

## Confirmation of Notice and Quorum

<b>Agenda Item Number</b>	C-575-1.1
<b>Purpose</b>	Secretariat to confirm notice and quorum of the meeting.

## Confirmation Note – Approval of Agenda

<b>Agenda Item Number</b>	C-575-1.2
<b>Purpose</b>	To approve the agenda for the meeting.
<b>Motion</b>	(simple majority) That: a) The agenda, as presented to the meeting at C-575-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
<b>Attachments</b>	Appendix A – 575 <sup>th</sup> Council meeting agenda

Prepared By: Secretariat



**C-575-1.2  
Appendix A**

# Draft AGENDA

575<sup>th</sup> Meeting of the Council of Professional Engineers Ontario

Friday, February 20, 2026 / 8:30 am – 5:00 pm / Lunch 12:15 – 1:00 pm

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

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

SUMMARY OF TIMINGS	
7:30 am	Breakfast – 8 <sup>th</sup> Floor Dining Room
8:00 am	Councillor Check-in; Tech Help (if needed)
8:30 am	<b>CALL TO ORDER – Formal Public Meeting Begins - Council Chambers</b>
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	<b>Meeting concludes</b>

ITEM		Spokesperson	Type	Time
<b>1. OPENING</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
1.1	WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> <li>○ Confirmation of Notice and Quorum</li> <li>○ Acknowledgement of Attendees (Council, Staff, and Guests)</li> <li>○ Other Announcements</li> </ul>	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	
<b>2. CONSENT AGENDA</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>Councillors may request that an item be removed from the consent agenda for discussion.</b>				
2.1	OPEN SESSION MINUTES – 573 and 574 COUNCIL MEETINGS	Chair	Decision	8:40
2.2	CHANGES TO STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST <ul style="list-style-type: none"> <li>a) Approval of Committee Chairs</li> <li>b) Committee Membership Changes</li> </ul>	J. Schembri Director, Volunteer Engagement	Decision Information	
2.3	REGIONAL COUNCILLORS COMMITTEE (RCC) REPORT	J. Schembri Director, Volunteer Engagement	Information	

<b>ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>3. EXECUTIVE &amp; STRATEGIC REPORTS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
3.1	PRESIDENT'S REPORT	Chair	Information	8:50
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:00
<b>4. GOVERNANCE AND NOMINATING COMMITTEE ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>GNC Summary Report at Tab 4 in Diligent Boards</b>				
4.1	ANNUAL REVIEW OF THE GOVERNANCE SCORECARD	Councillor MacFarlane GNC Chair	Decision	9:20
4.2	NOMINATION PROCESS FOR PEO APPOINTMENTS TO ENGINEERS CANADA COMMITTEES	Councillor MacFarlane GNC Chair	Decision	
4.3	2026 ANNUAL GENERAL MEETING: MEMBER SUBMISSIONS GUIDE	Councillor MacFarlane GNC Chair	Decision	
<b>5. HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>HRCC Summary Report at Tab 5 in Diligent Boards</b>				
<b>6. REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS</b>				
<b>RPLC Summary Report at Tab 6 in Diligent Boards</b>				
<b>7. REGULATORY ITEMS</b>				
7.1	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Director, Tribunals	Information	10:20
<b>8. OTHER ITEMS</b>				
8.1	NOMINATION OF PEO REPRESENTATIVE FOR APPOINTMENT TO ENGINEERS CANADA BOARD OF DIRECTORS	Chair	Decision (to Ratify Nomination)	10:30
8.2	REGIONAL COUNCILLORS COMMITTEE (RCC): CHAPTER BYLAW	Councillor Chiddle RCC Chair	Decision	11:00
8.3	ENGINEERS CANADA MATTERS a) EC Director's Report	C. Chahine Engineers Canada Director	Information	11:20
	b) EC Governance Review Update	C. Bellini Chair, Governance Review Task Force & P. Rizcallah CEO, Engineers Canada	Information	11:25

<b>ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
8.4	COUNCILLOR QUESTIONS ○ Definition of Professional Misconduct	President-elect Notash	Discussion	11:40
8.5	COUNCILLOR RECOGNITION	Chair	Presentations	12:10
8.6	MOTION TO MOVE IN CAMERA	Chair	Decision	
<b>12:15 PM: LUNCH BREAK AND PUBLIC OPEN SESSION MEETING CONCLUDES</b>				
<b>9. IN CAMERA CONSENT AGENDA</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
9.1	IN CAMERA MINUTES – 573 and 574 COUNCIL MEETINGS	Chair	Decision	Est 1:00
9.2	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
<b>10. IN CAMERA ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
10.1	OBLIGATION TO COOPERATE REGULATION AMENDMENTS (SEALED)	Councillor Hilborn RPLC Chair	Decision	1:10
10.2	GNC IN CAMERA SUMMARY REPORT	Councillor MacFarlane GNC Chair	Information	1:30
10.3	COMPLAINTS COMMITTEE PRESENTATION	N. Sylvestre-Williams COC Chair	Discussion	1:35
10.4	COUNCILLOR ITEMS Generative Discussion	Chair	Discussion	1:45
10.5	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
10.6	IN CAMERA DIALOGUE WITH CEO/REGISTRAR	Chair	Discussion	2:15
10.7	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	3:00
<b>COUNCIL MEETING ENDS: 5:00 PM</b>				
<b><u>NEXT MEETINGS/EVENTS</u></b>				
<b>AFC</b> Mar 18, 2026	<b>GNC</b> Mar 10, 2026 Apr 15, 2026	<b>RPLC</b> Mar 11, 2026	<b>Council Meetings</b> Mar 27, 2026  Apr 25, 2026 in the afternoon (2026-2027 Kick-off)	<b>AGM</b> Apr 25, 2026 in the morning

**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 February 13, 2026 are as follows:*

*GNC Approved Minutes (November 12, 2025); RPLC Approved Minutes (November 12, 2025); and Council Decision Log.*

DRAFT

## Exception Note – Conflicts of Interest

<b>Agenda Item Number</b>	C-575-1.3
<b>Purpose</b>	Councillors are requested to identify any potential conflicts of interest related to the open session Council agenda.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	<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

<b>Agenda Item Number</b>	C-575-2.0
<b>Purpose</b>	To approve items in the Consent agenda.
<b>Motion</b>	(simple majority) That the Consent Agenda, as presented to the meeting at C-575-2.0 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](mailto: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-573 and C-574
- 2.2a Approval of Committee Chairs
- 2.2b Committee Membership Changes
- 2.3 Regional Councillors Committee (RCC) Report

**Prepared By: Secretariat**

## Decision Note - Open Session Minutes – 572<sup>nd</sup> Council Meeting

<b>Agenda Item No.</b>	C-573-2.1
<b>Purpose</b>	To record that the minutes of the Open session of the 573 <sup>rd</sup> and 574 <sup>th</sup> meetings of Council accurately reflect the business transacted at those meetings.
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	<p>That the minutes of the 573<sup>rd</sup> meeting of Council, held November 28, 2025, as presented to the meeting at C-575-2.1, Appendix A, accurately reflect the business transacted at that meeting.</p> <p>That the minutes of the 574<sup>th</sup> meeting of Council, held December 18, 2025, as presented to the meeting at C-575-2.1, Appendix B, accurately reflect the business transacted at that meeting.</p>
<b>Attachments</b>	Appendix A – In Camera Minutes C-573 Appendix B – In Camera Minutes C-574

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 573<sup>rd</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8<sup>th</sup> Floor, Toronto, on Friday, November 28, 2025 at 8:30 am.

**Present:**

**(In-Person)** G. Wowchuk, P.Eng., Past President and Council Chair  
L. Notash, P.Eng., President-elect  
S. A. Khan, P.Eng., Vice President (elected)  
R. Walker, P.Eng., Vice President (appointed) and Councillor-at-Large  
C. Casale, P.Eng., Lieutenant Governor-in-Council Appointee  
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  
L. Fraser, P.Eng., Lieutenant Governor-in-Council Appointee  
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, JD, MBA, 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  
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee  
L. Roberge, P.Eng., Northern Region Councillor  
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee  
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee  
P. Shankar, P.Eng., West Central Region Councillor  
S. Sung, Lieutenant Governor-in-Council Appointee

**Present:** S. J. Shi, P.Eng., Eastern Region Councillor  
**(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. Dixit, P.Eng., VP, Corporate Operations and Digital Transformation  
N. Shah, Senior Director, Finance  
M. Solakhyan, Senior Director, Governance  
K. Praljak, Director, Communications (to minute 12956)  
M. Rusek, Director, Investigations and Prosecutions  
C. Sampson, Acting Director, Human Resources  
D. Smith, Director, External Relations  
J. Vera, P.Eng., Director, Licensing



M. Feres, Manager, Council Operations (Secretariat)  
E. Chor, Research Analyst (Secretariat)  
G. Pedregosa, Council and Committee Coordinator (Secretariat)  
A. Vijayanathan, Lead, Governance Events and Special Projects (Secretariat)

**Staff**

**(Virtual):**

N. Brown, Director, Tribunals and Legal Counsel  
A. Kwiatkowski, Director, Digital Transformation & Information Technology  
K. Praljak, Director, Communications (from minute 12957)  
J. Schembri, Director, Volunteer Engagement  
N. Axworthy, Managing Editor and Communications Specialist  
M. Soepiter, Controller, Finance

**Guests**

**(In-Person):**

A. Arenja, P.Eng., Ontario Director, Engineers Canada  
N. Colucci, P.Eng., Ontario Director, Engineers Canada  
T. Kirkby, P.Eng., Ontario Director, Engineers Canada  
M. Sterling, P.Eng., Ontario Director, Engineers Canada  
L. Lukinuk, Parliamentary Services

**Guests**

**(Virtual):**

C. Chahine, P.Eng., Ontario Director, Engineers Canada  
S. Perruzza, CEO, Ontario Society of Professional Engineers (OSPE)

---

Council convened at 8:32 am on Friday, November 28, 2025.

**CALL TO ORDER**

Notice having been given and a quorum being present, the Chair called the meeting to order and made procedural announcements related to the conduct of the meeting.

A moment of silence was observed to honour the 14 women whose lives were taken in the mass killing at Ecole Polytechnique in Montréal on December 6, 1989.

The Chair welcomed Lorraine Fraser and Cosimo Casale Lieutenant-Governor-in-Council appointees since October 2025. Councillors Fraser and Casale thanked the Chair and presented their credentials and experience to Council.

[N. Lwin left the meeting at 8:41 a.m.]

**12946 – APPROVAL OF AGENDA**

The Chair reviewed the draft agenda.

The following requests were made:

- Remove items 2.3 (Approval of Committee Membership Changes) and 2.6 (Plenary Protocol) from the consent agenda for further discussion.
- Remove item 11.6 (Board Culture Review) from the agenda as no further discussion is required.

Moved by Councillor Elshaer, seconded by Councillor MacFarlane:

**That Council approves the removal of items 2.3 and 2.6 from the Consent Agenda for individual discussion; and the removal of item 11.6 from the agenda.**

**CARRIED**

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

Council then voted on the main motion.

Moved by Councillor Panesar, seconded by Councillor Schelske:

**That:**

- a) the agenda, as presented to the meeting at C-573-1.2, Appendix A as amended be approved; and  
b) the Chair be authorized to suspend the regular order of business.**

**CARRIED  
Unanimous consent**

**For: 26**

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

N. Lwin  
F. Saghezchi

**12947 – 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 Shi declared a conflict related to item 2.2 (Consulting Engineer Designation (CEDC) Applications) and will abstain from voting on that item, noting a working relationship with a person who has an active application to the CEDC.

### 12948 – CONSENT AGENDA

The Chair reviewed the Consent Agenda.

Moved by Vice President Khan, seconded by Councillor Klink:

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

- 2.1 Open Session Minutes C-572
- 2.2 Consulting Engineer Designation (CEDC) Applications
- 2.4 Appointments to Governance Committees
- 2.5 Councillor Training Protocol for 2026
- 2.7 2026 Borrowing Resolution
- 2.8 Regional Councillors Committee (RCC) Report
- 2.9 30 by 30 Reporting

**CARRIED**  
**Unanimous consent**

**For: 26**

C. Casale  
C. Chiddle  
L. Cutler  
S. Decloux  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
L. Fraser  
V. Hilborn  
S. A. Khan  
P. Klink  
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  
*(abstained on  
2.2)*  
S. Sung  
R. Walker

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

N. Lwin  
F. Saghezchi

[N. Lwin re-joined the meeting at 8:49 am]

#### 12949 – APPROVAL OF COMMITTEE MEMBERSHIP CHANGES

The Director of Volunteer Engagement presented the list of committee member changes and reappointments to the statutory and non-statutory committees of PEO. Staff answered questions related to members who are being cross appointed to both the Registration Committee and the Discipline Committee, noting that members who have experience and skills in adjudicating cases, and have subject matter expertise, will assist in both committees' functions, especially with an anticipated increased workload for both committees in the upcoming year.

Moved by Councillor Klink, seconded by Councillor Roberge:

**That Council approves the changes to Committee Membership as presented.**

**CARRIED**  
**Unanimous consent**

**For: 27**

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

#### 12950 – PLENARY PROTOCOL

Staff answered questions on the role of the President-elect and Past President as part of consultation in convening a plenary session. As part of the proposed protocol, the Council Chair may convene a plenary consultation with the CEO/Registrar and any pertinent committee chair, as appropriate. It was noted that the



President-elect and Past President can provide feedback to the Council Chair on the need for a plenary to be convened and that the proposed protocol provides flexibility for members of the Executive, committee chairs, and councillors to work with the Council Chair in convening appropriate plenary sessions.

Moved by Councillor Chiddle, seconded by Councillor MacFarlane:

**That Council approves the Plenary Protocol as presented in C-573-2.6, Appendix A.**

**CARRIED  
Unanimous consent**

**For: 26**

- C. Casale
- L. Cutler
- S. Decloux
- A. Dryland
- S. H. Ehtemam
- A. Elshaer
- L. Fraser
- 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: 2**

- C. Chiddle
- G. Wowchuk

**Absent: 1**

- F. Saghezchi

**12951 – PRESIDENT’S REPORT**

The Chair presented a report, noting a sharing of duties with the President, including attendance at a licensing ceremony in Etobicoke and gathering Chapter feedback on the improvement of communications between Chapters and PEO headquarters.

**12952 – CEO/REGISTRAR’S REPORT**

CEO/Registrar Quaglietta provided highlights from the CEO/Registrar’s Report, noting that the adopted 2026-2030 strategic plan will be published on the PEO website. An update of the Governance Scorecard noted that all objectives are currently on track except for the 30 x 30 goal. However, more positively, during a recent 22-month period PEO has licensed over 5,000 women to the profession, a historic high for the organization.

An update was also provided on labour mobility and it was noted that transfer applications have shortened and decisions are being made in compliance with the 10-business day timeline stipulated in the regulations made under the *Ontario Labour Mobility Act*.

[S. Shi left the meeting at 9:15 am]

The CEO/Registrar answered questions related to legacy applicants and FARPACTA inventory management to prioritize further resources to lower the outstanding number of applicants as quickly as possible. There were also questions related to the PEAK program and the number of current suspensions, warnings, and compliance rates.

Other key data points and updates on areas of the business are summarized below:

- Status of operational plan and projects/initiatives
- pre-licensing outreach data
- remissions and resignations
- customer service metrics and inquiry resolutions
- revenue and expenses for the nine months ending September 30, 2025

### 12953 – 2026 FINAL BUDGETS

The Audit and Finance Committee (AFC) Chair presented the final draft of PEO's 2026 budget, consisting of the operating, capital, and strategic plan budgets. It was noted that the budget was presented at Council's September meeting for review and feedback.

Members of the AFC and staff answered questions from councillors related to the projected deficit; membership fees and potential increases to at least keep up with inflationary pressures; investment in cybersecurity and the use of A.I. to improve operational costs; a breakdown of the costs of the EIT 2.0 project; and increased costs for CPD.

[S. Shi re-joined the meeting at 9:45 am]

Moved by Councillor Cutler, seconded by Councillor Mandel:

**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.**

**CARRIED  
Unanimous consent**

**For: 26**

C. Casale  
C. Chiddle  
L. Cutler  
S. Decloux  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
L. Fraser  
V. Hilborn  
S. A. Khan  
P. Klink  
N. Lwin

**Against: 0**

**Abstain: 2**

L. Notash  
G. Wowchuk

**Absent: 1**

F. Saghezchi

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

[G. Mastroianni left the meeting at 9:54 am]

#### **12954 – ANTI-WORKPLACE VIOLENCE, HARASSMENT, AND DISCRIMINATION POLICY**

The Governance and Nominating Committee (GNC) Chair presented an updated Anti-Workplace Violence, Harassment and Discrimination Policy that enhances its accessibility, usability, clarity, and equity. The updates proposed also align the policy with legislative changes which have taken effect since the policy was last approved.

