACTA Requirements and NPPE

The technical solution to allow prospective applicants to write the National Professional Practice Examination (NPPE) before applying

for licensure has been a success. This solution allows recent bachelor of engineering graduates with acceptable degrees from recognized institutions to write the NPPE via PEO's online portal at any time after graduation. It has also enhanced PEO's ability to comply with the new 90-day requirement for registration decisions.

Allowing prospective applicants to write the NPPE before applying for licensure has resulted in a significant increase in NPPE registrations (see Figure 1).



NPPE registrations hit a new high this fall, partly because the NPPE is now offered before people apply for licensure.

Figure 1: Number of NPPE Registrations

60% The decrease in the legacy applicant inventory since July 2023

Inventory Management Plan (IMP)

The current legacy applicant inventory is 13,672, as of October 1. This is a decrease of nearly 60 per cent from the approximate 34,000 applicants in July 2023. Specifically, 10 per cent of the applications are awaiting assessment from PEO (see “With PEO”

column in Table 3), while 90 per cent are awaiting action by the applicant, for example, to write an examination (see “With applicant” column in Table 3).

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	1%	196		196
Writing technical examinations	26%	3498	3498	
Writing the NPPE	27%	3644	3644	
Pending validator CBA forms	5%	683	683	
CBA assessment active	4%	606		606
Accumulating experience inactive	33%	4448	4448	
Other	4%	597		597
Total inventory	100%	13,672	12,273	1399
Percentages			90%	10%



Of the legacy inventory, only 10 per cent of applications are awaiting a PEO assessment.

Table 3: Legacy Applicant Inventory Stages

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	24,959
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	16,739
SUBTOTAL CEAB GRADUATES	23% (3947/16,739)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	73% (12,215/16,739)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	15% (2641/16,739)

24,959 Prospective applicants who have started a P.Eng. application

16,739 Prospective applicants who have started the academics section

3947
Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (2682/3947)
ACADEMICS COMPLETED	54% (2162/3947)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.6% (64/3947)
CBA IN PROGRESS	75% (3005/3947)
GOOD CHARACTER COMPLETED	67% (2646/3947)

12,215
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% (8680/12,215)
ACADEMICS COMPLETED	4% (498/12,215)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (338/12,215)
CBA IN PROGRESS	51% (6281/12,215)
GOOD CHARACTER COMPLETED	52% (6378/12,215)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1020
PASSED ONE CONFIRMATORY EXAMINATION	23% (235/1020)
PASSED TWO CONFIRMATORY EXAMINATIONS	42% (432/1020)
PASSED THREE CONFIRMATORY EXAMINATIONS	6% (60/1020)
PASSED FOUR CONFIRMATORY EXAMINATIONS	29% (293/1020)

We are monitoring technical exam completions to support forecasts and resource and budget planning.

1.3. Ensure Licensing Reflects EDI Values

1.3.2 EDI—Phase 2 (best practices implementation)

Since September, PEO has advanced its commitment to EDI through targeted training, policy development and engagement initiatives. These efforts demonstrate our continued leadership in building a work culture grounded in respect, belonging and accountability.

Training and Development

A series of internal and external training sessions were delivered to strengthen awareness and competency across key EDI themes. External sessions included cultural competency, racism and discrimination and microaggressions. A chapter presentation was offered on creating a culture of belonging. Internally, we hosted two monthly training sessions on microaggressions and racism and discrimination. Leadership training focused on psychological safety and mental health, supporting our executive leadership team in fostering inclusive and supportive environments.

We also facilitated an EDI workshop on creating a culture of belonging at the Volunteer Symposium in September, engaging over 60 participants in discussions on creating safe spaces for the next generation of engineers, allyship and inclusive leadership. The development of the PEAK EDI module for 2026 progressed to ensure the integration of accurate and equity-informed learning content.

Policy and Measurement

Policy work in this area continues to evolve. An equity review of the Anti-Workplace Violence, Harassment and Discrimination Policy moved forward, alongside the introduction of an eligibility criterion requiring candidates to complete a Council-approved orientation course. We also advanced reconciliation efforts through collaboration with Warrior Engineering, an Indigenous-owned engineering consulting firm, which also completed a review of the Anti-Workplace Violence, Harassment and Discrimination Policy.

To date, membership demographic data has been collected from 5396 licence holders on a voluntary basis via PEO's online portal, providing valuable data to inform future EDI strategies.

Leadership and Collaboration

We continue to play an active role in Engineers Canada's Inclusivity Taskforce. The taskforce has aligned on a definition of a welcoming and inclusive profession and identified barriers that are within the regulators' and Engineers Canada's control. An October workshop also helped inform a national action plan for a welcoming and inclusive profession.



Engagement and Communication

Internally, culture and engagement activities played a vital role in strengthening inclusion. Connection Corners celebrated cultural events such as Caribbean Month, Diwali and the Thanksgiving Donation Drive, while Coffee Chats during Mental Health Month encouraged open dialogue and awareness.

Optimize Organizational Performance

2.3 Review/Improve Comms & Business Processes;

Ensure Reflects EDI Values

2.3.4 Communications Strategy (value, EDI)

Plain Language Style Guide

The Communications team launched our first Plain Language Style Guide on October 30. The guide is an internal resource designed to help staff apply plain language principles in their communication with stakeholders. Plain language principles focus on making communication clear, concise and easy for a reader to understand and use. The production of a style guide that incorporates accessible, inclusive and plain language principles was a recommendation of the 2024 communications audit.

Media Training

On November 6, PEO's president-elect and vice president (elected) attended a half-day media training session, together with the CEO/registrar and the vice president, policy and governance and chief legal officer. Encouraging media relations preparedness is a key focus area of our long-term communications strategy. The Communications team will continue to provide support whenever spokespersons are assigned to media interviews. Expanding the training will be considered following our evaluation of this year's training sessions and feedback from participants.

2.3.5 Modernize Budget Processes

PEO previously introduced a modern financial planning and analysis platform to support the development of budgets and forecasts in a way that promotes collaboration, data integrity and accountability across all departments. The platform is now further enhanced and has been used to develop the 2026 consolidated budget with greater efficiency and accuracy. PEO will continue to build on these advancements as part of its ongoing efforts to modernize financial planning, reporting and decision-making processes.

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 November 2025 PEO Governance Scorecard reflects performance results for the period of January 1 to September 30, 2025. Overall, performance remains strong, with eleven indicators surpassing their targets (green) and one indicator performing below its threshold (red).

Table 4: November 2025 Governance Scorecard

Nov 2025 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to Sept 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., P.Eng. Mobility, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	↑	90%	80%	99.7%	1,457	1,461	PEO surpassed the target for the reporting period.	
2	Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within their required timeframe divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	90%	80%	99.4%	463	466	PEO surpassed the target for the reporting period.	
3	Registration Decisions Within Target - P.Eng. Mobility (C), (F)	The number of P.Eng. Mobility applications for whom a registration decision is made within 30 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	983	983	PEO met the target for the reporting period.	
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 for practising engineers has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	●	↑	85%	75%	86%	62,020	72,064	PEO surpassed the target for the reporting period. Licence holders are required to complete their required PEAK elements by the end of the year. PEAK compliance becomes enforced in Nov 2025 starting with a first pilot group selected at random.	
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%	20.1%	676	3,367	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%	100%	5	5	PEO staff surpassed the target and reviewed all standards and guidelines. Initially, 5 reviews were planned in 2025.	
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%	100%	10	10	All initiatives scheduled for implementation in 2025 were completed in alignment with deliverables set out in the 2025 Operational Plan as derived from the 2023-2025 Strategy that was approved by Council.	
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%	1.89%	\$534,528	\$28,268,361	The 1.89% favorable variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the higher than anticipated investment income offsetting lower P.Eng revenue than budgeted.	
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%	5.30%	\$1,497,195	\$28,224,695	The 5.30% favorable 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	469	\$43,881,413	\$25,535,877	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. A rating of 10 represents that a user rated their customer service experience as excellent for an inquiry and a 1 represents a poor experience.	Finance and Strategy	●	↑	6.5	5.5	7.3	N/A	616	PEO surpassed the target for the reporting period. PEO received 616 customer experience surveys and continues to integrate feedback to improve our 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%	93.2%	N/A	N/A	PEO surpassed the target for the reporting period and our 2024 employee engagement rate of 90.3%. Furthermore, the response rate for the employee engagement survey increased to 92% in 2025 from 87% in 2024.	
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%	2%	3	140	The turnover rate is lower than industry standard due to high employee engagement levels, our flexible hybrid work schedule and total rewards package. The average voluntary turnover rate in Canada is 10.2% (Mercer 2025 Canada Turnover Trends).	

Legend	
Status Definitions:	Notes:
● Performance on target	1) Indicators required under FARPACTA legislation are identified with an (F) label
● Performance slightly below target	2) Indicators reported to Council are identified with a (C) label
● Performance significantly below target	3) Double arrow for desired direction means sustain performance above target
● Performance to be reported at end of year	

In October, an unlicensed practice case resulted in jail time for a Windsor-based individual who was falsifying seals and offering engineering services.

Regulatory Operations

Unlicensed Practice Enforcement

The Unlicensed Practice Enforcement (UPE) team has continued its transition to using internal counsel for prosecutions of illegal practice and title violations. First appearances in court for current prosecutions are already scheduled into February 2026. Superior court injunctions preventing unauthorized practice and seal use are still managed through external counsel until experience and knowledge are developed with internal counsel. The UPE team has reduced its median days a file is open by an additional two days. As of September, this benchmark improved to an average of 58 days.

In late October, PEO was successful in having Benabdallah Chouchaoui found in contempt of court. This resulted in him being jailed for 14 days—a rare event for civil contempt. Between 2019 and 2024, Chouchaoui of Windsor, ON, continued to present his company, Windsor Industrial Development Laboratory Inc. (WIDL), as a licensed engineering firm. He submitted building permit applications to municipal officials using falsified engineering seals and violated the 2011 court injunction barring him from offering engineering services. This ruling can be found at <https://canlii.ca/t/kfxqf>. Additionally, the court ordered him to reimburse PEO for legal costs, totaling over \$71,000 for 2025.

58

YTD ending in September, the median time an unlicensed practice file was open was 58 days

Complaints and Investigations

The Complaints and Investigations team provides investigative and administrative services to the Complaints Committee (COC). This committee is tasked with determining whether complaints against licence holders should be referred to the Discipline Committee (DIC), dealt with in another manner or dismissed.

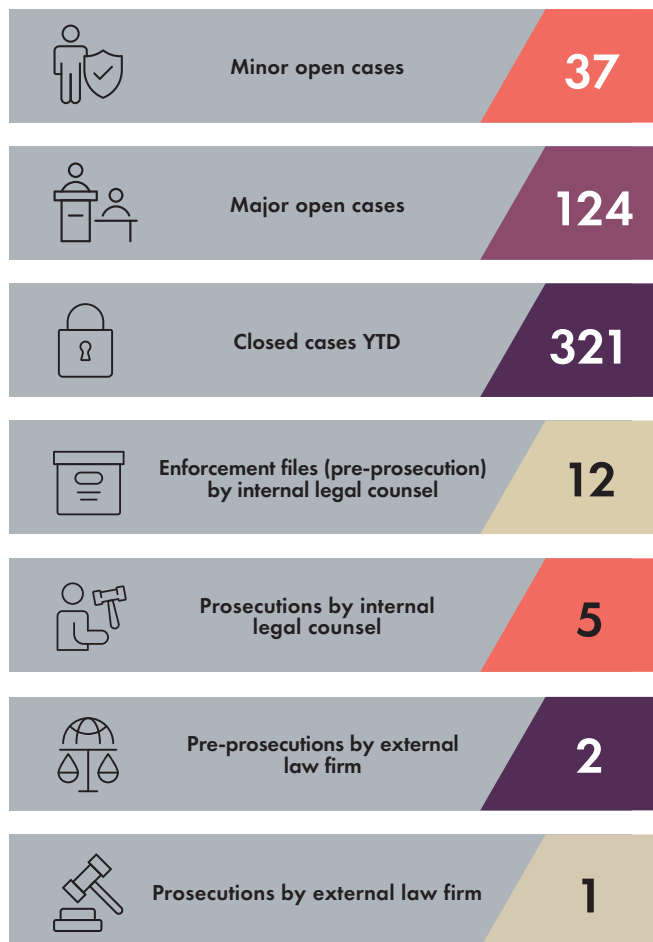


Table 5: Number of Unlicensed Practice Enforcement Cases

Between January 1 and November 4, 110 new complaints were filed with PEO, and 83 existing complaints were disposed of by the COC (see Figure 2). There are currently 207 active complaint files, either being investigated or pending disposition (in the form of a signed decision) by the COC.

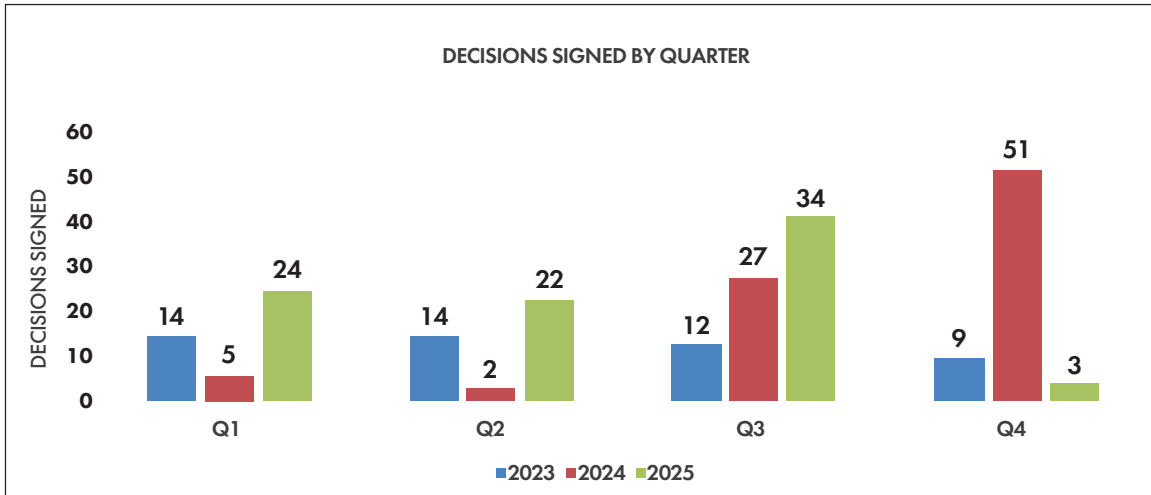


Figure 2: Number of Complaints Decisions Issued by Quarter

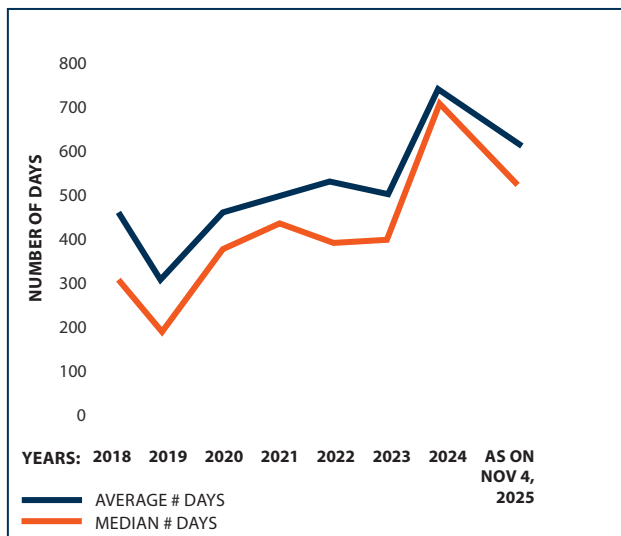
83 Complaints disposed of by the Complaints Committee since January

The Complaints and Investigations team, through ongoing process improvements and efficiencies, continues to achieve significant reductions in the average number of days required to investigate and prepare a complaints file for the COC’s consideration, and then to complete post-decision processing activities. The current average is 634 days, down from 751 at the end of 2024 (see Figure 3).

Complaints involving fee and/or contract disputes between licence holders and clients represent approximately 10 per cent of the current complaint volume. Opportunities to help address these types of issues in a proactive way will include additional educational resources for practising engineers, certificate of authorization holders and their clients.

Currently, complaints containing primarily allegations of unprofessional conduct by licence holders make up the largest category of complaints under investigation (52 per cent of all complaints). Complaints primarily related to technical competence/negligence represent the next largest category (21 per cent).

Preliminary work is underway to enhance the way in which members of the public, licence holders and other stakeholders access and stay involved in PEO’s complaints process. The goal of any improvements will be to make the user experience more intuitive and easier to navigate, while supporting timely and good decision-making.



634 Average days for complaints file processing, down from 751 at the end of 2024

Figure 3: Complaint File Processing Times

PEAK

PEO currently has over 90,000 licence holders, of whom about 71,700 have mandatory PEAK requirements this year.

As of October 31, 94 per cent of those with 2025 PEAK requirements have started to complete their requirements, and 89 per cent have already completed their first two PEAK elements. This means that the remaining 11 per cent are not currently compliant with their

first two PEAK elements, which could result in an administrative suspension of their licence and publication of the suspension on PEO’s public-facing directory. To help these licence holders avoid a licence suspension, we continue to send reminders of the importance of completing their PEAK obligations and the consequences of not doing so.

	2024 PEAK AS OF DEC. 31, 2024	2025 PEAK AS OF JAN. 31, 2025	2025 PEAK AS OF OCTOBER 31, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 70,000	ABOUT 75,000	ABOUT 71,700
STARTED PEAK	94%	64%	94%
COMPLETED FIRST TWO ELEMENTS	89%	51%	89%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	5%	12%	6%
NOT YET STARTED	6%	37%	5%
COMPLETED THE THIRD ELEMENT	66%	3%	23%

89%

Licence holders who have completed their first two 2025 PEAK requirements

Table 6: Comparative Statistics for the 2024 and 2025 PEAK Years

Licence Suspensions

On Monday, November 10, PEO suspended 21 licence holders for failing to complete the first two elements of PEAK. These licence holders were part of a suspensions pilot program of a randomly selected group of 100 licence holders who had not completed the first two elements despite being required to do so. Following a significant communications effort, 80 per cent of licence holders in the pilot group complied (see Table 7).

This suspensions pilot program is enabling us to test the end-to-end process, identify any gaps and refine our approach based on early insights. We will soon increase our capability to administer

suspensions, while also continuing to be as supportive as reasonably possible in helping licence holders comply with PEAK.

Development will soon begin on the next phase of the mandatory CPD project: building PEO’s capability to audit and verify year-end reports of the number of CPD hours completed by those licence holders required to complete them. Under the regulation, compliance monitoring is assigned to the registrar and her staff. A risk-based approach will be adopted and may involve both random and scheduled verification measures.

COMPLIED	77
IN PROGRESS	6
NOT STARTED	15
NOT APPLICABLE	2 (1 LAPSED, 1 FEE REMISSION)

Table 7: Compliance of PEAK Suspensions Pilot



Licence holders who were suspended for failing to complete the first two elements of PEAK.

Notices of Proposal

Under the *Professional Engineers Act*, the registrar can issue a notice of proposal (NOP) to refuse, suspend or revoke a licence, limited licence, temporary licence or C of A. Anyone receiving a notice of proposal has 30 days to request a hearing with the Registration Committee (REC).

In September, PEO reported having 54 FARPACTA matters and 38 legacy matters open at the REC stage. Figure 4 shows that FARPACTA matters continue to increase, while legacy matters have maintained a consistent rate. Since September, we have closed 37 matters, either through non-response or diversion. The Inventory Management Plan (IMP) commences this month. The first phase of this initiative involves drafting and executing 183 NOPs for dormant applications.

Figure 5 shows that NOPs requested by October have almost tripled for legacy matters from 2024. FARPACTA matters have already seen an almost five-fold increase from 2024. Projected to the end of the year, the numbers will be triple for legacy matters and are almost six times higher for FARPACTA. If the expected IMP numbers are added,

the result is a nine-fold increase. Approximately 90 per cent of all NOPs are issued because an applicant fails to meet the experience requirement for licensure.

Figure 6 shows that NOP requests continued to increase, reaching their peak in August 2025 when there were 35 NOP requests initiated. While these numbers have declined in September and October, they still remain much higher than in the first quarter of the year.

The registrar is represented at REC hearings by a lawyer appearing on the registrar’s behalf. On average, 70 per cent of NOPs result in a request for hearing before REC. In FARPACTA matters, we have already more than doubled 2024’s totals and are projected to have almost 70 hearing requests by the end of year, an almost four-fold increase. For the IMP Project, we have identified 183 applications in the first round requiring an NOP. This will likely result in an additional 129 requests for hearing (see Figure 7).

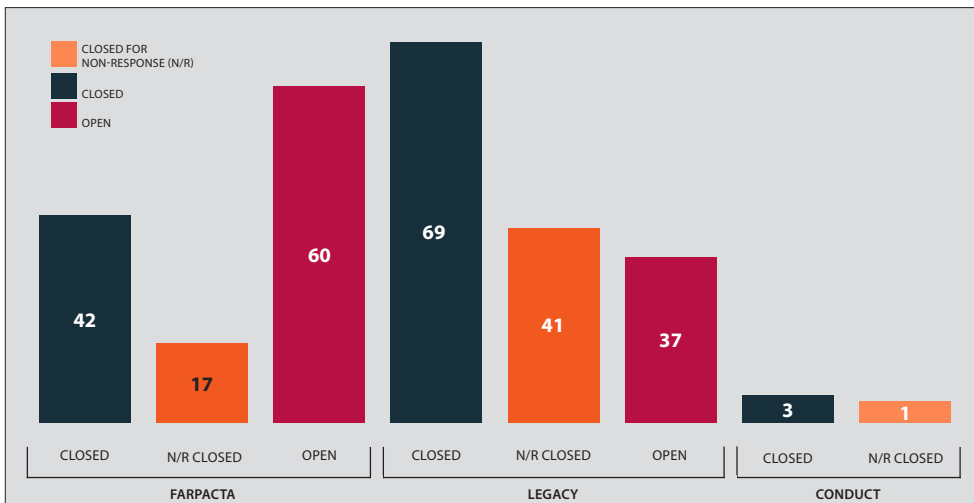
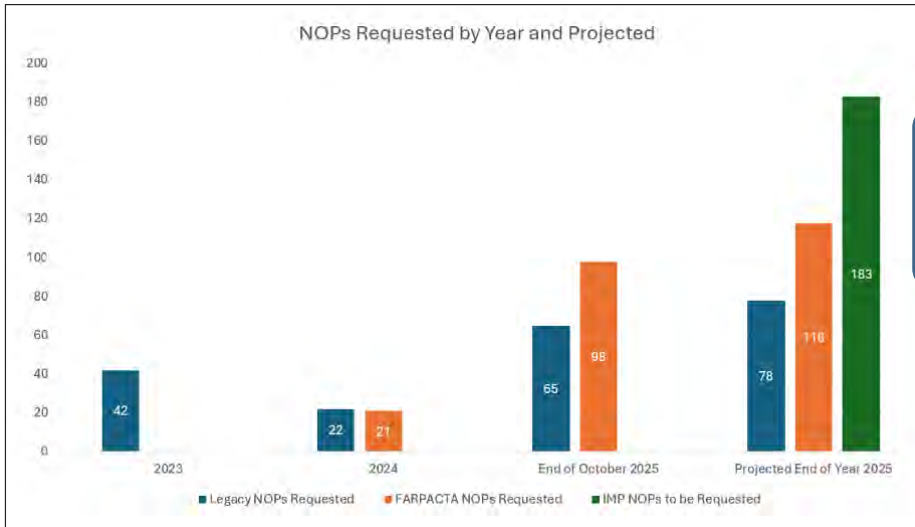


Figure 4: Current Status of REC Cases Since 2023

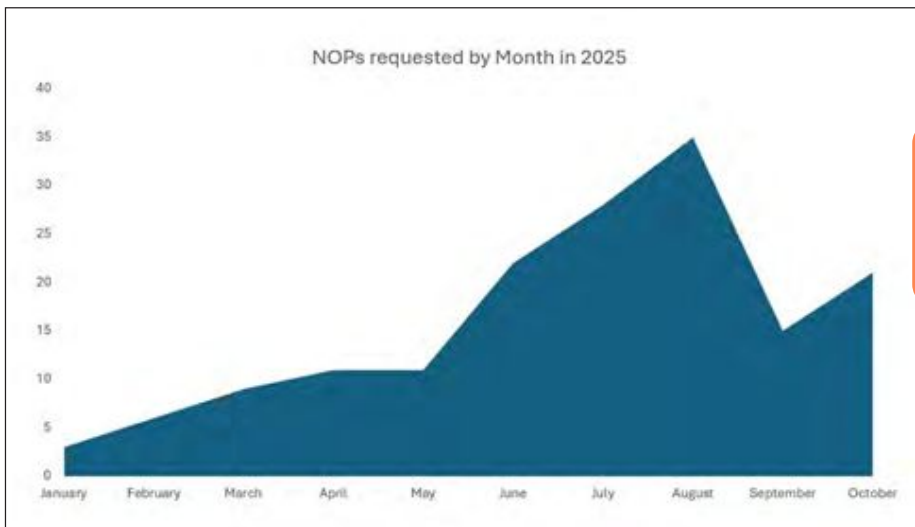
183

The IMP Project will add an additional 183 NOPs, which require drafting and execution, adding to our already increasing numbers.



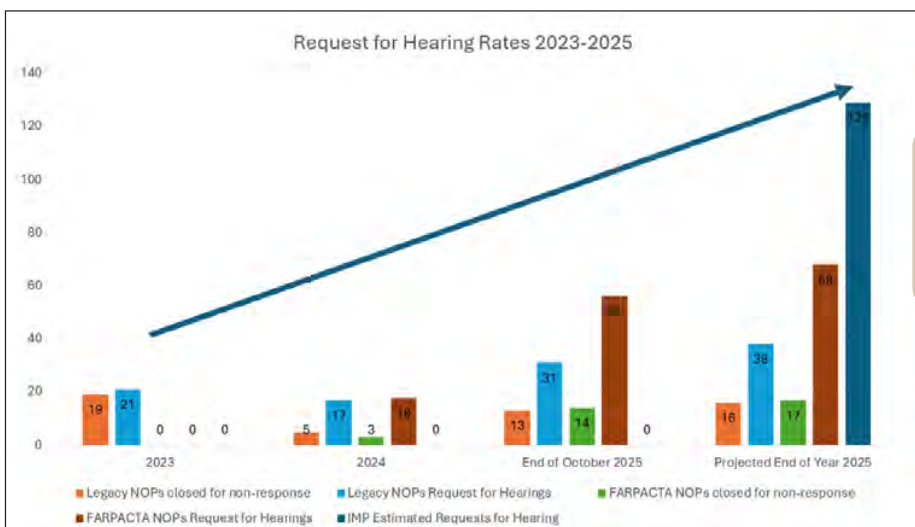
NOPs requested for FARPACTA, legacy and the IMP Project matters will result in a nearly 800 per cent increase from 2024.

Figure 5: NOPs Requested by Year and Projected



NOP requests in 2025 reached their peak in August, with 35 requested that month alone.

Figure 6: NOPs Requested by Month



Excluding the IMP Project, we will see a 200 per cent increase in the number of requests for hearing compared to 2024.

Figure 7: Request for Hearing Rates 2023–2025

OPERATIONAL

Finance

For the nine months ending September 30, total revenues amounted to \$28.8 million, while total expenses were \$26.7 million. This means an excess of revenue over expenses of \$2.1 million, as shown in Table 8.

The \$534,528 favourable variance in revenue is primarily due to higher-than-expected investment income, examination and registration fees.

Total expenses for the same nine-month period were less than budgeted by a total of \$1.5 million. This positive variance is primarily driven by lower-than-budgeted spending across several areas, including PEO

chapters, purchased services, computer and telephone, Council special projects and strategic initiatives projects.

Table 9 shows cash of approximately \$6.8 million and an investment portfolio of approximately \$37.1 million as of September 30, compared to cash of \$11 million and an investment portfolio of \$30.1 million as of September 30, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$28,802,889	\$28,268,361	\$534,528
Operations expenses	\$25,918,167	\$26,536,421	\$618,253
Sp. projects and strategic plan exp	\$809,333	\$1,688,274	\$878,942
TOTAL EXPENSES	\$26,727,500	\$28,224,695	\$1,497,195
EXCESS/(DEFICIT) OF REV OVER EXP	\$2,075,389	\$43,666	\$2,031,723

Table 8: Revenues and Expenses as of September 30, 2025

	2025 Actual	2024 Actual	Variance 2025 Actual Vs 2024 Actual
Cash	\$6,774,134	\$11,001,950	(\$4,227,816)
Other current assets	\$1,162,886	\$894,751	\$268,135
Marketable securities	\$37,107,279	\$30,980,349	\$6,126,930
Capital assets	\$25,042,081	\$26,248,655	(\$1,206,574)
TOTAL ASSETS	\$70,086,379	\$69,125,705	\$960,674
Current liabilities	\$14,954,097	\$14,474,405	\$479,691
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$46,703,782	\$42,590,201	\$4,113,581
TOTAL LIABILITIES & NET ASSETS	\$70,086,379	\$69,125,705	\$960,674

Table 9: Assets and Liabilities as of September 30, 2025



Remissions and Resignations

As of September 30, the data in Table 10 shows that the estimated total number of P.Engs in fee remission was approximately 13,813. This is roughly comparable to 13,223 as of the same date in 2024. The number of resignations as of September 30 was estimated to be 746 compared to 1036 resignations as of September 30, 2024. Overall, the estimated total number of P.Engs as of September 30 was 90,528, compared to 87,955 reported on September 30, 2024.

	YTD SEPT. 2025	YTD SEPT. 2024
Members seeking remission	2413	2569
Total members in fees remission	13,813	13,223
Members resigned	746	1036
Total P.Engs	90,528	87,955

Table 10: Estimated Remissions and Resignations as of September 30, 2025

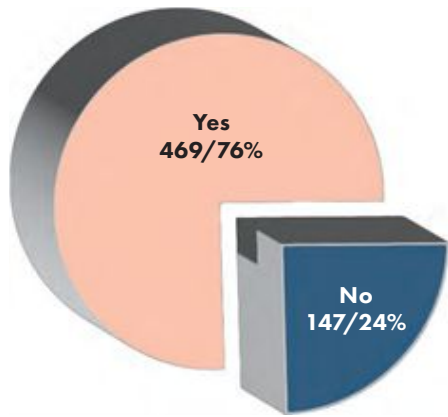
Customer Service

This year, we launched a pilot training program for key Level 2 Customer Service teams, introduced new tools to systematically capture and integrate inquiry feedback, and implemented processes to monitor peak demand periods and allocate resources more effectively.

Overall, feedback on PEO’s customer service continues to be positive. Our 2025 customer satisfaction score stands at 7.3 out of 10 (n=616), with particularly strong ratings for issue resolution and inquiry response times (see Figure 8).

From January through September, the Level 1 Customer Service team managed 17,589 inquiries. Even more impressively, it resolved over 90 per cent without escalating to specialized support (see Table 11). The average resolution time increased slightly from 2.1 to 2.3 days due to higher PEAK-related volumes and remains favourable against the 2.5-day average in 2024, reflecting sustained efficiency despite growing demand.

Was the issue resolved to the user’s satisfaction?



How satisfied are users with PEO’s response time?

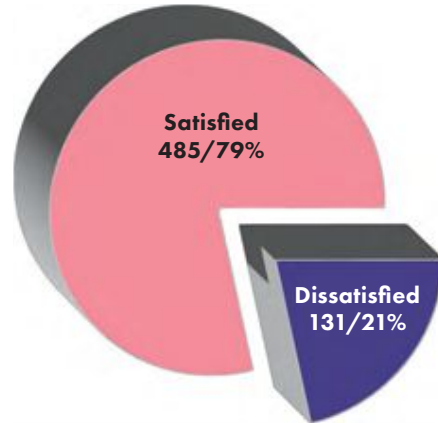


Figure 8: Customer Experience Survey Feedback (January to September)

Mode	Inquiries by Mode	January to September 2025 Level 1 Customer Service Delivery Summary
Emails	13,263	
Phone Calls	4176	
Walk-Ins	150	
Customer Service Level 1 Resolution Rate		
Level 1 resolution rate = 93% (16,391/17,589)		
Level 1 resolution rate by most common topics:		
Technical Support Inquiries = 98% (7176/7297)		
PEAK Inquiries = 99% (6500/6577)		
FARPACTA Inquiries = 77% (1454/1888)		

93%
Resolution rate of Level 1
Customer Service

Table 11: Customer Service Summary (January to September)

PEAK Outbound Calls Pilot Initiative

Staff conducted outbound calls with 626 licence holders having outstanding PEAK obligations in 2025. This initiative was intended to further support licence holders and encourage PEAK compliance, increase awareness of upcoming licence suspensions and obtain feedback on the PEAK program.

From September 5 to October 29, staff randomly contacted licence holders with outstanding 2025 PEAK requirements. Staff spoke with 28 per cent (176 of 626) of the licence holders contacted and many appreciated the opportunity to share their thoughts on PEAK and

how to improve the program while receiving immediate support with the PEO portal and their PEAK requirements.

As indicated in Figure 9, 54 per cent (95 of 176) of the licence holders contacted completed their 2025 PEAK requirements after PEO contacted them. Furthermore, the insight we received from licence holders will help inform upcoming improvements to the PEAK program, portal interface and communications campaigns.

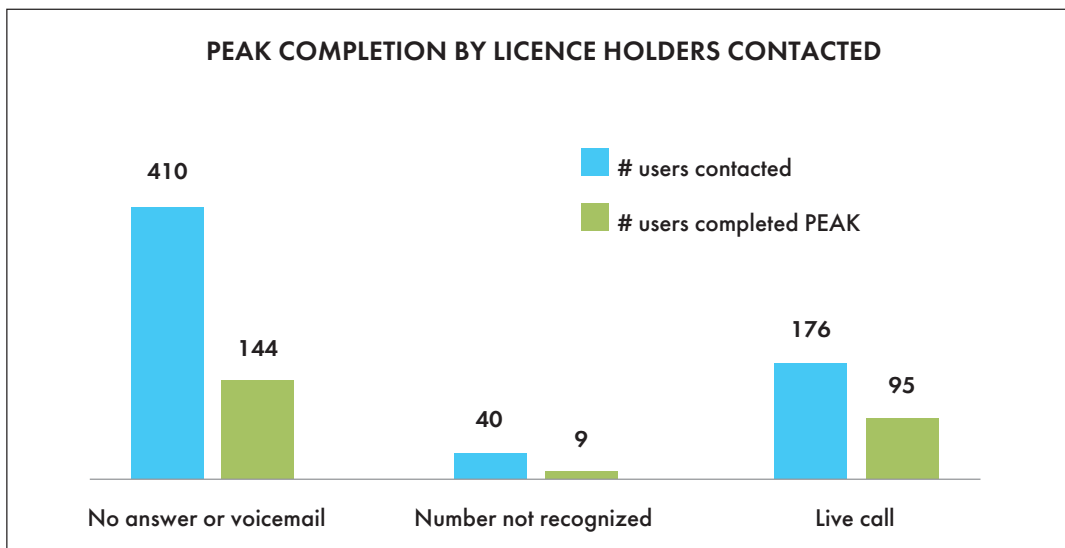


Figure 9: PEAK Completion by Licence Holders Contacted

THEMES FOR IMPROVEMENT BASED ON LICENCE HOLDER FEEDBACK

1. Clarify actions for licence holders in PEAK communications
2. Enhance the PEO portal interface and PEAK sections to be more user friendly
3. Expand CPD consultations and consider pre-approved CPD courses
4. Consider interprovincial mobility for CPD reporting across Canadian engineering regulators
5. Consider changing the frequency of completing PEAK (e.g. every two years)

54%

Licence holders contacted by PEO’s Customer Service team who completed their PEAK requirements

**Volunteer Engagement
Event Engagement Model**

In 2025, PEO continued to advance our Event Engagement Model (EEM). We surpassed our goal by attending 13 events, including technical seminars hosted by Kingsway, Lambton and Grand River chapters; annual general meetings of our Simcoe-Muskoka and Peterborough chapters; licence presentation ceremonies hosted by

our Windsor-Essex, Sudbury, Upper Canada, Hamilton-Burlington, London and Algoma chapters; and a tri-chapter licence presentation ceremony hosted by three of our West Central Region chapters.

REGION	2025 TARGET	2025 ACTUAL
East Central	2	2
Eastern	2	2
Northern	2	2
West Central	2	2
Western	2	5
Any Region	2	-
ALL CHAPTERS	12	13

13

Chapter events PEO staff attended in 2025

Table 12: Chapter Visits Under the Event Engagement Model

**VOLUNTEER
SYMPOSIUM**



Chapter Volunteer Attendees ————— **63**

Government Liaison Program
Representatives ————— **51**

Committee Volunteers ————— **15**

Council Members ————— **19**

Guest Speakers ————— **13**

Volunteer Symposium and Order of Honour Ceremony

On September 27, the Volunteer Engagement team hosted nearly 200 attendees in Mississauga, ON, for PEO's 2025 Volunteer Symposium. Attendees included representatives from Council, committees and chapters. They came together to celebrate the contributions of PEO volunteers, support continued learning through breakout rooms and enhance connections through networking. The day also included PEO's Hall of Fame, which recognized individuals who were inducted in PEO's Order of Honour on September 26 and other longtime volunteers.



Stakeholder Relations

Council decided in June to commit to a comprehensive review of PEO's continuing professional development (CPD) program. In support of this, the Stakeholder Relations team, in collaboration with the Policy team, has conducted a broad consultation of stakeholders to solicit input into the program's redevelopment. Approximately 110 stakeholders were engaged through 17 targeted sessions that included PEO's Strategic Stakeholder Advisory Group and Employer Advisory Group, chapter leaders, engineering professional/advocacy organizations, engineering students, Engineering Deans Ontario, certificate of authorization holders, PEO staff and staff from various provincial government ministries. In addition, all licence holders were asked to provide feedback via an online survey for which we received over 1500 responses. Input received through all engagements activities has been shared with our Policy team and will support their work in developing recommendations before the end of the 2025–2026 Council term.

PEO is also coordinating the effort to develop the framework for a harmonized CPD program that delivers a minimum standard and provides the flexibility for jurisdictions to include additional elements as required. This initiative stems from an agreement in April 2025 by the CEO Group of Engineers Canada. In the initial stage of this project, staff have consulted each provincial/territorial engineering regulator to determine their views on a harmonized approach to CPD. The team also consulted with representatives from the National Practice Officials Group at its November meeting. All feedback will be consolidated with the related research of our Policy team and support the development of recommendations to the CEO Group in early 2026.

External Relations

Pre-licensing Outreach

The Pre-licensing Outreach team engages stakeholder groups with an interest in PEO's licensure process and related programs. Targeted stakeholders include engineering employers, chapter executives, university faculty members, newcomer and settlement agencies, applicants for licensure and student organizations.

Since May, the team has participated in nearly 100 events, highlighted by the annual PEO-Student Conference, held this year at the University of Guelph in September. The conference aims to introduce student delegates to the role of PEO and its regulatory mandate as well as the benefits of obtaining a licence. PEO's CEO/registrar was invited to open the conference, speaking on the value of a P.Eng. designation, essential skills for engineers and the importance of exploring diverse career paths. The conference theme, "A Community of Support: Growing your Professional Network," emphasized the importance of building lasting relationships as students transition from academia to professional practice. This annual event reflects the long-standing relationship between PEO and the Engineering Student Societies' Council of Ontario (ESSCO). Many students reported that the conference helped clarify the licensing process and made licensure feel more attainable, including for those in non-traditional disciplines.

Human Resources

Engagement Survey

Each year PEO participates in an employee engagement survey. This year, 92 per cent of the staff responded to the survey, and the results were overwhelmingly positive. Engagement, which was already trending upward in 2024, continued to rise in 2025, with 93.2 per cent of employees reporting that they are engaged or almost engaged (up 3 per cent from last year). These strong results reflect the impact of people-centric initiatives introduced over the past year, including enhanced recognition efforts and the launch of PEO Academy, which contributed to 85 per cent of staff feeling the organization provides adequate learning and development resources (a 21 per cent increase). Staff also expressed stronger alignment with PEO's public protection mandate, with 89 per cent affirming that the organization's vision and values are well aligned (up 21 per cent). In addition, 86 per cent recognized PEO as a collaborative work environment, 90 per cent felt the organization supports an inclusive culture, and 94 per cent indicated they trust their manager.

Staff retention

Voluntary staff turnover from January to September is low at 2 per cent, which is attributed to increasingly high employee engagement levels, our flexible hybrid work schedule and total rewards package. This rate is considerably lower than the industry standard: the average voluntary turnover rate in Canada is 10.2 per cent (Mercer 2025 Canada Turnover Trends).

APPENDIX A



Professional Engineers
Ontario

26

MOVING FORWARD with **PURPOSE**

30

STRATEGIC PLAN **2026-2030**



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10	Our Commitment to Equity, Diversity & Inclusion
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17	Measuring & Communicating Outcomes
18	What Success Looks Like
19	Engage with Us

LAND ACKNOWLEDGEMENT

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

MESSAGE FROM THE CEO/REGISTRAR



Regulation is evolving, and so are we.

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

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

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

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

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

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

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

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

A handwritten signature in black ink that reads "Jennifer Quaglietta P.Eng.". The signature is fluid and cursive, with a large initial "J" and "Q".

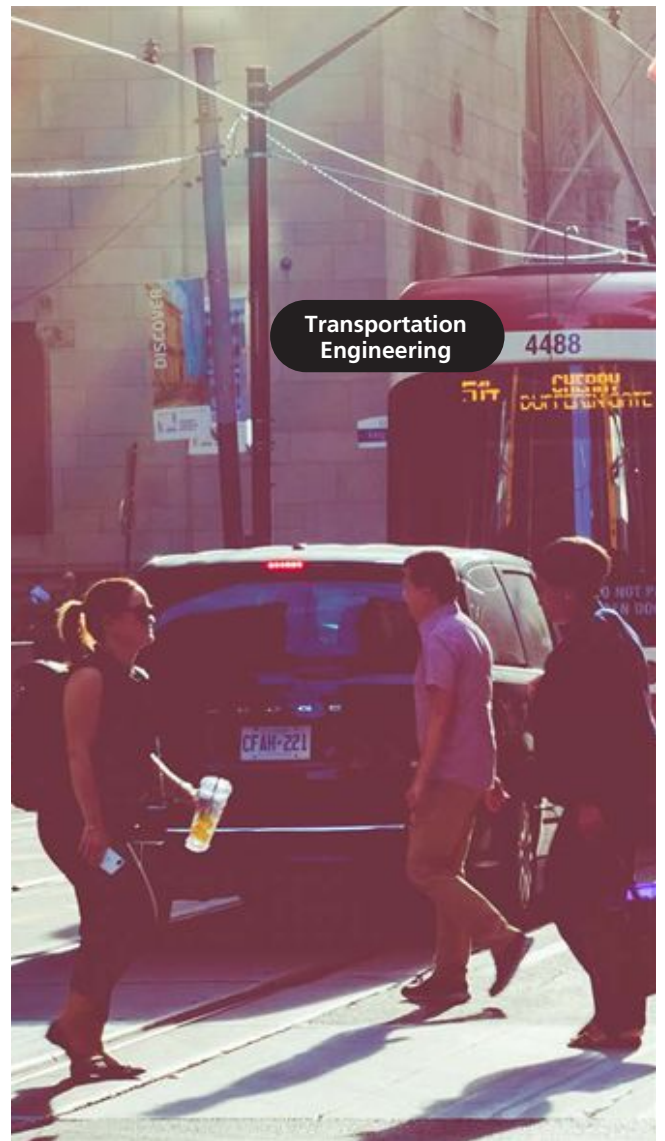
Jennifer Quaglietta, P.Eng., MBA, ICD.D
CEO/Registrar

OUR STORY

WHO WE ARE

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

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



1937

Licensure becomes mandatory to practise engineering, with some exceptions

1947

Code of Ethics embedded into *Professional Engineers Act*

1969

Titles such as consulting engineer introduced

1922

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

1944

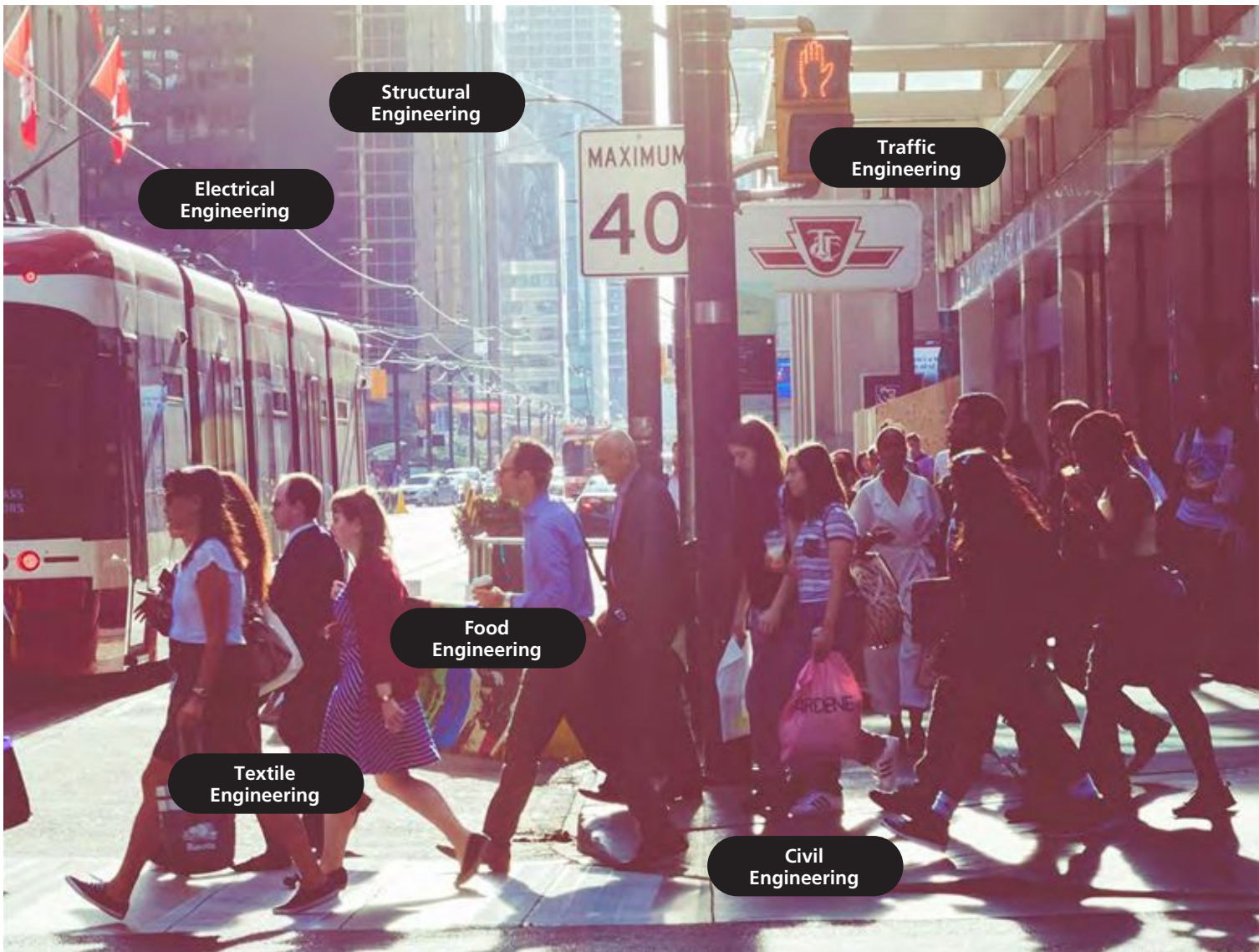
P.Eng. designation introduced

1960

Chapters established via referendum

1976

Limited licences introduced



1989
Reached over 50,000
licence holders

2000
Separate member services
and advocacy body,
Ontario Society of
Professional Engineers,
created via referendum

2022
Mandatory continuing
professional development
program introduced

1984
Formal discipline process
and tribunal established

1993
Adopted simplified common
name, Professional Engineers
Ontario

2010
First engineering intern
program introduced

2023
Canadian experience
removed from licensing
requirements



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

Structural Engineering

Textile Engineering

Industrial Design Engineering

WHAT WE DO



LICENSING & REGISTRATION

We ensure only qualified professionals are licensed.



PUBLIC PROTECTION

Everything we do serves the public interest.



SETTING STANDARDS

We develop standards and guidelines for performance and ethics.



GOVERNMENT LIAISON

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



REGULATION & OVERSIGHT

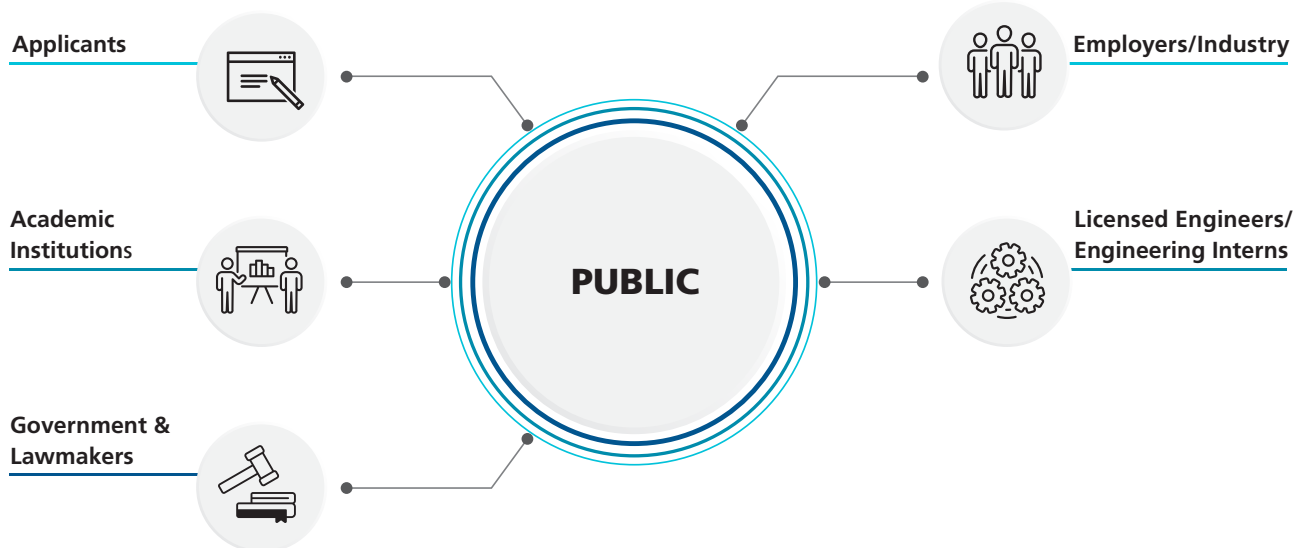
We investigate complaints and enforce accountability.



Electronics
Engineering

Computer
Engineering

WHOM WE SERVE



FACTORS IMPACTING OUR REGULATORY ENVIRONMENT

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



POLITICAL

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



ECONOMIC

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



SOCIAL

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



TECHNOLOGICAL

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



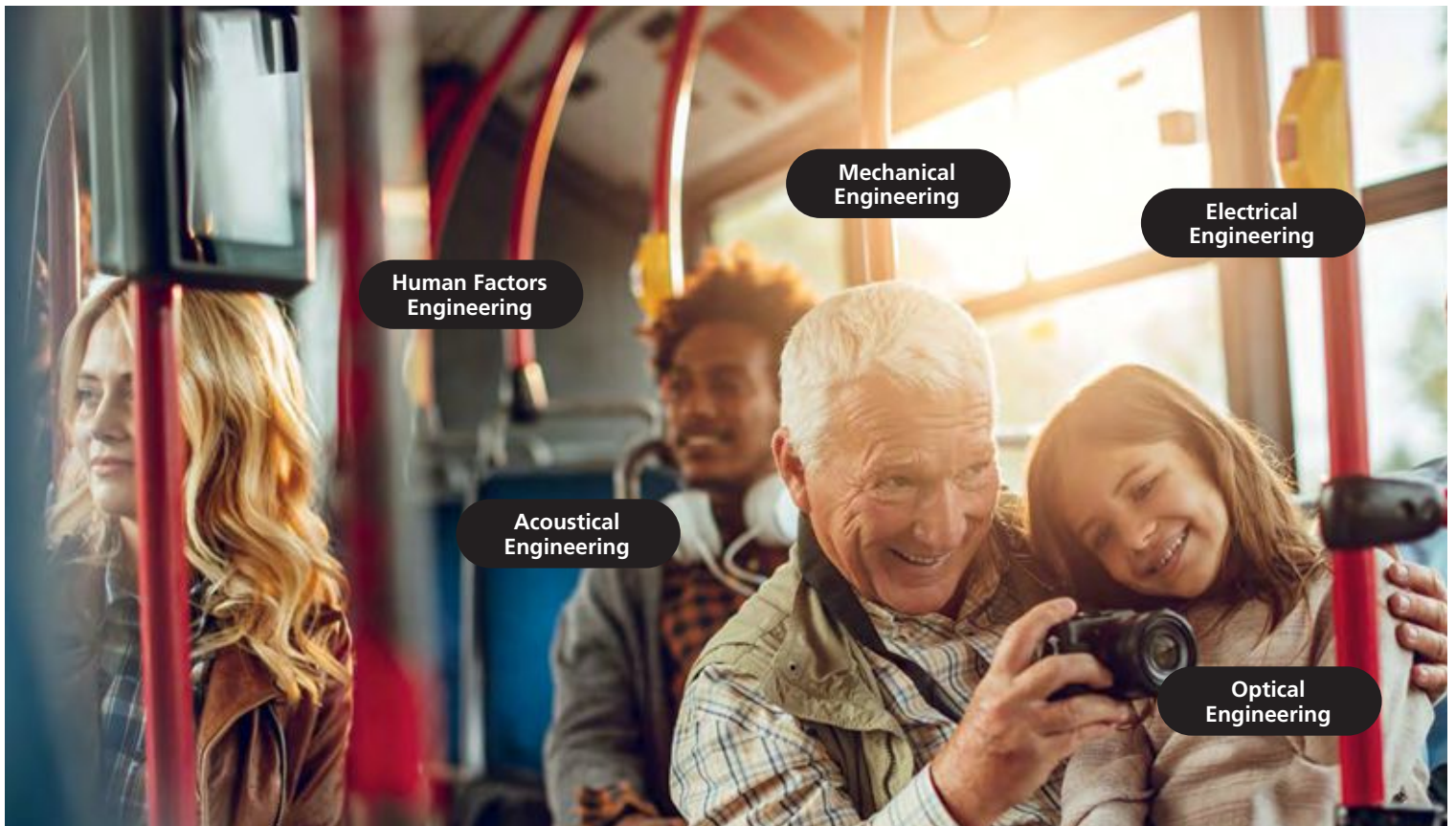
LEGAL

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



ENVIRONMENTAL

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



MISSION

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

VISION

Leading regulation. Inspiring excellence. Thriving communities.

VALUES

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

ACCOUNTABILITY

PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions and deliver what they promise to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired time frames.

RESPECT

PEO demonstrates respect for its staff, volunteers, applicants, licence holders and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.

INTEGRITY

PEO demonstrates alignment between the *Professional Engineers Act* and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.

PROFESSIONALISM

PEO operates in a professional manner with its applicants, licence holders and external stakeholders, by demonstrating competence, impartiality and reliability.

TEAMWORK

PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.