Moved by Councillor MacFarlane, seconded by Councillor Klink:

That Council approves the updates to the Anti-Workplace Violence, Harassment and Discrimination Policy set out at C-573-5.1, Appendix A.

**CARRIED**  
**Unanimous consent**

**For: 26**

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

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

A. Mastroianni  
F. Saghezchi

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

#### 12955 – GNC SUMMARY REPORT

The GNC Chair informed Council that the committee intends to develop formal protocols, including on internal communication, before the end of this Council term. This need emerged during the November 27, 2025 plenary session.

[G. Mastroianni re-joined the meeting at 10:00 am]

Staff confirmed that there is capacity to develop the protocols during the 2025-2026 term. While no formal vote was proposed, Council expressed general agreement that the GNC should develop protocols to support clear and consistent communication.

#### 12956 – GOVERNMENT LIAISON PROGRAM: NEXT STEPS

The GNC Chair presented a recommendation to centralize and reform the Government Liaison Program to increase accountability and reporting requirements for participants. It was noted that members of the committee and volunteers who participate in the Government Liaison Program were consulted throughout 2025 at the Volunteer Symposium regarding a centralized approach to the GLP to ensure alignment, consistency and accountability while engaging the current GLP representatives throughout the process.

Staff answered questions related to the external advisors, Wellington Advocacy, and their experience in working with regulators and the government and how they will ensure the GLP will clearly identify the roles and responsibilities between Wellington staff, and volunteers to improve PEO's government relations. In particular, it was noted that clarity is needed regarding the role of the Ontario Society of Professional Engineers (OSPE) as part of implementation of the new program.

Moved by Councillor MacFarlane, seconded by Councillor Senaratne:

**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.**

**CARRIED**  
**Unanimous consent**

**For: 25**

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

**Against: 0**

**Abstain: 3**

S. A. Khan  
R. Panesar  
G. Wowchuk

**Absent: 1**

F. Saghezchi



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

#### 12957 – CEO/REGISTRAR GOALS FOR 2026

The Human Resources and Compensation Committee (HRCC) Chair presented the proposed 2026 CEO/Registrar performance goals which are tied to Strategic Planning process and PEO's strategy. The Chair noted that an initial draft of the goals was reviewed in September 2025 and the committee provided feedback and additional comments; and after the next review in early November 2025, the committee unanimously recommended the goals for Council approval.

The CEO/Registrar outlined how HRCC selected the 2026 goals using the 2026-2030 strategic plan, and presented three pillars related to the strategic summary with key activities and goals that HRCC will use for the CEO/Registrar's mid-year and annual performance evaluations:

- 1. Model Excellence in regulating the practice of engineering and governing the engineering profession in order that the public may be served and protected** – which includes a comprehensive review of the Professional Engineers Act Roadmap, and the development of the Continuing Professional Development (CPD) program 2.0.
- 2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate** – which includes an evaluation on the development of the new Engineering in Training (EIT) 2.0 program.
- 3. Nurture a high-performing organization through its people, processes, and systems** – which includes two goals: i) Customer Service Model Enhancements that will continue to meet the needs of future and current members; and ii) improving Organizational Culture which evaluates staff to ensure PEO staff are engaged in their work, understand their purpose, and will provide feedback through staff engagement surveys.

The CEO/Registrar also raised that activities that are related to the 2026-2030 strategic plan that are not part of the CEO/Registrar goals will still be reported through one of the five CEO/Registrar reports that Council receives at every Council meeting.

The CEO/Registrar thanked the HRCC and the external HR advisor who helped in guiding the draft 2026 CEO/Registrar goals and developing the evaluation process.

Moved by Councillor Roberge, seconded by Councillor Dryland:

**That Council approve the CEO/Registrar 2026 Goals as presented to the meeting at C-573-6.1, Appendix A.**

**CARRIED**  
**Unanimous consent**

**For: 27**

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

**12958 – TIME-BASED EXPERIENCE REVIEW**

The Regulatory Policy and Legislation Committee (RPLC) Chair presented a report of the review of the time-based experience requirements for those seeking P.Eng. licensure and the associated policy direction.

The report outlined the findings of the review, considered options for maintaining or changing the requirement, and offered a recommendation for consideration by Council that the following policy changes 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 competency-based assessment (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.

Staff answered questions related to the proposed regulatory language for discussion with the Ministry of the Attorney General; as well as the advantages and risks of reducing the time-based experience requirement.

Moved by Councillor Hilborn, seconded by Councillor Elshaer:

**That Council approves the changes to the regulatory provision relating to time-based experience requirements, as presented in C-573-7.1, 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 *Professional Engineers Act*.**

**CARRIED  
2/3 majority required**

**For: 24**

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

**Against: 1**

P. Shankar

**Abstain: 3**

V. Hilborn  
R. Panesar  
G. Wowchuk

**Absent: 1**

F. Saghezchi

**12959 – FITNESS TO PRACTISE PROGRAM**

The RPLC Chair introduced two motions to endorse the establishment of a formal Fitness to Practise program specifically 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.

The Chief Legal Officer answered questions related to legal and health support for practitioners going through the Fitness to Practise process noting that these supports and associated costs will be considered as part of the development of the program.

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

**That Council endorses the establishment of the Fitness to Practise program detailed at Appendix A.**

**CARRIED**  
**Unanimous consent**

**For: 27**

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

Moved by Councillor Hilborn, seconded by Council Chiddle:

**That Council directs staff to work with the Ministry of the Attorney General to prepare changes to the Professional Engineers Act and regulations as set out at Appendix B to implement Council's policy direction for a Fitness to Practise program.**

**CARRIED**  
**Unanimous consent**  
**2/3 majority required**

**For: 26**

C. Casale  
C. Chiddle

**Against: 0**

**Abstain: 2**

V. Hilborn  
G. Wowchuk

**Absent: 1**

F. Saghezchi



L. Cutler  
S. Decloux  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
L. Fraser  
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

#### **12960 – REVIEW OF CPD PROGRAM: FINDINGS AND THEMES**

Council received a report summarizing the key findings and common themes identified thus far through stakeholder consultations on the Continuing Professional Development (CPD) program review. Over the past two months staff have conducted 17 focus groups, with nearly 2,000 engineers and licence holders and substantive engagements have been made to review the CPD. Most respondents are largely supportive of the current CPD program.

#### **12961 – TRIBUNAL ACTIVITY REPORT**

No discussion of this item took place.

[N. Brown left the meeting at 11:36 am]

#### **12962 – ENGINEERS CANADA DIRECTORS REPORT**

Marisa Sterling, Ontario Director, presented the Engineer Canada (EC) Directors Report, providing updates on accrediting engineering students from abroad; improvements with the accreditation process; Canada's submission for the International Engineering Alliance, which is up for renewal in 2026; and the Pathways to Engineering program promoting the engineering profession to young Canadians.

Questions were answered relating to the future of engineering and artificial intelligence; potential reductions of international students through government policy and its effect on applications to engineering programs; and further clarification to include "inspecting", "observing", and reviewing" as part of defining the practice of engineering. The CEO/Registrar added that PEO will be working with Engineers Canada and other regulators as part of national harmonization to better align the practice of the engineering definition in the licensure process.

**12963 – COUNCILLOR QUESTIONS**

Councillor Hilborn thanked Council and staff for their hard work in preparing and contributing complex and detailed briefing notes for Council's decisions.

**12964 – APPOINTMENT OF INTERIM DEPUTY REGISTRAR**

*The following in camera decision from the November 28, 2025 Council meeting was moved into open session.*

Moved by Vice President Khan, seconded by Councillor Klink:

**That Council formally confirms the removal of Americo Viola, P.Eng., as Deputy Registrar, and appoints José Vera, P.Eng., as interim Deputy Registrar effective November 28, 2025 until such time as Council appoints a permanent Deputy Registrar; and**

**That, if Mr. Vera is appointed, this decision be moved out of in camera into open session and recorded in the public minutes.**

**CARRIED**  
**Unanimous consent**

**For: 24**

C. Casale  
L. Cutler  
S. Decloux  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
L. Fraser  
V. Hilborn  
S. A. Khan  
P. Klink  
N. Lwin  
P. Mandel  
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: 4**

C. Chiddle  
S. MacFarlane  
S. Markel  
F. Saghezchi

**12965 – 2026 ORDER OF HONOUR INDUCTEES**

*The following is an in camera decision from the November 28, 2025 Council meeting. As of December 1, 2025, all Order of Honour recipients acknowledged acceptance of this recognition and the information can now be shared publicly.*



Moved by Councillor Lwin, seconded by Councillor Roberge:

**That Council approve the list of inductees into the Professional Engineers Ontario 2026 Order of Honour as recommended by the Order of Honour Selection Committee and as presented prior to the meeting at C-573-11.2, Appendix A.**

**CARRIED**  
**Unanimous consent**

**For: 27**

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

**12966 – MOTION TO MOVE IN CAMERA**

Moved by Councillor Mandel, seconded by Councillor Schelske:

**That Council move in camera at 11:57 am.**

**CARRIED**  
**Unanimous consent**

**For: 27**

C. Casale  
C. Chiddle  
L. Cutler  
S. Decloux  
A. Dryland

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 1**

F. Saghezchi



---

S. H. Ehtemam  
A. Elshaer  
L. Fraser  
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

[The following individuals left the meeting at 11:57 am: C. Chiddle; S. MacFarlane; S. Markel; and all guests, except L. Lukinuk].

---

There being no further business, the meeting concluded at approximately 4:40 pm. These minutes consist of 17 pages and minutes 12946 to 12966 inclusive.

---

Gregory P. Wowchuk, P.Eng., Chair

## MINUTES

The 574<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a virtual meeting held via Zoom Videoconference on Thursday, December 18, 2025 at 5:00 pm.

**Present:** G. Wowchuk, P.Eng., Past President and Council Chair  
L. Notash, P.Eng., President-elect  
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  
L. Fraser, P.Eng., Lieutenant Governor-in-Council Appointee  
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, JD, MBA, Lieutenant Governor-in-Council Appointee  
A. Naassan, P.Eng., Lieutenant Governor-in-Council Appointee  
R. Panesar, P.Eng., West Central Region Councillor  
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee  
L. Roberge, P.Eng., Northern Region Councillor  
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee  
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee  
P. Shankar, P.Eng., West Central Region Councillor  
S. J. Shi, P.Eng., Eastern Region Councillor  
S. Sung, Lieutenant Governor-in-Council Appointee

**Absent:** C. Casale, P.Eng., Lieutenant Governor-in-Council Appointee  
S. A. Khan, P.Eng., Vice President (elected)  
A. Mastroianni, Lieutenant Governor-in-Council Appointee  
F. Saghezchi, P.Eng., President

**Staff:** J. Quaglietta, P.Eng., CEO/Registrar  
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer  
M. Solakhyan, Senior Director, Governance  
M. Feres, Manager, Council Operations (Secretariat)  
E. Chor, Research Analyst (Secretariat)  
G. Pedregosa, Council and Committee Coordinator (Secretariat)

Council convened at 5:00 pm on December 18, 2025.

### CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order at 5:00 pm, welcomed councillors and staff, and made procedural announcements related to the conduct of the meeting.

**12973 – APPROVAL OF AGENDA**

The Chair reviewed the draft agenda.

Moved by Councillor Schelske, seconded by Councillor Lwin:

**That:**

- a) the agenda, as presented to the meeting at C-573-2, Appendix A be approved as presented; and**
- b) the Chair be authorized to suspend the regular order of business.**

**Proposed Amendment**

Moved by Councillor Notash, seconded by Councillor Shankar:

**That Council approve the addition of an in camera session without staff at the end of the main in camera session.**

**CARRIED**

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

Council then voted on the amended motion.

**That:**

- a) the agenda, as presented to the meeting at C-573-2, Appendix A be approved as amended; and**
- b) the Chair be authorized to suspend the regular order of business.**

**CARRIED**

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

**12974 – CONFLICTS OF INTEREST**

A potential conflict of interest with respect to item 7.0 (“Elections Issue”) as it relates to all councillors present who are candidates in the 2026 PEO elections (Chiddle, Ehtemam, Elshaer, Hilborn, Shankar, and Walker). The Chair determined that these councillors may observe the proceedings of item 7.0 but will not be permitted to participate in any discussion or votes which may arise.

**12975 – MOTION TO MOVE IN CAMERA**

Moved by Vice President Walker, seconded by Councillor Chiddle:

**That Council move in camera at 5:20 pm.**

**CARRIED**

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

**12976 – APPOINTMENTS TO THE COMPLAINTS COMMITTEE**

*The following in camera decision from the C-574 December 18, 2025 Council meeting was moved into open session.*

Moved by Councillor Chiddle, seconded by Councillor Prudhomme:

- 1. That Council reappoints all current members of the Complaints Committee whose terms expire on December 31, 2025, and who have not yet been reappointed, to serve until June 30, 2026, as set out in C-574-5, Appendix A, and**



**2. The above motion be moved into open session.**

**CARRIED**

**For: 22**

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

**Against: 1**

L. Notash

**Abstain: 2**

R. Panesar  
G. Wowchuk

**Absent: 4**

C. Casale  
S. A. Khan  
A. Mastroianni  
F. Saghezchi

---

There being no further business, the meeting concluded at approximately 7:15 pm. These minutes consist of 3 pages and minutes 12973 to 12976, inclusive.

---

Gregory P. Wowchuk, P.Eng., Chair

## Decision Note – Approval of Committee Membership Changes

<b>Agenda Item Number</b>	C-575-2.2a)
<b>Purpose</b>	To bring forward committee leadership appointments requiring Council approval
<b>Strategic/Regulatory Focus</b>	Statutory committees are required to support PEO’s regulatory focus
<b>Motion</b>	That Council approve the appointment of committee chairs as specified.

### Summary

Council is asked to approve committee Chairs.

### Public Interest Rationale

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

### Background

Council has the responsibility for ensuring that the committees 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.”

The Academic Requirements Committee and the Experience Requirements Committee exist to assist in determining, respectively, whether applicants have met the academic and/or experience requirements for licensure, pursuant to subsection 14(3) of the *Professional Engineers Act*. Committee functions are further set out in sections 40 and 41 of Regulation 941. Those sections also make clear that it is Council’s responsibility to appoint their chairs. This is typically done on the advice of the committees.

The current chairs of the ARC and ERC have completed their terms, creating the need to formally appoint new chairs, as proposed below.

### Next Steps

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

### New Chairs:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
James Lee	January 1 <sup>st</sup> , 2026 – December 31 <sup>st</sup> , 2026	Academic Requirements Committee (ARC)
Comondore (Ravi) Ravindran	January 1 <sup>st</sup> , 2026 – December 31 <sup>st</sup> , 2026	Experience Requirements Committee (ERC)

Prepared By: Volunteer Engagement

## Information Note – Committee Membership Changes

<b>Agenda Item No.</b>	C-575-2.2b)
<b>Purpose</b>	To inform council of the committee membership changes since the last council meeting.
<b>Strategic/Regulatory Focus</b>	Committee membership to support PEO’s regulatory focus.

### Summary

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

### Public Interest Rationale

To inform the public of updates in committee membership.

### Background

Changes to the roles of members of the Academic Requirements Committee (ARC), Experience Requirements Committee (ERC), Discipline Committee (DIC) and Registration Committee (REC) not requiring Council approval are presented for information.

The ARC and the ERC exist to assist in determining, respectively, whether applicants have met the academic and/or experience requirements for licensure. Apart from the chair, who must be appointed by Council, roles within ARC and ERC are decided by and from amongst the committee members.

The DIC hears and determines allegations of professional misconduct or incompetency involving PEO licence and certificate holders. Committee members participate in the adjudication of cases referred by the Complaints Committee (or, in rare cases, Council). Under the Act the chair and all other roles on the DIC are decided by and from amongst the committee members.

The REC conducts formal adjudicative hearings on matters where an applicant has received a Registrar’s notice of proposal to refuse a licence or certificate of authorization. Under the Act the chair and all other roles on the REC are decided by and from amongst the committee members

**New Chairs/Vice Chairs as selected by the committees:**

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Sayyed Ali Hosseini	January 1 <sup>st</sup> , 2026 – December 31 <sup>st</sup> , 2026	Academic Requirements Committee (ARC) member to Vice-Chair
Berta Krichker	January 1 <sup>st</sup> , 2026 – December 31 <sup>st</sup> , 2026	Experience Requirements Committee (ERC) member to Vice-Chair
Charles McDermott	November 7 <sup>th</sup> , 2025 – November 6 <sup>th</sup> , 2026	Discipline Committee (DIC) Vice-Chair to Chair
Gary Thompson	November 7 <sup>th</sup> , 2025 – November 6 <sup>th</sup> , 2026	Discipline Committee (DIC) member to Vice-Chair
Geoffrey Pond	January 7 <sup>th</sup> , 2026 – January 6 <sup>th</sup> , 2026	Registration Committee (REC) Vice-Chair to Chair
Michael (Kwok-Wai) Chan	January 7 <sup>th</sup> , 2026 – January 6 <sup>th</sup> , 2026	Registration Committee (REC) member to Vice-Chair

**Related changes in committee roles:**

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Yehoudith Dimitriu	Change as of January 1 <sup>st</sup> , 2026	Academic Requirements Committee (ARC) – Leaving as Chair, returning as member
Lionel Ryan	Change as of January 1 <sup>st</sup> , 2026	Experience Requirements Committee (ERC) – Leaving as Chair, returning as member
Warren Turnbull	Change as of November 7 <sup>th</sup> , 2025	Discipline Committee (DIC) – Leaving as Chair, returning as member
Paul Ballantyne	Change as of January 7 <sup>th</sup> , 2026	Registration Committee (REC) – Leaving as Chair, returning as member

**Prepared By: Volunteer Engagement**

**Regional Councillors Committee (RCC)**

**Summary Report to Council**

**Friday, February 20, 2026**

**1. Committee Meeting Date: January 27, 2026**

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>
<b>PEO Chapter By-Law Reform</b>	RCC discussed the current composition of chapter by-laws. Staff informed that PEO by-law(s) would be included in a review of the <i>Professional Engineers Act</i> as part of PEO's 2026-2030 Strategic Plan, and suggested that chapter by-laws could be included.	RCC	RCC motioned to bring this item to Council at its February 2026 meeting.  <b>Motion:</b> RCC recommends that staff undertake an evaluation of chapter by-laws as a standalone project.	Open
<b>Alignment of Activities: Licence Presentation Ceremonies (LPCs)</b>	At the request of RCC, staff presented opportunities for aligning formats of Chapter Licence Presentation Ceremonies.	PEO Staff	Guidance from RCC to be included the 2026 revision of the PEO Chapter Procedure Manual.	Complete
<b>Alignment on Networking Activities</b>	At the request of RCC, staff presented an assessment matrix to aid chapters in determining the potential risk level for use when planning networking events.	PEO Staff	Guidance from RCC to be included the 2026 revision of the PEO Chapter Procedure Manual.	Complete
<b>Chapter Budget Communications</b>	Discussed questions from chapter executives on budget setting and management processes.	PEO Staff	Staff to incorporate overview of budget-setting process as a part of PEO's Treasurer Community of Practice.	Complete

<sup>1</sup> Green=Recommend Close; Blue=Remain Open

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

## Information Note – President’s Report

<b>Agenda Item Number</b>	C-575-3.1
<b>Purpose</b>	To inform Council of the recent activities of the President.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	No motion required.
<b>Attachments</b>	

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

## Information Note – CEO/Registrar’s Report

<b>Agenda Item Number</b>	C-575-3.2
<b>Purpose</b>	CEO/Registrar Quaglietta will present the CEO/Registrar’s Report to Council.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	None
<b>Attachments</b>	Appendix A – CEO/Registrar’s Report



Professional Engineers  
Ontario

C-575-3.2  
Appendix A

# CEO/ REGISTRAR'S REPORT

FEBRUARY 20, **2026**



### INTRODUCTION

I am pleased to present my first CEO/Registrar's Report of the year. Building on the significant progress made in 2025, we are now turning our focus to the high-impact priorities of the 2026–2030 Strategic Plan: effective and relevant regulation, governance advancement and organizational excellence. Over the next five years, these pillars will guide our decisions, prioritize the public interest and build trust with the communities we serve through improved practices, robust support for licence holders and evidence-based decision-making.

### Delivering on Our Plan

Our 2026 Operational Plan focuses on 24 key initiatives in pursuit of the broader goals outlined in the 2026–2030 Strategic Plan. Beginning this year, we will embark on a comprehensive, multi-year review of the *Professional Engineers Act* (PEA). Engineering has evolved dramatically since the PEA was last revised in 1984. Emerging disciplines like biomedicine, nanotechnology and machine learning have expanded the scope of engineering and pose a challenge to the existing definition. A historic modernization of the PEA will address longstanding issues like this and ensure we are relevant and respected in how we regulate engineering.

PEO will also take steps to embed a “public-interest mindset” in all our decision-making. As part of this, we will work towards launching the new, more accountable Engineering Intern (EIT) 2.0 program and continue to update the Chapter Procedure Manual, introduced in 2025. Because these resources are crucial touch-points for many entering or engaging with the profession, they represent critical opportunities to champion effective leadership and decision-making and deliver on PEO's statutory mandate. We will also carry out an extensive review of Council's election system, an initiative that will reinforce transparency and accountability.

Great regulation also relies on great people and systems. We will focus on tending to a collaborative, creative and inclusive workplace culture that utilizes technology and design thinking to streamline processes and improve services. PEO will undertake a range of initiatives, including further strengthening our customer service model to better respond to the needs of the public and stakeholders, developing a clear and responsible roadmap for the use of artificial intelligence and continuing our broader digital transformation efforts across the organization.

As our work on the 2026 Operational Plan proceeds, updates will be provided regularly through this report. Council's leadership and insight will be essential in advancing effective policy decisions and upholding strong governance. I look forward to collaborating with Council as we build on more than a century of credible and trustworthy self-regulation.

### Our Award-Winning Workplace

I'm proud to share that, in December, PEO was recognized as one of Greater Toronto's Top Employers. This highlights the fact that we have intentionally nurtured a culture that is grounded in belonging and a manifest commitment to shared goals. Part of Canada's Top 100 Employers project, the Greater Toronto competition evaluates workplaces across several key criteria, including workplace culture, benefits, performance management and training. It also considers factors such as mental health supports, safety and innovative approaches to inclusion.

A strong workplace culture is critical to our ability to protect the public. When employees feel supported and encouraged to bring their full expertise to the table, the quality of our work improves. In recent years, we have made deliberate changes to create a workplace where employees feel connected, empowered and valued. Supported by the results of our annual employee engagement survey, this recognition affirms that we are moving in the right direction and is a testament to the passion and dedication our staff bring to work every day.



In December, PEO was named one of Greater Toronto's Top Employers. From left to right: Sasha Haldane, manager, learning and OD; Pauline Rampersaud, human resources business partner; Christa Sampson, acting director, human resources; Arun Dixit, vice president, digital transformation and corporate operations; Gregory P. Wowchuk, P.Eng., FEC, Council chair and past president; Jennifer Quaglietta, P.Eng., MBA, ICD.D, CEO/registrar; Dan Abrahams, vice president, policy and governance; Katarina Praljak, director, communications; Sarah Effer, HR generalist; and Kayla Wright, HR generalist.



On November 26, Jennifer Quaglietta testified before the House of Commons Standing Committee on the Status of Women on the progress made and the work still needed to close the engineering profession's gender gap.



On January 11, Jennifer Quaglietta was the keynote speaker at the xChange Conference hosted by Engineers Without Borders (EWB) Canada. Standing with Jennifer is David Boroto, CEO of EWB Canada.



On January 18, Jennifer Quaglietta (far left) sat on an interdisciplinary panel at the Women in Science and Engineering (WISE) Conference with (from second left) Rezwana Sharmin, senior staff design verification engineer, display IP, Qualcomm; Julia Lamassa, head of operating model, Vale; Sivani Baskaran, environmental researcher and data analyst; Jane Heffernan, professor and research chair in modelling infection and immunity, department of mathematics and statistics, York University; Hannah Hoag, senior producer, health, science and climate unit, CBC News; and the panel moderator.






On February 3, Jennifer Quaglietta (left) hosted a one-on-one fireside chat with Soussanna Karas, associate general counsel, Municipal Property Assessment Corporation (right), at the AI in Regulation Conference. The discussion explored how regulators can build foundations for safe and effective AI adoption.

**OPERATIONAL PLAN STATUS REPORT**

As noted above, the 2026–2030 Strategic Plan includes three pillars of effective and relevant regulation, governance advancement and organizational excellence. In support of this

strategic plan, 24 initiatives are planned for this year. As of February, work is underway per schedule for 17 of these initiatives, and one of the initiatives is already complete (see Table 1).

Table 1: Operational Plan Status Report as of February 2026

PEO OPERATIONAL PLAN FEBRUARY 2026								
PILLAR + GOAL	OBJECTIVE	OBJECTIVE NUMBER + PROJECT NAME	NYS	<HALF	>HALF	DONE	REPORT DATE	
 <p><b>1. EFFECTIVE AND RELEVANT REGULATION</b></p> <p>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><b>1.1</b> Comprehensively review and propose updates to the Professional Engineers Act and its regulations.</p>	1.1.1 Comprehensive Review of the Professional Engineers Act Roadmap					March, November	
		<p><b>1.2</b> Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.</p>	1.2.1 Rebrand Project					September
			1.2.2 Public Confidence Study					February
	1.2.3 Student Advisory Group						March, November	
	<p><b>1.3</b> Optimize professional standards and professional development programs to promote continuing competence and innovation.</p>	1.3.1 PEAK Suspensions					Every report	
		1.3.2 Professional Standards and Guidelines Review					Reported through RPLC	
		1.3.3 Continuing Professional Development Program (CPD)					Every report	
	 <p><b>2. GOVERNANCE ADVANCEMENT</b></p> <p>Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate</p>	<p><b>2.1</b> Embed a "public interest first" mindset in all decision-making.</p>	2.1.1 EIT 2.0 Program					June
			2.1.2 Chapter Procedure Manual Version 2.0					
		<p><b>2.2</b> Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.</p>	2.2.1 Election System Roadmap					
2.2.2 Council Performance Evaluation Framework								Reported though GNC
2.2.3 Remuneration for Council and Volunteers								Reported though GNC
 <p><b>3. ORGANIZATIONAL EXCELLENCE</b></p> <p>Nurture a high-performing organization through its people, processes, and systems</p>	<p><b>3.1</b> Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.</p>	3.1.1 Customer Service Model Enhancements					June	
		3.1.2 "As of Right" Project						February
		3.1.3 Digital Transformation Project						March, November
		3.1.4 AI Roadmap						March, November
		3.1.5 Review Financial Controls						September
		3.1.6 Billing Cycle						November
		3.1.7 Technical Exams Review						June
		3.1.8 "One PEO" – Redesigned Future State						March, November
		3.1.9 Integrated Case Management System (ICMS) (ONE PEO)						March, November
		3.1.10 Finance Digital Modernization – Integration and Streamlining						November
	<p><b>3.2</b> Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals</p>	3.2.1 PEO Academy 2.0						June
		3.2.2 Organizational Culture						Every report
			25%	71%	0%	4%		

## 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**

**1.1 Comprehensively review and propose updates to the Professional Engineers Act (PEA) and its regulations.**

### 1.1.1 Comprehensive Review of the PEA: Roadmap

This project develops a time-bound roadmap to guide the review of the PEA, Regulation 941 and related bylaws.

**1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.**

### 1.2.1 Rebrand Project

This project delivers a comprehensive rebrand, including a new logo, brand narrative, visual identity and brand style guide.

### 1.2.2 Public Confidence Study

This project involves a confidence study with the public and external stakeholders to inform annual communications, strategic planning and business operations.

Last fall, PEO completed its first confidence study to gauge stakeholder awareness, perceptions and confidence in PEO's regulatory effectiveness. The study engaged four key stakeholder groups (the general public, engineering employers, municipal representatives and students) through surveys, in-depth interviews and focus groups on a range of topics. A summary of the study findings can be found in [Appendix A](#). These results are being used to inform several strategies, plans and programs, including a new communication strategy, the legislative review and External Relations initiatives.

## KEY INSIGHTS FROM PEO'S PUBLIC CONFIDENCE STUDY:

1. PEO is under the radar. It is trusted but not well-known. Compared to the public, employers and municipal representatives have more informed confidence in PEO.
2. PEO is known for setting standards and licensing. Other functions, like the complaints process, are lesser known.
3. Employers, municipal representatives and students want to see PEO show up more visibly and collaboratively to shape the profession's future.

### 1.2.3 Student Advisory Group

This project creates a new advisory group to provide perspectives of engineering students during stakeholder engagement initiatives.

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

### 1.3.1 PEAK Suspensions

This project involves developing the processes, interfaces and automation to facilitate PEAK's suspension project.

PEO started suspending licences on November 10, 2025, for failure to complete the PEAK elements that were due up to that point.

This was preceded by targeted communications via email, robocall, letter mail and social media posts warning of impending suspensions.

To ensure our processes and technology were ready, we adopted a pilot program approach. An initial 100-individual cohort of those not in compliance with their PEAK requirements was selected for possible suspensions. A special communications campaign encouraged them to complete their overdue elements as soon as possible; most quickly did so.

In the first phase, 21 licences were suspended; as of December 31, 18 licences remain suspended. A suspension means that licence holders cannot practise, and their suspension is permanently posted on PEO's public-facing online directory. To lift the suspension, licence holders must complete their missing PEAK program requirement.

Further suspensions will be administered in 2026 for failure to complete mandatory PEAK requirements. We remain committed to enforcing the program, even as we and Council continue to embark on continuous improvement and innovation.



**Licences that remain suspended from a pilot of 100 as of December 31 for failure to complete PEAK elements**

### 1.3.2 Professional Standards and Guidelines Review

This project involves a comprehensive review of the Code of Ethics, followed by revising or newly developing professional guidelines.

### 1.3.3 Continuing Professional Development Program (CPD)

This project involves reviewing and revising the CPD framework, building on the guiding principles and direction established by Council.

## GOVERNANCE ADVANCEMENT

**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

This project implements the EIT 2.0 program in alignment with Council direction from its June 2025 meeting.

### 2.1.2 Chapter Procedure Manual Version 2.0

This project enhances operational efficiency and supports an equitable experience for chapter volunteers and members through refinement of the Chapter Procedure Manual.

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

**2.2.1 Election System Roadmap**

This project develops a roadmap with timelines to guide the review of the election process.

**2.2.2 Council Performance Evaluation Framework**

This project implements a multi-year Council evaluation program in accordance with the Council-approved evaluation framework.

**2.2.3 Remuneration for Council and Volunteers**

This project implements a Council remuneration framework to compensate councillors and statutory committee members for their time spent on PEO affairs. Remuneration will be applied according to the timelines approved by Council in June 2025.

**ORGANIZATIONAL EXCELLENCE**

**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**

This project enhances the existing customer service model to ensure consistent, high-quality service across all teams. It will implement improved reporting and dashboards to support a data-driven approach and standardize service offerings across Level 1 and Level 2 Customer Service teams.

**3.1.2 “As of Right” Project**

This project implemented a technical solution in PEO’s online portal to support compliance with “as of right” (also known as “deemed certified”) requirements for provincial mobility applications, including the use of self-serve digital seals. It included the development and implementation of standard operating procedures for the Licensing team to manage the “as of right” pathway.

PEO’s “as of right” project successfully launched on December 15, 2025, ahead of the January 1, 2026, deadline. This means P.Eng. holders in other provinces can now benefit from PEO’s new Canadian P.Eng. mobility application process, which combines the favourable elements of conventional mobility “transfers” and “deemed certified” into one effective application process (see Table 2). To date, the Licensing team is meeting all timelines and requirements of the provincial legislation.

PEO’s new Canadian P.Eng. mobility application process offers licensure decisions within 10 business days and an Ontario P.Eng. seal.

	Labour Mobility “Transfers”	+Deemed Certified	=New Canadian P.Eng. Mobility Application Process
<b>Timelines</b>	30 calendar days	10 business days	10 business days
<b>Expiry</b>	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
<b>Seal</b>	Ontario Seal	No Seal (no engineering opinions)	Ontario Seal

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



### 3.1.3 Digital Transformation Project

This project portfolio will continue to develop PEO's digital and technology capabilities, including the rollout of a data warehouse and business intelligence reporting, strengthening cybersecurity and optimizing infrastructure and applications. The strategy, including cybersecurity, will be refreshed to align with the evidence-based security frameworks.

### 3.1.4 AI Roadmap

This project will create and implement an AI strategy for all staff to enhance efficiency and drive innovation. The strategy will include a roadmap aligned with business needs and defined timelines for implementation.

### 3.1.5 Review Financial Controls

This project will continue to review and update finance policies to strengthen internal control frameworks. Each updated policy will undergo an initial one-year review cycle, followed by three-year cycles, with the Audit and Finance Committee consulted on significant changes.

### 3.1.6 Billing Cycle

This project will develop a business and project plan to determine the feasibility of aligning the licence renewal billing cycle with the PEAK reporting cycle.

### 3.1.7 Technical Exams Review

This project will implement Council's policy recommendations on the future of the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) examination program. It will review the current program to identify opportunities to improve efficiency and effectiveness and develop a current and future state roadmap.