Electrical
Engineering

Materials
Engineering

Acoustical
Engineering

Human Factors
Engineering

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

OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

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

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

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



TAKING ACTION

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

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

OUR APPROACH

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

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

OUR PROFESSION

91,192

PROFESSIONAL ENGINEERS

394

LIMITED LICENSEES

82

TEMPORARY LICENSEES

787

CONSULTING ENGINEERS

155

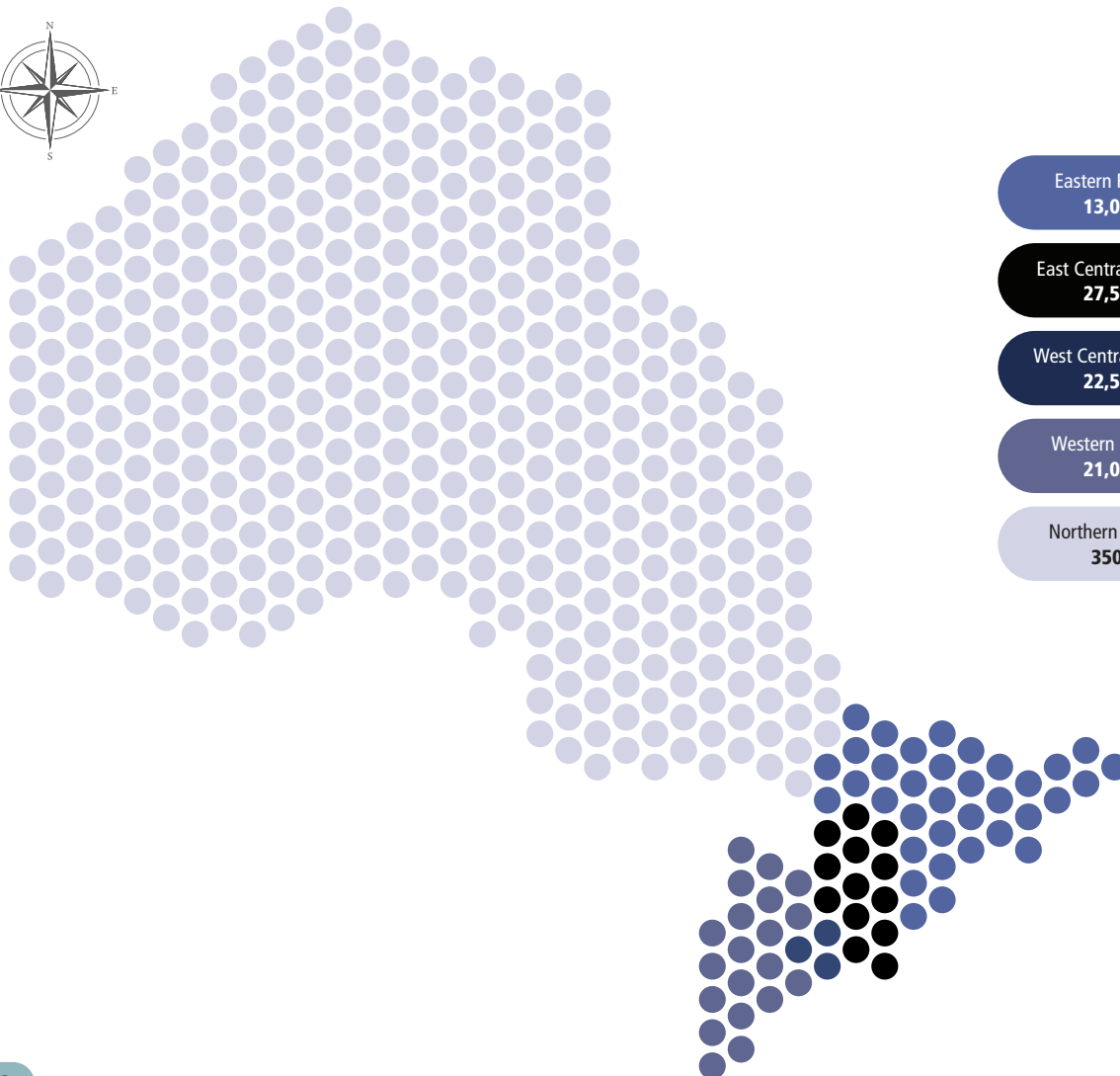
BUILDING DESIGN SPECIALISTS

7314

ENGINEERING INTERNS

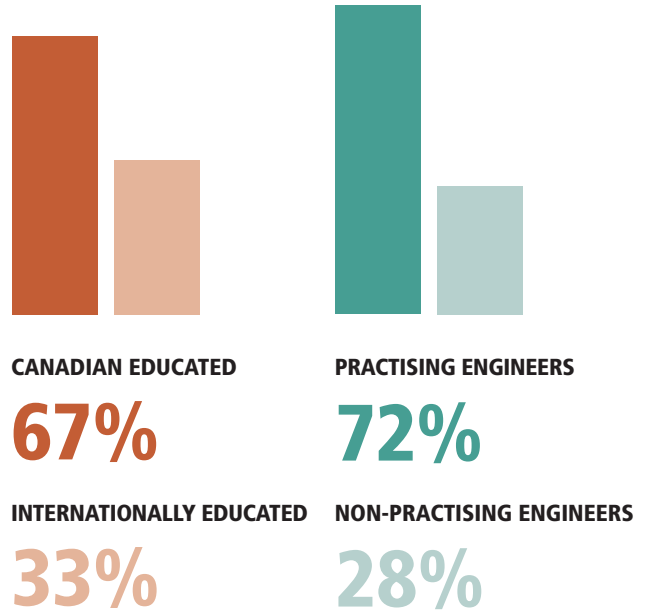
19,254

CERTIFICATE OF AUTHORIZATION HOLDERS



TOP 10 DISCIPLINES

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

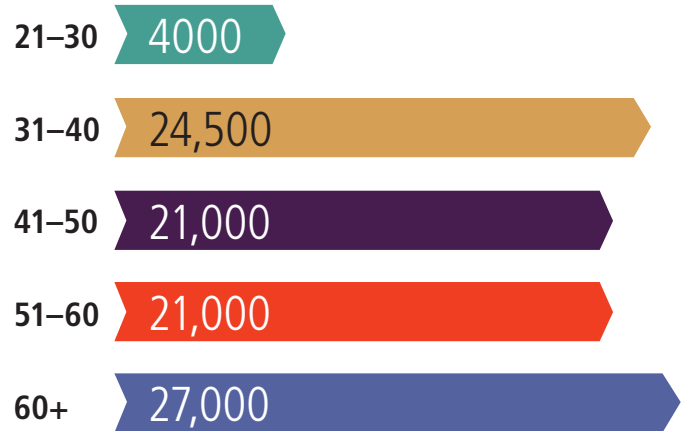


WOMEN 12.5% MEN 87.2%

PREFER NOT TO DISCLOSE 0.2%

NON-BINARY 0.1%

AGES



TOP FIVE ETHNICITIES*

- CANADIAN
- INDIAN (INDIA)
- ENGLISH
- CHINESE
- IRANIAN

TOP FIVE LANGUAGES*

- ENGLISH
- PUNJABI
- IRDU
- HINDI
- FRENCH

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

STRATEGIC PLAN PRIORITIES & GOALS

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

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

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



STRATEGIC PRIORITY 1: EFFECTIVE and RELEVANT REGULATION

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

ACTIONS

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

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

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

IMPACT

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

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

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

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

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



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

Materials Engineering

Safety Engineering

Aerospace Engineering



STRATEGIC PRIORITY 2: GOVERNANCE ADVANCEMENT

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

ACTIONS

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

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

IMPACT

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

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

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

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

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



Electrical
Engineering

Biomedical
Engineering

Chemical
Engineering

Textile
Engineering



STRATEGIC PRIORITY 3: ORGANIZATIONAL EXCELLENCE

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

ACTIONS

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

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

IMPACT

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

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

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

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

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

MEASURING & COMMUNICATING OUTCOMES

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

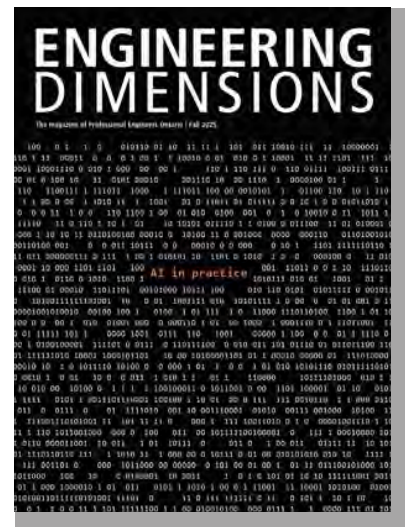
Key Performance Indicators (KPIs): We will use clearly defined KPIs aligned with each strategic goal to monitor progress and performance over time.

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

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

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

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





Safety
Engineering

Structural
Engineering

WHAT SUCCESS LOOKS LIKE

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

For PEO, success means:

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

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



**Mechanical
Engineering**

**Electrical
Engineering**

ENGAGE WITH US

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

STAY INFORMED

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

Our Website

Visit www.peo.on.ca for up-to-date information, progress highlights and detailed updates related to the strategic plan.

Engineering Dimensions

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

Annual Reports

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

CEO/Registrar Reports

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

SHARE YOUR FEEDBACK

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

Online

www.peo.on.ca/about-peo/stakeholder-engagement

Phone

416-224-1100 or 800-339-3716



Professional Engineers
Ontario

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

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

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

www.peo.on.ca

**Summary Report to Council of the Audit and Finance Committee Activity
 November 28, 2025**

Committee Meeting Date: November 5, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Presentation of 2025 Audit Plan	The committee met with Deloitte partner who presented their 2025 Audit Plan for review.	Staff	March 2026: Review of 2025 Draft Audited Financial Statements	Continue	No
Update on Investments	The committee received updates on and discussed investments and the pension plan.	N/A	N/A	Complete	No
2026 Draft Operating and Capital Budgets	<p>The Committee completed its final review of the draft 2026 operating and capital budgets and agreed to recommend the proposed budget to Council for approval.</p> <p>As part of its budget deliberations at both the September and November 2025 meetings, the AFC examined potential updates to PEO's fee schedule, including licence holder fees. Although the current projections indicate a deficit, the Committee concluded that it would be prudent to maintain the existing fee levels at this time, given that reserve funds are sufficient to absorb any short-term deficit. Should the projected deficit materialize, the AFC will revisit the question of a fee increase during the 2027 budgeting cycle, or earlier if circumstances warrant such an adjustment.</p> <p>Please refer to Appendix A for the 2026 Fee Update that was provided to the AFC in support of this discussion.</p>	Staff	Recommendation to Council for approval at its November 28, 2025 Council meeting	Continue	Yes
Borrowing Resolution	Review of 2026 Borrowing Resolution for recommendation to Council.	Staff	Recommendation to Council for	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?
			approval at its November 28, 2025 Council meeting		
Quarterly Review of Financial Statements	The committee was provided with financial statements for the quarter ending on September 30, 2025.	N/A	N/A	Complete	No
Update on Outgoing Payment Processing (in camera)	Staff provided an update on outgoing payment processing.	Staff	Update Council at its November 28, 2025 meeting	Continue	Yes
PEO Risk Register (in camera)	AFC reviewed PEO's risk register, including high-priority risks, and discussed the key changes and emerging issues identified since the organization's first register was developed in 2024.	Staff	Provide the risk register to Council at its November 28, 2025 Council meeting	Continue	Yes
Cybersecurity Tabletop Exercise (in camera)	Discussion with an external subject matter expert included background information on cybersecurity and its rapid escalation and evolution; risk mitigation strategies; and staff and Council roles. Following the introduction, the committee engaged in a tabletop exercise involving a hypothetical scenario and covered areas including the overview of the triggering event, initial investigation, and response plan.	N/A	N/A	Complete	No

Next Committee Meeting: March 18, 2026

Appendix A: Proposed 2026 Fee Update

Agenda Item No.	C-573-4- App A
Purpose	For the Audit and Finance Committee (AFC) to review and discuss proposed updates to PEO’s fee schedule
Strategic/Regulatory Focus	Governance
Motion	None
Attachments	None

Summary

In accordance with the AFC’s approved workplan, staff have prepared a proposal outlining the rationale for an update to fees raised by PEO, for AFC for review and input.

Following discussion and pending recommendation from AFC, feedback will then be incorporated into revisions of the 2026 budget, which will be presented to AFC on November 5, 2025 for final review, and to Council with a request for approval at its November 28, 2025 meeting.

Public Interest Rationale

Periodic fee updates are necessary to maintain PEO’s financial sustainability, in addition to supporting its ability to remain modern and responsive to emerging risks, and to ensure it can effectively fulfill its regulatory mandate under the *Professional Engineers Act*.

Background

PEO’s most recent fee increase was approved in 2018 and enacted in 2019, which saw the annual P.Eng fee increase 8% from \$245/year to \$265/year.

Since then, PEO has faced significant financial pressure from two major sources. The first is cost escalations due to inflation, tariffs, and supply chain disruption. The second is a significant growth in regulatory operations. This includes significant increases to volumes of applications, examinations, complaints, investigations, as a result of the profession continuing to grow. This also includes changes to regulatory mandates, such as the implementation of continuing professional development requirements (PEAK) and As-Of-Right professional mobility legislation (FARPACTA).

Considerations

Impact of Inflation

With no changes to fees approved since 2018, PEO has had to absorb the impact of cost increases related to compensation, goods, and services.

The impact of inflation can be measured by reviewing the Bank of Canada’s Consumer Price Index (CPI), which measures the changes in consumer prices experienced in Canada.

The compounding effect of the above means that, as per CPI, cost escalations have escalated 23.15% since PEO’s last fee increase.

2026 Operating Budget

The operating budget being presented to AFC includes a deficit from operations, council initiatives, and special projects of \$5.7 million.

PEO has already undertaken a number of activities to reduce its planned operating budget, which include

- Reducing its requested headcount request from 13 new positions to 8 new positions and delayed hiring until Q2 2026.
- Limited its Chapter operation budget to \$1.1 million which is \$0.9 million lower than requested.
- Deferring inflationary increases to expense reimbursement thresholds.
- Limited governance and statutory committee meetings to a maximum of 1 in-person meeting.
- Reduced the scope of work for PEO Academy (PEO's employee development program).

Given the magnitude of proposed 2026 budgeted deficit, PEO is seeking guidance from AFC on several further reductions to its operating budget, which could be avoided by considering a fee increase.

- Reducing mileage reimbursement rates for staff and volunteers to below maximum thresholds per CRA.
- Host Volunteer Symposium at PEO offices rather than at external event spaces.
- Modify the Order of Honor event to remove video production costs and other discretionary items.
- Move toward a virtual annual AGM.
- Further reduce employee engagement and recognition spending.
- Further reduce in-person attendance of Council Chair and Council Members at Chapter or External Events.
- Further reduce staff professional development by 10%.

PEO is also seeking guidance from AFC on whether certain council initiatives and strategic plan projects should be deferred indefinitely as part of reducing the proposed deficit.

Cash Reserve

As shown in **Appendix A**, as of June 2025, PEO has excess cash of approximately \$2.5 million. If the 2026 budgeted deficit of \$5.7 million is realized, PEO's excess cash would be fully exhausted, and its cash reserve would be reduced below the threshold of 6 months of core operating expenses.

The calculation of PEO's excess cash of \$2.5 million assumes that unearned and/or unamortized P.Eng and other regulatory fees of \$13.4 million constitutes a liability and must be held in reserve.

Benchmarking Fees Against Other Engineering Regulators

As shown in **Appendix B**, PEO's annual membership fee for P.Eng remains the lowest across all engineering regulators in Canada's 10 provinces and 3 territories. The three largest provinces of British Columbia, Alberta and Quebec have membership fees that range between 89% and 102% higher than Ontario's fee.

Furthermore, PEO has one of the lowest annual membership fees in comparison to other Ontario based professional regulatory bodies.

Fee Update Proposal

PEO is proposing a fee increase of 18% for each item included in its fee schedule.

[Table 1: Fee Update Proposal Impact](#)

	Status Quo - No Change	Proposal - Balanced Budget
% Change in all PEO regulatory fees	0%	18%
P Eng member fee	\$265.00	\$312.52
Remission member fee	\$70.00	\$83.93
Total expected regulatory revenue	\$31,539,951	\$37,196,256
Change in regulatory revenue	\$-	\$5,656,305
(Deficit)/Surplus before special projects	\$(1,913,394)	\$3,742,911
(Deficit)/Surplus after special projects	\$(5,656,305)	\$-

A fee increase of 18% would increase PEO's overall revenue by \$5.7 million which would offset its current proposed 2026 budget deficit entirely and result in a balanced budget.

A fee increase of 18% would increase PEO's annual membership due from \$265 to \$313 which is an increase of \$48 per member. Overall, this fee update is lower than the impact of inflation since the last fee increase and would keep PEO's annual membership due the lowest in Canada.

Stakeholder Engagement

The 2026 fee update proposal will be shared with the AFC and Council in September for feedback.

Recommendation(s)

It is recommended that the 2026 fee update proposal be discussed by AFC with guidance being provided back to PEO for consideration ahead of the November AFC meeting.

Next Steps

After incorporating feedback from the AFC on the 2026 budgets and fee update proposal, a revised 2026 budget inclusive of the fee update will be presented to AFC at the November 5 2025 meeting and then brought forward to Council at its November 28 2025 meeting for final approval.

Prepared By: Finance Team

Appendix A – Cash Reserve Calculation

In past discussions with AFC, PEO has referenced cash and marketable securities in excess of its current liabilities as its cash reserve, which is measured as follows:

Table 2: Calculation of Cash Reserve (rounded to the nearest thousands of dollars)

	Actual June 2025	Actual Dec 2024
<u>Liabilities</u>		
Accounts Payable and Accrued Liabilities	1,410	2,841
Fees In Advance and Deposits	13,455	12,064
Employee Future Benefits	8,429	8,429
<u>Assets Available for Liquidation</u>		
Cash	5,672	5,476
Marketable Securities At Fair Value	36,143	35,152
Assets Available After Liabilities	18,522	17,294
6 Month Cash Reserve	16,054	16,054
Excess Cash	2,468	1,240

The calculation of cash reserve in Table 2 reflects a benchmark of 6 months of operating expenses, using actual operating expenses before council initiatives and strategic plan projects as per the 2024 PEO audited financial statements, being applied as an cash reserve - the amount of cash and marketable securities that PEO should maintain on an ongoing basis to address short term unexpected events and operational risks.

The use of this benchmark, calculated at \$16.1 million is supported by consideration of the following items should PEO experience an unexpected disruption to its operations;

Table 3: Items to consider in calculation of Cash Reserve (rounded to nearest thousands of dollars)

<i>Contractual commitments 2026-2029</i>	2,218
<i>Reserve for prosecution, tribunal, corporate and employment legal¹</i>	3,232
<i>Reserve for PEO office renovation</i>	3,000
<i>Reserve for 40 Shep. West - capital repairs/maintenance 2026-2030</i>	5,058
	13,508

PEO also owns land and building at 40 Sheppard Avenue West with an estimated market value of \$27 million dollars. This building is used to support PEO's operations and to generate additional income from commercial rent to support its operation. The sale of this land and building could provide resources to address long term

¹ Reserve for legal expenses projected at 250% of 2024 actual legal expenses, assuming legal matters at hand today take an average of 2-3 years to resolve.

unexpected events and strategic risks, but would significantly disrupt operations and therefore is not included in the calculation of cash reserve.

Table 2 demonstrates that as of June 2025, the amount of cash and marketable securities held by PEO in excess of its current liabilities and in excess of its cash reserve is \$2.5 million. As a result, a budgeted deficit of \$5.7 million for 2026 would consume all of PEO's excess cash, and reduce its cash reserve to \$3.2 million below the suggested 6 month operating expense threshold.

Appendix B – Membership Fee Benchmarking

PEO's P.Eng fee remains the lowest across all Canadian provincial engineering regulators based on the latest publicly published fee schedules.

Table 4: Schedule of annual engineer membership dues

Province/Territory	Annual Fee (\$, Excl. Tax) ²
British Columbia	535
Manitoba	510
Prince Edward Island	510
Quebec	505
Alberta	500
Saskatchewan	450
New Brunswick	343
Northwest Territories	324
Nunavut	324
Yukon	320
Newfoundland and Labrador	315
Nova Scotia	313
Ontario	265

PEO's P.Eng fee is also significantly lower than that of many other professions in Ontario based on a 2022 survey:

Table 5: Schedule of annual Ontario regulator membership dues (2022)

Regulator ³	Annual Fee (\$, Excl. Tax)	Membership Size (#)
College of Physicians and Surgeons of Ontario	1,527	43,402
Chartered Professional Accountants of Ontario	980	97,000
Ontario Association of Architects	829	4,792
College of Physiotherapists of Ontario	509	10,571
Human Resources Professional Association	434	21,104
Real Estate Council of Ontario	345	104,339
College of Nurses Ontario	270	192,310
Professional Engineers Ontario	265	87,438
Ontario College of Teachers	177	232,744

² Based on latest information published on official websites, and excludes application fees or stamp fees which may be applicable for each renewal.

³ Source: [Ontario Regulatory Body Fees | Ontario College of Teachers](#)

Decision Note – 2026 Final Budgets

Item	C-573-4.1
Purpose	For Council to review and approve the final draft of PEO's 2026 budget
Strategic/Regulatory Focus	Governance
Motion	That Council approve the draft 2026 budget reviewed by the Audit and Finance Committee (AFC) and as presented to the meeting at C-573-4.1, Appendix A.
Attachments	Appendix A – 2026 Draft Budget

Summary

In accordance with the Council-approved business planning cycle, the final draft of PEO's 2026 budget (Appendix A) is being presented to the AFC for review and approval. This consists of the operating, capital, and strategic plan budgets, which include expenses required to fulfill the organization's regulatory objectives. Following endorsement by AFC, the final budget will then be presented to Council for final approval at its November 28, 2025 meeting.

Public Interest Rationale

Budgets are a critical tool for PEO to translate its regulatory mandate under the *Professional Engineers Act* into actionable, measurable, and financially sustainable activities.

Background

In June 2025, AFC reviewed and provided staff with preliminary feedback on assumptions for the 2026 budget. During this meeting, key budgetary priorities, revenue projections, and expenditure expectations were discussed. Following this discussion, PEO's staff, initiated the budget preparation process. This process involved applying budget assumptions, projecting financial outcomes, and aligning resources with PEO's operational needs and strategic goals for the upcoming fiscal year.

In September 2025, the draft initial operating, capital, and strategic plan budgets were presented to both AFC and Council for discussion purposes. During the AFC meeting, PEO's finance team presented analysis performed in support of a fee increase of approximately 18% to proportionately offset a proposed operating deficit of \$5.7M for 2026 as **noted in the AFC's summary report to Council**. Through discussion with the committee, AFC recommended that PEO defer a fee increase for at least one year, and instead plan to absorb the \$5.7M deficit in 2026 using cash reserves that had accumulated during the pandemic. Accordingly, budget was presented to council for discussion purposes excluding any fee increase considerations.

In November 2025, the final proposed operating, capital, and strategic plan budgets were presented to AFC for review and a recommendation that it be brought forward to council for approval. The revisions to the budget since September are minimal, and are as follows:

- An increase of \$0.3M to investment income, estimated based on 2025 year-to-date actual performance in addition to updated cash flow projection for 2026.
- An increase of \$0.2M to computers and telephone expenses, based on updates to the cost for service contracts and cybersecurity penetration testing.
- An increase of <\$0.1M to consultant costs, which include updated estimates for the use of technical experts.
- A decrease of <\$0.1M to strategic plan costs, as project planning costs are further refined.

As well, the final proposed budget contains minor updates to the presentation of Council Expenses based on guidance from the Audit and Finance Committee. Council Expenses includes the costs for Council meetings,

training, elections, and workshops, in addition to costs for governance committees and costs for the office of the President and Council Chair.

Overall, the deficit from operations of \$5.7M for 2026 remains unchanged from the version previously presented to Council in September 2025.

Considerations

Total revenues in 2026 are projected to be \$39.1 million and total expenses to sustain operations, including strategic projects spend are budgeted at \$44.8 million, resulting in an anticipated deficit of \$5.7 million. Details of the 2026 budget are in **Appendix A – 2026 Draft Budgets**. The draft 2026 budgeted spend on Council expenses and strategic plan projects is \$0.7 million and \$3.0 million, respectively.

Table 1 – Summary of key financials (rounded to the nearest thousand dollars)

	2026 Budget ¹	2025 Forecast ²	2025 Budget ³
Revenue	39,070	38,398	37,741
Expenses - core operations	41,786	37,273	36,096
(Deficiency)/excess of revenue over expenses	(2,716)	1,125	1,645
Strategic plan projects	2,990	1,527	2,091
Deficiency of revenue over expenses	(5,706)	(402)	(445)
Cash & Mkt Securities (Reserve⁴)	36,307	41,313	40,307

Revenue

The budgeted 2026 revenue is expected to be \$39.1 million. This represents an increase of \$1.3 million or 3.5% over the 2025 budgeted revenue. Primary factors contributing to this increase are a \$0.7 million increase in P.Eng. revenue, \$0.3 million increase in Affinity revenue, \$0.2 million increase in funds collected for application, registration, exam, and other fees, and a \$0.2 million increase in 40 Sheppard Ave revenue. This is partially offset by a \$0.1 million decrease in investment income as a result of lower interest rates and investment returns, in addition to cash reserve utilization.

Expenses

The budgeted 2026 expenses for operations and strategic projects are expected to be \$44.8 million, compared to a budget of \$38.2 million in 2025. This represents an increase of \$6.6 million, or 17.2% as compared to 2025 budgeted expenses. In addition to compounded inflationary pressures, key reasons for the increase are:

- An increase of \$3.1 million, or 16.1%, in employee salaries and benefits and retiree and staff future benefits, over the 2025 budget. This increase includes an additional 8 full-time staff to support continuing expansion of operations, as well as a 9% increase in projected employee benefit costs, and a 3.5% global merit increase as recommended by PEO’s external consultants. The full-time headcount in 2026 is expected to be 157 vs a budgeted headcount of 149 in 2025.
- An increase of \$0.9 million, or 43.0% in strategic plan projects, over the 2025 budget. This is due to the approval of a new strategic plan with considerable initiatives including EIT 2.0, Continuing Professional Development (PEAK), and Digital Transformation.

¹ This column represents the final draft of PEO’s 2026 budget, based on the best available data and estimates as of October 2025.

² The 2025 forecast is as of November 2025, and represents a combination of incurred year-to-date expenses and estimated projections for the remainder of the year.

³ These amounts represent the totals approved by Council for PEO’s 2025 budget.

⁴ This amount represents the total reserve, which comprises of cash in the bank and PEO’s investment portfolio, which consists of various securities, measured at December 31 of the corresponding year.

- An increase of \$0.8 million or 24.3% in purchased services, due to increases in exam costs.
- An increase of \$0.5M or 35.5% in legal costs associated with increased volume of enforcement activities, investigations, and other prosecution and tribunal activity requiring independent legal counsel.
- An increase of \$0.3 million, or 52.3% in consultants, due to the addition of costs associated with technical experts for council orientation and meetings, together with the increased use of technical experts in support of complaints and investigations.
- An increase of \$0.2 million, or 82.9% in postage and courier expenses, due to communications required to members, including an expected increase in Notice of Proposal communications and the ongoing expansion of PEAK.
- An increase of \$0.2 million or 22.0% in Engineers Canada fees, as a result of a fee increase from \$8/member in 2025 to \$10/member in 2026.
- An increase of \$0.2 million of 27.5% in Council expenses, primarily related to increases in travel costs for in-person meetings related to AGM and Council meetings.

Capital improvements for 40 Sheppard

\$0.6 million is budgeted for capital improvements that are part of Common Area Maintenance (CAM) costs which are recoverable from tenants and recommended by AY (Avison & Young), PEO's property manager.

Planned improvements in 2026 include:

- \$0.3 million for card access and monitoring system upgrades
- \$0.1 million for building sustainability and efficiency retrofits
- \$0.1 million for the ongoing replacement of original heat pumps
- \$0.1 million for upgrades to the common area surveillance cameras.

Facilities Capital Expenditures and Contingencies

An amount of \$0.1 million has been budgeted for capital expenditure related to the ongoing replacement of furniture, fixtures, and other equipment.

PEO is also considering an office renovation designed to optimize space utilization and improve staff workflows. The plan includes supporting future growth by adding additional workstations and reconfiguring the layout to better align with how teams collaborate and operate day-to-day. A detailed proposal will be brought to AFC at a future meeting for review and approval.

Stakeholder Engagement

The initial budget draft was shared with the AFC and Council in September. AFC then reviewed the final draft budget in November 2025, and recommended that it be brought to Council for approval.

Recommendation(s)

That Council approve the draft 2026 operating capital, and strategic plan budgets.

Next Steps

None

Prepared By: Finance Team

Professional Engineers Ontario - DRAFT 2026 OPERATING BUDGET

Variance Analysis - 2026 Budget Vs 2025 Budget

For Council Approval - November 28, 2026

REF. NO	DESCRIPTION	2026 Bud	2025 Fcst	2025 Bud	2024 Act	Variances			
		\$	\$	\$	\$	2026 Bud Vs 2025 Bud	%	2025 Fcst Vs 2025 Bud	%
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
REVENUE									
1	P. Eng Revenue	21,677,795	21,000,947	20,999,000	20,555,107	678,795	3.2%	1,947	0.0%
2	Appln, regn, exam and other fees	9,862,156	9,659,690	9,706,197	9,132,582	155,959	1.6%	(46,506)	(0.5)%
3	40 Sheppard Revenue	2,643,839	2,536,210	2,471,235	2,497,490	172,604	7.0%	64,975	2.6%
4	Affinity Revenue	2,631,064	2,338,992	2,299,391	2,079,977	331,673	14.4%	39,601	1.7%
5	Investment income	1,908,528	2,600,480	2,000,000	2,562,263	(91,472)	(4.6)%	600,480	30.0%
6	Chapter revenues	250,955	202,080	205,405	193,025	45,551	22.2%	(3,324)	(1.6)%
7	Advertising income	96,000	60,051	60,000	43,194	36,000	60.0%	51	0.1%
	TOTAL REVENUE	39,070,337	38,398,451	37,741,227	37,063,639	1,329,110	3.5%	657,223	1.7%
EXPENSES - CORE OPERATIONS									
8	Salaries and benefits / Retiree and staff future benefits	22,528,331	20,506,146	19,406,146	17,581,409	(3,122,185)	(16.1)%	(1,100,000)	(5.7)%
9	Purchased services	3,902,262	3,395,550	3,139,111	2,835,762	(763,151)	(24.3)%	(256,439)	(8.2)%
10	Computers and telephone	2,624,096	2,100,652	2,622,080	1,765,863	(2,016)	(0.1)%	521,428	19.9%
11	40 Sheppard expenses	2,146,096	2,060,981	2,086,003	2,043,736	(60,093)	(2.9)%	25,023	1.2%
12	Legal (Corporate, Prosecution & Tribunal)	1,925,500	1,901,656	1,421,000	1,292,780	(504,500)	(35.5)%	(480,656)	(33.8)%
13	Chapters	1,185,821	1,179,445	1,171,100	1,124,034	(14,721)	(1.3)%	(8,345)	(0.7)%
14	Occupancy costs	1,121,712	1,053,086	1,085,720	928,515	(35,992)	(3.3)%	32,634	3.0%
15	Engineers Canada	995,260	799,422	815,800	809,208	(179,460)	(22.0)%	16,378	2.0%
16	Consultants	838,284	526,972	550,520	657,234	(287,764)	(52.3)%	23,548	4.3%
17	Transaction fees	822,105	781,251	799,521	767,264	(22,584)	(2.8)%	18,270	2.3%
18	Contract staff	741,574	763,583	619,572	799,457	(122,002)	(19.7)%	(144,011)	(23.2)%
19	Council expenses	723,361	569,171	567,272	476,218	(156,089)	(27.5)%	(1,899)	(0.3)%
20	Amortization	482,422	503,040	476,902	469,312	(5,520)	(1.2)%	(26,138)	(5.5)%
21	Professional development	389,975	299,788	397,559	261,982	7,584	1.9%	97,772	24.6%
22	Postage and courier	341,250	126,373	186,574	98,262	(154,676)	(82.9)%	60,201	32.3%
23	Volunteer expenses	197,176	226,390	154,175	232,493	(43,001)	(27.9)%	(72,215)	(46.8)%
24	Office supplies	189,149	89,781	104,103	84,175	(85,046)	(81.7)%	14,322	13.8%
25	Staff expenses	181,091	89,071	131,070	84,929	(50,020)	(38.2)%	41,999	32.0%
26	Advertising	128,700	46,711	45,000	42,572	(83,700)	(186.0)%	(1,711)	(3.8)%
27	Recognition, grants and awards	127,258	87,955	98,695	99,277	(28,563)	(28.9)%	10,740	10.9%
28	Insurance	115,446	122,515	136,164	128,238	20,718	15.2%	13,649	10.0%
29	Printing & photocopying	79,238	43,946	81,900	56,439	2,662	3.3%	37,954	46.3%
	TOTAL EXPENSES - CORE OPERATIONS	41,786,106	37,273,483	36,095,988	32,639,160	(5,690,119)	(15.8)%	(1,177,496)	(3.3)%
	(DEFICIENCY)/EXCESS OF REV OVER EXP BEFORE UNDERNOTED	(2,715,769)	1,124,967	1,645,239	4,424,480	(4,361,009)	(265.1)%	(520,272)	31.6%
EXPENSES - NON CORE OPERATIONS									
30	Strategic Plan Projects	2,990,000	1,526,719	2,090,532	3,132,159	(899,468)	(43.0)%	563,813	27.0%
	(DEFICIENCY)/EXCESS OF REVENUE OVER EXPENSES	(5,705,769)	(401,752)	(445,293)	1,292,321	(5,260,477)	1181.4%	43,541	9.8%

Professional Engineers Ontario - DRAFT 2026 OPERATING BUDGET

Variance Analysis - 2026 Budget Vs 2025 Budget

For Council Approval - November 28, 2026

Ref. No.	Variance Explanation
1	Increase of 3.2 % in P.Eng revenues due to the expected growth in membership.
2	The expected increase in applications and exams was partially offset by a projected decrease in the EIT program.
3	The increase in revenue at 40 Sheppard is primarily due to higher recoverable operating expenses.
4	Expected affinity revenue from TD Meloche.
5	Expected investment income.
6	Expected cost recoveries from Chapters operations, which will partially offset spend on Chapter activities, as shown in line 12.
7	Advertising revenue is expected to increase, driven by anticipated improvements in market conditions.
8	Increase in salaries and benefits is due to the recruitment of additional FT staff, increased benefit costs and premiums, and a global 3.5% merit increase based on the recommendation of an external consultant. The total expected full-time staff in 2026 is 157. The budgeted headcount for FY 2025 is 149.
9	The increase in purchased services is primarily driven by higher exam-related costs, which align with the expected growth in exam revenue, as well as increased hearing-related activity expenses. Additionally, starting in 2026, PEAK—previously categorized as a strategic plan initiative—will be operationalized and recorded as part of PEO’s regular operations, contributing to the overall increase.
10	Slight increase in computer and telephone costs is anticipated, driven primarily by expected spending on maintenance contracts for software support, network security, server upkeep, and related services.
11	Higher 40 Sheppard expenses largely due to higher utilities, property taxes, and security costs.
12	Legal expenses (corporate, prosecution, and tribunal) are expected to increase for independent legal counsel related to enforcement activities, investigations, etc
13	Slight increase in spend on various Chapter activities in 2026. This spend is partially offset by cost recoveries from activities such as ticket sales which are reflected in Chapter revenues (line 6).
14	Increase occupancy costs mainly due to increase in operating costs.
15	The Engineers Canada assessment rate is \$8 per member in 2025 and is expected to increase to \$10 per member in 2026.
16	Consultant expenses include costs related to the Council orientation and meetings, complaints and investigations, human resources initiatives, external stakeholder relations, and technology projects aimed at sustaining and supporting operations.
17	The increase in transaction fees is primarily driven by the anticipated growth in P.Eng and exam-related revenue. Currently, over 90% of payments are made via credit card, and this trend is expected to continue. Additionally, advertising commission fees are also expected to rise, in line with projected increases in advertising revenue.
18	Contract staffing costs are expected to increase due to the anticipated need for additional support in addressing Notices of Proposals, in addition to supporting temporary vacancies or leaves of absences of full time staff.
19	Increase in spend on Council expenses related to travel for in-person attendance at various events, and meetings.
20	Slight increase in amortization costs is expected, driven by the addition of a new capital asset.
21	Expected spend on Professional Development in 2026.
22	Postage and courier costs are higher in the 2026 budget compared to the 2025 budget, primarily due to increased postage expenses for member communications related to Notice of Proposals and PEAK. In 2025, PEAK was categorized as a strategic plan initiative, but beginning in 2026, it has been integrated into regular operations, resulting in higher mailing costs.
23	Volunteer expenses for travel accommodation, mileage, and air/train travel, registration etc, in various committee meetings.
24	Increase in spend on office supplies and subscriptions.
25	Increase in spend on Staff business expenses related to travel for in-person attendance at various events, meetings, and regulatory compliance investigations.
26	Increase in advertising expenses due to expected higher spend on corporate communications and recruitments.
27	Higher spend on Recognition, grants and awards in 2026 for events and PR items.
28	Insurance costs are expected to decrease, primarily due to lower premiums for office security, property and casualty, crime, and cyber liability coverage.
29	Slight lower on printing and photocopying costs in the 2026 budget are primarily due to expected decreased on the usage expenses for printing/photocopying equipment.

Professional Engineers Ontario - DRAFT 2026 OPERATING BUDGET

Council Initiatives and Strategic Plan Projects

For Council Approval - November 28, 2025

Goal	Objective	Obj. #	Project Name	2026 Budget
1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected	1.1 Comprehensively review and propose updates to the Professional Engineers Act and its regulations	1.1.1	Comprehensive Review of the Professional Engineers Act: Roadmap	\$ 240,000
	1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness	1.2.1	Rebrand Project	\$ 160,000
		1.2.2	Public Confidence Study	\$ 50,000
	1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation	1.3.3	Continuing Professional Development Program (CPD)	\$ 480,000
2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate	2.1 Embed a "public interest first" mindset in all decision-making	2.1.1	EIT 2.0 Program* <i>*(Subject to Ministry approval)</i>	\$ 864,000
	2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency, and accountability	2.2.2	Council Performance Evaluation Framework	\$ 59,500
3.1 Nurture a high-performing organization through its people, processes, and systems	3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery, and regulatory processes	3.1.1	Customer Service Model Enhancements	\$ 135,000
		3.1.3	Digital Transformation Project	\$ 800,000
		3.1.4	AI Roadmap	
		3.1.8	"One PEO" - Redesigned Future State	\$ 100,000
		3.1.9	Integrated Case Management System (ICMS) (ONE PEO)	\$ 250,000
		3.1.10	Finance Digital Modernization - Integration and Streamlining	\$ 106,000
Other	HR Related Projects			\$ 500,000

Subtotal

Assume 20% Carryforward Spending to 2027

Total - Council Initiatives, Special Projects, and Strategic Plan

\$	3,744,500
\$	(754,500)
\$	2,990,000

**Professional Engineers Ontario
5 Year Capital Plan (2026-2030)**

For Council Approval - November 28, 2026

S. No	Project	2025		2026	2027	2028	2029	2030
		Budget	Forecast	Budget	Budget	Budget	Budget	Budget
	40 Sheppard Ave - Recoverable expenses							
1	New Card Access & Monitoring System	165,000	-	260,000				
2	HVAC Replacement		74,800					
3	Ground Floor Lighting Control System Replacement		-					
4	Electrical System Refurbishment		55,000					
5	Chiller Module Replacement		85,800					
6	Building Sustainability and Efficiency Retrofits		-	100,000				
7	Phased Replacement of Original Heat Pumps	110,000	27,500	110,000		96,000		
8	Common Area Camera Upgrading			110,000				
9	Sealant Replacement				200,000			
10	Restoration of Pre-cast Cladding				280,000			
11	Exterior Door Repairs Inc. Main Entrance				40,000			
12	Replace Heating Water Circulation Pump/Expansion Pump				30,000			
13	Overhaul Heating Boilers				150,000			
14	BAS Upgrade/Replacement Allowance				300,000			
15	West Side Double Glass Door Replacement				30,000			
16	Restoration of Insulated Glass Units (IGUs)					235,000	235,000	
17	Interior Door Replacement					100,000		
18	Electric Fan Replacement					16,000	16,000	
19	Electrical Distribution Allowance					75,000		
20	Replace Heatpump Loops Pump						130,000	
21	Placeholder - 2030 Building Repairs							1,000,000
	TOTAL - 40 Sheppard Ave - Recoverable expenses	275,000	243,100	580,000	1,030,000	522,000	381,000	1,000,000
	PEO Offices and Facilities							
22	Facilities Capital Expenditures and Contingencies	50,000	-	50,000	50,000	50,000	50,000	50,000
23	Office Renovation*			-	2,500,000	1,500,000		
	TOTAL PEO Offices and Facilities	50,000	-	50,000	2,550,000	1,550,000	50,000	50,000
	Total Capital Plan	325,000	243,100	630,000	3,580,000	2,072,000	431,000	1,050,000

*PEO Office Renovation to be presented at a future AFC meeting for approval.

Professional Engineers Ontario
Statement of financial position projection
for the years ending December 31

For Council Approval - November 28, 2026

	2024	2025	2026	2027	2028	2029	2030
ASSETS	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
CURRENT							
Cash	5,476,019	6,161,054	6,161,054	6,161,054	6,161,054	6,161,054	161,054
Marketable securities at fair value	35,151,617	35,151,617	30,146,424	20,765,623	11,960,897	3,858,544	95,428
Cash & marketable securities	40,627,636	41,312,671	36,307,478	26,926,678	18,121,951	10,019,598	256,482
Accounts receivable	644,398	644,398	644,398	644,398	644,398	644,398	644,398
Prepaid expenses, deposits & other assets	728,041	718,470	705,499	692,528	679,557	666,586	653,615
	42,000,075	42,675,539	37,657,375	28,263,604	19,445,906	11,330,582	1,554,495
Capital assets	25,961,883	24,884,667	24,197,061	26,400,144	27,061,158	25,643,996	24,367,543
	67,961,958	67,560,206	61,854,436	54,663,747	46,507,064	36,974,578	25,922,038
LIABILITIES							
CURRENT							
Accounts payable and accrued liabilities	2,840,552	2,840,552	2,840,552	2,840,552	2,840,552	2,840,552	2,840,552
Fees in advance and deposits	12,064,496	12,064,496	12,064,496	12,064,496	12,064,496	12,064,496	12,064,496
	14,905,048	14,905,048	14,905,048	14,905,048	14,905,048	14,905,048	14,905,048
LONG TERM							
Employee future benefits	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500
	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500
Net Assets	44,628,410	44,226,658	38,520,888	31,330,199	23,173,516	13,641,030	2,588,490
	67,961,958	67,560,206	61,854,436	54,663,747	46,507,064	36,974,578	25,922,038

Professional Engineers Ontario
Statement of projected cash flows
for the years ending December 31

For Council Approval - November 28, 2026

	2025	2026	2027	2028	2029	2030
<i>Operating</i>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess (deficit) of revenue over expenses - operations	(401,752)	(5,705,769)	(7,190,689)	(8,156,683)	(9,532,487)	(11,052,539)
Add (deduct) items not affecting cash						
Amortization	1,320,316	1,317,606	1,376,917	1,410,985	1,848,163	2,326,452
Amortization - other assets (leasing)	9,571	12,971	12,971	12,971	12,971	12,971
Total Operating	928,135	(4,375,193)	(5,800,801)	(6,732,726)	(7,671,353)	(8,713,116)
<i>Capital</i>						
<i>Additions to Capital Assets:</i>						
Additions to Building	(243,100)	(580,000)	(1,030,000)	(522,000)	(381,000)	(1,000,000)
Additions to other Capital Assets (F&F, IT, Phone, AV, etc.)	-	(50,000)	(2,550,000)	(1,550,000)	(50,000)	(50,000)
Total Capital	(243,100)	(630,000)	(3,580,000)	(2,072,000)	(431,000)	(1,050,000)
Net Cash Increase/(Decrease) during the year	685,035	(5,005,193)	(9,380,801)	(8,804,726)	(8,102,353)	(9,763,116)
Cash, beginning of year	5,476,019	6,161,054	1,155,861	(8,224,939)	(17,029,666)	(25,132,019)
Cash, end of year	6,161,054	1,155,861	(8,224,939)	(17,029,666)	(25,132,019)	(34,895,135)
Cash/Investments, end of year	41,312,671	36,307,478	26,926,678	18,121,951	10,019,598	256,482
Comprised of:						
Cash	6,161,054	6,161,054	6,161,054	6,161,054	6,161,054	161,054
Investments	35,151,617	30,146,424	20,765,623	11,960,897	3,858,544	95,428
	41,312,671	36,307,478	26,926,678	18,121,951	10,019,598	256,482

Professional Engineers Ontario
Statement of Projected revenues and expenses
for the years ending December 31

For Council Approval - November 28, 2026

	2025	2026	2027	2028	2029	2030
	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
REVENUE						
P. Eng Revenue	\$21,000,947	\$21,677,795	\$22,328,129	\$22,997,973	\$23,687,912	\$24,398,549
Appln, regn, exam and other fees	9,659,690	9,862,156	10,158,021	10,462,761	10,776,644	11,099,943
40 Sheppard Revenue	2,536,210	2,643,839	2,682,611	2,722,159	2,762,498	2,803,643
Investment income	2,600,480	1,908,528	1,077,067	724,878	400,784	10,259
Advertising income	60,051	96,000	96,720	97,445	98,176	98,913
Chapter revenues	202,080	250,955	258,484	266,238	274,225	282,452
Affinity Revenue	2,338,992	2,631,064	2,709,996	2,791,296	2,875,035	2,961,286
	\$38,398,451	\$39,070,337	\$39,311,027	\$40,062,750	\$40,875,274	\$41,655,046
EXPENSES						
Salaries and benefits / Retiree and staff future benefits	20,506,146	22,528,331	23,204,181	23,900,306	24,617,316	25,355,835
Purchased services	3,395,550	3,902,262	4,097,375	4,302,244	4,517,356	4,743,224
Computers and telephone	2,100,652	2,624,096	2,755,301	2,893,066	3,037,719	3,189,605
40 Sheppard expenses	2,060,981	2,146,096	2,230,018	2,289,189	2,341,971	2,426,378
Legal (Corporate, Prosecution & Tribunal)	1,901,656	1,925,500	1,983,265	2,042,763	2,104,046	2,167,167
Chapters	1,179,445	1,185,821	1,245,112	1,307,368	1,372,736	1,441,373
Occupancy costs	1,053,086	1,121,712	1,155,363	1,190,024	1,225,725	1,262,497
Engineers Canada	799,422	995,260	1,094,786	1,149,525	1,207,002	1,267,352
Consultants	526,972	838,284	880,198	924,208	970,418	1,018,939
Transaction fees	781,251	822,105	863,211	906,371	951,690	999,274
Contract staff	763,583	741,574	778,653	817,586	858,465	901,388
Council expenses	569,171	723,361	759,529	797,506	837,381	879,250
Amortization	503,040	482,422	482,422	482,422	482,422	1,312,422
Professional development	299,788	389,975	409,474	429,948	451,445	474,017
Postage and courier	126,373	341,250	358,312	376,228	395,039	414,791
Volunteer expenses	226,390	197,176	203,091	209,184	215,459	221,923
Office supplies	89,781	189,149	198,606	208,537	218,964	229,912
Recognition, grants and awards	87,955	127,258	133,621	140,302	147,317	154,683
Staff expenses	89,071	181,091	190,145	199,652	209,635	220,117
Advertising	46,711	128,700	135,135	141,892	148,986	156,436
Insurance	122,515	115,446	121,218	127,279	133,643	140,325
Printing & photocopying	43,946	79,238	83,200	87,360	91,728	96,314
	37,273,483	41,786,106	43,362,217	44,922,958	46,946,462	49,073,221
EXCESS/(DEFICIENCY) OF REVENUE OVER EXPENDITURE before undernoted	\$1,124,967	(\$2,715,769)	(\$4,051,189)	(\$4,860,208)	(\$6,071,188)	(\$7,418,176)
EXPENSES - NON CORE OPERATIONS	1,526,719	2,990,000	3,139,500	3,296,475	3,461,299	3,634,364
DEFICIENCY OF REVENUE OVER EXPENDITURE	(\$401,752)	(\$5,705,769)	(\$7,190,689)	(\$8,156,683)	(\$9,532,487)	(\$11,052,539)

Professional Engineers Ontario
40 Sheppard Ave. - Statement of projected revenues and expenses
for the years ending December 31

For Council Approval - November 28, 2026

Description	2025 FORECAST	2026 BUDGET	2027 PROJECTION	2028 PROJECTION	2029 PROJECTION	2030 PROJECTION
Rental income	859,377	890,979	908,799	926,975	945,514	964,424
Operating cost	1,934,734	2,003,748	2,043,823	2,084,699	2,126,393	2,168,921
Property tax	422,801	454,649	454,649	454,649	454,649	454,649
Parking income	141,000	142,950	142,950	142,950	142,950	142,950
Other space rent	108,956	107,625	107,625	107,625	107,625	107,625
TOTAL REVENUE	3,466,869	3,599,951	3,657,846	3,716,898	3,777,131	3,838,570
Less PEO Share of CAM & Tax	930,660	956,112	975,234	994,739	1,014,634	1,034,926
TOTAL REVENUE excluding PEO share of CAM & Tax	2,536,209	2,643,839	2,682,611	2,722,159	2,762,498	2,803,643
Utilities	479,614	494,004	503,884	513,962	524,241	534,726
Property taxes	466,325	480,312	489,918	499,717	509,711	519,905
Amortization	372,686	390,584	398,396	406,364	414,491	422,781
Payroll	156,041	162,609	165,861	169,178	172,562	176,013
Janitorial	257,973	263,629	268,901	274,279	279,765	285,360
Repairs and maintenance	201,168	205,806	209,922	214,121	218,403	222,771
Property management and advisory fees	104,096	108,000	110,160	112,363	114,610	116,903
Road and ground	18,686	19,244	19,629	20,021	20,422	20,830
Administration	49,827	61,315	62,541	63,792	65,068	66,369
Security	332,403	353,003	360,063	367,264	374,610	382,102
Insurance	40,340	38,715	39,490	40,279	41,085	41,907
TOTAL RECOVERABLE EXPENSES	2,479,159	2,577,221	2,628,765	2,681,341	2,734,968	2,789,667
Amortization of building	388,295	388,296	388,296	388,296	388,296	388,296
Amortization of leasing costs	9,571	12,971	12,971	12,971	12,971	12,971
Amortization of non-recov cap	56,296	56,304	107,804	133,904	152,954	202,954
Other non-recoverable expenses	58,320	67,416	67,416	67,416	67,416	67,416
TOTAL OTHER EXPENSES	512,481	524,987	576,487	602,587	621,637	671,637
TOTAL EXPENSES	2,991,640	3,102,208	3,205,252	3,283,928	3,356,605	3,461,304
Less PEO Share of CAM & Tax	930,660	956,112	975,234	994,739	1,014,634	1,034,926
TOTAL EXPENSES excluding PEO share of CAM	2,060,980	2,146,096	2,230,018	2,289,189	2,341,971	2,426,378
NET INCOME	475,229	497,743	452,593	432,970	420,527	377,266

**Summary Report to Council of Governance and Nominating Committee (GNC) Activity
November 28, 2025**

Committee Meeting Date: November 13, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Anti-Workplace Violence Harassment and Discrimination Policy	The committee reviewed updates to the Anti-Workplace Violence, Harassment and Discrimination Policy that enhance its accessibility, usability, and equity. Updates are also proposed to align the policy with legislative changes.	Staff	Recommendation to Council for approval on November 28, 2025	Continue	Yes
Draft Councillor Training Protocol for 2026	The committee reviewed the 2026 Councillor Training Protocol, which includes the areas of eligibility criteria, and process requirement. Councillors recommended changes to the “Eligibility” section of the Protocol.	Staff	Recommendation to Council for approval on November 28, 2025	Continue	Yes
Plenary Protocol	The committee reviewed a draft protocol that establishes clear criteria, authority, and format for convening Council plenary sessions. The protocol establishes a consistent process and aims to ensure that future plenaries are aligned with PEO’s regulatory mandate, strategic priorities and Council’s policy agenda.	Staff	Recommendation to Council for approval on November 28, 2025	Continue	Yes
Government Liaison Program: Next Steps	The committee reviewed changes to the Government Liaison Program (GLP) after a recent audit by PEO’s Government Relations Consultants. The goal is to reform the program to increase accountability and reporting requirements. The Program will	Staff	Recommendation to Council for approval on November 28, 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?
	be accomplished through a more centralized process which recognizes the value of volunteer engagement and ensures GLP engagements are targeted, strategic, and align with PEO objectives and priorities.				
Regional Councilors' Committee: Mandate	<p>The Committee had a generative discussion regarding the mandate of the Regional Councilors Committee (RCC), as it relates to the governance of Chapters and further alignment of PEO's governance principles and organizational needs.</p> <p>Staff collected feedback from the committee and will engage with the RCC at its upcoming November meeting to gather further feedback.</p>	Staff	Further engagement with the RCC at their November 19, 2025 meeting and will be returned to the GNC for further discussion in early 2026.	Continue	No
Council Remuneration Framework & Competency Based Nominations: Preliminary Proposal	<p>The committee reviewed a preliminary proposal for discussion that includes options for a remuneration structure and a competency-based nomination process.</p> <p>Staff collected feedback from the committee related to both the remuneration structure and a skills and competency-based nomination model.</p>	Staff	Staff will incorporate feedback and return to GNC with an updated proposal for further discussion in 2026.	Continue	No

Next Committee Meeting: February 3, 2026

Decision Note – Annual Review of Anti-Workplace Violence, Harassment and Discrimination Policy

Agenda Item No.	C-573-5.1
Purpose	For Council to review proposed updates to the Anti-Workplace Violence, Harassment and Discrimination Policy following the annual review of the policy.
Strategic/Regulatory Focus	Legislative compliance
Motion	That Council approves the updates to the Anti-Workplace Violence, Harassment and Discrimination Policy set out at Appendix A. (simple majority)
Attachments	Appendix A – Draft Anti-Workplace Violence, Harassment and Discrimination Policy with Proposed Updates

Summary

Staff have identified updates to the Anti-Workplace Violence, Harassment and Discrimination Policy that enhance its accessibility, usability, clarity, and equity. Updates are also proposed to align the policy with legislative changes. Staff recommend that Council approve the updates.

Public Interest Rationale

Ensuring legislative compliance and a safe workplace is in the public interest.

Background

In 2024, Council adopted an [Anti-Workplace Violence, Harassment and Discrimination Policy](#) to reflect compliance with, and commitment to, the *Occupational Health and Safety Act* (OHSA) and the Ontario *Human Rights Code* (the Code). An annual review of the policy is required under OHSA and the policy.

Feedback on the policy was received from:

- PEO’s Joint Health and Safety Committee;
- Communications;
- Human Resources;
- The Equity, Diversity & Inclusion Manager; and
- Consultant on Indigenous inclusion.

Staff also reviewed legislative updates to ensure the policy reflects current legal requirements.

Considerations

Based on the review, the following changes are proposed for the policy – the full details of the changes are set out at **Appendix A** for Council approval:

- The policy will generally be referred to as the “Safe Workplace Policy.” While the official policy name will remain the same, feedback was that a colloquial name would allow for greater clarity and ease of use;
- The section on refusing unsafe work has been updated to reflect the process under the OHSA;

- Updates aimed at making the policy more accessible to those with disabilities, including highlighting that accommodation is available, and that the policy and procedures should be interpreted to ensure accessibility;
- Updates to clarify the reporting structure;
- Reference to reconciliation with Indigenous Peoples will be added to the statement of principles, along with other updates to align with reconciliation principles and commitments made in the Anti-Racism and Equity Code; and
- Updates to the definitions of “workplace harassment” and “workplace sexual harassment” to reflect changes to the *Occupational Health and Safety Act*.

Recommendation

That Council approves the updates to the Anti-Workplace Violence, Harassment and Discrimination Policy at Appendix A.

Next Steps

Following Council’s approval, staff will update the policy.

Prepared By: Policy Staff

Professional Engineers Ontario
Anti-Workplace Violence, Harassment, and Discrimination Policy
("Safe Workplace Policy")

Note: This policy replaces the 2014 PEO Anti-Workplace Violence and Harassment Policy.

November 2025

Statement of Principles

1. Professional Engineers Ontario (PEO) is committed to providing a work environment in which everyone is treated with dignity and respect, and where violence, harassment, and discrimination are not tolerated.
2. PEO is committed to ensuring a safe workplace that is free from violence for everyone, including all staff, volunteers, and Councillors.
3. PEO recognizes its obligations under the *Occupational Health and Safety Act (OHSA)* and Ontario *Human Rights Code* ("**the Code**") with respect to workplace violence, workplace harassment, harassment, and discrimination.
4. PEO is committed to fostering an organizational culture that encourages inclusiveness, mutual respect, and psychological safety.
5. PEO acknowledges the unique histories, rights, and experiences of First Nations, Inuit, and Métis peoples, and the importance of reconciliation with Indigenous Peoples. This includes recognizing the systemic impacts of colonialism and racism, particularly on Indigenous peoples, and aligning with the principles of reconciliation and the Truth and Reconciliation Commission's Calls to Action.

Purpose

6. The purpose of this policy is to:
 - a) Foster and maintain a safe, inclusive, and respectful work environment at PEO;
 - b) Ensure that PEO meets its obligations under the OHSA and the Code to prevent and address workplace violence, workplace harassment, harassment, and discrimination;
 - c) Ensure that all participants in the PEO workplace are aware of their rights and responsibilities with respect to violence, harassment, and discrimination in the workplace, including the right to make a complaint under this policy;

- d) Identify the conduct and actions prohibited by this policy;
 - e) Establish procedures to report incidents of workplace violence or workplace harassment;
 - f) Establish procedures for addressing incidents or complaints of workplace violence, harassment, or discrimination;
 - g) Outline preventative actions that may be taken to foster a safe and respectful environment; and
 - h) Outline possible remedial actions and penalties when an incident or complaint of workplace violence, harassment, or discrimination has been brought forward and substantiated.
7. This policy is *not* intended to constrain acceptable professional and social interactions at PEO, such as respectful vigorous debate at committee meetings.