### 3.1.8 Stakeholder Experience Enhancement Project (SEEP)—Redesigned Future State

This portfolio of projects will include a review of PEO's core applications to ensure their architecture and functionality provide an improved experience for licence holders and staff, including greater self-serve capabilities.

### 3.1.9 Integrated Case Management System (ICMS) (SEEP)

As one initiative within the broader SEEP roadmap, this project will procure and deploy an electronic Integrated Case Management System (ICMS) to track and manage PEO's regulatory enforcement files, including complaints, investigations, prosecutions and unlicensed practice enforcement.

### 3.1.10 Finance Digital Modernization—Integration and Streamlining

This project will conduct a comprehensive review of finance data architecture and systems to identify opportunities to improve processes, reduce manual work, introduce automation and enhance data analytics.

## 3.2 Promote a collaborative, innovative and inclusive culture.

### 3.2.1 PEO Academy

This project will build on the foundational year of the PEO Academy by enhancing and expanding learning programs, streamlining processes and elevating the learner experience to foster a strong learning culture.

### 3.2.2 Organizational Culture

This project will strengthen organizational culture by advancing a holistic employee engagement and equity, diversity and inclusion (EDI) strategy that fosters connection, inclusion and shared purpose.

PEO's Human Resources (HR) team continues to build on the momentum of the past two years' favourable engagement scores. The team is working in collaboration with Communications and its EDI colleagues to ensure inclusion goals and targets are met and that the strategies in place to support those initiatives are aligned. To ensure cohesiveness, all activities will have collective input from the three groups and larger organization when necessary.

**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, Finance and Strategy, and Talent Management.

The February 2026 PEO Governance Scorecard reflects performance results for the period of January 1 to December 31, 2025. Overall, performance remains strong (see Table 3), with 11 indicators surpassing their targets (green) and one indicator performing below its threshold (red).

Table 3: February 2026 Governance Scorecard

Feb 2026 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to Dec 2025	
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2025 Target	2025 Threshold	2025 Value	2025 Numerator	2025 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%	99.8%	2,038	2,042	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%	98.8%	679	687	PEO surpassed the target for the reporting period.	
3	Registration Decisions Within Target – Canadian P.Eng. Mobility (C), (F)	The number of Canadian P.Eng. Mobility applications for who a registration decision is made within 30 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	1,256	1,256	PEO surpassed 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%	91%	64,501	70,981	PEO surpassed the target for the reporting period. PEAK compliance enforcement started in Nov 2025 with its 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%	915	4,550	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%	Nov 2025: 2.57%	\$865,494	\$33,623,704	The 2.57% 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.	Finance and Strategy			1.25%	-10%	Nov 2025: 3.67%	\$1,282,603	\$34,937,541	The 3.67% 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	Nov 2025: 444	\$42,755,256	\$32,083,537	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	781	PEO surpassed the target for the reporting period. PEO received 781 customer experience surveys in 2025 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	PEO's voluntary turnover rate is lower than industry standard due to ongoing efforts towards our employee engagement action plan, high employee engagement levels, 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:**

- Performance on target
- Performance slightly below target
- Performance significantly below target
- No update or indicator is milestone-based

**Notes:**

- 1) The desired direction for an indicator with a 'double arrow' is to maintain course
- 2) Indicators required under FARPACTA legislation are identified with an (F) label
- 3) Indicators reported to Council are identified with a (C) label
- 4) For text in *italics*, the most recent information is provided

**Regulatory Operations**

**Licensing**

**FARPACTA KPIs**

As of December 31, 2025, PEO is exceeding compliance for both the 10-day application review requirement and the 90-day registration decision requirement.

**FARPACTA Requirement and NPPE**

Following implementation of the technical solution to frontload the National Professional Practice Examination (NPPE) in the licence application process, the Licensing team has been meeting the new FARPACTA requirement for licensure decisions within 90 days of receiving a complete application. 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.

The “Other” category is a sum of smaller subgroups, such as applicants who received a Notice of Proposal, requested a hearing or were referred to the Experience Requirements Committee by the Academics Requirements Committee.

**Inventory Management Plan (IMP)**

As of December 31, 2025, there are 12,770 applicants in our legacy inventory. This is a decrease of nearly 63 per cent from the approximate 34,000 applicants in July 2023, which was when the FARPACTA-driven changes came into full effect. Seven per cent of the legacy applications are awaiting assessment from PEO (see “With PEO” column in Table 4), down from 10 per cent in November. Meanwhile, 93 per cent of applications await the applicant’s completions of one or more obligations, such as passing a required examination (see “With applicant” column in Table 4). It is reasonable to expect that the active competency-based assessments (441) and the “Other” category of assessments (351) will be processed in 2026 along with approximately 1000 applications from the different categories.

The academic assessments in the queue should be completed by mid-March, which means the Academic Requirements Committee will shift its focus to academic assessments of limited licence applications, re-assessments and engineering reports in the legacy process. Meanwhile, the Experience Requirements Committee (ERC) expects to complete their experience for academic assessments by July with some residual assessments continuing until the fall. Their focus will then shift to ERC referral requests from applicants as well as reinstatements.

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	0%	75		75
Writing technical examinations	27%	3411	3411	
Writing the NPPE	27%	3462	3462	
Pending validator CBA forms	6%	720	720	
CBA assessment active	3%	441		441
Accumulating experience inactive	34%	4310	4310	
Other	3%	351		351
Total inventory	100%	12,770	11,903	867
Percentages			93%	7%

Table 4: Legacy Applicant Inventory Stages

**Time-based Experience Review Project**

Currently, the Communications, Governance, Licensing, Program Management Office (PMO) and Information Technology teams are collaborating on developing a solution to operationalize Council’s November 2025 motion to change the minimum experience requirement from 48 months to 24 months. The new minimum 24-month period will commence when the applicant has acquired their degree or equivalent education qualifications. We are working with the government to develop an amendment to the regulation to codify the new experience duration, and this will be brought to Council for approval in due course. While no firm date has yet been set for when the change will take effect, we are planning ahead to ensure this project can be successfully implemented.

**Office of the Fairness Commissioner (OFC) Compliance Plan**

PEO met all the requirements set by OFC by the January 1, 2026, deadline as per a detailed compliance plan. The requirements included actionable items such as the preparation of an Alternative Documentation Policy and a Parallel Process Plan, as well as agreements with third parties such as World Education Services. The purpose of an Alternative Documentation Policy is to assist prospective applicants who may not have all their academic information due to extenuating circumstances; while a Parallel Process Plan clearly outlines to prospective applicants that in many cases they can complete most of their requirements in parallel.

**EIT 2.0 Program**

Currently, the Governance, Licensing and PMO teams are collaborating to develop high-level business requirements for PEO’s EIT 2.0 program that are consistent with Council’s motion and the FARPACTA-compliant application process in PEO’s portal.

**Projections of Applications in the FARPACTA-Compliant Process**

The Licensing Team is projecting that it will take until 2028 to have comparable application volumes similar to what was in place before the FARPACTA-driven changes took effect in 2023. The number of applications in the FARPACTA-compliant process is a significant increase from recent years and confirms that the number of prospective applicants ready to submit a complete application will continue to grow (see Figure 1).

The numbers for 2026, 2027 and 2028 are projections based on the current number of prospective applicants and historical data in legacy applications.

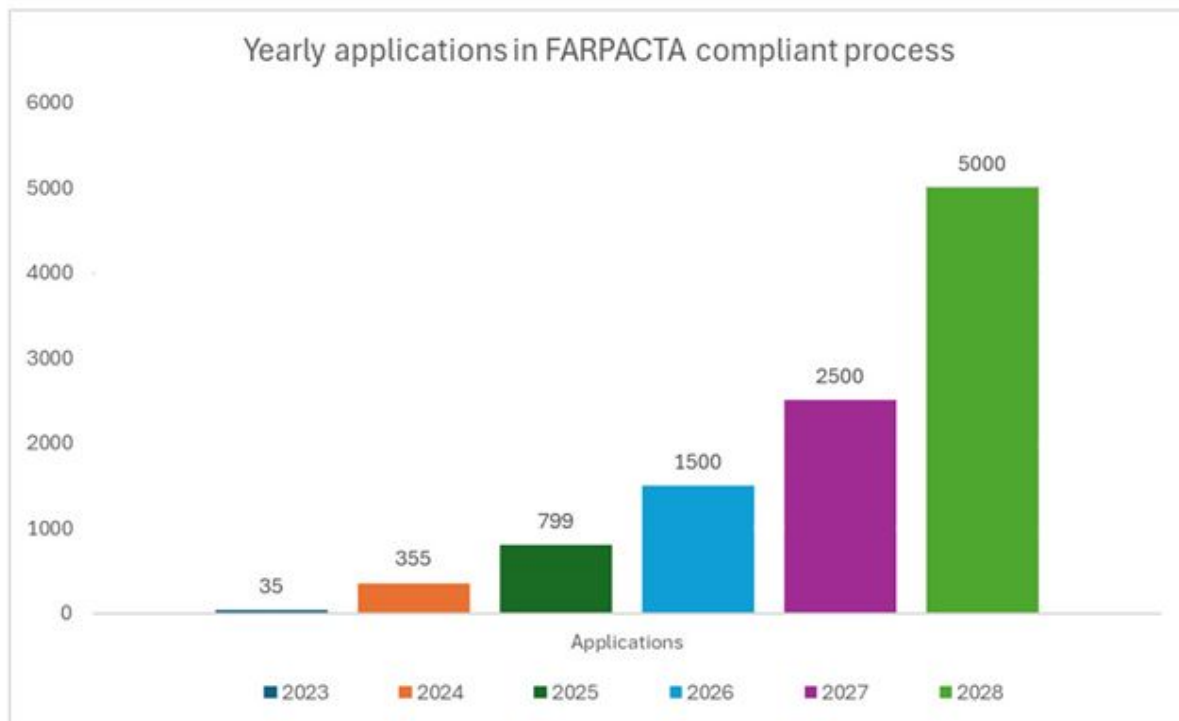


Figure 1: Yearly Applications in FARPACTA-Compliant Process

## OPERATIONAL

### FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (as of December 31, 2025)

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	26,192
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	20,419
SUBTOTAL CEAB GRADUATES	22% (4449/20,419)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	64% (13,170/20,419)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	14% (2800/20,419)

26,192

Prospective applicants who have started a P.Eng. application

20,419

Prospective applicants who have started the academics section

4449

Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (3021/4449)
ACADEMICS COMPLETED	42% (1868/4449)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.6% (70/4449)
CBA IN PROGRESS	75% (3357/4449)
GOOD CHARACTER COMPLETED	68% (3024/4449)

13,170

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% (9330/13,170)
ACADEMICS COMPLETED	4% (540/13,170)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (375/13,170)
CBA IN PROGRESS	51% (6741/13,170)
GOOD CHARACTER COMPLETED	52% (6871/13,170)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1427
PASSED ONE CONFIRMATORY EXAMINATION	17.5% (249/1427)
PASSED TWO CONFIRMATORY EXAMINATIONS	22% (318/1427)
PASSED THREE CONFIRMATORY EXAMINATIONS	22.5% (320/1427)
PASSED FOUR CONFIRMATORY EXAMINATIONS	38% (540/1427)

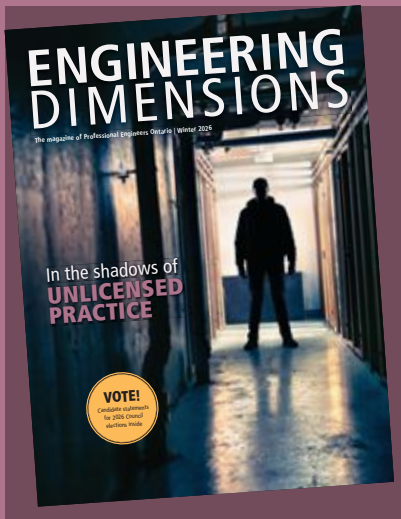
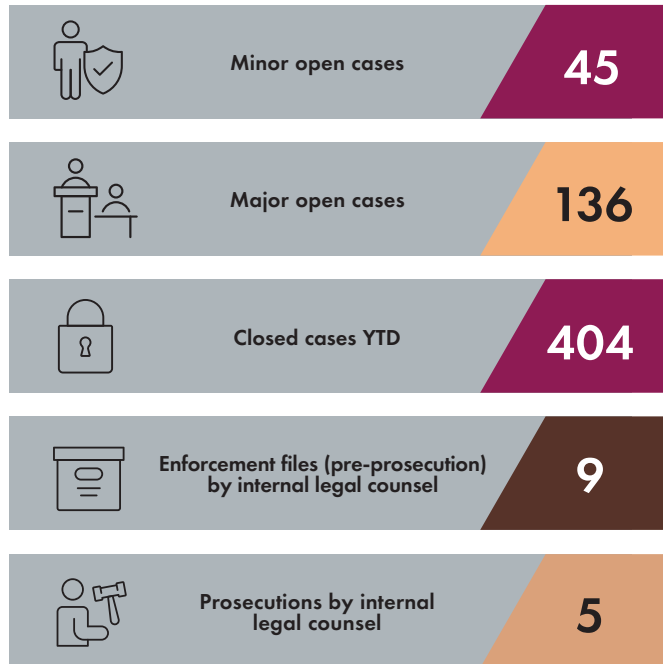
We are monitoring technical exam completions to support forecasts and resource and budget planning.

**Unlicensed Practice Enforcement**

The Unlicensed Practice Enforcement (UPE) team resolved and closed over 400 cases in 2025. Additional prosecutions are already scheduled for Q1 2026 through Ontario courts. The UPE team’s median days a file is open averaged 57.5 days for the duration of 2025.

**57.5**

The median time an unlicensed practice file was open in 2025



The Winter 2026 issue of *Engineering Dimensions* includes a feature article covering the UPE team’s efforts to protect the public and licence holders.

**Complaints and Investigations**

PEO’s Complaints and Investigations team reports on investigations to the Complaints Committee (COC). The COC has the statutory mandate of determining whether complaints against licence holders should be referred to the Discipline Committee (DIC), dealt with in another manner or dismissed.

Between January 1 and December 31, 2025, 124 new complaints were filed with PEO, and 93 existing complaints were disposed of by the COC (see Figure 2). There are currently 220 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.

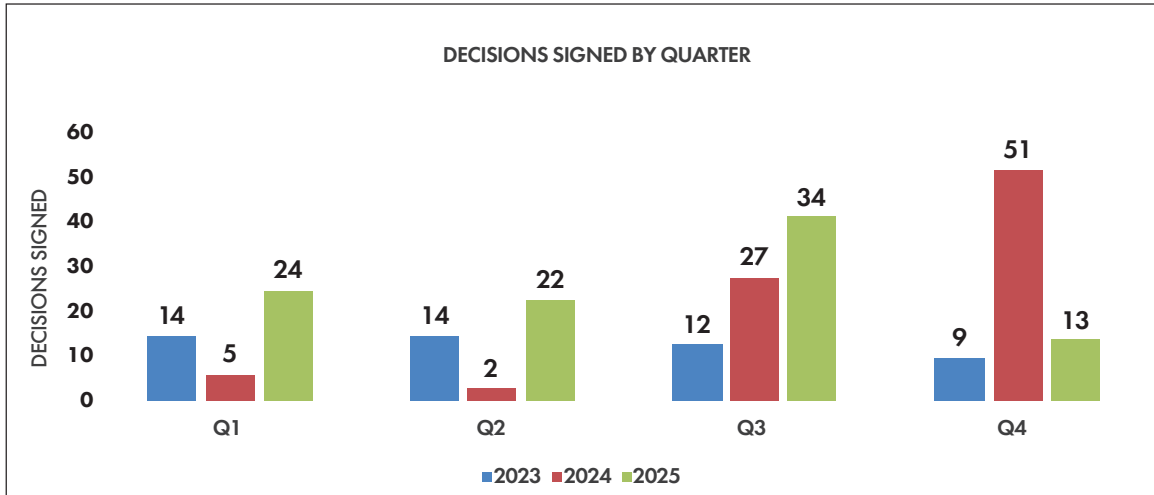


Figure 2: Number of Complaints Decisions Issued by Quarter

## 93 Complaints disposed of by the Complaints Committee in 2025

The Complaints and Investigations team has, through process improvements and efficiencies, achieved a significant reduction 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 629 days, down from 751 at the end of 2024 (see Figure 3).

Currently, complaints containing allegations of unprofessional conduct by licence holders make up the largest category of types of complaints under investigation (63 per cent of all complaints), while complaints related to technical competence/negligence represent the next largest category (24 per cent).

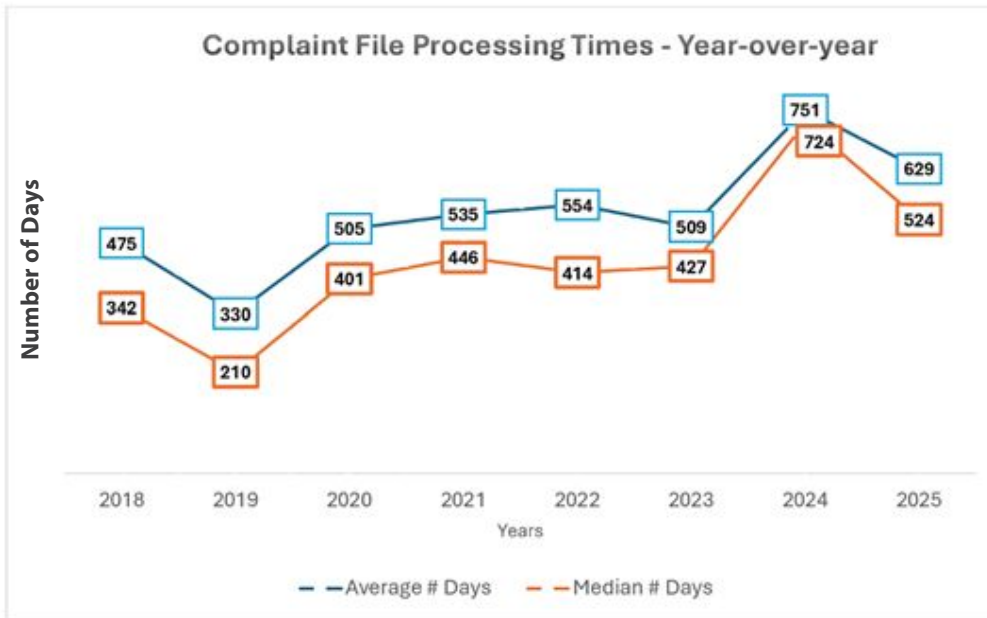


Figure 3: Complaints File Processing Times

# 629

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

**PEAK**

**2025 Numbers**

In 2025, approximately 70,000 licence holders were required to complete the PEAK program. The first two elements, the Practice Evaluation and the Professional Practice Module, were mandatory for everyone enrolled in the PEAK program and were due by January 31. The third element, the Continuing Professional Development (CPD) Report, was due by December 31 for those required to complete it.

As of December 31, 91 per cent completed the first two 2025 PEAK elements. In comparison, 89 per cent completed the first two elements of the 2024 PEAK program by the end of that year.

Additionally, 68 per cent of those assigned the third element (CPD Report) in 2025 completed it by the due date of December 31. There are approximately 20,000 licence holders who have not yet completed and submitted their CPD Report. We have strongly encouraged licence holders to complete any overdue 2025 requirements to avoid a suspension of their licence. See Table 5 for further details.

**2026 Program**

The 2026 PEAK program was launched on January 6, 2026. About 78,000 licence holders are required to complete the program this year. Excluded from having to complete PEAK are newly licensed individuals, newly reinstated licence holders and fee remission licence holders (97 per cent of whom are retirees). The first two PEAK elements were due on January 31. As of January 15, 25 per cent of the required participants have started the program, 14 per cent have already completed their first two PEAK elements and 11 per cent are still in progress.

**68%**

Licence holders who completed their assigned CPD requirement in 2025

	2026 NUMBERS AS OF JAN. 15, 2026	2025 NUMBERS AS OF DEC. 31, 2025	2024 NUMBERS AS OF DEC. 31, 2024
REQUIRED TO COMPLETE PEAK	ABOUT 78,000	ABOUT 70,000	ABOUT 70, 000
STARTED PEAK	25%	94%	94%
COMPLETED FIRST TWO ELEMENTS	14%	91%	89%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	11%	5%	5%
NOT YET STARTED THE FIRST TWO ELEMENTS	75%	4%	6%
COMPLETED THE THIRD ELEMENT (CPD REPORT)	2%	68%*	66%

Table 5: Comparative Statistics for 2024, 2025 and 2026 PEAK Years



\* Licence holders continue to complete this PEAK element.

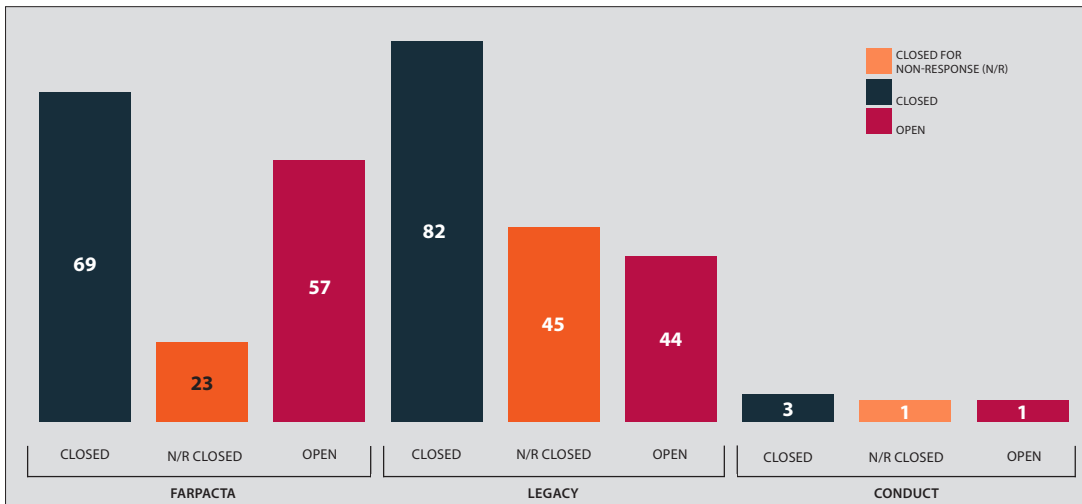
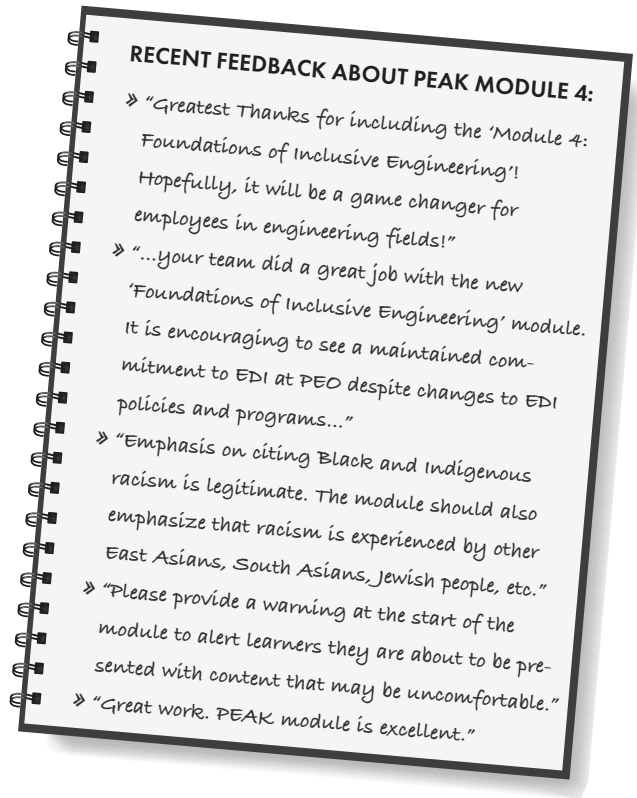
**Module 4**

Learning Module 4 was released as part of the 2026 PEAK program requirements. This module, called Foundations of Inclusive Engineering, focuses on how PEO and licence holders are building an inclusive profession, as well as licence holders' responsibilities under the Ontario Human Rights Code, the *Accessibility for Ontarians with Disabilities Act*, PEO's Code of Ethics and other applicable laws and policies. Two explainer videos are featured in this module and will soon be added to PEO's website. One explainer answers the question, "What is belonging?" and the other outlines PEO's Anti-Racism and Equity (ARE) Code, which was adopted by Council in 2022.

**Notices of Proposal**

Under the PEA, the registrar can issue a notice of proposal (NOP) to refuse, suspend or revoke a licence, limited licence, temporary licence or Certificate of Authorization. Anyone receiving a notice of proposal has 30 days to request a hearing with the Registration Committee (REC).

NOPs can be drafted by either a lawyer or licensed paralegal. PEO currently has 102 open REC matters (see Figure 4). The IMP Project is adding an additional 178 NOPs, which require drafting and execution, adding to our already increasing numbers.



**102**

**Current open Registration Committee matters**

Figure 4: Current Status of REC Cases Since 2023

Figure 5 shows that the total number of NOPs requested in 2025 were 391. This represents a nine-fold increase from 2024. Approximately 90 per cent of all NOPs are issued because an applicant fails to meet the experience requirement for licensure.

REC hearings must be handled by a lawyer. On average 70 per cent of NOPs result in a request for hearing before REC. In 2024, PEO received 35 requests for hearings, and eight NOPs were closed for non-response. In 2025, PEO received 132 requests for hearings, a nearly four-fold increase from 2024 (see Figure 7).

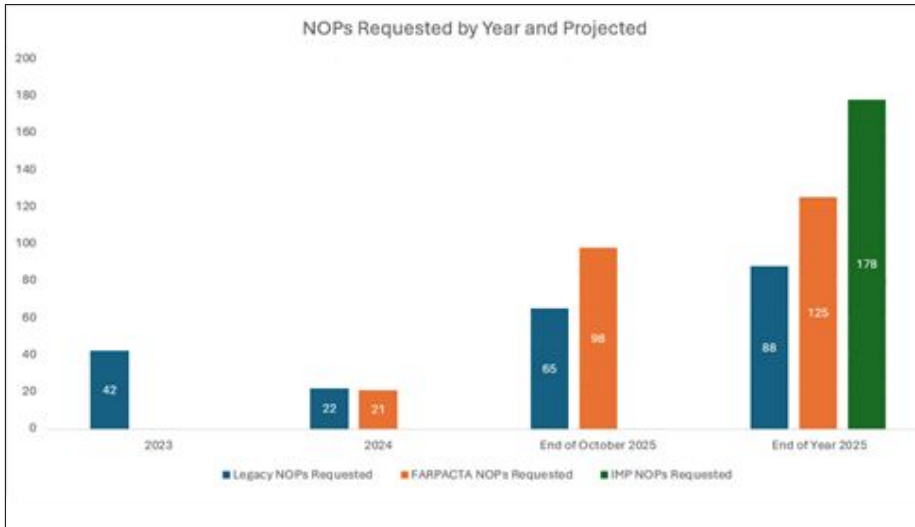


Figure 5: NOPs Requested by Year and Projected

NOPs requested for FARPACTA, legacy and the IMP Project matters resulted in a nine-fold increase from 2024.

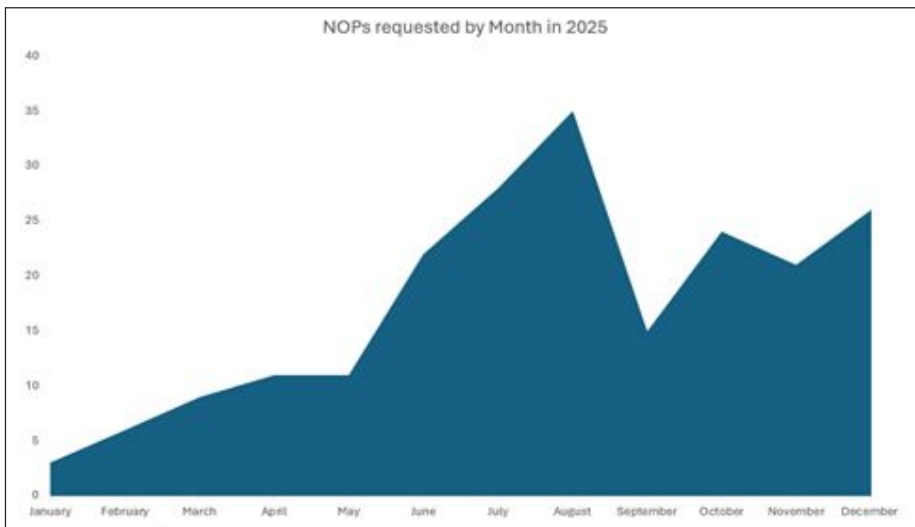


Figure 6: NOPs Requested by Month

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

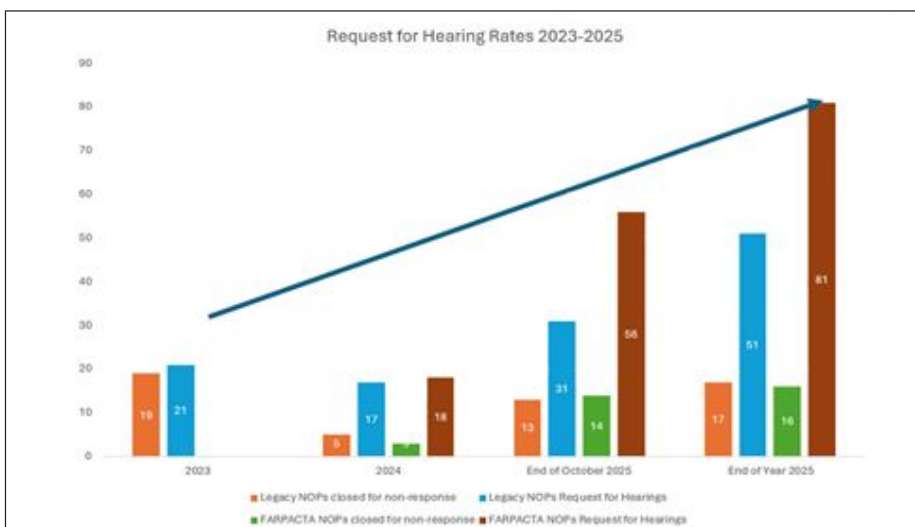


Figure 7: Request for Hearing Rates 2023–2025

We have seen a four-fold increase in the number of requests for a hearing compared to 2024.

## OPERATIONAL

### Finance

For the 11 months ending November 30, 2025, total revenues amounted to \$34.5 million, while total expenses were \$33.7 million, resulting in an excess of expenses over revenue of \$834,261, as shown in Table 6.

Total revenues were \$865,494 higher than we predicted in the 2025 budget. This favourable variance is primarily due to better-than-expected investment returns and higher-than-planned volume of examination and registration fees.

Total expenses were \$911,990 less than predicted in our 2025 budget. This variance is primarily driven by lower-than-budgeted spending

across several areas, including computer and telephone, professional development, Council special projects and strategic initiatives projects.

Accordingly, the excess of revenue over expenses was favourable to budget by \$1,777,485.

Table 7 shows cash of approximately \$5.3 million and an investment portfolio of approximately \$37.4 million as of November 30, 2025, compared to cash of \$7 million and an investment portfolio of \$35.3 million as of November 30, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
<b>TOTAL REVENUES</b>	<b>\$34,489,199</b>	<b>\$33,623,704</b>	<b>\$865,494</b>
Operations expenses	\$32,545,995	\$32,564,149	\$18,155
Sp. projects and strategic plan exp	\$1,108,944	\$2,002,779	\$893,836
<b>TOTAL EXPENSES</b>	<b>\$33,654,939</b>	<b>\$34,566,928</b>	<b>\$911,990</b>
<b>EXCESS/(DEFICIT) OF REV OVER EXP</b>	<b>\$834,261</b>	<b>(\$943,224)</b>	<b>\$1,777,485</b>

Table 6: Revenue and Expenses as of November 30, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	\$5,333,362	\$7,042,804	(\$1,709,442)
Other current assets	\$1,010,483	\$768,169	\$242,314
Marketable securities	\$37,421,894	\$35,258,426	\$2,163,468
Capital assets	\$24,904,328	\$26,043,235	(\$1,138,907)
<b>TOTAL ASSETS</b>	<b>\$68,670,067</b>	<b>\$69,112,635</b>	<b>(\$442,568)</b>
Current liabilities	\$14,778,895	\$14,195,979	\$582,916
Employee future benefits	\$8,428,500	\$12,061,100	(\$3,632,600)
Net assets	\$45,462,672	\$42,855,556	\$2,607,116
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$68,670,067</b>	<b>\$69,112,635</b>	<b>(\$442,568)</b>

Table 7: Assets and Liabilities as of November 30, 2025

**Remissions and Resignations**

As of November 30, 2025, the data in Table 8 shows that the estimated total number of P.Engs in fee remission was approximately 13,783 compared to 13,264 as of the same period in 2024. The number of resignations as of November 30, 2025, was estimated to be 905 compared to 1231 resignations as of November 30, 2024. Overall, the estimated total number of P.Engs as of November 30, 2025, was 91,122 compared to 88,002 reported on November 30, 2024.