Scope and Application of Policy

8. This policy applies:
- a) To all PEO staff, volunteers, and Councillors;
 - b) At every level of PEO and in all work settings, including off-site meetings, PEO-sanctioned social events, Chapter events, and all forms of electronic communication related to work;
 - c) To all aspects of the employment relationship, contractual relationship, volunteer relationship, and Councillor role and to the services provided to PEO by staff, volunteers, and Councillors.

Accessibility of Policy

9. PEO shall ensure this policy is made available to all staff, volunteers, and Councillors and that it is posted in a conspicuous place at PEO head office and on the PEO website.
10. The procedures in this policy should be interpreted to ensure accessibility, and accommodations should be provided where appropriate.

Confidentiality

11. Information about an incident or complaint under this policy, including identifying information about any individuals involved, shall not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

Definitions

12. **Council** – the Council of the Association of Professional Engineers of Ontario.
13. **Councillor** – elected or appointed member of PEO Council.
14. **Discrimination** – differential treatment, whether intentional or not, that imposes a disadvantage or burden on a person or group of persons, or that results in the denial of a benefit to a person or group of persons based on one or more of the protected grounds enumerated in the *Code*.

See **Appendix 1** for a list of protected grounds and **Appendix 2** for examples of discrimination.

15. **Harassment** – engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome. Harassment can also include single incidents depending on factors such as their severity. Harassment includes bullying and sexual harassment. Harassment is a form of **Discrimination** when it relates to one or more of the *Code's* protected grounds.

Workplace Harassment – engaging in a course of vexatious comment or conduct against a staff member, volunteer, or Councillor in the workplace, **including virtually through the use of information and communications technology**, that is known or ought reasonably to be known to be unwelcome. Workplace Harassment includes Workplace Sexual Harassment.

Workplace Sexual Harassment — engaging in a course of vexatious comment or conduct against a staff member, Councillor, or volunteer in the workplace, **including virtually through the use of information and communications technology**, because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome.

Workplace Sexual Harassment also means making a sexual solicitation or advance where the person making the solicitation or advance is in a position

to confer, grant or deny a benefit or advancement to the staff member, volunteer, or Councillor and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

A reasonable action taken by an employer or supervisor relating to the management and direction of Staff or Volunteers or the workplace is not workplace harassment.

A reasonable action taken by Council relating to the governance of Councillors or Volunteers is not workplace harassment.

See **Appendix 2** for examples of harassment.

16. **Staff** – PEO employees, including contract employees and independent contractors.

Where the term “Chief Legal Officer” is used, it means the general counsel of the Association or equivalent.

Where the term “CEO/Registrar” is used, it means the Registrar of the Association.

17. **Volunteer** – any individual who provides services to PEO who is not a staff member, a Councillor, or a third party supplier. Examples of volunteers at PEO include any Chapter volunteers and any member of a regulatory committee such as the Complaints Committee or the Academic Requirements Committee. Some volunteers are appointed by Council and may be approved by the provincial government. Some volunteers may receive remuneration for their services.
18. **Workplace** - means any land, premises, location or thing at, upon, in or near which a PEO staff member or volunteer or Councillor works. For greater clarity, this includes off-site meetings, PEO-sanctioned social events, Chapter events including social events, and all forms of electronic communication related to work.
19. **Workplace Violence** -
- a) The exercise of physical force by a person against a staff member or volunteer or Councillor, in a workplace, that causes or could cause physical injury to the staff or volunteer or Councillor;
 - b) An attempt to exercise physical force against a staff member or volunteer or Councillor, in a workplace, that could cause physical injury to the staff or volunteer or Councillor;

- c) A statement or behaviour that is reasonable for a staff member or volunteer or Councillor to interpret as a threat to exercise physical force against the staff member or volunteer or Councillor, in a workplace, that could cause physical injury to the staff member or volunteer or Councillor.

See **Appendix 2** for examples of workplace violence.

Policy Statement

Rights and Responsibilities

20. Workplace violence, all forms of harassment, and discrimination are prohibited at PEO, and incidents of, or complaints about, prohibited conduct shall be dealt with by PEO in a manner that is fair for all parties, timely, and consistent with the principles of procedural fairness.

Workplace Violence

21. PEO prohibits acts or threats of violence in the workplace.
22. PEO shall take appropriate action to help prevent workplace violence.
23. PEO shall make every reasonable effort to assess and mitigate the risks of workplace violence as follows:
 - a) PEO shall provide for safe work procedures;
 - b) PEO shall ensure safety in the physical work environment;
 - c) PEO shall put procedures in place for informing or advising staff, volunteers, and Councillors of potentially violent situations or people;
 - d) PEO staff, volunteers, and Councillors shall be trained on the workplace violence policy;
 - e) PEO shall provide contact information for reporting incidents of workplace violence;
 - f) PEO shall have emergency procedures in place for summoning immediate assistance when workplace violence occurs or is likely to occur.

24. PEO shall reassess the risks of workplace violence that may arise from the nature of the workplace, the type of work, or the conditions of work as often as is necessary to ensure that this policy and its workplace violence program continue to protect staff, volunteers, and Councillors from workplace violence.
25. Firearms, weapons, and explosives of any kind are strictly prohibited.
26. PEO shall investigate and deal with incidents or complaints of workplace violence as set out in the **Incidents and Complaints Investigation Procedure** at **Appendix 5**.

Domestic Violence

27. If PEO becomes aware or ought reasonably to be aware that domestic violence that would likely expose a worker to physical injury may occur in the workplace, PEO shall take every precaution reasonable in the circumstances for the protection of the worker.

Right to Refuse Unsafe Work

28. A staff member, volunteer, or Councillor may refuse to do work where they have reason to believe that workplace violence is likely to endanger them. In such cases, the staff member, volunteer, or Councillor shall report the circumstances of workplace violence following the process at **Appendix 3**. Staff members shall notify their direct manager or Human Resources about the work refusal. Staff members should consider notifying the Joint Health and Safety Committee.

Harassment and Discrimination

29. Everyone has a right to freedom from harassment in the workplace, including harassment because of sex, sexual orientation, gender identity, gender expression, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status or disability.
30. Staff, volunteers, Councillors, licence holders, and those accessing PEO's services have a right to be free of discrimination.
31. In addition to the protected grounds under the Ontario Human Rights Code, PEO recognizes Indigenous identity (First Nations, Inuit, and Métis) as a protected characteristic within its workplace and services.
32. Staff, volunteers, and Councillors at PEO are prohibited from engaging in harassment or discrimination in the workplace.

33. Any individual, including those accessing PEO's services, is prohibited from engaging in harassment or discrimination against staff, volunteers, or Councillors in the workplace.
34. PEO shall investigate and deal with incidents or complaints of harassment or discrimination as set out in the **Incidents and Complaints Investigation Procedure at Appendix 5.**

Harassment or Discrimination in the Provision of Services

35. PEO recognizes that its staff, volunteers, and Councillors may be subjected to harassment or discrimination by individuals at PEO who are not staff, volunteers, or Councillors, such as applicants or licence holders. PEO acknowledges its responsibility to support and assist staff, volunteers, and Councillors subjected to such harassment or discrimination and to do all it can to ensure that the behaviour stops.
36. PEO also prohibits harassment and discrimination in the provision of services to third parties, including licence holders, suppliers or service providers. PEO acknowledges its responsibility to address such behaviour.

Threats, Reprisals or Retaliations and Bad Faith Complaints

37. Threats, reprisals, or retaliation in relation to the assertion of rights under this policy or enforcement of this policy are prohibited. Any such conduct is a violation of this policy and may result in disciplinary action or sanction.
38. Malicious or bad faith complaints are prohibited. A bad faith complaint is one that may be motivated by an ulterior motive, ill will, hostility, personal animosity, a lack of fairness, or a lack of total honesty. Any such conduct may result in disciplinary action or sanction. Submitting a complaint in good faith, even when the complaint cannot be proven, is not a violation of this policy.

Legal Recourse

39. No part of this policy shall at any time prevent an individual who has experienced workplace violence, harassment, or discrimination from taking legal action regarding the incident, including exercising their rights under the *Code* within the time limits specified by that legislation.

Investigation of Incidents and Complaints

40. A staff member, volunteer, or Councillor may make a complaint under this policy per the **Incidents and Complaints Investigation Procedure at Appendix 5.**
41. The CEO/Registrar or staff designate (or Council, where the incident or complaint involves the CEO/Registrar) shall ensure that an investigation is conducted into incidents and complaints of workplace violence, harassment, or discrimination that they determine appropriate in the circumstances.
42. The investigation shall ensure a fair and timely process for all parties involved. The CEO/Registrar or staff designate may engage an external investigator where they determine it is appropriate or where it is required by this policy.
43. Where the incident or complaint involves the CEO/Registrar as a complainant or a respondent, or in circumstances where it would otherwise not be appropriate for the CEO/Registrar to be responsible for the investigation, the President is responsible for ensuring there is an appropriate investigation, and an external investigator shall be engaged. Where the incident or complaint involves both the CEO/Registrar and President, the Past President shall be responsible for ensuring there is an appropriate investigation, and an external investigator shall be engaged. Where the incident or complaint involves the CEO/Registrar and the President and the Past President, the President Elect shall be responsible for ensuring there is an appropriate investigation, and an external investigator shall be engaged.
44. Where the incident or complaint involves a Councillor, an external investigator shall be engaged.
45. Where a regulated professional has been found in violation of this policy following the procedure established by this policy, the CEO/Registrar or staff designate should consider whether to make a regulatory report or complaint. Where the CEO/Registrar has been found in violation of the policy, Council should consider whether to pursue a regulatory referral.
46. **Where an incident or complaint involves an Indigenous person, PEO may offer access to a culturally appropriate process, which may include consultation with Indigenous Elders, Knowledge Keepers, or Indigenous mediators.**

Reporting of Incidents

47. Staff, volunteers, and Councillors at PEO shall report incidents of workplace violence and are encouraged to report incidents of harassment or discrimination, as outlined in Appendices 3, 4 and 5, in order to help foster a safe, respectful, and inclusive workplace.

Conflict with Other Policies

48. If there is a conflict between a provision in this policy and a provision in another PEO policy, the provision in this policy prevails.

Annual Review

49. This policy and its programs shall be reviewed by Council as often as necessary, but at least annually.
50. As part of the annual review, PEO will ensure the policy and its programs are reviewed through Indigenous and culturally competent lenses to ensure ongoing alignment with reconciliation and equity principles.

Appendix 1: Protected Grounds under the *Human Rights Code*

Appendix 2: Examples of Discrimination, Harassment, and Workplace Violence

Appendix 3: Workplace Violence Program

Appendix 4: Workplace Harassment Program

Appendix 5: Incidents and Complaints Investigation Procedure

Appendix 6: Process Flow Chart

Appendix 1: Protected Grounds under the *Human Rights Code*

The Ontario *Human Rights Code* prohibits actions that discriminate against people based on a protected ground in a protected social area. Protected grounds are:

- Age
- Ancestry, colour, race
- Citizenship
- Ethnic origin
- Place of origin
- Creed
- Disability
- Family status
- Marital status (including single status)
- Gender identity
- Gender expression
- Receipt of public assistance (in housing only)
- Record of offences (in employment only)
- Sex (including pregnancy and breastfeeding/nursing)
- Sexual orientation

Protected social areas are:

- Accommodation (housing)
- Contracts
- Employment
- Goods, services and facilities
- Membership in unions, trade or professional associations.

Appendix 2: Examples of Discrimination, Harassment, and Workplace Violence

Examples of Discrimination

- Not selecting someone to sit on a committee because of beliefs about their race
- Asking an applicant who is a woman whether she intends to have children
- A poisoned environment. “Poisoned environment” describes a discriminatory work environment where harassing or discriminatory comments or conduct have created a workplace that is broadly hostile, intolerable, and/or negative

Examples of Harassment

- Unwelcome remarks, jokes, innuendos, propositions, or taunting about a person’s body
- Hostile behaviour that degrades an individual based on personal attributes including age, race, gender identity, creed (e.g. religion), or any other protected ground in the Code
- Displaying racist or derogatory pictures or other offensive material
- Reprisal or threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or threatened by a person in a position to confer or deny a benefit to the person
- Suggestive or offensive remarks
- Actions that create a hostile, intimidating, or offensive workplace, which may include physical, verbal, written, graphic, or electronic means
- Bullying or aggressive behaviour

Examples of Workplace Violence

- Hitting, pushing, assault or attempts thereof

- Stalking
- Standing in a manner that is intended to intimidate
- Yelling at someone
- Veiled or open threats of harm
- Aggressive or threatening hand gestures
- Displaying objects in a manner that suggests they will be used as a weapon
- Throwing objects
- Utilizing property (such as a vehicle) in an aggressive and dangerous manner

Appendix 3: Workplace Violence Program

Provision of Training and Information

PEO shall provide training for staff, volunteers, and Councillors on workplace violence, including familiarizing them with this policy and program.

PEO shall provide information, including personal information, related to a risk of workplace violence from a person with a history of violent behaviour if,

- a) The staff member, volunteer, or Councillor (as the case may be) can be expected to encounter that person in the course of their work; and
- b) The risk of workplace violence is likely to expose the staff member, volunteer, or Councillor to physical injury.

Confidentiality

Information about an incident or complaint of workplace violence, including identifying information about any individuals involved, shall not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

Summoning Immediate Assistance

If workplace violence occurs or is likely to occur, impacted staff, volunteers, or Councillors shall:

- a) Remove themselves from the situation, where possible;
- b) Assess whether there is a need to contact first responders for immediate assistance and summon immediate assistance such as security personnel or police if the circumstances warrant; and
- c) Follow relevant emergency procedures, including notifying the appropriate PEO personnel.

Reporting Incidents of Workplace Violence

Staff shall advise, as applicable, the following persons about all incidents of workplace violence they witness, of which they have knowledge, or in which they are involved:

- Their direct manager, or the CEO/Registrar where the workplace violence involves their direct manager, or

- The Chief Legal Officer where the workplace violence involves the CEO/Registrar. The Chief Legal Officer shall inform the President of the incident. *Where the President is involved in the incident, or in circumstances where it would otherwise not be appropriate to involve the President, the Past President shall be informed. Where both the President and the Past President are involved in the incident, or in circumstances where it would otherwise not be appropriate to involve them, the President Elect shall be informed.*

Where a staff member feels there is a risk of workplace violence, they are encouraged to raise their concerns as set out above.

Volunteers shall advise, as applicable, the following persons about all incidents of workplace violence they witness, of which they have knowledge, or in which they are involved:

- Their PEO staff liaison, or the CEO/Registrar where the workplace violence involves their PEO staff liaison, or
- The Chief Legal Officer where the workplace violence involves the CEO/Registrar. The Chief Legal Officer shall inform the President of the incident. *Where the President is involved in the incident, or in circumstances where it would otherwise not be appropriate to involve the President, the Past President shall be informed. Where both the President and the Past President are involved in the incident, or in circumstances where it would otherwise not be appropriate to involve them, the President Elect shall be informed.*

Where a volunteer feels there is a risk of workplace violence, they are encouraged to raise their concerns as set out above.

Councillors shall advise, as applicable, the following persons about all incidents of workplace violence they witness, of which they have knowledge, or in which they are involved:

- The CEO/Registrar, or
- The President where the workplace violence involves the CEO/Registrar. *Where the President is involved in the incident, or in circumstances where it would otherwise not be appropriate to report to the President, the incident is reported to the Past President. Where both the President and the Past President are involved in the incident, or in circumstances where it would otherwise not be appropriate to report to them, the incident is reported to the President Elect.* The President, Past President or President-Elect as the case may be, shall inform the Chief Legal Officer.

Where a Councillor feels there is a risk of workplace violence, they are encouraged to raise their concerns as set out above.

The CEO/Registrar or staff designate shall report to Council on all incidents of workplace violence. Incidents of workplace violence shall be reported to relevant authorities, where required by law.

Appendix 4: Workplace Harassment Program

Provision of Training

PEO shall provide training for staff, volunteers, and Councillors on workplace harassment, including familiarizing them with this policy and program.

Confidentiality

Information about an incident or complaint of workplace harassment, including identifying information about any individuals involved, shall not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

Reporting Incidents of Workplace Harassment

Staff – Where a staff member feels they have experienced or witnessed workplace harassment, they are encouraged to raise their concerns with:

- Their direct manager, or
- The CEO/Registrar where the workplace harassment involves their direct manager, or
- The Chief Legal Officer where the workplace harassment involves the CEO/Registrar. The Chief Legal Officer shall inform the President of the incident. **Where the President is involved in the incident, or in circumstances where it would otherwise not be appropriate to involve the President, the Past President shall be informed. Where both the President and the Past President are involved in the incident, or in circumstances where it would otherwise not be appropriate to involve them, the President Elect shall be informed.**

Volunteer - Where a volunteer feels they have experienced or witnessed workplace harassment, they are encouraged to raise their concerns with:

- Their PEO staff liaison, or the CEO/Registrar where the workplace harassment involves their PEO staff liaison, or
- The Chief Legal Officer where the workplace harassment involves the CEO/Registrar. The Chief Legal Officer shall inform the President of the incident. **Where the President is involved in the incident, or in circumstances where it would otherwise not be appropriate to involve the President, the Past President shall be informed. Where both the**

President and the Past President are involved in the incident, or in circumstances where it would otherwise not be appropriate to involve them, the President Elect shall be informed.

Councillor – Where a Councillor feels they have experienced or witnessed workplace harassment, they are encouraged to raise their concerns with:

- The CEO/Registrar, or
- The President where the workplace harassment involves the CEO/Registrar. Where the President is involved in the incident, or in circumstances where it would otherwise not be appropriate to report to the President, the incident is reported to the Past President. Where both the President and the Past President are involved in the incident, or in circumstances where it would otherwise not be appropriate to report to them, the incident is reported to the President Elect. The President, Past President or President-Elect as the case may be, shall inform the Chief Legal Officer.

Appendix 5: Incidents and Complaints Investigation Procedure

This procedure sets out how PEO will investigate and deal with incidents or complaints of workplace violence, harassment, and/or discrimination.

Any staff member, volunteer, or Councillor may file a complaint under this policy by submitting a complaint in writing. **Reports or complaints may be filed under this policy by support persons on behalf of a staff member, volunteer, or Councillor.**

Complaints and incidents that are reported shall be investigated.

Incidents shall also be investigated in the absence of a formal report or complaint, if information has arisen that warrants it.

For the purpose of this procedure, the subject of an incident (the party whose conduct is at issue) will be referred to as a “respondent.”

Incidents and Complaints

Where the respondent to an incident or complaint is a **staff** member or a **volunteer**, the incident is reported, or complaint is made, to the CEO/Registrar or staff designate.

Where a report or incident involves a staff member, Human Resources will be notified.

Where the respondent to an incident or complaint is a **Councillor**, the incident is reported, or complaint is made, to the CEO/Registrar.

Where the **CEO/Registrar** is involved in an incident or complaint as either a complainant or respondent, or in circumstances where it would otherwise not be appropriate for the CEO/Registrar to be responsible for the investigation, the incident is reported, or complaint is made, to the President. Where the President is involved in the incident or complaint, **or in circumstances where it would otherwise not be appropriate for the President to be responsible for the investigation**, the incident is reported or complaint is made to the Past President. Where both the President and the Past President are involved in the incident or complaint, **or in circumstances where it would otherwise not be appropriate for them to be responsible for the investigation**, the incident is reported or complaint is made to the President Elect.

Where Council is Employer

Upon receipt of information about an incident or complaint of workplace violence where the employer is Council, Council shall be informed and shall be apprised of the progress of the investigation.

Scope of the Investigation

Upon receipt of information about an incident or complaint where a **staff** member or a **volunteer** is the respondent, the CEO/Registrar or staff designate shall authorize an investigation and determine its appropriate scope.

Upon receipt of information about an incident or complaint where a **Councillor** is the respondent, the CEO/Registrar shall authorize an investigation and determine its appropriate scope.

Where the incident or complaint involves the **CEO/Registrar** either as a complainant or a respondent, or in circumstances where it would otherwise not be appropriate for the CEO/Registrar to be responsible for the investigation, the President shall authorize an investigation and determine its appropriate scope.

Where the President is involved, the Past President shall authorize an investigation and determine its appropriate scope. Where both the President and the Past President are involved, the President Elect shall authorize an investigation and determine its appropriate scope.

Internal or External Investigator

Where the investigation involves an incident or complaint where a staff member or volunteer is the respondent, the investigation may be conducted by an internal or external investigator, as determined and appointed by the CEO/Registrar or staff designate.

Where the investigation involves the CEO/Registrar or a Councillor, an external investigator shall be appointed.

Timeline

Any investigation shall be completed within 90 days, unless delays occur due to the complexity of the matter, in good faith, and no substantial prejudice results to any person affected by the delay. Where appropriate, parties to a complaint shall be updated periodically on the status of the investigation.

Process

The investigation shall be thorough, comprehensive, and be conducted in accordance with the principles of natural justice, including:

- The right to know the case against you;
- The right to an impartial and unbiased decision-maker;

- The opportunity to be heard; and
- The right to a decision and the rationale for that decision.

Accordingly, it is expected that, for example:

- The investigator shall provide a protocol with respect to the conduct of the investigation, including with respect to process and confidentiality.
- Generally, the complainant, respondent, and relevant witnesses should be interviewed by the investigator.
- The complainant, respondent and relevant witnesses shall cooperate in the investigation, including by providing any relevant documents, unless doing so would put them at risk of violence or harassment. No one shall obstruct the investigation or withhold information or records relevant to the investigation absent a compelling reason.
- The respondent shall be permitted to fully respond to the case that is made.
- The complainant should be given the opportunity to address any such response.

Investigation Report

The investigator shall prepare a written report, setting out all steps in the investigation, the specific allegations, the responses, witness accounts, evidence gathered, findings, and the conclusion reached.

Where the respondent is **staff, a non-appointed volunteer**, or a **Councillor**, the written report shall be provided to the CEO/Registrar or staff designate.

Where the incident or complaint involves the **CEO/Registrar** as a complainant or a respondent, the written report shall be provided to Council.

Where the respondent is a **volunteer appointed by Council**, the written report shall be provided to Council.

The CEO/Registrar or staff designate shall report the results of all investigations to Council.

Decision and Sanctions

Based on the investigation findings, and all relevant facts and evidence, the appropriate decision-maker shall decide whether the policy has been violated, and:

- Where the respondent is a **staff member**, action and sanctions shall be determined by the appropriate employment superior in the ordinary course of employment.
- Where the **CEO/Registrar** is the complainant or respondent, action and sanctions shall be determined by the Council in the ordinary course of employment.
- Where the respondent is a **Council-appointed volunteer**, action and sanctions shall be determined by the Council.
- Where the respondent is a **non-Council appointed volunteer**, action and sanctions shall be determined by the CEO/Registrar or staff designate.
- Where the respondent is a **Councillor**, the investigation report shall be referred to the process prescribed in the Code of Conduct.

Decisions and actions taken by PEO shall be communicated to the parties.

Respondents shall receive written investigation results and information about corrective action that has been taken or will be taken. Where a complainant has alleged that they experienced workplace harassment, they shall be informed in writing of the results of the investigation and information about corrective action that has been taken or will be taken.

Record-Keeping

PEO shall keep records of all reports, complaints, or incidents of workplace violence for at least one year from the conclusion of the investigation. Records shall include written details about the incident or a copy of the complaint, investigation notes and report, copies of any witness statements, and a copy of any corrective action taken to address the incident or complaint.

Penalties for Breaches of this Policy

Where a breach of this policy has been determined in accordance with this policy, the penalties available to the decision maker where applicable are:

For Staff: determined in accordance with HR policies.

For Council-Appointed Volunteers: determined by Council.

For Non-Council Appointed Volunteers: determined in accordance with volunteer policies.

For Councillors: determined in accordance with the Code of Conduct.

Remedial Actions

Where an investigation finds harassment and/or discrimination has occurred, remedial actions may be considered depending on the nature or severity of the behaviour and the circumstances. Remedial actions **may** include, **but are not limited to**:

- An apology
- Education
- Counseling
- Where an investigation shows that workplace harassment or discrimination are prevalent or part of workplace culture, a remedial action could be training for an entire committee, Chapter, or all staff, volunteers, and Council.

Appeal Rights

There is no right of appeal under this policy. If a complainant is dissatisfied with the disposition of a complaint related to a Code protected ground, they have a right to file an application with the Human Rights Tribunal of Ontario within the time limits specified by that legislation.

Approved By: Council

Approval Date: ~~September 27, 2024~~ **November 28, 2025**

Effective Date: ~~September 27, 2024~~ **November 28, 2025**

Decision – Direction of Government Liaison Program

Agenda Item No.	C-573-5.2
Purpose	For GNC to provide its recommendation to Council on the direction for the Government Liaison Program and Government Liaison Committee
Strategic/Regulatory Focus	Governance
Motion	That Council stand down the Government Liaison Committee with thanks and adopt the recommendation from Wellington Advocacy’s September 2025 Audit of the Government Liaison Program to centralize and reform the program to increase accountability and reporting requirements for participants.
Attachments	Appendix A – Government Liaison Program Review Brief from Wellington Advocacy

Summary

Council is asked to consider changes to the Government Liaison Program (GLP), as suggested by a recent audit performed by PEO’s government relations consultants, Wellington Advocacy, which is summarized in the Government Liaison Program Review Brief (Appendix A). The goal is to reform the program to increase accountability and reporting requirements. This will be accomplished through a more centralized process which recognizes the value of volunteer engagement with politicians, but which also sets out more appropriate scope of approved engagement procedures. This new, centralized approach will ensure that GLP engagements are targeted, strategic, and align with PEO objectives and priorities while providing volunteers with tailored support for each approved engagement. The enhanced support and direction GLP reps will receive from staff and Wellington greatly diminishes the need for a Government Liaison Committee (GLC). There are no additional staffing or budgetary requests related to this motion.

Public Interest Rationale

The public interest is served by a professional self-regulator that manages its relationships and engagement with government, a vital stakeholder, in a manner that is effective, credible and consistent.

Background

At its September 2025 meeting, Council considered an audit report of the GLP prepared by Wellington Advocacy. Wellington evaluated the program’s effectiveness and assessed associated risks, in the current political and policy making context. The purpose of the evaluation was to determine whether the program is a suitable and effective component of PEO’s broader government relations strategy and obligation to meet its mandate to serve and protect the public. The analysis demonstrated that while the current GLP model has delivered some benefits, and is enthusiastically supported by some members of PEO, it also exposes PEO to significant risks that warrant Council’s immediate attention.

The Wellington report concluded that the Ontario government’s shift toward shorter, more targeted consultations, coupled with a more cabinet-centric decision-making structure, has diminished the effectiveness of the GLP in its current form and created risk for PEO. Timely, clear, consistent, messaging void of distractions and informed by nuanced political insights were deemed critical in the current context. Wellington has recommended, and staff can support a more centralized and strategic approach to GLP engagements. Such an approach will preserve a volunteer role in government relations. However,

it will also require greater accountability by, and oversight for, those who seek to contribute to the work of PEO by participating in discussions with MPPs. These controls will limit risk, the program, preserve PEO's credibility, and ensure that each engagement directly supports and advances PEO's government relations priorities and regulatory mandate.

Considerations

Risks

- Centralization of the program is necessary to ensure each engagement directly supports PEO's government relations priorities and regulatory mandate.
- For the GLP to be effective, it must be controlled and deployed in instances where it serves PEO's overarching government relations strategy.
- Centralization will better protect sensitive information, including evolving political positions, legislative strategy and internal intelligence. Such information cannot be broadly distributed, as doing so could lead to misinterpretation or strain the PEO's relationship with decision makers in government.

Key strategic issues

Under the redeveloped program:

- All meetings and communications with MPPs, ministerial staff, or other political officeholders will be requested and approved in advance by PEO staff and/or Wellington. Approval will be founded on a requirement to report back. This will ensure line of sight into all such engagements, as well as the opportunity to address any concerns that emerge through such discussions.
- Both staff and volunteer engagement with government officials, apart from MPPs, will be fully integrated into PEO's overall government relations strategy.
- Engagement with government officials will be directed by the CEO/Registrar, ensuring that all advocacy efforts align with PEO's strategic priorities and regulatory mandate.

Recommendation

That Council stand down the GNC with thanks and authorize the redevelopment and centralization of the GLP as outlined in Wellington Advocacy's September 2025 Audit.