	YTD NOV. 2025	YTD NOV. 2024
<b>Members seeking remission</b>	<b>2847</b>	<b>3118</b>
<b>Total members in fees remission</b>	<b>13,783</b>	<b>13,264</b>
<b>Members resigned</b>	<b>905</b>	<b>1231</b>
<b>Total P.Engs</b>	<b>91,122</b>	<b>88,002</b>

Table 8: Estimated Remissions and Resignations as of November 30, 2025

**Customer Service**

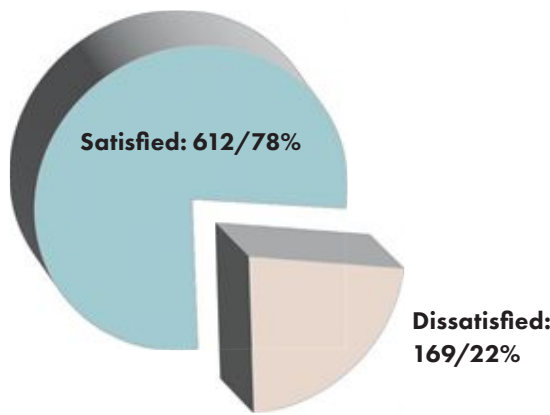
In 2026, PEO plans to enhance its customer service model by implementing improved dashboards to advance our data-driven approach to service improvements and elevate our customer service staff training program.

The Customer Service team continues to receive positive feedback. The 2025 customer satisfaction score is 7.3 out of 10 (n=781) with strong ratings for issue resolution and inquiry response times (see Figure 8). We continue to review and integrate customer feedback to improve our programs, services and self-support options. Notably, customer feedback helped inform improvements to our portal

login experience in 2025, which successfully reduced the total number of technical support inquiries received by over 30 per cent.

From January to December 2025, the Level 1 Customer Service team managed 22,247 inquiries. Furthermore, the team continues to maintain their first-contact resolution rate (see Table 9), where over 90 per cent of inquiries are resolved without escalation to Level 2 Specialized Support teams.

**Was the user satisfied with PEO’s response time?**



**Was the issue resolved to the user’s satisfaction?**

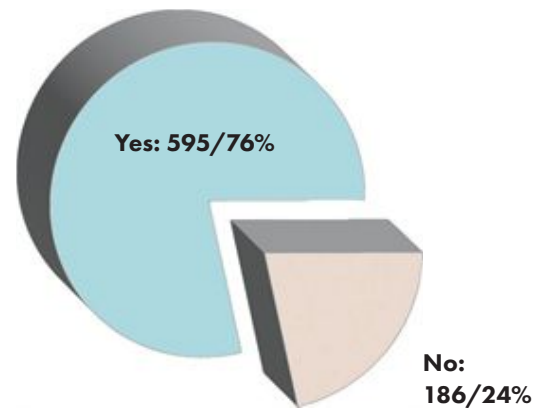


Figure 8: 2025 Level 1 Customer Experience Survey Feedback

**2025 Level One Customer Service Delivery Overview**

Mode	Inquiries by Mode
Emails	16,437
Phone Calls	5462
Other	348

**94%**

Resolution rate of Level 1 Customer Service

Level 1 First-Contact Resolution Rate
Level 1 resolution rate = 94% (20,802/22,247)
Level 1 resolution rate by most common topics:
Technical Support Inquiries = 98% (8922/9099)
PEAK Inquiries = 99% (8196/8286)
FARPACTA Inquiries = 75% (1775/2363)

Table 9: 2025 Level 1 Customer Service Delivery

**Volunteer Engagement Chapters**

In June 2025, PEO’s Volunteer Engagement team launched a new Chapter Procedure Manual. This is a valuable tool to guide our 600+ local chapter volunteers in the work they do to support and promote PEO’s regulatory mandate. To continuously improve and streamline operations across the chapter network, chapter volunteers participated in nine virtual sessions and provided over 100 pieces of meaningful feedback on the manual as part of our co-designed approach to support both chapter volunteers and local licence holders in their engagement with the 36 chapters. The next iteration of the manual, developed with input from chapters, is scheduled to be launched later in 2026.

**Volunteer Recognition**

PEO continues to recognize the valuable contributions of committee members and chapter volunteers. In 2025, the Volunteer Engagement team launched a new program to recognize the efforts of committee and chapter chairs at the end of their terms. As appreciation of their guidance and stewardship in their respective roles, chairs will receive a physical token of appreciation to symbolically mark the culmination of their leadership role.



Volunteer Rakesh Shreewastav (right) was recently recognized at the end of his term as chair of the Order of Honour Selection Committee. Standing with him is Rob Dmochewicz, lead, events management and volunteer recognition.

**External Relations**

**Government Relations**

The province has published a proposal and draft regulation under the *Ontario Free Trade and Mobility Act, 2025* concerning the mutual recognition of goods and services from reciprocating Canadian jurisdictions. Last year, provincial labour mobility changes in the form of “as of right” rules dealt with individuals licensed out of province. This draft regulation deals with authorizations to provide services and relates to our certificate of authorization (C of A) program. PEO’s External Relations team communicated to government that PEO’s current transfer process for C of A applicants already meets or exceeds the requirements of the draft regulation ([see Appendix B](#)).

The Ministry of Municipal Affairs and Housing sought our position on whether we would recommend the government proceed with a regulation that potentially limits various pre-construction studies, particularly wind studies. We stressed that public safety is best protected when professional engineers retain responsibility for assessing risk and determining the need for specialized studies, in accordance with their ethical obligations. Being too prescriptive or proscriptive risks displacing that judgment and blurring accountability for technical decisions. We support a regulatory framework that reinforces professional responsibility and judgment.

**Regulation Changes (2023–2025)**

[Appendix C](#) provides an overview of the regulation changes implemented during the course of our 2023–2025 Strategic Plan. These updates highlight the substantial progress achieved since 2023 and reflect our ongoing commitment to strengthening regulatory practices and enhancing public safety.



**Government Liaison Program**

Further to the direction provided by Council at its November 2025 meeting, a virtual town hall meeting was held on January 26, during which Wellington Advocacy shared the new strategy for the Government Liaison Program (GLP) with chapter representatives. Changes to the GLP will strengthen governance, accountability and alignment with PEO’s regulatory mandate. This decision was informed by an independent audit of the GLP conducted by Wellington. Under the revised approach, all engagement with government and elected officials will be targeted, coordinated and tracked.

**Advisory Groups**

The External Relations team continues to incorporate the use of advisory groups in our outreach efforts to increase engagement with a diverse collection of stakeholders. Members of these groups provide feedback on specific policy options brought forward by staff and help to identify potential policy gaps or challenges as well as the key stakeholders with whom we should engage.

Recruitment is underway to renew our Strategic Stakeholder Advisory Group (SSAG). The inaugural group launched in May 2024 with a two-year term for its members. As part of the recruitment process, we are encouraging applications from all backgrounds, including but not limited to lived experience of underrepresented communities as well as diverse opinions and backgrounds that reflect the engineering community, to support the SSAG in delivering on strategic priorities. Similarly, we are recruiting for additional members of our Employer Advisory Group, which was established in June 2025.

**Pre-licensing Outreach**

We continue to seek out opportunities to connect with groups interested in PEO’s licensure process and related programs, including engineering employers, chapter executives, university faculty members, newcomer and settlement agencies, applicants for licensure, engineering students and student organizations and other groups with ties to the engineering profession. In 2025, staff participated in nearly 140 pre-licensing outreach initiatives, including 80 engineering experience presentations, that reached approximately 9000 stakeholders.

140

**Pre-licensing outreach initiatives that staff participated in in 2025**

**Anti-Racism and Equity Code**

PEO continues to advance 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**

Internal and external training sessions were delivered to strengthen awareness and competency across key EDI themes. Internally, we hosted two sessions on unconscious bias. Externally, we hosted three sessions on advancing allyships.

A new PEAK module, Foundations of Inclusive Engineering, launched in January and focuses on inclusion in the engineering profession.

**Policy and Measurement**

As of late January, membership demographic data has been collected from 8609 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 and pivotal role in Engineers Canada’s CEO Inclusivity Taskforce. We are in the process of finalizing our national action plan, which will determine how we move forward as regulators and who will lead which piece of work and provide clarity around roles and expectations.

**Engagement and Communications**

We have hired Warrior Engineers to support our Indigenous engagement commitments on an ongoing basis. As their first task, they completed a review of PEO’s Anti-Workplace Violence, Harassment and Discrimination Policy.

Internally, culture and engagement activities play a pivotal role in strengthening inclusion. In October, 18 staff members gathered with the CEO/registrar to discuss what is meant by “inclusion,” as part of the final “Breakfast of Champions” roundtable of 2025. Additionally, the 2025 employee engagement survey results showed an inclusion rating of 82 per cent, an eight-point increase from the previous year.

## Communications

### Social Media

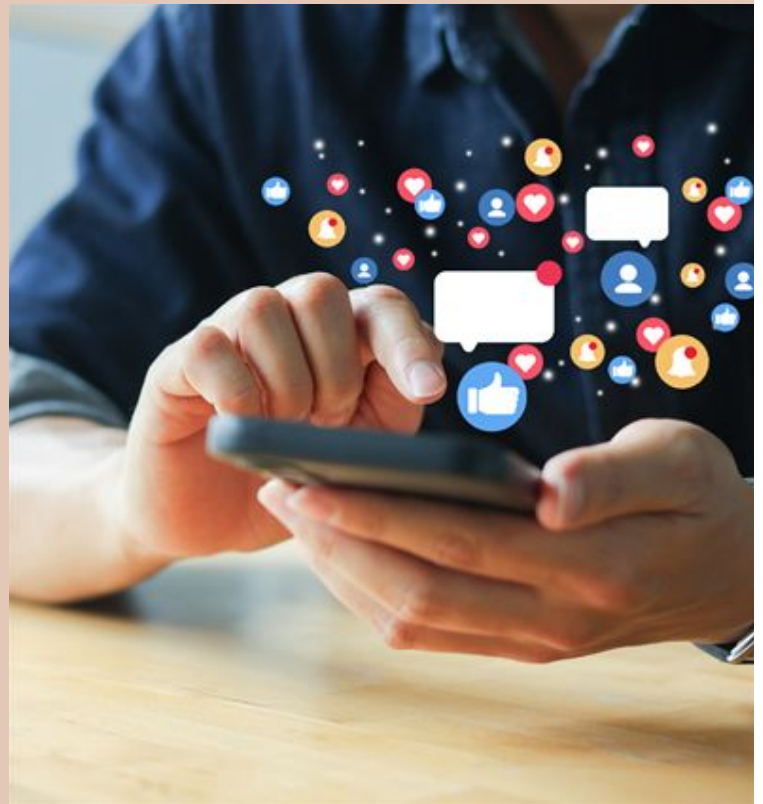
PEO's social media performance since 2023 shows steady year-over-year growth in both follower count and engagement, indicating that PEO's content is increasingly resonating with audiences ([see Appendix D](#)).

Follower growth reflects the expansion of our audience across platforms, with strong performance on LinkedIn. PEO's LinkedIn following has increased from 53,317 in 2023 to 72,406 in 2025, representing more than 35 per cent growth in two years.

Post engagement rate assesses audience interaction with social media content (measured through shares, comments, reposts and reactions) relative to the number of times it is displayed in users' feeds (impressions). PEO's average engagement rate continued its upward trend, increasing from 3.10 per cent in 2023 to 3.59 per cent in 2024, and reaching 5.05 per cent in 2025, more than doubling nonprofit (2.16 per cent) and government (2.26 per cent) industry benchmarks.

Total post impressions have remained strong with 1,999,725 impressions in 2023, increasing to 2,263,073 in 2024, and remaining high at 2,047,751 in 2025.

PEO's LinkedIn performance was achieved almost entirely by organic content, demonstrating strong resonance without paid promotion. These insights help inform PEO's communication strategy and decision-making and ensure digital channels and content remain aligned with audience needs and organizational priorities.



APPENDIX A



Professional Engineers  
Ontario

# PUBLIC CONFIDENCE RESEARCH REPORT - DRAFT

OCTOBER 28, 2025

**ENVIRONICS**  
RESEARCH



# Context

## Why this research now?



### Major transformation is underway

As Professional Engineers Ontario (PEO) works to fulfill its role as a modern regulator of the engineering profession it is navigating a period of significant transformation.



### Transparency is front and center

PEO created an External Relations department and expanded its Communications, Policy & Governance, signaling a renewed commitment to transparency, accountability and responsiveness.



### Public insight is the next step

Public confidence research can show PEO where it stands in the eyes of the public and provide insights to shape its path forward as a modern, credible, and trusted regulator.

# Objectives

## Benchmarking confidence in PEO across stakeholders



**Establish a baseline** of public confidence, existing perceptions, and expectations of PEO.



**Identify key factors** influencing trust in PEO as a regulator of the engineering profession.



**Understand key audiences** and how to define 'the public' as it relates to PEO and its mandate.



**Explore variation** in confidence levels across different stakeholder groups.



**Monitor shifts** in public confidence and reputation over time, using this research as a starting point.



**Gain insights** to inform engagement strategies, strengthen communications, and guide future research.

# Methodology

## Part 1: Quantitative Approach

To engage the general public and assess their awareness and perceptions of PEO, Environics conducted an online survey of 1,048 Ontarians.

**Target Sample:** Ontarians aged 18+ were recruited through an online panel to complete the 10-minute online survey. Licensed engineers were excluded from the survey to get a more accurate picture of general public perceptions. Quotas were set by age, gender, and region using 2021 Ontario census data. Regions within Ontario were defined by PEO. Final data were weighted to ensure the sample composition represents the actual Ontario population.

**Data Collection:** Field dates were from September 23 to October 2, 2025.

*Note: Unless otherwise specified, questions were asked of the total sample.*

Ontario / PEO Region	Unweighted Counts	Weighted Counts
Eastern	125	128
East Central	219	220
West Central	340	333
Western	300	304
Northern	64	63
Total	1,048	1,048

# Methodology

## Part 2: Qualitative Approaches

To engage other key stakeholders identified by PEO, Environics conducted 21 in-depth interviews and 2 online focus groups.

**Target Sample:**

1. Employers of engineers and municipal representatives in Ontario
2. Current engineering students (future engineers) at Ontario schools

**Recruitment:** Environics emailed employers, municipalities, and engineering student associations on behalf of PEO inviting them to participate in interviews and focus groups.

**Data Collection:** All engagement activities were conducted online. Interviews were conducted with employers and municipalities from August 28 to October 10, 2025. Focus groups with students were conducted via Zoom on September 25, 2025.

Interview Participants	Counts
Municipal Representatives	10
Employers of Engineers	11
Total	21

Focus Group Participants	Counts
Group 1 – Students	5
Group 2 – Students	8
Total	13

# KEY INSIGHTS

1

## **PEO is under the radar – it is trusted but not well known.**

Among most stakeholders, PEO is seen to maintain a low profile. Most Ontarians and students have limited awareness and familiarity with the organization and many employers and municipalities do not hear from PEO very often (unless they are members of PEO). Members of the general public prioritize key elements of PEO's mandate: ensuring that only qualified individuals are licensed to practice; that engineers comply with the relevant rules and regulations; and protecting the public interest. Those who are directly connected to the sector, employers and municipalities have more informed confidence in PEO.

2

## **PEO known for setting standards and qualifications; other functions are lesser known.**

Among those who know it, PEO is primarily recognized for setting standards and ensuring qualified engineers are licensed. It is lesser known for its complaints process, which is an area that could benefit from greater awareness. The organization is least associated with transparency and timeliness. Many engineering students are unfamiliar with the licensure process and have doubts about its ROI.

3

## **Stakeholders want to see PEO show up more visibly and collaboratively to shape the profession's future.**

Stakeholders broadly trust PEO's regulatory role but there is appetite for greater transparency, two-way communication, and evidence of leadership — particularly from municipalities, employers, and students. Some of these stakeholders have seen improvement in recent years but they think there is more work to be done for the organization to build strong relationships.

# Recommendations

1

## **Public.**

Raise awareness of the importance of engineering in public safety, when to complain, and where to get more information.

2

## **Students and other stakeholders.**

For students, promote the value of licensure. For municipalities and employers, work on CPD – clarify requirements, consult on training needs, and provide guidance if not training directly.

3

## **Buyers of Engineering Services.**

For buyers of engineering, consult and/or communicate about the applicable standards, monitoring, and enforcement – to build confidence.

# Key Takeaways from the General Public

1

## **Limited awareness and familiarity among the general public.**

Public awareness of PEO is low, most have not heard of PEO. Among those who are aware, familiarity is low to moderate suggesting the organization has low visibility among the public. Those who know PEO are most familiar with its role in setting standards and qualifications and least familiar with the complaints process. Less than two in ten Ontarians would know how to file a complaint with PEO if they needed to.

2

## **Those who know more about PEO are confident in the organization overall.**

Those who are most familiar with PEO have a high level of confidence in the organization overall – they trust that PEO is ensuring public safety by enforcing safe practices and codes and ensuring that only qualified engineers practice. They are most likely to describe PEO as an expert and least likely to describe PEO as timely.

3

## **Small minorities have had any interaction with PEO and interest in learning more is low.**

Checking PEO's website is the top interaction the public has had with PEO, but this is relatively uncommon. In general, only about one in ten say they are very interested in learning more about PEO. This passive interest indicates that if they know PEO is making decisions that protect the public interest, they can trust the organization to do its job.

# Key Takeaways from Municipalities & Employers

1

## **Importance of licensure varies and licensure is not always equated with competency in engineering**

These stakeholders have high awareness of PEO and generally trust PEO as a regulator. They think licensure is important for upholding the integrity of the profession and that PEO can play a more proactive role in this. However, the importance of licensure varies with stakeholders recognizing that not all jobs/tasks need to be done by a licensed engineer.

2

## **When issues arise, filing a complaint with PEO is often not the first course of action.**

Most participants either know how to file a complaint or feel confident that they could navigate the process if they needed to, however; filing formal complaints with PEO is typically not the first step taken. The PEO complaints process is seen as external, or a last resort. When issues arise, most employers and municipalities prefer to handle issues internally before taking it external.

3

## **Municipalities and employers want to see a stronger relationship model used by PEO .**

Although some stakeholders have noticed improvements in PEO's communications and relationship-building over the years, they still see room for improvement. Municipalities want to see more two-way communication, for example seeing PEO reach out to them more often. In general, municipalities and employers feel the organization could do a better job updating them on their plans for what's to come.

# Key Takeaways from Future Engineers

1

## **Moderate awareness among students, but low familiarity with what PEO does.**

Most students have heard of PEO in classes, at school events, from upper-year peers, and when researching co-op internships. Very few have heard of PEO outside of school. Few can describe what PEO does beyond licensing.

2

## **Mixed perceptions on licensure since it is often not seen as necessary for success.**

Many students see having a P.Eng license as valuable because of the career advantages, professional recognition, and a sense of fulfillment it brings. Meanwhile, students also have hesitations about a P.Eng license not always being a requirement in their field. Many are unfamiliar with the licensure process and have doubts about the ROI – many students are satisfied with being able to work in their field without holding a P.Eng license.

3

## **An evolving workplace culture that PEO has yet to fulfill its leadership role.**

Engineering workplace culture is seen as getting more collaborative and inclusive overall, while stereotypical attitudes linger in the more traditional fields. Students feel PEO sets standards in theory, but is not seen as a visible leader on inclusivity or culture.

4

## **Regular outreach and tangible value for students to care about getting involved.**

Students want regular and ongoing engagement from PEO. They urge clear and concrete value messaging and a transparent licensure process with useful resources.



January 23, 2026

Ministry of Economic Development, Job Creation, and Trade  
College Park, 21st Floor  
777 Bay St.  
Toronto, ON M5G 2E5

Sent via email to: [mutualrecognition@ontario.ca](mailto:mutualrecognition@ontario.ca)

**Re: Comments on Proposed Approach to Implementing Mutual Recognition under the *Ontario Free Trade and Mobility Act, 2025***

Regulation number: Consultation Draft  
Instrument type: Regulation - LGIC  
Act/Bill: Ontario Free Trade and Mobility Act, 2025 (OFTMA)  
Proposal number: 25-MEDJCT002

To Whom it May Concern,

Thank you for the opportunity to provide feedback on the proposed draft regulation to activate mutual recognition for goods and services in Ontario under the *Ontario Free Trade and Mobility Act, 2025* (OFTMA).

Under the *Professional Engineers Act* as overseen by the Ministry of the Attorney General, Professional Engineers Ontario (PEO) regulates the practice of engineering and governs the engineering profession to serve and protect the public interest. We do this by ensuring all professional engineers meet rigorous qualifications for licensing and that only properly qualified individuals practise engineering. PEO is also responsible for issuing certificates of authorization (C of As), as discussed below.

PEO fully supports the Government of Ontario's commitment to reducing barriers to enhance economic growth and workforce mobility. In fact, we launched a new application process in December 2025—the Canadian P.Eng. Mobility Application Process—that complies with the "As of Right" amendments to the *Ontario Labour Mobility Act, 2009* that became effective on January 1, 2026.

Our new mobility application process offers a faster, simpler pathway to a full P.Eng. licence in Ontario. Indeed, PEO will exceed the expectations set by Deemed Certification legislation by delivering decisions on a full P.Eng. licence within 10 business days for mobility applicants, provided an application is complete.

Similarly, the Province's proposed approach to implementing mutual recognition under the *Ontario Free Trade and Mobility Act, 2025*, is consistent with our current approach for issuing a C of A. C of As allow individuals and business entities to offer and provide professional engineering services directly to the public. They are distinct from a licence issued to individuals to practise professional engineering. Pursuant to the Act, C of A applicants, who need not themselves be licence holders, must designate a PEO licence holder (that is, a person licensed to practise in Ontario) to assume professional responsibility for the services provided. This is a condition of every C of A.



Professional Engineers  
Ontario

101-40 Sheppard Ave. W., Toronto, ON M2N 6K9  
T: 416 224-1100 800 339-3716 www.peo.on.ca  
Enforcement Hotline: 416 224-9528, ext. 1444

It seems apparent that our current C of A application process combined with our new Canadian P.Eng. Mobility Application process would put PEO in full compliance with the proposed regulation. Canadian P.Eng. mobility decisions are made within 10-business days while new C of A mobility application decisions (that is, for engineering businesses in other Canadian jurisdictions seeking to offer services to the public in Ontario) are made within five business days. There is an efficient and timely process in each instance, which also adheres to the timelines set out pursuant to the *Fair Access to Regulated Professions and Compulsory Trades Act*. Furthermore, mechanisms currently exist to deny applications, for instance when a prospective licence or C of A holder's past conduct raises questions of good character. Consequently, PEO does not anticipate any concerns with the Government's proposed approach.

We did want to note that paragraph 6(1)(a) of the draft regulation provides that the mutual recognition rule for services would not apply in respect of an authorization to provide a service in Ontario that is issued to a natural person. Under the *Professional Engineers Act*, a C of A is required in order for a natural person to provide public-facing professional engineering services in Ontario. Accordingly, we issue certificates to natural persons along with partnerships and corporations.

We remain committed to serving as a model for other regulators in reducing interprovincial barriers and welcome opportunities to discuss how enhancing the visibility and consistency of our current process can strengthen confidence in Ontario's regulatory systems while facilitating seamless labour mobility.

We would be happy to engage in further discussions with the government as desired.

Sincerely,

Gregory P. Wowchuk, P.Eng., FEC  
Chair  
Professional Engineers Ontario

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

**PEO Regulation Changes  
2023–2025**

The following table sets out amendments to regulations 941 (General) and 260/08 (Performance Standards) that were made between January 1, 2023, and December 31, 2025:

#	Amendment	Date of Council Resolution Directing Amendment	Date Amendment Came into Force
1	<i>Elimination of Canadian Experience Requirement</i>	March 31, 2023	November 1, 2025
2	<i>Tower Crane Practice Standard</i> <ul style="list-style-type: none"> <li>The Performance Standards regulation (260/08) amended to reference updated Tower Crane Practice Standard.</li> </ul>	September 27, 2024	December 13, 2024
3	<i>Director Accountability Framework</i> <ul style="list-style-type: none"> <li>Addition of Election Eligibility Criteria and Councillor Disqualification Conditions (including reference to the Councillor Code of Conduct)</li> </ul>	September 27, 2024	May 15, 2025
4	<i>Establishment of EIT 2.0 Program</i> <ul style="list-style-type: none"> <li>Pending</li> </ul>	June 20, 2025	TBD
5	<i>FARPACTA and Application Assessment Timelines</i> <ul style="list-style-type: none"> <li>Frontloaded NPPE</li> <li>Optional referral of limited licence application to the Academic Requirements Committee</li> </ul>	June 20, 2025	October 24, 2025
6	<i>Obligation to Cooperate</i> <ul style="list-style-type: none"> <li>Establishes that a failure to co-operate in an investigation under the Act or to reply promptly and completely to PEO are acts of professional misconduct.</li> <li>Pending</li> </ul>	September 26, 2025	TBD
7	<i>Time-Based Experience</i> <ul style="list-style-type: none"> <li>Changes the requirement for time-based experience from 48 months to 24.</li> <li>Pending</li> </ul>	November 28, 2025	TBD
8	<i>Establishment of Fitness to Practise Program</i> <ul style="list-style-type: none"> <li>Pending</li> </ul>	November 28, 2025	TBD

# Key Performance Indicators (KPI)



Follower growth rate



Engagement rate

Engagement rate =  
(clicks + reactions + shares + comments) / impressions

# Follower growth (Jan 2023 – Dec 2025)

---



## LinkedIn

2025: 72,406  
2024: 64,702  
2023: 53,317

**+ 35.8%**



## Facebook

2025: 4,998  
2024: 4,816  
2023: 4,519

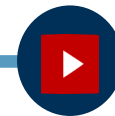
**+ 10.6%**



## X (Twitter)

2025: 4,246  
2024: 4,278  
2023: 4,183

**+ 1.5%**



## YouTube

2025: 3,035  
2024: 2,626  
2023: 2,039

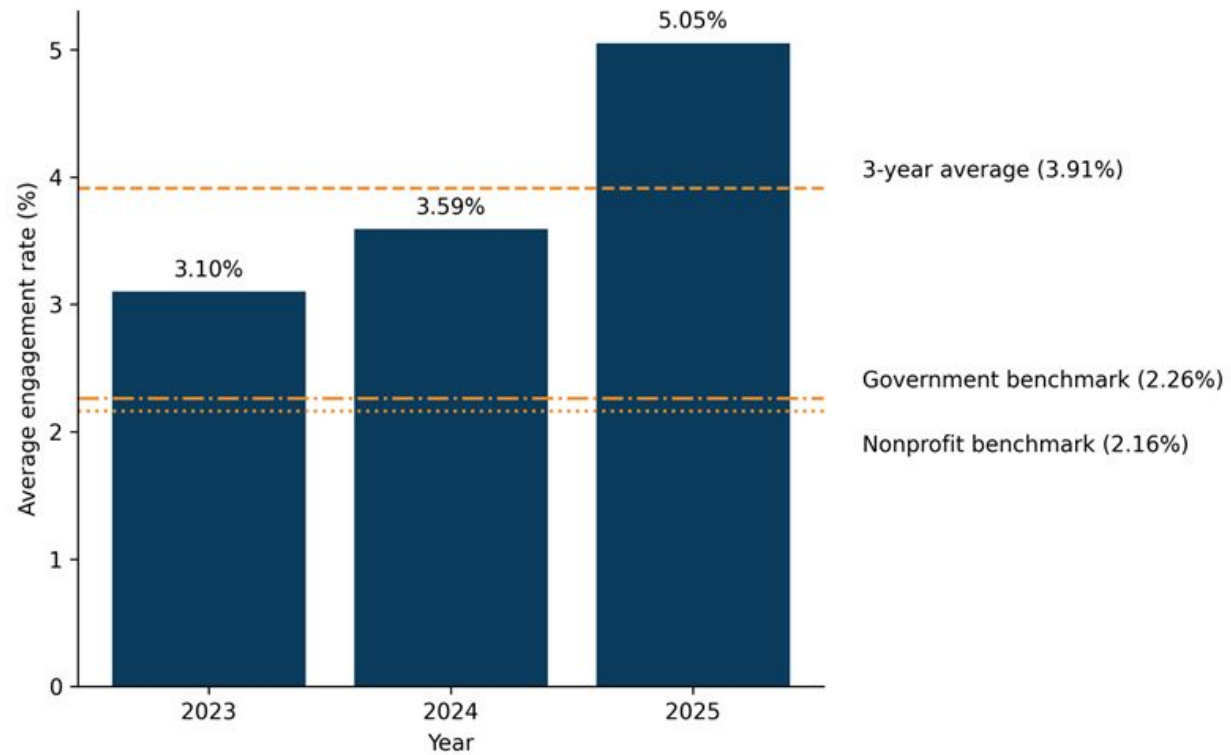
**+ 48.8%**

# Industry benchmarks

Jan 1 – Dec 31, 2025	Nonprofit *	Government *	PEO performance
Post engagement rate	2.16%	2.26%	5.05%
Audience growth rate	2.53% new followers	4.98% new followers	11.84% new followers
Posting frequency	0.31 posts/day	0.36 posts/day	1.36 posts/day
Page impressions	124,998 impressions	327,032 impressions	2,087,907 impressions

\* Source: Hootsuite Analytics

# Post Engagement

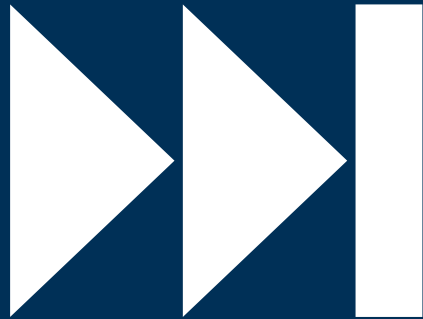


# Average Engagement Rate by Category

Category	Jan – Dec 2024	Jan – Dec 2025
Complaints and Unlicensed Practice	3.03%	3.75%
Council	2.82%	3.28%
Engineering Dimensions	3.56%	5.51%
Events	4.61%	7.28%
Licensing	3.66%	4.08%
Opportunity	3.61%	4.87%
PEAK	3.80%	4.78%
Portal	2.31%	2.28%
Practice Advice Resources and Guidelines	2.86%	9.34%
Public Protection	3.84%	4.36%
Volunteer Recognition	4.13%	4.68%

# Looking Ahead

---



- Prioritize high-engagement content
- Strengthen executive amplification
- Enhance planning and alignment
- Improve accessibility and clarity
- Leverage analytics to guide choices
- Adapt to platform changes

**Summary Report to Council of Governance and Nominating Committee (GNC) Activity  
February 20, 2026**

**Committee Meeting Date:** February 3, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Internal Communication Policy/Protocol	The committee reviewed the proposed draft Internal Communication Policy/Protocol drafted to establish clear and consistent protocols for communication amongst councillors. There was discussion and feedback in the areas of principles, purpose, application, authority and collection decision-making, formal communication channels, and communication between meetings.	Staff	Incorporate feedback and review at next GNC meeting.	Continue	No
Annual Review of the Governance Scorecard	The committee reviewed the proposed changes to the indicators reported to Council in the PEO Corporate Strategic Scorecard to support the governance oversight of PEO operations.	Staff	Recommendation to Council for approval on Feb 20, 2026.	Continue	Yes
2026 Annual General Meeting: Member Submissions Guide	The GNC considered changes to the most recent version of the <i>Guide for Member Submissions at the Annual General Meeting</i> which includes minor changes to submission instructions.	Staff	Recommendation to Council for approval on Feb 20, 2026.	Continue	Yes
Nomination Process for Appointments to Engineers Canada Committees	The committee reviewed the step-by-step process for nominating and appointing Ontario Representatives to Engineers Canada committees that require Council's approval which include the Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualification Board (CEQB).	Staff	Recommendation to Council for approval on Feb 20, 2026.	Continue	Yes

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
2026-2030 Strategic Plan: Election System Roadmap	<p>The committee received an update on the proposed Year 1 approach for the review of PEO’s Council election system</p> <p>The Committee provided feedback which is intended to examine PEO’s election system.</p>	Staff	This strategic initiative will be added to the GNC workplan for the 2026/2027 Council term.	Continue	No
Statutory Committee Recruitment and Evaluation Matrix	<p>The committee received an update related to the proposed Statutory Committee Recruitment and Evaluation Matrix to ensure consistent, competency-based and inclusive appointments.</p> <p>The matrix is currently under development. Staff are engaging with statutory committee chairs and staff leads to identify core as well as committee-specific competencies tied to each committee’s mandate.</p>	Staff	GNC’s March meeting for a recommendation to Council.	Continue	No

**Next Committee Meeting:** March 10, 2026

## Decision Note – 2026 PEO Corporate Strategic Scorecard Review

<b>Item No.</b>	C-575-4.1
<b>Purpose</b>	To review the proposed changes to the indicators reported to Council in the PEO Corporate Strategic Scorecard to support the governance oversight of PEO operations.
<b>Strategic/Regulatory Focus</b>	Governance improvement
<b>Motion Proposed to Council</b>	That Council accepts the proposed changes to the indicators reported to Council in the PEO Corporate Strategic Scorecard as presented at C-575-4.1, Appendix A.  <i>[Requires a simple majority of votes cast to carry]</i>
<b>Attachments</b>	Appendix A – Proposed Changes to the 2026 PEO Corporate Strategic Scorecard

### Summary

In support of ongoing governance improvement and following from the second year of PEO’s Corporate Strategic Scorecard, a draft of the 2026 scorecard, including proposed changes to the indicator list, is brought forward for review by the GNC.