Next Steps

Staff will work with Wellington Advocacy to implement a centralized approach to the GLP to ensure alignment, consistency and accountability. This will include:

- Engaging GLP reps in this process.
- Revising the GLP manual to reflect the updated policy for engagement.
- Training for GLP representatives emphasizing message discipline.
- Implementing targeting briefings to those directly involved in approved activities.
- Conducting an annual compliance review to evaluate adherence to these protocols and confirm that all engagements are consistent with approved messaging and organizational priorities.
- Incorporating standardized post-meeting reports for GLP reps to provide within 48 hours of an engagement. These reports will include key discussion points, attendee list, and commitment/follow up requests. These reports will be entered into a central engagement tracker to maintain a full line of sight into GLP engagements.

Prepared By: External Relations

Professional Engineers Ontario: Government Liaison Program Review Brief

*Addressed for Professional Engineers Ontario
Prepared by Wellington Advocacy*

Purpose of the Review

Professional Engineers Ontario (PEO) engaged Wellington Advocacy to conduct a review of the Government Liaison Program (GLP) as part of PEO's broader initiative to modernize its approach to government and stakeholder engagement. The review assessed how the GLP contributes to PEO's regulatory mandate and how its structure aligns with the current environment for public policy and stakeholder relations in Ontario.

Background

The GLP has served as a province-wide volunteer network with a mandate to raise awareness of PEO's role and responsibilities with government. Through local engagement and participation in community and professional events, GLP representatives have contributed to building relationships between the engineering profession and government officials.

As PEO's government relations activities have evolved it was timely to review how the GLP operates and to ensure that its objectives and structure remain aligned with best practices for modern regulators.

Findings

The review found that the GLP continues to promote awareness of PEO's work and maintenance of visibility across Ontario. At the same time, opportunities exist to strengthen coordination, consistency, and alignment with PEO's overall government relations strategy.

Key themes to guide PEO's next steps in strengthening the GLP:

Evolving Political Context:

The pace and style of policymaking in Ontario have changed. Policy is increasingly driven by Cabinet and ministerial offices, often with short consultation timelines. Effective engagement therefore requires timely, focused communication that connects directly to decision-makers, and is informed by nuanced political considerations.

Role of the GLP Network:

Volunteers have developed meaningful local relationships and raised awareness of PEO's role. These efforts continue to provide a strong foundation for engagement in certain contexts and when strategically aligned with PEO's broader advocacy work.

Need for Coordination and Clarity:

To maximize the impact of engagement with government, communications should be coordinated through central channels. Clear guidance, messaging, and oversight from PEO staff will help ensure that all outreach activities reflect organizational priorities and reinforce PEO's reputation as a trusted and consistent regulator.

Next Steps

PEO Council and staff should develop a refreshed framework for the GLP that builds on these findings.

Wellington Advocacy recommends enhanced oversight of GLP activities and the introduction of processes that ensure engagements are aligned with PEO's government relations strategy, including:

- prior approval for all meetings and events
- tailored briefings for engagements
- post-engagement reporting
- annual compliance reviews to ensure that PEO's outreach remains consistent, professional, and reflective of its regulatory mandate.

Conclusion

The Government Liaison Program remains a valued part of PEO's engagement with the broader community and continues to embody the commitment of volunteers to highlighting PEO's mandate. Through modernization and enhanced coordination, the GLP will be well-positioned to continue supporting PEO's mandate to serve and protect the public interest.

**Summary Report to Council of
Human Resources and Compensation Committee (HRCC) Activity
November 28, 2025**

Committee Meeting Date: November 7, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
2026 Goals for the CEO/Registrar	<p>HRCC reviewed the proposed CEO/Registrar performance goals as per the Strategic Planning process. In accordance with a performance evaluation process approved by Council, the performance goals for the CEO/Registrar will be evaluated by way of mid-year and year-end performance reviews in June and November 2026, respectively.</p> <p>HRCC recommends that the 2026 Goals for the CEO/Registrar be sent to the November Council meeting for approval.</p>	Staff	Recommendation to Council for approval on November 28, 2025	Continue	Yes
Risk Register	The committee requested that human resources specific risks, part of the comprehensive Risk Register overseen by the Audit and Finance Committee (AFC), be reviewed by HRCC before the register is presented to the AFC at their November 2026 meeting.	Staff	HRCC meeting in Feb 2026	Continue	No
CEO/Registrar Year-end Performance Review (In Camera)	The committee conducted the 2025 year-end performance review for the CEO/Registrar.	HRCC	Recommendation to Council for approval on November 28, 2025	Continue	Yes

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

Next Committee Meeting: February 5, 2026

Decision Note – CEO/Registrar Goals for 2026

Item	C-573-6.1
Purpose	To consider and approve the CEO/Registrar performance goals, as determined in consultation with Council’s Human Resources and Compensation Committee (HRCC).
Strategic/Regulatory Focus	Governance
Motion	That Council approves the CEO/Registrar 2026 Goals as presented to the meeting at C-573-6.1 Appendix A.
Attachments	Appendix A: CEO/Registrar Draft 2026 Goals Appendix B: Strategic Planning Process

Summary

Following the review and recommendation from the HRCC, Council is asked to approve the proposed CEO/Registrar performance goals (Appendix A). As per the Strategic Planning Process (Appendix B), the proposed goals are tied to PEO’s strategy approved by Council.

Public Interest Rationale

Strategic oversight in line with PEO’s corporate operations and governance policy.

Background

Under the *Professional Engineers Act*, Council has one critical employee, the CEO/Registrar. Particularly at this most senior staff level, human capital is a vital component in the successful transformation of PEO as it strives to become a more modern regulator. Setting and monitoring goals and objectives for the CEO/Registrar is an important component of Council’s role in moving the organization forward. Any goals that are assigned are expected to reflect an overall vision which corresponds to the enhancements required within the organization and must be aligned with PEO’s strategy approved by Council.

The HRCC reviewed an initial draft of the goals document on September 12, 2025 and provided feedback to the CEO/Registrar. Committee members were invited to submit additional comments and suggestions for updates to the document in writing to the CEO/Registrar before the committee’s review of the final draft of CEO/Registrar Goals and Objectives at its meeting scheduled for November 7, 2025. No additional comments were provided by the committee members.

At its meeting of November 7, 2025, the HRCC reviewed and, via unanimous consent, recommended the goals for Council’s approval on November 28, 2025.

Key considerations

The 2026 CEO/Registrar Goals (Appendix A) outline targets (quantitative and qualitative) to meet or exceed expectations for each objective tied to a strategic plan goal, addressing key questions and feedback raised at the September 12, 2025 HRCC meeting.

The performance goals will be evaluated by way of a performance review. Meetings will take place as required with the HRCC.

For the 2026 year, the 2026 Draft Goals were committed to being reviewed at the September 12th meeting of HRCC, and the 2026 Final Goals were committed to be recommended for approval at the November 7th meeting of HRCC to align with cascading goals for all staff in the 2026 year. This will ensure all corporate goals and objectives are linked to the annual budget as well.

Stakeholder Engagement

Not applicable.

Next Steps

A mid-year review of the CEO/Registrar performance goals will be conducted at the June 5, 2026 HRCC meeting, and the year end review will be conducted at the November 2026 HRCC and Council meetings.

Employer Name	Jennifer Quaglietta
Job Title	CEO & Registrar
Reviewer Name	Luc Roberge, Chair HR & Compensation Committee (HRCC)
Reviewer Division	Council
Performance Year	2026

This form is to be used for establishing the goals at the beginning of the year, mid-year review and the year-end review. It is to be completed by the CEO / Registrar and HRCC Chair.

Start of the Year:

- Establish five (5) SMART Strategic Goals based on the strategic and operational plan for PEO. (Tab 3)
- Establish four (4) Key Performance Indicators (KPIs) based on the strategic and operational plan for PEO. (Tab 4)
- Establish three (3) SMART Extra Goals based on the strategic and operational plan for PEO. (Extra #1=Tab 4; Extra #2=Tab 5; Extra #3=Tab 6)

Mid-Year Review:

- Answer yes or no as to whether there is any adjustment required to the established goal. If yes, indicate the adjusted goal.
- The mid-year review does not require ratings. The CEO/Registrar indicates in their self-assessment how progress is towards achieving the established goal. The HRCC provides any comment on how they feel the CEO/Registrar is performing relative to achieving the goal.

Year End Review:

- The CEO/Registrar completes their self-assessment first indicating a rating and providing details on performance related to each goal.
- The HRCC indicates their rating for each goal and provides any further comments on performance related to the goal.
- The section for the 360 Degree Performance Review conducted every second year should highlight strengths and areas for development gathered in the review.

Dear Council,

It is with great optimism and purpose that I present our new 2026–2030 Operational Plan—a bold, forward-looking roadmap that reflects our collective ambition to modernize professional regulation and reinforce public trust in

This plan is more than a set of goals—it is a commitment to transformation. Over the next five years, we will focus on

1. Effective and relevant regulation,
2. Governance advancement, and
3. Organizational excellence.

These pillars reflect the evolving regulatory landscape and position PEO to lead with agility, integrity, and impact.

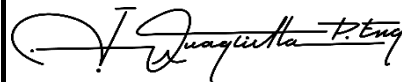
Year One of this plan will be foundational. It is a critical period of planning, alignment, and capacity-building. Our efforts will centre on creating the conditions for successful execution—scoping the work, identifying key partnerships, sequencing priorities, and ensuring staff and Council are equipped for the journey ahead. This is the

The strategic plan will also anchor my performance goals, ensuring full alignment between our organizational priorities and my leadership accountabilities. Together, we will continue to strengthen our licensing processes, enhance digital and data capabilities, embed inclusive regulatory practices, and build a culture that is both purpose-

Our new strategy also acknowledges the broader legislative and societal context we operate in—including increased mobility mandates, evolving public expectations, and the urgent need for transparent and responsive regulation. PEO has the opportunity and the responsibility to lead by example .

As always, I am grateful for your guidance, collaboration, and trust. The road ahead will demand clarity, courage, and commitment. Fortunately, we have all three.

With appreciation,

Handwritten signature of J. Quaglini in black ink.

COUNCIL APPROVED STRATEGY			STAFF DEVELOPED OPERATIONAL PLAN											
Pillar	Goal	Obj.	Obj. #	Project Name	Description	Deliverable	Target for Meets	Target for Far Exceeds	CEO Reported Strategic Goal	Mid-year Actuals	Mid-year Review (Comments)	Year-End Actuals	Year-end Review (Comments)	
1. Effective and Relevant Regulation	1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected	1.1 Comprehensively review and propose updates to the Professional Engineers Act and its regulations	1.1.1	Comprehensive Review of the Professional Engineers Act: Roadmap	A roadmap with timelines to guide the review of the <i>Professional Engineers Act</i> , Regulation 941 and by-laws.	Develop and present Council with a package at the November 2026 meeting of Council.	By Q4 2026, present to RPLC and Council a roadmap to guide the review of the <i>Professional Engineers Act</i> , Regulation 941, and by-laws. The roadmap will be informed by comprehensive and inclusive consultation with internal (staff, committees, Council) and external stakeholders (members, government, partners), and will clearly define the review's scope and proposed timelines, sequencing, guiding principles, and key issues and opportunities for reform.	A positive response of support from the Ministry of the Attorney General (MAG) signaling readiness to collaborate with PEO on moving the legislative review forward. Strengthen a collaborative partnership with the Ontario Association of Architects to encourage alignment in legislative review processes and ensure consistency across governing legislation.	#1					
		1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation	1.3.3	Continuing Professional Development Program (CPD)	A comprehensive review of the CPD program will be undertaken in the 2025-2026 Council term, building on the guiding principles and direction set by Council during its plenary on June 19, 2025. At its June Council meeting, Council directed the CEO/registrar to bring a policy proposal to Council by the end of this Council term (i.e., end of April 2026).	Review and revise CPD Framework. Finalize and present CPD program proposal to Council by Q4 2026. <i>Note: This assumes Council approval of the proposed framework by end of 2025-2026 term.</i>	By the end of the 2025-2026 Council term, present to RPLC the final CPD Framework. By Q4 2026, present policy recommendations and a phased implementation plan to RPLC and Council, with some elements to be implemented in 2027 and others phased in subsequent years, depending on their nature.	By Q4, 2026 achieve adoption of the framework by all national regulators, resulting in the harmonization of CPD programs across all jurisdictions. Phased approach to CPD Program implementation, beginning as early as 2027.	#2					
2. Governance advancement	2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate	2.1 Embed a "public interest first" mindset in all decision-making	2.1.1	EIT 2.0 Program	At its June 2025 meeting, Council approved the transition to a revamped EIT 2.0 program, an initiative designed to replace the current program with a regulatory program that aligns more directly with PEO's core regulatory and public interest mandates. As part of this decision, Council directed staff to work with MAG to propose the necessary amendments to the <i>Professional Engineers Act</i> and Regulation 941 to support implementation.	Implement EIT 2.0 program in alignment with Council direction set at its June 2025 meeting.	By Q3 2026, develop required policies, bylaws, guidelines, identify IT systems, communications, and external relations materials to support implementation of EIT 2.0, subject to MAG's indication that it is ready to proceed.	Phased implementation or pilot of EIT 2.0 program upon MAG approval. By Q4 2026, complete documentation of core policies, bylaws, guidelines; and testing of IT systems.	#3					
		3.1 Leverage technology and process design to improve operational efficiency,	3.1.1	Customer Service Model Enhancements	To enhance existing customer service model to ensure consistent, high-quality customer service delivery across all customer service teams.	Improved reporting and dashboards to advance a data-driven approach to service improvement. Standardized service offerings	By Q2 2026, implement additional service metrics for L1 and L2 customer service queries. By Q4 2026, provide customer service training to all L1 and L2 teams.	By Q4 2026, improve customer service feedback scores as compared to 2025 benchmarks.	#4					

Pillar	Goal	Obj.	Obj. #	Project Name	Description	Deliverable	Target for Meets	Target for Far Exceeds	CEO Reported Strategic Goal	Mid-year Actuals	Mid-year Review (Comments)	Year-End Actuals	Year-end Review (Comments)
3. Organization at excellence	3. Nurture a high-performing organization through its people, processes, and systems	3.2 Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals	3.2.2	Organizational Culture	Strengthen organizational culture by advancing a holistic employee engagement and EDI strategy that fosters connection, inclusion and shared purpose.	Maintain high engagement scores, embed EDI principles into engagement initiatives, act on feedback from staff forums (e.g., surveys, coffee chats), and implement programming that reflects the employee voice. Establish governance structure and enhance guide to ongoing engagement and inclusion efforts.	<p>Achieve an overall employee engagement score that meets the industry standard benchmark of 81.5% (engaged and almost engaged) and survey participation rate of 75%.</p> <p>Achieve an Inclusion Score that is equal to last year's score of 74%.</p> <p>Continue to implement action items from the Anti-Racism and Equity (ARE) Code Action Plan.</p> <p>Develop an EDI Strategy that has input from all staff and best practices within the established timeframe.</p>	<p>Achieve an overall employee engagement score that exceeds the industry standard benchmark of 81.5% (engaged and almost engaged) and survey participation rate of 80%.</p> <p>Achieve an Inclusion Score that exceeds last year's score of 74%.</p> <p>Develop EDI Strategy with strong internal alignment and cross-departmental support.</p> <p>Develop a tracking and accountability mechanism to monitor progress, report on implementation, and assess outcomes (e.g., dashboards, KPIs, or quarterly updates) of PEO's culture.</p>	#5				

#	Indicator Name	Operational Definition	PEO Core Function	Desired Direction	2026 Target	2026 Threshold	Q1, 2026	Q2, 2026	Q3, 2026	Q4, 2026
1a	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%	TBD	TBD	TBD	TBD
1b	Registration Decisions Within Target (C), (F)	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within 90 days divided by all registration decisions made during the reporting period.	Regulatory Operations	↑	90%	80%	TBD	TBD	TBD	TBD
1c	Registration Decisions Within Target –	The number of Transfer applications for who a registration decision is made within 30 calendar days divided by all transfer registration decisions made during the reporting period.	Regulatory Operations	↑	100%	90%	TBD	TBD	TBD	TBD
2	Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date spend on core operations (excluding special projects and strategic plan initiatives) compared to the year-to-date budget. A positive percentage indicates a favorable variance (underspent). A negative variance indicates an unfavorable variance (overspent).	Finance and Corporate Services	↑	Within 0.0% to 10.0%	Within -5.0% to 15.0%	TBD	TBD	TBD	TBD
3	Call Centre Experience Rating (C)	The average user rating for call centre inquiries received during the reporting period. While a rating of 10 represents that a user rated their experience as excellent for an inquiry, a 1 represents a poor experience.	Finance and Corporate Services	↑	6.5	5.5	TBD	TBD	TBD	TBD
4	Employee Engagement Rate (C)	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	HR Team	↑	81.50%	76.50%	N/A	N/A	N/A	TBD

Balanced Scorecard Themes

Theme 1: Regulatory Operations
* One group of metrics

Theme 2: Financial Operations

Theme 3: Customer Service Operations

Theme 4: Staff Engagement

Professional Development

Indicate the professional development activities that will be undertaken in the coming year and how they tie to achievement of the operational and strategic goals. CEO/Registrar to complete this section with final approval and confirmation from the HRCC.

Professional Development Activity:	Link to Operational and Strategic Goals
Strategic Management of Regulatory and Enforcement Agencies, Harvard Kennedy School – By application only – requires acceptance from HKS. * Learning objectives: <ul style="list-style-type: none"> • The Strategic Public Management Model • Fundamental design dilemmas common across all regulatory domains • The distinctive nature of problem-centric work within regulatory agencies • The role of analysis in supporting effective risk-control, problem-solving, or compliance-management operations • Special classes of risks (such as catastrophic risks, invisible risks, risks involving adversaries, etc.) that complicate the task of controlling them 	Links to all Goals - Application submitted - Application Approved (Week of Feb 23, 2026)
Executive Coaching ** with a focus on improvement areas identified in 360.	Links to the 360 to ensure feedback is implemented.
EDI Related Learning	Personal commitment to learning more about indigenous safety culture.

**Note: Annual lump sum for professional development is \$7,000. On a two year cycle (2025/2026), \$14,000 is available. With this course, \$5,100 used. Left available until Dec 31, 2026 is \$8,900*

*** Executive Coaching is not included in professional development. Cost for 360, which includes Executive Coaching is \$4,950 which includes 10 stakeholder (360) interviews.*

360 Degree Performance Review (to be completed every second year) - 2026 to be completed**

(CEO/Registrar completes the Strengths and Areas for Development based on the 360-degree review report. HRCC comments in the prescribed section.)

Strengths:	Areas for Development:
CEO/Registrar Comments:	
HRCC Comments:	

Opportunity to add additional items for consideration, including Speaking engagements, extra activities completed, and feedback.

Date	Type	Description
January 11, 2026	Keynote	Engineers without Borders xChange 2026: Bridging the Past, Building the Future: Engineering Systemic Change
June 17, 2026	Webinar	Women in engineering (Title TBC), Siemens



Professional Engineers
Ontario

C-573-6.1
Appendix B

Strategic Planning Process

Alignment to CEO & Registrar's
Performance Review Process
September 12, 2025

Mission and Values Recap



Our Mission

- Our mission defines our purpose—protecting the public interest—and provides clarity on what we do and who we do it for.
- *Regulate the practice of professional engineering in Ontario to safeguard life, health, property, economic interests, the public welfare and the environment.*



Our Values

- Accountability
- Respect
- Integrity
- Professionalism
- Teamwork

RECAP

2023-2025

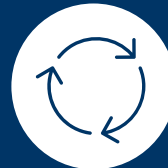
Strategic Goals



1. Improve PEO's licensing processes without compromising public safety



2. Optimize organizational performance



3. Implement a continuous governance improvement program



4. Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO

RECAP

Strategic Summary 2023-2025

An overview of PEO's **2023-2025 roadmap** for achieving its vision, mission and goals. The strategic summary is a high-level overview of PEO's formal strategic plan and outlines the activities needed to achieve the goals of our current strategic plan.

2025 Operational Plan

Outlines **annual activities** needed to achieve PEO's 2023-2025 strategic plan. The **annual operational plan is a year-long roadmap** that defines activities being undertaken to achieve strategic objectives.

RECAP

Strategic Summary 2023-2025

An overview of PEO's
2023-2025 roadmap
for achieving its vision,
mission and goals.

*All to be completed by
year end*

Goals	Sub Goals	Activities	2023	2024	2025
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/approach			
		1.1.1 FARPACTA tech solution - Phase 1 & 2			
		1.1.2 FARPACTA process (licensing and compliance)			*
		1.1.3 Change management and communications			
	1.2 Review licensing processes; implement changes	1.1.4 Measure FARPACTA compliance			
		1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)			
		1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)			
		1.2.3 Implement mandatory CPD - Phase 3 (auditing)			
		1.3.1 EDI - Phase 1 (audit, supports)			
		1.3.2 EDI - Phase 2 (ARE Code action plan implementation)			
2. Optimize organizational performance	2.1 Update/develop standards, guidelines	2.1.1 Establish policy development framework/process			
		2.2.1 Digital transformation roadmap			
	2.2. Ensure adequate IT; data collection/mgt	2.2.2 Data governance model			
		2.3.1 Organizational EDI strategy			
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap			*
		2.3.3 Modernize payroll processes			
		2.3.4 Communications strategy (value, EDI)			*
		2.3.5 Modernize budget processes			*
		2.3.6 Review financial controls			
		2.3.7 Develop Customer Service Model			*
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual			
		3.1.2 Review/revise board orientation			
	3.2 Ensure committee/council evidence for decision-making	3.2.1 Strategic plan reporting			
		3.2.2 RM framework			
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations			
		3.3.2 Annual assessment council effectiveness			*
		4.1.1 Establish Visioning taskforce, workplan			
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.2 Council engagement session			
		4.1.3 Stakeholder engagement session(s)			*
		4.2.1 Legislative/reg/legal review			
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision			*
		4.3.2 Post vision consultation			

Count: 23 21 12

Note: Items marked with an (*) represent initiatives started in 2023 or 2024 and expected to progress per schedule in 2025.

RECAP

2025

Operational Plan

Outlines activities needed to achieve PEO's 2023-2025 strategic plan.

Annual operational plan informs CEO/registrar's performance goals. Regular updates provided to Council in CEO/registrar report.



Professional Engineers
Ontario

2025 Operational Plan Status Report

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

All to be completed by year end

NEW

Strategic Summary 2026-2030

An overview of PEO's **2026-2030 roadmap** for achieving its vision, mission and goals. The strategic summary is a **high-level overview of PEO's formal strategic plan** and outlines what we will do to achieve our goals over the next five years.

2026 Operational Plan

Outlines activities needed to achieve PEO's 2026-2030 strategic plan. The **annual operational plan is a year-long roadmap** that defines activities that will be undertaken to achieve strategic objectives. An operational plan will be developed each year between 2026-2030.

Accountability for Strategy

Cascading accountability from Council to CEO/registrar to all staff

Corporate Strategy *(Council Owned)*

- **Definition:** The high-level direction, mandate, and priorities of the organization, rooted in its vision, mission, and values.
- **Accountability:** Council develops, with support from staff, and approves the corporate strategy to ensure the organization fulfills its purpose, mandate and meets stakeholder expectations.
- **Role:** Establishes the “*what*” and “*why*” - the destination and priorities.

Operational Plan *(CEO/registrar & Staff led)*

- **Definition:** The detailed annual or multi-year plan that translates corporate strategy into concrete activities, programs, projects and resource allocation.
- **Accountability:** The CEO/registrar, supported by staff, creates the operational plan to show how the corporate strategy will be delivered.
- **Role:** Defines the “*how*” - the initiatives, timelines, and responsibilities to execute the strategy.

CEO/registrar Goals *(Approved by Council)*

- **Definition:** Specific, measurable objectives tied to the operational plan and corporate strategy.
- **Accountability:** Council approves the CEO/registrar’s annual goals, ensuring alignment with corporate strategy.
- **Role:** CEO/registrar’s performance is evaluated against these goals, which cascade into departmental and individual objectives.

Staff Annual Performance & Development Review *(Cascading, Approved by People Managers)*

- **Definition:** Annual Performance & Development Review (APDR) goals connect each staff member’s work to organizational priorities.
- **Accountability:** Leaders and staff are accountable to the CEO/registrar for achieving their goals, while also developing skills and capacity.
- **Role:** Ensures individual contributions ladder up to the corporate strategy, creating line-of-sight from boardroom to frontline.

Feedback Loop

- **Staff → CEO/registrar:** Staff deliver on APDR goals and report progress.
- **CEO/registrar → Council:** CEO/registrar reports on operational plan progress and achievement of CEO/registrar goals.
- **Council:** Evaluates organizational performance, CEO/registrar performance, and ensures accountability to the public/stakeholders.

NEW

2026-2030

Strategic

Goals



1. Effective and Relevant Regulation

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



2. Governance Advancement

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



3. Organizational Excellence


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

NEW




Strategic Summary 2026-2030

The first report to Council on the 2026-2030 strategic plan will be in the February 2026 CEO/registrar report.

Each year, for the life of the strategic plan, the CEO/registrar's goals (five) will be selected from the annual operational plan.

 Professional Engineers Ontario




STRATEGIC SUMMARY 2026-2030

GOALS	SUBGOALS	ACTIVITIES	2026	2027	2028	2029	2030	
 <p>1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected.</p>	1.1 Comprehensively review and propose updates to the Professional Engineers Act and its regulations.	1.1.1 Comprehensive Review of the Professional Engineers Act Roadmap						
		1.2.1 Rebrand Project						
		1.2.2 Public Confidence Study						
	1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.	1.2.3 Student Advisory Group						
		1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation.	1.3.1 PEAK Suspensions					
			1.3.2 Professional Standards and Guidelines Review					
	1.3.3 Continuing Professional Development Program (CPD)							
	 <p>2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate.</p>	2.1 Embed a "public interest first" mindset in all decision-making.	2.1.1 EIT 2.0 Program					
			2.1.2 Chapter Procedure Manual Version 2.0					
2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.		2.2.1 Election System Roadmap						
		2.2.2 Council Performance Evaluation Framework						
		2.2.3 Remuneration for Council and Volunteers						
 <p>3. Nurture a high-performing organization through its people, processes and systems.</p>		3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.	3.1.1 Customer Service Model Enhancements					
			3.1.2 "As of Right" Project					
			3.1.3 Digital Transformation Project					
			3.1.4 AI Roadmap					
	3.1.5 Review Financial Controls							
	3.1.6 Billing Cycle							
	3.1.7 Technical Exams Review							
	3.1.8 "One PEO" - Redesigned Future State							
	3.1.9 Integrated Case Management System (ICMS) (ONE PEO)							
	3.1.10 Finance Digital Modernization - Integration and Streamlining							
3.2 Promote a collaborative, innovative and inclusive culture.	3.2.1 PEO Academy							
	3.2.2 Organizational Culture							

2026 Operational Plan

Goal 1:

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

GOALS	SUBGOALS	ACTIVITIES
 <p>1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected.</p>	<p>1.1 Comprehensively review and propose updates to the <i>Professional Engineers Act</i> and its regulations.</p>	<p>1.1.1 Comprehensive Review of the <i>Professional Engineers Act</i> Roadmap </p>
	<p>1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.</p>	<p>1.2.1 Rebrand Project</p> <p>1.2.2 Public Confidence Study</p> <p>1.2.3 Student Advisory Group</p>
	<p>1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation.</p>	<p>1.3.1 PEAK Suspensions</p> <p>1.3.2 Professional Standards and Guidelines Review</p> <p>1.3.3 Continuing Professional Development Program (CPD) </p>



Legend:

 Draft Goal

2026 Operational Plan

Goal 2:

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

GOALS	SUBGOALS	ACTIVITIES
 <p>2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate.</p>	<p>2.1 Embed a "public interest first" mindset in all decision-making.</p>	<p>2.1.1 EIT 2.0 Program </p> <p>2.1.2 Chapter Procedure Manual Version 2.0</p>
	<p>2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.</p>	<p>2.2.1 Election System Roadmap</p> <p>2.2.2 Council Performance Evaluation Framework</p> <p>2.2.3 Remuneration for Council and Volunteers</p>




Legend:

 Draft Goal


2026 Operational Plan

Goal 3:

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

GOALS	SUBGOALS	ACTIVITIES
 <p>3. Nurture a high-performing organization through its people, processes and systems.</p>	<p>3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.</p>	<p>3.1.1 Customer Service Model Enhancements </p>
		<p>3.1.2 "As of Right" Project</p>
		<p>3.1.3 Digital Transformation Project</p>
		<p>3.1.4 AI Roadmap</p>
		<p>3.1.5 Review Financial Controls</p>
		<p>3.1.6 Billing Cycle</p>
		<p>3.1.7 Technical Exams Review</p>
		<p>3.1.8 "One PEO" –Redesigned Future State</p>
		<p>3.1.9 Integrated Case Management System (ICMS) (ONE PEO)</p>
		<p>3.1.10 Finance Digital Modernization–Integration and Streamlining</p>
<p>3.2 Promote a collaborative, innovative and inclusive culture.</p>	<p>3.2.1 PEO Academy</p>	
	<p>3.2.2 Organizational Culture </p>	

Legend:

 Draft Goal

CEO & Registrar Goal Setting

CEO & Registrar will work collaboratively with ELT, PLT and Staff to establish draft goals that stem from the Strategic Plan.

Guiding Principles

Proposed goals will align with the yearly Operational Plan

HRCC and Council will have an opportunity to collaborate on the draft goals

Final goals will be outlined and presented to the HRCC for review and recommendation to Council

HRCC & Council will provide final approval

Approach provides continuity to ensure that the multi-year strategic plan moves forward to achieving its intended vision

Jan – Dec
Fiscal

Annually in
September

Annually in
November

Annually in
November

Apr - Mar
Council Cycle

Important Milestones and Timelines

Phased Approach to Strategy and Operational Planning Timelines



Summary



Operational Planning



CEO Performance Management

January



All Staff Merit Program Starts
Operational Plan Aligned



CEO Goals cascade to all Staff

June



Staff Merit Program Mid Year Review



CEO Mid Year Performance Review

September



Draft Operational Plan (following year) developed alongside Draft Budget



CEO Draft Goals (following year) presented to HRCC and Council

November



Final Operational Plan (following year) developed alongside final Draft Budget



CEO Final Goals (following year) Approved by HRCC and Council
Budget Approved by Council
CEO Year End Performance Review

**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity
November 28, 2025**

Committee Meeting Date: November 12, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Time-Based Experience Requirement Review	Committee members discussed the results of the review of the time-based experience (TBE) requirement to consider whether the current requirement for 48 months of supervised experience continues to be reasonable and necessary. The committee reviewed all proposed options. The committee endorsed staff's recommendation that TBE requirement be reduced to two years with CBA remaining a requirement.	Staff	Recommendation to Council for approval at November 28, 2025 Council meeting	Continue	Yes
Fitness to Practise Program	The committee reviewed the updated policy proposal and policy direction for a Fitness to Practise program, originally presented at the February 2025 meeting. The committee recommended that Council consider approval the of the Fitness to Practise program.	Staff	Recommendation to Council for approval at November 28, 2025 Council meeting	Continue	Yes
Review of CPD Program: Findings and Themes	The committee reviewed and discussed the report summarizing the key findings and common themes identified to date through stakeholder consultations on PEO's mandatory Continuing Professional Development (CPD) program review.	Staff	Recommendation to present the summary of the consultations report to Council at its November 28, 2025, meeting.	Continue	No
Councillor Submission: Proposal to Address Licensure Barriers for Engineering Faculty Based on Academic Practice	The committee discussed a submission from a Councillor proposing that academic experience be recognized as qualifying practice for licensure. It was noted that these considerations are already well-understood and that PEO's upcoming comprehensive review of the Professional Engineers Act and its regulations, a key strategic priority, will provide the appropriate opportunity to examine the	Staff	For consideration in the context of future strategic review of the Act and regulations	Continue	No

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



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	current framework and propose any necessary changes.				
Criteria for Exemptions from Confirmatory Examinations	The committee discussed and provided feedback to staff on the proposed direction to develop a risk-based framework for exemptions from confirmatory exams. Staff informed the committee that stakeholder engagement is planned for 2025-2026 with legal review and operational analysis to follow before a draft policy is prepared for committee consideration.	Staff	Staff will take the feedback and wait for stakeholder engagement results and bring it back to RPLC to review the findings and themes	Continue	No

Next Committee Meeting: February 5, 2026

Decision Note – Time-Based Experience Review

Agenda Item No.	C-573-7.1
Purpose	For Council to receive a report presenting the results of the review of time-based experience requirements and approve associated policy direction.
Strategic/Regulatory Focus	Regulatory - licensing improvement
Motion	That Council approves the changes to the regulatory provision relating to time-based experience requirements, as presented in Appendix B, and directs staff to work with the Ministry of the Attorney General to make amendments to Regulation 941 as anticipated by paragraph 9(v) of subsection 7(1) of the <i>Professional Engineers Act</i> . (requires two-thirds majority)
Attachments	Appendix A – Review of Time-Based Experience Requirement: Key Findings and Considerations Appendix B – Policy Direction for Proposed Amendments to Regulation 941, made under the <i>Professional Engineers Act</i>

Summary

Over the past year, staff have comprehensively reviewed the time-based experience (TBE) requirement for those seeking P.Eng. licensure. The shift to Competency-Based Assessments (CBA) in 2023 as the primary means of evaluating an applicant’s experience invites a reconsideration of whether the current requirement for 48 months of supervised experience continues to be reasonable and necessary. The attached report presents the findings of this review, considers options for maintaining or changing the requirement, and offers a recommendation for consideration by RPLC and Council. It is recommended that the TBE requirement be reduced to two years, with CBA remaining a requirement.

Public Interest Rationale

PEO’s public protection mandate requires it to ensure that those seeking licensure are appropriately competent, while also ensuring that requirements for licensure are not unnecessarily burdensome or unfair. PEO strives to evaluate applicants for licensure based on relevant, qualitative metrics that demonstrably relate to competency.

Background

Following the introduction of CBA in May 2023, in September 2023, Council directed RPLC to develop a plan for the review of the TBE requirement. In accordance with the policy development plan proposed by RPLC and approved by Council in November 2023, staff proceeded to prepare Part I of a Policy Impact Analysis (PIA), which was presented to the RPLC in November 2024. At that time, RPLC accepted the recommendation that staff continue monitor implementation of the CBA framework, as well as related activities undertaken by other provinces and territories and report back to RPLC and Council in 2025. This note and its attached report detail the results of the continued monitoring of CBA, activities of other jurisdictions and related reconsideration of the TBE requirement.

Considerations

Based on the findings from the attached report (Appendix A), the following key points are highlighted:

- The primary rationale for 48 months has been nullified: Over three decades ago, PEO increased the TBE requirement from two to four years for international labour mobility reasons rather than based on any identified public risk concern; the intent was to make it easier for Canadian licence holders to become licensed elsewhere, notably the United States. However, in the decades since, these anticipated labour mobility improvements did not materialize.
- Competency is the primary consideration in licensing decisions: Engineering regulators across Canada including PEO now rely on CBA as a trusted, psychometrically valid method of assessing readiness for licensure based on demonstrated skills and abilities rather than simply months of experience.
- Confidence in CBA approach: PEO has a high degree of confidence in the CBA approach to ensure only validly qualified applicants are approved for licensure.
- FARPACTA and the Ontario Fairness Commissioner comments: The Ontario Fairness Commissioner recently improved PEO's risk rating from *medium high* to *moderately low*, partially in recognition of the demonstrated benefits of the CBA program. However, the revised risk rating is conditional on PEO's continued efforts to improve the efficiency of the licensing process, including by reviewing the 48-month TBE requirement to consider the extent to which the requirement is "necessary for or relevant to the practice of the profession", which is the test set out in section 19(2)(a) of the Fair Access to Regulated Professions and Compulsory Trades Act, 2006.
- Engineers Canada recommends 4-years of TBE be recommended, not required: In April 2024 Time-Based Experience Group (TBEG), a sub-group under Engineers Canada's National Admissions Officials Group, recommended that regulators gradually move towards a *recommended* time-based experience requirement of four years, instead of a required four years.
- Other Canadian regulators have reduced TBE requirements: Manitoba has eliminated its TBE altogether and Quebec has reduced it from 3 to 2 years. Many other jurisdictions are also actively reviewing their TBE requirements and considering similar options.
- Changing TBE will not impact Canadian labour mobility for licensed engineers: When asked, other Canadian engineering regulators stated that reducing or removing the TBE requirement would not affect their labor mobility practices or the transferability of a PEO licence to another Canadian jurisdiction.

Stakeholder Engagement

As noted in the report, staff conducted targeted consultations with licence holders and employers, the Strategic Stakeholder Advisor Group (SSAG), and engaged with Engineers Canada's TBEG and reviewed its resulting reports and recommendations. In general, other than TBEG (which recommended making the TBE requirement a recommendation rather than a requirement), stakeholders were hesitant to reduce the TBE requirement but also acknowledged that they were not familiar or had limited familiarity with the CBA approach.

Options

Three options were considered: (1) do nothing (maintain status quo), (2) remove the TBE requirement altogether, or (3) reduce the TBE requirement to 2 years. The potential risks and advantages are detailed in the attached report (Appendix A).

Recommendation(s)

1. Implement Option 3 (reducing the TBE requirement to 2 years). The CBA requirement will remain unchanged.
 - PEO will monitor implementation of this change in order to evaluate any potential operational or other implications and determine if further adjustments to the TBE requirement are merited. Updates will be reported to Council as appropriate.
 - This change will apply to all new applicants as well as those in the legacy pool, consistent with the principle adopted during the 2023 transition to a FARPACTA-compliant licensing regime and supported by the Fairness Commissioner, namely that if a change benefits applicants in the legacy pool, they should be permitted to take advantage of it.
 - In pursuing the necessary regulatory changes associated with this policy direction, PEO will inquire with the Ministry of the Attorney-General whether it is advisable to draft the regulation in a manner that does not specify a particular amount of time and instead allows the required time to be set by Council.
2. As part of implementing Option 3, a comprehensive communications plan will accompany the change to reinforce that competency, not time, is the measure of readiness for licensure. Clear messaging will help shift the focus away from years of experience and manage any perception that licensing standards have been lowered, while emphasizing that the competency-based assessment approach remains unchanged.

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

Appendix A: Review of Time-Based Experience Requirement: Key Findings and Considerations

1. Introduction

As engineering regulators across Canada have shifted to Competency-Based Assessments (CBA) as the core means of determining readiness for licensure, many are reconsidering whether time-based experience requirements continue to be appropriate and necessary.

Currently, candidates for P.Eng. licensure in Ontario must complete both 48-months of supervised work experience and demonstrate they have successfully completed a CBA. However, as engineering regulators across Canada, including PEO, now regard competency is the true barometer of readiness to practice, it naturally prompts the question of whether TBE requirements continue to serve a necessary purpose.

This report provides relevant context and analysis to inform decision-making and examines the risks and advantages of three approaches to TBE requirements: (1) maintaining the status quo of 48-months; (2) removing the requirement altogether; and (3) reducing the requirement to 24-months. In all cases, the requirement to successfully complete the CBA will be maintained.

2. Historical Context

On January 1, 1995, the time-based experience requirement increased from 2 to 4 years. As detailed in the March/April 1993 edition of Engineering Dimensions magazine, a primary driver for the decision was the desire to more closely approximate experience requirements in the USA and Europe in the hopes of facilitating labour mobility. The change was not based on an identified risk or evidence of competency gaps among applicants, but rather on perceived alignment benefits with other jurisdictions. Three decades later, however, Canada's shift to 4 years has not resulted in achieving Mutual Recognition Agreements with most regulators in the United States or Europe. In addition, even at the time this change was made, there was an acknowledgement that requiring more time-based experience did not necessarily guarantee a higher quality learning experience.

3. Legislative and Regulatory Background

Paragraph 2 of section 33(1) of Regulation 941 states:

The applicant shall demonstrate that he or she has had 48 months of experience in the practice of professional engineering that, in the Council's opinion, provides sufficient experience to enable him or her to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering.

Although not explicitly prescribed by the Regulation 941, the CBA is the method used by PEO to evaluate whether a candidate for licensure has "sufficient experience to enable him or her to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering. This approach was adopted in accordance with a decision of Council in November 2022 to adopt a CBA model.

As such, candidates for licensure must demonstrate that they have *both*:

- Completed 48 months of experience in the practice of professional engineering
- Completed the CBA, demonstrating the sufficiency of their experience.

4. Pan-Canadian Activities

Through 2023 and 2024, staff sat on the Time-Based Experience Group (TBEG), a subgroup of the Engineers Canada National Admissions Officials Group (NAOG) formed to "share ideas, information,

research and identify opportunities for potential changes or a reduction of the time-based experience requirements that are largely still a part of the P.Eng. licensure assessment processes in Canada”. This has informed staff’s research, as well as final recommendations.

As part of its research, the TBEG conducted a cross-jurisdictional assessment exercise to explore whether some applicants could demonstrate the required competencies for licensure in less than four years. In December 2023, TBEG reviewed a redacted CBA report provided by Engineers Geoscientists Manitoba (EGM) for an applicant who achieved licensure with approximately two years of post-graduation experience. When shared with assessors from other jurisdictions, many reached a similar conclusion, determining that the applicant had met the necessary competency standards. The exercise demonstrated that, in certain cases, applicants may be able to attain the required level of competence within a shorter timeframe, depending on the quality and breadth of their experience. It also reaffirmed that the CBA model is focused on demonstrated competence rather than the amount of time served.

At the April 2024 NAOG meeting, TBEG delivered its final report, recommending that Canadian regulators consider a gradual transition toward a consistent four-year time-based experience standard.

5. Consultations

In fall 2024, PEO undertook consultations with key stakeholders to gather their input on potential changes to the TBE requirement. These consultations included surveying current license holders, employers and supervisors of Professional Engineers and meeting with the Strategic Stakeholder Advisor Group (SSAG)

A majority of survey respondents indicated strong support for the status quo. However, respondents also indicated that they were unfamiliar with the CBA approach, which may have impacted their comfort with potentially removing or reducing the TBE requirement. Similarly, among SSAG participants there was no consensus on reducing or removing time, and it was decided that the group needs to better understand CBA, which was then quite new and unfamiliar to most SSAG participants. Furthermore, some members raised concerns that the removal of the 48-month requirement would compromise objectivity and consistency. Overall, there was some support for establishing a "recommended" TBE requirement.

6. Key Findings

The primary rationale for 48 months has been nullified

PEO, along with most other Canadian jurisdictions, increased the TBE requirement from 2 to 4 years in the mid-90s in the hopes of making it easier for Canadian engineers to become licensed in the United States and Europe. This change was not based on any identified public-protection or risk-related concern, but rather on perceived alignment benefits with other jurisdictions. In the absence of meaningful improvements (e.g., mutual recognition agreements), however, this initial justification no longer provides a compelling basis for maintaining a four-year requirement.

Competency is the primary consideration in licensing decisions

With the adoption of CBA, PEO has shifted its focus in licensing decisions to an evaluation of the quality of experience, rather than simply time spent. Even once candidates complete their 48 months of supervised experience, they must demonstrate that that experience has allowed them to meet all required competencies in order to be granted a license.

PEO has high confidence in the CBA approach

PEO's licensing team has robust practices in place to identify applications that may include exaggerated or questionable claims and has a high degree of confidence in the CBA approach as a means of evaluating candidate readiness for licensure. These practices include validating the validator and interviews with the Experience Requirements Committee when there are concerns of untrue claims in a CBA. This aligns with feedback received from other engineering regulators as well.

PEO's licensing team supports reducing or removing the TBE given their reliance on the CBA process to evaluate readiness of candidates. There is agreement that one could achieve competency in less than four years, though it would be very unlikely to achieve it in fewer than two.

FARPACTA and the Ontario Fairness Commissioner

In its 2023 Fair Registration Practices report, the OFC praised PEO's adoption of Competency-Based Assessments for both applicants in the FARPACTA compliant process and legacy applicants who had yet to submit their experience; despite this praise, PEO's risk rating was set at "moderate-to-high" due to other concerns with PEO's licensing operations.¹ However, in October 2025, the Ontario Fairness Commissioner improved PEO's risk rating, partially in recognition of the demonstrated benefits of the CBA program in reducing delays associated with interviewing bottlenecks and licensing delays. The revised risk rating was conditional on PEO's continued efforts to improve the efficiency of the licensing process, including by reviewing the 48-month TBE requirement to consider the extent to which the requirement is "necessary for or relevant to the practice of the profession", which is the test set out in section 19(2)(a) of the Fair Access to Regulated Professions and Compulsory Trades Act, 2006.

Engineers Canada recommends 4-years of TBE be recommended, not required

As noted above, Engineers Canada recommends that regulators gradually move towards a *recommended* time-based experience requirement of four years. This recommendation was reached through various research activities conducted by the group, including surveys on each Canadian engineering regulators current experience assessment methods and processes, research on other countries' time based experience requirements for obtaining a P.Eng. or equivalent, research on other Canadian professions' time based experience and a cross-country assessment exercise of a prospective applicant with only two years of experience.

Other Canadian regulators have reduced TBE requirements

In September 2022, EGM removed a minimum time requirement, relying wholly on their CBA to evaluate the experience of applicants for licensure. At the same time, they adopted Engineers Canada's recommendation to recommend 4 years of experience. Policy Staff consulted with Manitoba to gain insight on their experience following removal of their time-based requirement. EGM stated that they have confidence in their CBA process and have not experienced an influx of underqualified candidates since removing the TBE requirement. The Ordre des ingénieurs du Québec (OIQ) reduced their experience requirements to two years in 2018. All other Canadian engineering regulators currently require 48 months of experience in addition to fulfillment of a CBA; however, many are also actively reviewing their TBE requirements and considering reducing or removing the requirement.

Changing TBE will not impact Canadian labour mobility for licensed engineers

In September 2025, PEO consulted with other Canadian engineering regulators to gain insight on how transferability might be affected between provinces were PEO to change its time-based requirements. Provincial regulators were provided with PEO's current policy options to modify time-based experience

¹ 2023 Fair Registration Practices Report (p.6)

and asked if labour mobility would be affected and whether they are currently reviewing their time-based requirements. The consulted regulators primarily appear to be impartial to the change and state that a change in PEO's approach will not affect their labor mobility practices, nor will they block transferability if PEO makes this change.

7. Options Evaluation

Option	Risks	Advantages
1. Maintain status quo	<ul style="list-style-type: none"> • Reputational risk to PEO if it maintains an approach that is not evidence-based; for which the original impetus for change has not materialized; is potentially unfair; is inconsistent with modern emphasis on demonstrated competency (CBA has been proven to be a psychometrically valid and effective method of assessment while requiring a set time-based requirement does not accurately validate qualitative experience); and is inconsistent with nationwide recommendation from Engineers Canada. • Risk of losing qualified candidates if PEO maintains unnecessary and burdensome criteria to licensure. • Risk of treating candidates unfairly and risk of further criticism from the Ontario Fairness Commissioner without a clear rationale or benefit. 	<ul style="list-style-type: none"> • Many current licence holders and employers/supervisors have expressed comfort and confidence in the current approach as this is the system they are familiar with.
2. Remove TBE requirement	<ul style="list-style-type: none"> • Risk of operational challenges if PEO were to receive an influx of underqualified applicants, including applicants the exaggerate their experience to become licensed sooner since it is now a possibility (note: PEO is confident it could identify and properly respond to such applicants, but it could cause additional workload for the licensing team). 	<ul style="list-style-type: none"> • Better emphasizes the primacy and importance of the CBA system to evaluate readiness for licensure and removes arbitrary and potentially unfair barriers to licensure • Shifts the focus from duration to demonstrated quality of experience, reinforcing that competency, not time, is the measure of readiness for independent practice. • Adherence with Engineers Canada's recommendation could

		<p>position PEO as adaptable and a leader of change.</p> <ul style="list-style-type: none"> • Insofar as other provinces are also considering this approach, choosing this option may bring us closer to national harmonization of licensing requirements.
<p>3. Reduce TBE requirement from 4 years to 2 years</p>	<ul style="list-style-type: none"> • Mitigates the risks associated with Options 1 and 2 but does not fully eliminate them. 	<ul style="list-style-type: none"> • Better emphasizes the primacy and importance of the CBA system to evaluate readiness for licensure and reduces arbitrary and potentially unfair barriers to licensure. • Shifts the focus from duration to demonstrated quality of experience, reinforcing that competency, not time, is the measure of readiness for independent practice. • Mitigates risks associated with a potential influx of grossly underqualified candidates by retaining a minimum TBE requirement. • Insofar as other provinces are also considering change to TBE requirements, choosing this option may bring us closer to national harmonization of licensing requirements. • As Quebec has had a two-year requirement in place since 2020, PEO may be able to draw on the experience of OIQ as a precedent to inform best practices and lessons learned.

Note that if either Option 2 or 3 is adopted, a comprehensive communications plan will be developed in order to ensure candidates and current license holders understand why the TBE requirement is being changed. Strong communications will mitigate any risk of the change creating confusion among candidates about the *expected* amount of time required to achieve competency or any potential reputational risk from a *perceived* reduction in licensing requirements despite consistent CBA approach.

8. Recommendations

1. Implement Option 3 (reducing the TBE requirement to 2 years).
 - This option best mitigates the risks associated with the alternative options while presenting very limited unique risks.
 - PEO will monitor implementation of this change in order to evaluate any potential operational or other implications and determine if further adjustments to the TBE requirement are merited. Updates will be reported to Council as appropriate.
 - This change will apply to all new applicants as well as those in the legacy pool, consistent with the principle adopted during the 2023 transition to a FARPACTA-compliant licensing regime and supported by the Fairness Commissioner, namely that if a change benefits applicants in the legacy pool, they should be permitted to take advantage of it.

2. As part of implementing Option 3, develop a comprehensive communications plan that highlights to students and others that PEO still expects it may take a prospective applicant up to 4 years to develop the competencies required for licensure.

Appendix B: Policy Direction for proposed Amendments to Regulation 941, made under the Professional Engineers Act

The Professional Engineers Act (the Act) provides Council with the authority to make regulations regarding the experience requirements for the issuance of a licence.¹ Further to this authority, subsection 33(2) of Regulation 941 sets out the requirements applicants for licensure are required to satisfy in order to obtain a license.

The following policy changes will be made to Regulation 941 in order to require that candidates for licensure complete both a minimum of 24 months of experience and complete a CBA as conditions for licensure (all other conditions for licensure, such as the academic requirement, NPPE, good character, remain unchanged):

- Changing the requirement for 48 months of experience to 24 months of experience, to be acquired after the applicant has acquired their degree or equivalent education qualifications are obtained.
- Adding an explicit, additional requirement that candidates for licensure successfully complete a CBA as the mechanism for determining that a candidate for licensure has sufficient experience to enable them to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering.
- These proposed changes would apply retroactively.

Exact wording will be determined in consultation with the Ministry of the Attorney-General.

¹ Subsection 7(1) at paragraph 9(v).

Decision Note – Fitness to Practise Program

Item	C-573-7.2
Purpose	For Council to determine whether to approve the Fitness to Practise program policy proposal.
Strategic/Regulatory Focus	Regulatory
Motion	That Council endorses the establishment of the Fitness to Practise program detailed at Appendix A. (requires simple majority) 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 a Fitness to Practise program. (requires two-thirds majority)
Attachments	Appendix A – Fitness to Practise Program Policy Proposal Appendix B – Fitness to Practise Policy Directions (Government Submission)

Summary

Council to review a policy proposal and policy directions for a Fitness to Practise program. This proposal follows a direction by Council in September 2024 that a formal fitness to practise process be developed to address practitioner incapacity and public protection. Even with Council’s approval, the timeline for implementation of this proposal is uncertain, as establishing the program will require changes to the *Professional Engineers Act*, which is within the purview of the provincial government.

Public Interest Rationale

A fitness to practise process allows PEO to meet its public protection mandate in an equitable and compassionate manner.

Background

In September 2024, Council directed the CEO/Registrar to develop a formal fitness to practise process specifically designed to address issues of incapacity. Such a program would support PEO in fulfilling its principal object under the *Professional Engineers Act* (Act) of regulating the practice of professional engineering in the public interest. A proposal for the program was presented to RPLC at its February 2025 meeting for discussion. An updated proposal along with policy directions for submission to the Ministry of the Attorney General are presented at **Appendix A** and **Appendix B** and were reviewed by RPLC at its November 2025 meeting.

Considerations

- The establishment of an FTP program will require amendments to the Act and Regulation 941. This means that even after Council approves a policy direction, the timeline for implementation of this proposal is uncertain, as establishing the program will require changes to the *Professional Engineers Act*, which is in the provincial government’s purview.
- Incapacity and a fitness to practise process deals with the illness or impairment of a licence holder. It is meant to protect the public without punishing a practitioner who has a physical or mental condition that is interfering with their ability to practise safely.

- Given the sensitive nature of incapacity matters, the policy and process are designed to accord with the principles of procedural fairness, as well as the *Canadian Charter of Rights and Freedoms* and *Ontario's Human Rights Code*, and ensure that the privacy and integrity rights of individuals receive a high level of protection.
- Consultation shows that the establishment of a fitness to practise program will require a communications strategy that clearly explains, among other things, the non-punitive nature of the program, the public protection rationale for the program, and the elements that are in place to minimize intrusion into individual privacy and integrity while balancing the overriding interest of public protection.

Stakeholder Engagement

The public consultation on this proposal showed:

- General support for the program, although some expressed concern that this program would be an overstep of PEO's role.
- While some preferred using the Discipline Committee for incapacity matters, many felt the disciplinary process was inappropriate for such cases and supported a non-punitive approach.
- Some suggested building self-assessment of one's fitness to practise into licence renewal.
- There was a misperception expressed by some that non-medical professionals would be making capacity assessments as part of the process.
- Respondents highlighted the importance of taking an approach that is compassionate and respectful to individuals, avoids negative or punitive language, and encourages openness and early intervention so that professionals will seek help without fear of regulatory sanction.
- Transparency, procedural fairness, and privacy protection were highlighted by many as key features the program should have.
- Due to the new nature of the program, a robust continuous improvement process was suggested, including stakeholder feedback mechanisms and appropriate training for those involved in the program, including committee and tribunal members.
- Some expressed concern about potential misuse of the process and the importance of ensuring safeguards are in place.
- Operational suggestions were made such as introducing a service standard for the time required to deal with a matter to ensure they are dealt with expeditiously.
- Another suggestion was to ensure support for those going through the process, including legal and language support.

Recommendation

That Council approve the Fitness to Practise policy proposal and directions.

Next Steps

Following Council's approval, staff will prepare a submission to the Ministry of the Attorney General.

Prepared By: Policy Staff

Fitness to Practise – Policy Proposal

November 2025

In September 2024, the Council of Professional Engineers Ontario (PEO) approved the development of a formal Fitness to Practise (FTP) program specifically designed to address matters of incapacity. The Regulatory Policy and Legislation Committee (RPLC) endorsed an FTP program policy proposal at its February 2025 meeting. The FTP program policy proposal is outlined below, and some key elements have been clarified or expanded upon. Some operational aspects have been included to help illustrate the scope and functioning of the program.

The establishment of an FTP program will require amendments to the *Professional Engineers Act (Act)* and Regulation 941. Because of this, the timeline for implementation of the proposal is uncertain, as statutory amendments are in the provincial government's purview.

NB: in this document, "licence holder" refers to a holder of a licence, limited licence, or temporary licence.

Fitness to Practise & What Constitutes "Incapacity"

Incapacity deals with the illness or impairment of a licence holder. It is meant to protect the public, without punishing a practitioner who has a physical or mental condition that is interfering with their ability to practise safely.

The Act currently deals with incapacity via the disciplinary process as incompetence. The Act sets out that "incompetence" includes circumstances where a licence holder is incapacitated. As part of this proposal, incapacity would no longer be dealt with as incompetence and instead the Act would define "incapacitated" for the purposes of the FTP program. The Discipline Committee would continue to be responsible for the remaining scope of incompetence. PEO's FTP program would define "incapacitated" as:

"in relation to a holder of a licence, limited licence or temporary licence, that the holder is suffering from a physical or mental condition or disorder that makes it desirable in the interest of the public that the holder's licence, limited licence or temporary licence be subject to terms, conditions or limitations, or that the holder no longer be permitted to practise"

The key points of the definition of "incapacitated" are that 1) the licence holder has a physical or mental condition; and 2) the condition must warrant some restrictions on their licence.

Fitness to Practise and the Incapacity Process

The goal of the incapacity process is to ensure that a licence holder whose illness or condition may be interfering with their ability to practise safely receives appropriate treatment and supervision so that they can continue to practise without compromising public protection.

It is only in the rarest of circumstances, particularly where a licence holder lacks insight into their condition and its effect on their practice, that a licence may be ordered suspended or revoked by the FTP Committee. In most cases, based on the experience of other professional regulators with FTP processes, a licence holder would enter into an agreement (also called “voluntary undertaking”) with PEO to place limitations on their professional practice until they are no longer incapacitated in one of the stages before a hearing.

The incapacity process at PEO would consist of four distinct stages:

1. Receiving an incapacity concern/report;
2. Where applicable, preliminary inquiry by the Registrar;
3. Incapacity investigation by the Complaints Committee (investigation and screening committee); and
4. Where required, hearings before the Fitness to Practise Committee (adjudicative body).

The entire process will be designed to accord with the principles of procedural fairness, as well as the *Canadian Charter of Rights and Freedoms* and *Ontario’s Human Rights Code*.

Stage 1 – Receiving an Incapacity Concern/Report

An incapacity concern can come to PEO through various channels, including the following:

- **Self-reporting**
 - When a licence holder voluntarily discloses a physical or mental condition that may impair their ability to practise.
- **Reporting by other licence holders**
 - Under section 72(2)(c) of Regulation 941, a licence holder is required to “act to correct or report a situation that the practitioner believes may endanger the safety or the welfare of the public.”
- **Reporting by other persons** (e.g. employer, law enforcement agency)
 - Any person/agency may raise concerns about a licence holder’s fitness to practise.
- **Public complaint**
 - Any member of the public, including clients, employers or others may file a formal complaint with PEO.
- **Referral from other committees**
 - The Complaints, Discipline or Registration Committees may refer cases to the Complaints Committee if they believe that a case before them may involve FTP concerns.

Stage 2 – Preliminary Inquiries by the Registrar

The preliminary inquiries stage applies to situations in which information is received via channels other than formal complaints or committee referrals to the Complaints Committee:

- Where the Registrar has reason to believe that a licence holder may be incapacitated, the Registrar shall make inquiries they consider appropriate and shall report the findings to a panel of a screening committee (i.e. the Complaints Committee) for further consideration.
- If the Registrar determines that the issue is not an incapacity matter but involves other concerns, such as misconduct or incompetence, the Registrar will follow the appropriate process (discipline route).
- A licence holder may enter into a voluntary undertaking at this stage.

Stage 3 – Incapacity Investigation

Once the Registrar's report, formal complaint, or a referral from a committee (whichever applies), has been submitted to the Complaints Committee, the Complaints Committee shall commence a formal investigation to gather information and determine whether FTP proceedings should be initiated.

- Notice shall be given to the licence holder that the Complaints Committee is formally inquiring into whether they are incapacitated.
- A typical incapacity investigation includes an interview with the licence holder; obtaining witness statements from individuals who have observed the practitioner's behaviour recently; and obtaining a report from health practitioners who have treated the licence holder (consent from the member will be required).
- The Complaints Committee will be able to order a specialist examination or make an order to suspend a licence until a licence holder submits to the examination. Recognizing that specialist examinations are intrusive, they will only be permitted if the Complaints Committee has "reasonable and probable grounds" to believe that the licence holder is incapacitated.
- The Complaints Committee will have the power to direct the Registrar to suspend the licence holder's licence until they submit to the examination (following notice to the licence holder and an opportunity for the licence holder to make written submissions). This type of suspension ends upon compliance with the Complaints Committee requirement.

- The Complaints Committee will be required to prepare an investigation report that must also be sent to the licence holder.
- A licence holder may enter into a voluntary undertaking at the investigation stage.

Power to Make Interim Order:

- In exceptional cases, the Complaints Committee may, at any point before or during an investigation, issue an interim order directing the Registrar to suspend the licence or impose terms, conditions, or limitations if the licence holder poses, or is likely to pose, a risk of harm or injury to the public. The suspension will remain in effect until the matter is disposed of by the Complaints Committee or the Fitness to Practise Committee. Interim suspensions will also remain in effect if the case is transferred to or from the Discipline Committee.

Outcomes following a Complaints Committee investigation:

1. Take no action
 - Where there is insufficient evidence that the licence holder is incapacitated or the Complaints Committee determines that the issue is not related to incapacity, it will take no action. If the matter instead involves other concerns, such as misconduct or incompetence, it will follow the appropriate process (i.e. the discipline route).
2. Take such action that it considers appropriate
 - For example, the Complaints Committee can give the licence holder advice where there are concerns but there is insufficient evidence of current incapacity.
3. PEO can enter into an agreement with the licence holder (voluntary undertaking)
 - Where the licence holder demonstrates insight into their condition and a willingness to collaborate with PEO on developing a plan that includes appropriate treatment and limitations on their professional practice.
4. Make a referral to the Fitness to Practise Committee
 - This referral will only be made if the matter justifies such action and there is a reasonable likelihood that incapacity will be determined. There must be a genuine concern that the licence holder's condition could negatively impact their professional practice. This often involves a lack of insight by the licence holder regarding the extent of their condition.

Stage 4 – Hearings Before the Fitness to Practise Committee

The Fitness to Practise Committee will hear and determine matters related to the alleged incapacity of licence holders.

- The parties to the hearing will be PEO and the licence holder alleged to be incapacitated. The Fitness to Practise Committee may also permit other people to be parties, for example, to ensure that someone represents the licence holder's interests.
- Like the Discipline Committee, the Fitness to Practise Committee will function as a tribunal.
 - A key difference is that FTP hearings are closed to the public due to the personal nature of the issues involved and because these hearings are not intended to result in discipline of the licence holder. The licence holder may request that the hearing be open to the public.
 - Another difference between the two hearings is that FTP relates to the current health status of the licence holder (i.e. whether they are incapacitated), not about making findings about acts committed in the past as with discipline.
- The Fitness to Practise Committee will be composed of licence holders and public members appointed by the government.

Possible Outcomes of a Fitness to Practise Hearing

- No finding of incapacity.
- A finding of incapacity and the imposition of terms, conditions, or limitations on the licence for a specific or indefinite period, typically involving treatment followed by monitoring and supervision.
- A finding of incapacity and the suspension of the licence.
- A finding of incapacity and the revocation of the licence (including a fixed period during which a licence holder is ineligible for reinstatement).

Vary Orders

The FTP Committee will have the authority to vary its order, whether to remove, ease or make further restrictions without another full inquiry.

Appeals and Reinstatements

Appeals from Decisions

- A party to the proceeding (e.g. PEO or the licence holder) will be able to appeal the FTP committee's decision to the Divisional Court.

Reinstatement

A licence holder will be able to bring a motion before the FTP Committee to regain their licence in certain specified circumstances.

Supports for Licence Holders going through the Fitness to Practise Process

The FTP process is non-punitive, and PEO may offer the following forms of support to licence holders during an incapacity investigation or proceeding:

- **Legal support**
 - Provision of legal assistance or information on obtaining legal representation during the inquiry.
- **Health support**
 - Referral to counseling, mental health services, or physicians as needed, to address the licence holder's health condition. This may include access to specialized care or rehabilitation services to support recovery.
- **Temporary adjustments to licence requirements**
 - Suspend or modify licence conditions or defer obligations during incapacity (e.g. waiving a fee, exemptions from CPD requirements).

Fitness to Practise – Policy Direction

For Government Submission

November 2025

Following PEO Council's approval of a Fitness to Practise (FTP) program, staff will make a submission to the Ministry of the Attorney General (the Ministry) to propose changes to the *Professional Engineers Act* (Act) and, where required, Regulation 941 made under the Act.

Staff will work with the Ministry to realize the anticipated changes in this document (and any other changes that may be required to implement Council's policy direction regarding an FTP program or based on the Ministry's input). The timeline for implementation of the proposal is uncertain, as statutory amendments are in the provincial government's purview.

NB: The below wording and structure are subject to change based on the Ministry's review.

NB: In this document, "licence holder" refers to a holder of a licence, limited licence, or temporary licence and "licence" refers to a licence, limited licence, or temporary licence as the case may be.

The Act

Definition

- Define "incapacitated" as "in relation to a holder of a licence, limited licence or temporary licence, that the holder is suffering from a physical or mental condition or disorder that makes it desirable in the interest of the public that the holder's licence, limited licence or temporary licence be subject to terms, conditions or limitations, or that the holder no longer be permitted to practise"
- Remove subsection 28(3) at clause (b) which defines "incompetence" as incapacity. The definition of "incompetence" at clause (a) would remain.

Regulation-Making Authority

- Amend Council's regulation-making authority to reflect that the FTP Committee is of the same order as the Complaints Committee, the Discipline Committee, and the Registration Committee – see, for example, paragraphs 5 and 7 of subsection 7(1) of the Act that excepts the Complaints Committee, the Discipline Committee, and the Registration Committee from certain regulation-making powers related to committees.

Registrar's Inquiries

- Establish that the Registrar shall make inquiries that they consider appropriate if they believe a licence holder may be incapacitated.

- Establish that the Registrar shall report the result of the inquiries to the Complaints Committee.

Complaints Committee

- Amend Complaints Committee duties to include consideration and investigation of incapacity reports and concerns.
- Establish that the Complaints Committee may refer a complaint to itself (from one panel to another) for incapacity proceedings.
- Establish that the Complaints Committee shall inquire into whether a member is incapacitated if it receives a report from the Registrar or a referral is made from the Discipline Committee, the Registration Committee, or the Complaints Committee.
 - Provide that the Complaints Committee can make such inquiries as it considers appropriate.
- Set out the notice requirements to a licence holder for the incapacity investigation.
- With respect to **Specialist Examinations**, establish:
 - That where the Complaints Committee has “reasonable and probable grounds” to believe that the licence holder is incapacitated, it may require the licence holder to submit to specialist examinations conducted or ordered by a health professional specified by the Complaints Committee.
 - That the Complaints Committee may make an order directing the Registrar to suspend the licence holder’s licence until they submit to the examination, provided that the licence holder has been given notice of the intention to make the order and an opportunity to make written submissions to the Complaint Committee.
 - That the Complaints Committee must provide a copy of any ordered specialist examination report to the subject licence holder.
- **Investigation report**
 - Establish that the Complaints Committee must provide the subject licence holder with a copy of its investigation report.
- **Interim Order Powers**
 - Establish that the Complaints Committee may make an interim order that directs the Registrar to suspend a licence holder’s licence or impose terms, conditions or limitations on it if it is of the opinion that the physical or mental condition of the licence holder poses or is likely to pose a risk of harm or injury to the public.

- Establish that this order would continue to be in force until it was varied by the Complaints Committee or the matter was finally disposed of by the Complaints Committee or the FTP Committee.
- Provide that the Complaints Committee can only make such an order following notice to the licence holder of the intention to make the order, the opportunity of the licence holder to make written submissions to the Complaints Committee.
- Establish that where such an interim order is made, PEO must deal with the matter in a timely manner.
- Establish that the Complaints Committee may refer the matter to the FTP Committee following provision of its investigation report and any specialist examination report to the licence holder.
- Ensure that the Complaints Committee's ability to take such action that it considers appropriate that is not inconsistent with the Act, PEO regulations or by-laws applies to incapacity matters as well.

Registration Committee

- Establish that the Registration Committee may refer a matter to the Complaints Committee for incapacity proceedings.

Discipline Committee

- Establish that the Discipline Committee may refer a matter to the Complaints Committee for incapacity proceedings.

Fitness to Practise Committee

- Establish an FTP Committee and its procedures, including:
 - Its composition (made up of both appointed public members and licence holders).
 - That its quorum includes public member(s) and licence holder(s).
 - That no person who is a member of the Discipline Committee or Complaints Committee or Registration Committee shall be a member of FTP Committee.
 - That the Chair and Vice Chair will be named by the FTP Committee from one of its members.
 - The FTP Committee sits in panels for hearing and determination, with panels that include both public member(s) and licence holder(s).
 - Further Committee procedures will be modeled on the Discipline Committee procedures.

- Establish the FTP Committee duty to hear and determine matters referred to it regarding whether a licence holder is incapacitated.
- Set out an FTP hearing process where:
 - The parties to the hearing shall be PEO, the licence holder alleged to be incapacitated, and any other person that the FTP committee specifies.
 - The hearing shall be closed to the public.
 - Allowing that the person who is alleged to be incapacitated may request in writing that the FTP committee open the hearing to the public.
 - Set out evidentiary and procedural rules for FTP proceedings and establish that the provisions of the Act applying to hearings of the Discipline Committee will apply to hearings of the FTP Committee with necessary modifications.
- Establishing that if a panel finds that a licence holder is incapacitated, it shall make an order:
 - Directing the Registrar to impose specified terms, conditions and limitations on the licence for a specified or indefinite time period;
 - Directing the Registrar to suspend the licence; or
 - Directing the Registrar to revoke the licence (including a fixed period of ineligibility for reinstatement).
- Providing that a licence holder or PEO may apply to the FTP Committee for an order directing the Registrar to remove or modify a term, condition or limitation on a licence, to be dealt with by a panel of the FTP.

Appeals

- Set out that a party to the FTP proceedings is able to appeal the FTP Committee's decision to the Divisional Court.
- Set out that the decision takes effect immediately even if an appeal is taken from the decision, unless the court to which the appeal is taken orders otherwise.

Reinstatement

- Setting out that a person whose licence has been revoked or suspended as a result of incapacity proceedings may apply in writing to the Registrar for a new licence or the removal of a suspension.
- Establishing parameters for a reinstatement application.

Regulation 941

- Amend where appropriate to reflect FTP.

DRAFT

Discussion Note – CPD Consultation Summary Report

Agenda Item No.	C-573-7.3
Purpose	For Council to receive a report summarizing the key findings and common themes identified thus far through stakeholder consultations on PEO's Continuing Professional Development program review
Strategic/ Regulatory Focus	Quality Assurance/Continuing Competence
Attachments	Appendix A - Continuing Professional Development Program Review: Phase I Consultation Summary

Summary

Over the past two months, staff conducted 17 focus groups with over 100 stakeholders and surveyed almost 2,000 Engineers-in-Training and licence holders as part of the ongoing mandatory continuing professional development (CPD) program review. These consultations showed that most respondents were largely supportive of the current CPD program. Appendix A provides a summary of key findings and common themes in these consultations.

Public Interest Rationale

Ensuring licence holders continue to be competent even as technical and professional standards change over time is fundamental to protecting the public interest. CPD is widely recognized across professional regulators as a foundational mechanism to support continued competency after licensure.

Background

On June 20th, Council passed the following motion:

- 1. Council directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the re-evaluation of the CPD program, including defining who the program applies to, identifying any potential exemptions or extensions, and reviewing the enforcement and compliance process, and*
- 2. Council directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than the end of the 2025-2026 Council term.*

On September 26, 2025, Council was presented with a Stakeholder Engagement Strategy. Throughout September and October, consultations occurred via a series of focus groups and a licence holder survey.

In addition, in Spring 2025, PEO committed to the Engineer's Canada CEOs that it would lead consultations among Canadian engineering regulators and prepare an initial proposal for improved harmonization of CPD programs across Canada. PEO has been undertaking these consultations concurrently with the work to review our own program.

Next Steps

Draft Policy Framework – November/December 2025
Phase II Consultations – January/February 2026
Preliminary Policy Proposal – RPLC Meeting (February 5, 2026)
Preliminary Policy Proposal – Council Meeting (February 20, 2026)
Final Policy Proposal – RPLC Meeting (March 11, 2026)
Final Policy Proposal – Council Meeting (March 27, 2026)

Prepared By: Policy Team

Continuing Professional Development Program Review: Phase I Consultation Summary

1. Background

On June 19th, 2025, Council held a facilitated plenary session to discuss potential changes to PEO's continuing professional development (CPD) program.

At its subsequent meeting on June 20th, Council passed the following motion:

Whereas Council is committed to mandatory continuing professional development (CPD) as an ongoing licensing requirement, and

Whereas Council is committed to administering the existing mandatory CPD program in accordance with current regulations, while the review of the program is in progress,

Now therefore be it resolved that

1. Council directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the re-evaluation of the CPD program, including defining who the program applies to, identifying any potential exemptions or extensions, and reviewing the enforcement and compliance process, and

2. Council directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than the end of the 2025-2026 Council term.

2. Stakeholder Engagement Strategy

The stakeholder engagement strategy sets out two phases for consultation. Phase I took place in September-October 2025 and focused on specific policy questions related to current approaches and potential changes to the PEO CPD program. Phase II will take place in winter 2026 and focus on soliciting feedback on the draft policy framework to be developed based on the input received in Phase I (as well as policy research and analysis).

Focus groups were convened with the following stakeholders:

- PEO's Strategic Stakeholder Advisory Group (SSAG)
- Ontario Ministries of Labour, Immigration, Training and Skills Development; Municipal Affairs and Housing; the Environment, Conservation and Parks; and Transportation
- Ontario Society of Professional Engineers, Ontario Association of Certified Engineering Technicians and Technologists (OACETT), and Association of Consulting Engineering Companies–Ontario (ACEC)
- PEO Employers Advisory Group
- Engineering students
- PEO staff holding P. Eng. Licenses
- Engineers Without Borders
- Certification of Authorization holders
- PEO Chapter representatives
- Engineering deans

An online survey was also sent to all current EITs and license holders via email and was promoted on PEO's website and social media channels. Over the two weeks the survey was open, 1959 responses were received. While information about the breakdown of responses is provided here, summaries of individual comments are not included as staff are still reviewing and consolidating that significant volume of information.

Through this inclusive approach, PEO is aiming to gather a broad range of perspectives, ensuring any recommended changes to the program are well-informed by the views of these stakeholders, as well as other relevant evidence aligned with the direction of Council.

3. Overview

Overall, there were not significant differences in the range of opinions or general sentiments expressed across most stakeholder groups regardless of their roles as practitioners, supervisors or employers; the deans and engineering societies sometimes offered different perspectives given their different relationships to PEO and license holders. In general, most focus group participants tended to be quite supportive of a mandatory, enforced, CPD program and, while offering constructive feedback on opportunities to improve the current program, felt it operated reasonably well.

The following themes were identified for further exploration:

- 1) Support for all practicing engineers having to complete CPD
- 2) Preference for a risk-based approach to determining CPD hours
- 3) Support for the mandatory Professional Practice Module
- 4) Mixed opinions about the value of a mandatory Learning Needs Assessment
- 5) Access to relevant CPD activities may be a barrier for some
- 6) Desire for PEO to help connect license holders with CPD activities
- 7) Flexibility is an important principle when determining acceptable CPD activities
- 8) Compliance and enforcement must be thoughtfully undertaken

In addition to these themes, several stakeholders shared feedback on the operations of the program (i.e., not the elements or approach itself, but the way the program is administered). This feedback included things like suggestions for improving the online user interface and communications. While not summarized here as they were not responsive to the program review, this feedback has been noted and will be used to inform future operational improvements.

4. Key Themes and Findings

Theme 1: Support for all practicing engineers having to complete CPD

- Most stakeholders felt that practicing engineers should always be required to complete CPD.
- Many also felt that non-practising license holders should not have to complete CPD, including 61.29% of survey respondents.
 - However, as PEO does not have a formal non-practising license category, people had different ideas about what might be considered non-practising.
 - Some stakeholders who do not actively work in engineering roles, including retirees, those in management roles or those in roles that do not require a P.Eng. designation indicated that:
 - They wanted to continue to be considered “practising” engineers.
 - They did not want to complete CPD requirements given that they were not actively practicing engineering.
- A small number of survey respondents and focus group participants stated that senior engineers should not be required to complete CPD. However, many others expressed the opinion that all working license holders should be required to complete CPD to some extent and that years in the profession did not mean a person couldn’t benefit from CPD as technologies, processes, best practices, standards and regulations are always changing.

Theme 2: Preference for a risk-based approach to determining CPD hours

- A significant majority of stakeholders across all focus groups and among survey respondents supported a risk-based approach for determining CPD hours.
 - Some focus group participants acknowledged that requiring all license holders to complete the same number of hours would be a simpler approach.
- Despite the general support for PEO's current approach using the Professional Practice Questionnaire, many stakeholders expressed concern that it did not always accurately judge the risk of a given practice (especially non-traditional practices) and was sometimes too subjective. Several people knew of license holders who used this subjectivity to "game" the system by answering in a manner that reduced the number of hours they were required to complete. This resulted in frustration with a perceived lack of consistency when two people with very similar practices were assigned different hours.
 - Among survey respondents, roughly equally numbers of respondents thought that the questionnaire accurately gauged risk (32.36%), did not accurately gauge risk (33.5%) or didn't know/had no opinion (34.15%).
- When asked about the possibility of assigning hours based on job type or license category alone, most focus group participants agreed there would be an operational advantage to such an approach but still preferred an approach more tailored to individual risk.

Theme 3: Support for mandatory Professional Practice Module

- Stakeholders strongly agreed that PEO should continue to develop and deliver the mandatory Professional Practice Module (PPM).
 - 76.73% of survey respondents agreed that PEO is the appropriate body to identify general ethical and professional education needs and deliver that training to licence holders. A further 9.54% didn't know or had no opinion on the subject.
 - Among the focus groups, only OSPE expressed a differing opinion (which still supported offering the PPM), advocating for license holders to be given a choice between the PEO Module and external programs or offerings that are more specific for their area of practice (i.e., AI, Cybersecurity, etc.).
- In expressing support for the PPM, many focus group participants expressed that:
 - they enjoyed the PPM and found it promoted good discussion with colleagues.
 - it was important to have a consistent message on ethics and professional conduct.
 - As the regulator, PEO is best positioned to identify ethical or professional conduct trends or issues within the profession and to identify the most CPD impactful topics.
 - The PPM fills as gap in external CPD offerings, which do not tend to emphasize ethical or professionalism content.

Theme 4: Mixed opinions about the value of a mandatory Learning Needs Assessment

- There was significant disagreement about the potential usefulness of a learning needs assessment to guide CPD activities with some members of SSAG, OSPE, MMAH, OACETT, MECP and Chapters expressing support, and EAG, Students and Deans largely expressing opposition.
- Among survey respondents, 34% of respondents indicated that the possibility of incorporating a Learning Needs Assessment was worth further consideration.
- Focus group participants generally agreed that a mandatory Learning Needs Assessment process would make the CPD program more onerous without necessarily delivering useful outcomes. There was also concern that this would make the program less flexible.
- However, many focus group members felt that there was value in self-reflection or assessment among license holders, but that it should be self-directed with PEO providing optional guidance materials or templates.

Theme 5: Access to relevant CPD activities may be a barrier for some

- 14.8% of survey respondents reported having a lot of difficulty completing their CPD activities over the last three years. 28.63% reported having some difficulty.
- It should be noted that the comments below may at least partially reflect a misunderstanding among some license holders regarding what activities count towards CPD requirements (see below section on operational issues).

Time

- Of the 843 survey respondents who reported having at least some difficulty in completing their CPD activities (43% of all respondents), 52.4% said finding the time was a barrier.
- Although some focus group participants also mentioned that it could be a challenge to prioritize CPD within their schedule, they also generally agreed that the amount of time PEO requires is reasonable and that it was important to make time for CPD regardless of whether or not it was mandated by PEO.

Cost

- Of the 843 survey respondents who reported having at least some difficulty in completing their CPD activities (43% of all respondents), 74.25% said cost was a factor. This point was also made by some focus group participants, particularly those that did not work for large engineering firms.
- Among those who identified barriers to completing their CPD, there was an inverse correlation between citing the cost of activities as a barrier to completing CPD and the length of time that a practitioner has held their license – the less time that a practitioner has held their license, the more likely they are to cite cost as a barrier.

Subject Matter and Relevance

- Of the 843 survey respondents who reported having at least some difficulty in completing their CPD activities (43% of all respondents), 30.58% said that they could not find CPD activities relevant to their field of practice and 38% said that they could not find CPD activities relevant to their work (note that there is overlap between these two groups).
- This was echoed by some focus groups, including OACETT, who speculated that area of practice may be one limiting factor for those practicing in more niche areas of engineering.

Geographic Area

- Of the 843 survey respondents who reported having at least some difficulty in completing their CPD activities (43% of all respondents), 11.16% identified limit availability of options within their geographic area as a barrier.
- Participants from several focus groups speculated that license holders in rural and northern areas would likely have fewer in-person CPD opportunities, although the availability of online offerings has improved this situation. Interestingly, however, many of the survey respondents that said there were a lack of options in their area reported that they were located in larger, urban centres such as the Greater Golden Horseshoe, Ottawa, and the Sarnia-Windsor area.

Theme 6: Desire for PEO to help connect license holders with CPD activities

- Many stakeholders wanted PEO to play a more active role in connecting them to, or directly providing, CPD activities, ideally without additional cost.
- Many focus group participants suggested that it would be very helpful to have PEO offer a library of CPD content to license holders for no extra cost.

- OSPE and ACEC expressed concern that this could reduce demand for their CPD programs.
- OACETT suggested that PEO could work with vendors to provide CPD opportunities for people in remote regions or specific disciplines.
- OACETT suggested that PEO should provide vendors with criteria so that they can customize activities to ensure that they are eligible for CPD as well as providing advance review of activities at the request of license holders.
- Similarly, numerous focus group participants also suggested that PEO provide a central hub for links to CPD activities or events. However, it was noted that license holders may believe that events listed on this hub have been pre-approved for CPD or that the content of these events is endorsed by PEO.
- Stakeholders were divided on the question of whether it would be appropriate or useful to them for PEO to “pre-approve” certain CPD activities as qualifying for a certain number of CPD hours, with almost equal numbers of survey respondents (~40%) supporting or opposing such an approach.

Theme 7: Flexibility is an important principle when determining acceptable CPD activities

- Most focus group participants and survey respondents (82.8%) agreed that informal and less easily verified activities like meetings with a mentor or reading articles are important CPD activities that should continue to be recognized by PEO.
 - OSPE and MECF argued that only verifiable activities should be eligible for CPD unless PEO requires the practitioner to write up a synopsis of the discussion or reading material as other regulators do.
- Consistent with this perspective, many survey respondents (53.21%) were disinclined to limit the portion of CPD hours that can be claimed for informal and less easily verified activities (i.e., to limit informal activities to a set percentage of total required CPD hours). Another 15.17% weren’t sure or had no opinion on the topic.
- MMAH, ACEC-ON and Chapters suggested that a greater range of topics should be eligible for CPD because practitioners may benefit from learning in other fields and from learning associated with soft skills like leadership or project management (currently these areas are limited to no more than 20% of total mandatory CPD hours).

Theme 8: Compliance and enforcement must be thoughtfully undertaken

- Focus group participants spoke strongly in favour of the need for PEO to take decisive enforcement action with respect to non-compliance. Some individuals criticized PEO for being slow to enforce non-compliance and encouraging an attitude that CPD compliance with not an important professional responsibility.
- A very small portion of survey respondents (~2.5%) indicated that PEO should not enforce CPD requirements either on principle (i.e., they did not think CPD should be required in the first place), or because they felt the current program was so confusing it would be unfair to hold people accountable for meeting their obligations under the program.
- Many stakeholders also agreed that PEO should continue to give license holders ample opportunity to explain why they have not completed their CPD requirements and to take corrective action before taking any enforcement action.
- Many focus group participants supported administrative suspension as an appropriate penalty, although there was some disagreement about when and how it should be applied.
- It was suggested that late-year changes to practice status should be reviewed to ensure that people are not trying to game the system.

5. Conclusion

Although many stakeholders offered constructive criticism and thoughtful feedback on opportunities to improve the CPD program, there was broad support for the general approach PEO is already taking. Specifically, most stakeholders indicated that any revised CPD program should maintain:

- a risk-based approach for determining CPD hours.
- a mandatory Professional Practice module focused on ethical and/or professional conduct.
- a flexible approach to CPD activity admissibility that allowed license holders to count informal activities such as reading articles or meeting with a mentor.
- an approach to enforcement that allows license holders ample opportunity to explain themselves and correct the issue before further action is taken.

Information Note (Discussion if required) – Tribunal Activity Report

Agenda Item No.	C-573-8.1
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	Jan	Feb	March	April	May	June	July	Aug	Sept	YTD
Discipline	1	1	0	1	0	9	1	1	6	
Registration	2	0	0	1	0	1	0	1	0	
Totals	4	1	0	2	0	10	1	2	6	26

Pre-Hearing/Settlement Conferences held in 2025

Committee	Jan	Feb	March	April	May	June	July	Aug	Sept	YTD
Discipline	0	0	0	1	2	2	0	2	2	
Registration	0	2	1	1	2	1	1	1	0	
Totals	0	2	1	2	4	3	1	4	4	21

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: 0 FOR A TOTAL OF 4 IN 2025

The overall average time is **21 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: 4

The Discipline Committee received a total of 10 (ten) referrals to date in 2025.

General Information

The adjudicators that volunteer through the DIC take their role seriously. 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 – 190 days (as of October 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: 108

Seeking alternate pathways for licence: 92

92/108 or 85% applicants are working with PEO and Licencing to try the Competency Based Assessment (CBA) pathway to licensure.

Decisions released in 2025: 4

Information Note – Engineers Canada Directors Report

Agenda Item Number	C-573-9.1
Purpose	To provide an update on the activities of Engineers Canada
Strategic/Regulatory Focus	
Motion	
Attachments	

A verbal report will be provided at the meeting and a written report may follow at a later date.

Discussion Note – Councillor Questions

Agenda Item Number	C-573-9.2
Purpose	To field questions from Council at the end of the Open session.
Strategic/Regulatory Focus	
Motion	