### Public Interest Rationale

The PEO Corporate Strategic Scorecard supports governance oversight of PEO and demonstrates attainment of quantifiable outcomes based on operational activities.

### Background

In alignment with PEO’s 2023-2025 Strategic Plan, the PEO Council Governance Scorecard was unanimously approved by Council at its November 2023 meeting as part of PEO’s strategic goal of implementing a continuous governance improvement program.

The PEO Corporate Strategic Scorecard supports the governance oversight of PEO operations by reporting on PEO’s organizational health. The scorecard is comprised of qualitative indicators aligned to PEO’s core functions which measure organizational performance and the outcomes of operational activities. It is also aligned to the current 2026-2030 Strategic Plan. The Council indicators are published in advance of each Council meeting and provide ongoing reporting to Council, the PEO leadership team, and the public.

The scorecard was first implemented in 2024 and in support of transparency and continuous governance improvement, the list of indicators for inclusion in the 2026 scorecard is presented for review by the GNC.

### Considerations

Staff are recommending twelve indicators for the 2026 scorecard, ten of which are maintained from the 2025 scorecard. A draft 2026 scorecard is provided in **Appendix A – Proposed Changes to the 2026 PEO Corporate Strategic Scorecard**.

The following changes are proposed for the 2026 scorecard:

#### Indicators proposed for removal (2):

**A. Updated Standards and Guidelines indicator**

- i. Staff surpassed the 2025 target by reviewing all standards, guidelines, and policies in 2025, exceeding the five planned reviews for the year. Staff's Guidelines and Standards Report was presented to Council in September 2025, and all recommendations were approved, including the prioritization of the review of the Code of Ethics before the remaining guidelines are revised.
- ii. This indicator will continue to be reported internally and to Council via the Regulatory Policy and Legislative Committee and CEO/Registrar's report as needed

**B. 30 by 30 Licensure Rate indicator**

- i. While the current CEO/Registrar continues to license more women engineers per year than past PEO Registrars, PEO cannot directly control who applies for licensure.
- ii. The 30 by 30 initiative will continue to be reported internally and through the CEO/Registrar's Report and Engineering Dimensions.

**Indicators proposed to be added (2):**

**C. Licensed Practice Complaint Resolution Time within Target indicator**

- i. This indicator supports PEO's public safety mandate by providing timeframes, targets, and thresholds for when the decision on a complaint (s.24) filed against a PEO licence or Certificate of Authorization (CoA) holder is made and distributed.
  - a. **Definition:** The complaint resolution time measures the end-to-end activities completed by PEO staff, the Complaints Committee (CoC), the complainant, the respondent, and external experts from the date a complaint was filed to the date the signed decision was dispatched.
- ii. Additional statistics on complaints (s.24) will be provided on an ongoing basis in the CEO/Registrar's Report.

**D. Unlicensed Practice Enforcement Resolution Time with Target – Reduced Risk Cases indicator**

- i. This indicator supports PEO's public safety mandate by providing timeframes, targets, and thresholds for when an unlicensed practice enforcement case with a reduced risk rating is concluded.
  1. **Definition:** The enforcement resolution time measures the end-to-end activities to investigate, review, seek compliance if appropriate, and conclude a reduced risk unlicensed practice enforcement case against an individual or company who is providing engineering services or claiming to be a licensed engineer in Ontario without a PEO licence. Reduced risk cases are typically comprised of title violations, company name violations, and business name challenges.
- ii. Additional statistics on unlicensed practice enforcement cases will be provided on an ongoing basis in the CEO/Registrar's Report.

**Indicators proposed to be maintained (10):**

**E. Indicators to be maintained from the 2025 scorecard:**

1. Acknowledgement of Complete Application within Target – P.Eng. and Limited Licence
2. Registration Decisions within Target – P.Eng. and Limited Licence
3. Registration Decisions within Target – Canadian P.Eng. Mobility
4. Mandatory PEAK Compliance Rate
5. Strategic Initiative Completion
6. Year-to-Date Budget Revenue and Spend Variance
7. Days Cash on Hand
8. Customer Service Experience Rating
9. Employee Engagement Rate
10. Staff Turnover

**Recommendation:**

That Council approves the proposed changes to the indicators reported to Council for the PEO Corporate Strategic Scorecard as presented at its February 20, 2026 meeting.

**Next Steps:**

1. Pending Council's acceptance, updates to be provided via the CEO/Registrar's report as of March 2026

**Prepared By:** Program Management Office

## Proposed Changes to 2026 PEO Corporate Strategic Scorecard

C-575-4.1 Appendix A
-------------------------

In support of ongoing governance improvement and following from the second year of PEO’s Corporate Strategic Scorecard, a draft of the 2026 scorecard, including proposed changes to the indicator list, is brought forward for review.

For 2026, staff are recommending twelve Council indicators, ten of which are maintained from the 2025 scorecard.

**Legend:**

- a) The indicators which are **currently** reported to Council are labeled with a (C)
- b) The indicators required under FARPACTA legislation are labeled with an (F)
- c) The indicators **highlighted in green** would become new Council indicators if accepted by Council
- d) The indicators **highlighted in red** would be removed as Council indicators if accepted by Council
- e) The desired direction for indicators with a double arrow (↔) is to sustain its performance

**Draft 2026 PEO Corporate Strategic Scorecard:**

Indicator Name	Operational Definition	Category	Desired Direction	2026 Target	2026 Threshold	2025 Value
<b>Acknowledgment of Complete Applications Within Target (C), (F)</b>	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%	99.8%  (2,038/2,042)
<b>Registration Decisions Within Target – P.Eng. and Limited Licence (C), (F)</b>	The number of P.Eng. and Limited Licence applications for who a registration decision is made within the 90 days divided by all registration decisions made during the reporting period.	Regulatory Operations	↑	90%	80%	98.8%  (679/687)
<b>Registration Decisions Within Target – Canadian P.Eng. Mobility (C), (F)</b>	The number of Canadian P.Eng. Mobility applications for who a registration decision is made within 10 business days divided by all registration decisions made during the reporting period.	Regulatory Operations	↑	100%	90%	100%  (1,256/1,256)
<b>Mandatory PEAK Compliance Rate (C)</b>	The compliance rate, in 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 at the end of the reporting period. The PEAK program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	↑	85%	75%	91%  (64,501 /70,981)
<b>Licensed Practice Complaint Resolution Time within Target</b>	The number of complaints (s.24) filed against PEO licence and Certificate of Authorization holders disposed of within 676 days divided by the total number of disposed licensed practice complaints during the reporting period.  The complaint resolution time captures all end-to-end activities completed by PEO	Regulatory Operations	↑	75%	65%	83%  (77/93 within 712 days)

Indicator Name	Operational Definition	Category	Desired Direction	2026 Target	2026 Threshold	2025 Value
	staff, the Complaints Committee, the complainant, the respondent, and external experts from the date a complaint was filed to the date the signed decision was dispatched.					
<b>Unlicensed Practice Enforcement Resolution Time with Target – Reduced Risk Cases</b>	<p>The number unlicensed practice enforcement cases (s.39) filed against individuals or entities who provide engineering services without a PEO licence with a reduced risk level disposed of within 90 days divided by the total number of disposed reduced risk cases during the reporting period.</p> <p>The enforcement resolution time captures the end-to-end activities completed on a case from the date it was filed to the date the signed decision was dispatched.</p> <p>Reduced risk cases typically pertain to title violations, company name violations, and business name challenges.</p>	Regulatory Operations	↑	80%	70%	91%  (248/273 within 90 days)
<b>30 by 30 Licensure Rate (C)</b>	The number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers at the end of the reporting period.	Policy	↑	30%	20.5%	20.1%  (915/4,550)
<b>Updated Standards and Guidelines (C)</b>	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Policy	↑	80%	60%	100%  (5/5)
<b>Strategic Initiative Completion (C)</b>	The number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Finance and Corporate Services	↑	90%	80%	100%  (10/10)
<b>Year to Date Budget Revenue Variance (C)</b>	<p>The variation, in percent, of the actual year-to-date regulatory revenue (P.Eng. and Application, Registration, Exam, and Other Fees) compared to the year-to-date budget.</p> <p>A positive percentage indicates a favorable variance (better than planned). A negative variance indicates an unfavorable variance (worse than planned).</p>	Finance and Corporate Services	↑	Greater than -5.0%	Greater than -10.0%	<b>Nov 2025:</b> 2.57%  (\$865,494 /\$33,623,704)
<b>Year to Date Budget Spend Variance (C)</b>	<p>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.</p> <p>A positive percentage indicates a favorable variance (underspent). A negative variance indicates an unfavorable variance (overspent).</p>	Finance and Corporate Services	↑	Within 0.0% to 10.0%	Within 5.0% to 15.0%	<b>Nov 2025:</b> 3.67%  (\$1,282,603 /\$34,937,541)

Indicator Name	Operational Definition	Category	Desired Direction	2026 Target	2026 Threshold	2025 Value
<b>Days Cash on Hand (C)</b>	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 Corporate Services	↔	180	90	<b>Nov 2025:</b> 444  (\$42,755,256 / \$32,083,537)
<b>Customer Service Experience Rating (C)</b>	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 Corporate Services	↑	6.5	5.5	7.3  (781 ratings)
<b>Employee Engagement Rate (C)</b>	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management	↑	81.5%	76.5%	93.2%
<b>Staff Turnover (C)</b>	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	↑	15%	18%	2%  (3/140)
<b>Total Proposed Council Indicators</b>						<b>12</b>

## Decision Note – Nomination Process for Appointments to Engineers Canada Committees

<b>Item No.</b>	C-575-4.2
<b>Purpose</b>	To propose an updated nomination process for PEO appointments to the committees of Engineers Canada.
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion Proposed to Council</b>	That Council approves the <i>Nomination Process for Appointments to Engineers Canada Committees</i> as presented at C-575-4.2, Appendix A.  <i>[Requires a simple majority of votes cast to carry]</i>
<b>Attachments</b>	Appendix A: Draft Nomination Process for Appointments to Engineers Canada Committees Appendix B: Sections 6.9.3 and 6.10.3 (EC Board Policy Manual)

### Summary

In recent years, the nomination and appointment process for PEO members to Engineers Canada (EC) committees (including the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board - CEQB) has been inconsistent, with varying levels of PEO committees', PEO staff, and EC staff involvement. To ensure transparency, fairness, and clarity, a standardized process is proposed at **Appendix A**. The recommended process maintains Council oversight, respects EC's authority for final appointments, and aligns with sections 6.9.3 and 6.10.3 of EC's Board Policy Manual (**Appendix B**).

### Public Interest Rationale

A standardized and transparent nomination process ensures equal opportunity for all qualified PEO members to be considered for EC committee appointments, reinforcing fairness and accountability in governance.

### Background

EC requires that each of its member regulators nominate up to three candidates for vacant positions and forward the name(s) to EC for appointment. As it relates to PEO, all available documentation from the past 12 years indicates that Council approves the nominees, and multiple approaches have been used for CEAB and CEQB nominations:

- **CEQB 2014:** Staff short-listed a single candidate for Council approval;
- **CEAB 2018:** Expression of Interest (EOI) circulated to full membership; Human Resources Committee (now defunct and replaced by the Human Resources and Compensation Committee in 2021) short-listed a candidate for Council approval;
- **CEQB 2023:** Engineers Canada conducted an open call and shortlisted six candidates; Council approved two candidates for Engineers Canada's Nominations Committee consideration;
- **CEAB 2021 & 2024:** Council approved re-appointments for existing members.

Between 2014 and 2018, candidate pools ranged from existing PEO committee members to the full membership, with vetting conducted either by staff or the former Human Resources Committee. In 2023, due to staff turnover and the absence of a clear process, Engineers Canada staff managed a CEQB nomination by issuing the EOI, vetting and shortlisting candidates, and forwarding a shortlist to Council.

Since these varying practices have created inconsistencies and uncertainty regarding roles and responsibilities, a standardized approach is needed to:

- Clearly define the roles and decision-making authority of PEO and Engineers Canada;
- Ensure transparency and fairness in candidate selection; and
- Provide a consistent framework for all future CEAB and CEQB appointments.

### **Considerations**

The proposed process:

- Ensures broad awareness to potential candidates based on the skills, competencies, and role expectations outlined in the EOI package.
- Maintains Council's oversight role while respecting Engineers Canada's authority for final appointments;
- Aligns with Engineers Canada's Board Policy Manual and incorporates lessons from the 2023 CEQB process.

### **Stakeholder Engagement**

Throughout 2025 and early 2026, PEO staff consulted with Engineers Canada staff regarding the current appointment process, and they support the proposed *Nomination Process for Appointments to Engineers Canada Committees* as outlined at Appendix A.

### **Recommendation**

That Council approve the proposed *Nomination Process for Appointments to Engineers Canada Committees*.

### **Next Steps**

- Propose for Council approval at the February 2026 meeting
- Share the approved process with Engineers Canada staff for their awareness

**Prepared By:** Secretariat Team

## Appendix A: Nomination Process for Appointments to Engineers Canada Committees

This appendix outlines the step-by-step process for nominating and appointing Ontario representatives to Engineers Canada committees that require Council's approval, including Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB)

Step Number	Work Step / Activity Description	Responsibility
Step 1	<p><b>Vacancy Identified</b></p> <ul style="list-style-type: none"> <li>○ Engineers Canada notifies PEO of an upcoming vacancy or vacancies and provides the deadline for submission of a shortlist of candidates.</li> </ul>	Engineers Canada Staff
Step 2	<p><b>Development of Expression of Interest (EOI) Materials</b></p> <ul style="list-style-type: none"> <li>○ The EOI outlines skills, competencies, and role expectations and is sent to PEO.</li> </ul>	Engineers Canada Staff
Step 3	<p><b>Development of the Call for EOIs</b></p> <ul style="list-style-type: none"> <li>○ Preparation of the Call for EOI using the materials provided by Engineers Canada.</li> </ul>	PEO Staff
Step 4	<p><b>Issuance of EOI</b></p> <ul style="list-style-type: none"> <li>○ EOI issued to the full PEO membership.</li> </ul>	PEO Staff
Step 5	<p><b>Submission Period</b></p> <ul style="list-style-type: none"> <li>○ Period in which interested candidates submit applications to a dedicated email address or centralized portal.</li> </ul>	PEO Staff
Step 6	<p><b>Eligibility Screening</b></p> <ul style="list-style-type: none"> <li>○ Eligibility screening to confirm that applicants are members in good standing, (licence not suspended, cancelled, or revoked).</li> </ul>	PEO Staff
Step 7	<p><b>Vetting &amp; Shortlisting</b></p> <ul style="list-style-type: none"> <li>○ Vetting and shortlisting of candidates based on the competencies, profiles, and requirements outlined in the Engineers Canada EOI materials. At least three (3) candidates are shortlisted.</li> </ul>	Engineers Canada Staff
Step 8	<p><b>Approval of Shortlist</b></p> <ul style="list-style-type: none"> <li>○ Council considers and approves a shortlist of up to three (3) candidates.</li> </ul>	Council
Step 9	<p><b>Submission of Shortlist to Engineers Canada</b></p> <ul style="list-style-type: none"> <li>○ Submission of the Council-approved shortlist to Engineers Canada by the required deadline.</li> </ul>	PEO Staff
Step 10	<p><b>Review &amp; Final Appointment</b></p> <ul style="list-style-type: none"> <li>○ Review of shortlisted candidates and final appointment decision.</li> </ul>	Engineers Canada Nominations Committee and Board
Step 11	<p><b>Appointment Communicated</b></p> <ul style="list-style-type: none"> <li>○ Communication of the appointment decision to the selected candidate and to PEO, and update of internal records.</li> </ul>	Engineers Canada and PEO Staff

- e) Attending meetings of the Engineers Canada Board;
- f) Contributing to the development, implementation, and achievement of Engineers Canada's Strategic Plan;
- g) Being knowledgeable of and working to support the delivery of the work of the CEAB; and,
- h) Ensuring that members behave consistently with their own rules and those imposed upon them from the Engineers Canada Board including endeavoring to establish consensus on issues and objectives while maintaining a national perspective.

#### *B. Competencies*

To deliver on these responsibilities, the Chair should demonstrate the skills, knowledge, and abilities defined for all committee Chairs in Policy 6.1, *Board Committees and Task Forces*. In addition, the CEAB Chair must have a demonstrated in-depth knowledge of accreditation, and an understanding of the application of the CEAB's criteria and processes.

### **6.9.3 Process to appoint members to the CEAB**

#### *A. General requirements*

- (1) The Nominating Subcommittee shall ensure that Regulators have sufficient time to process potential candidate requests within their own jurisdictional policies and procedures.
- (2) The Nominating Subcommittee shall not consider, nor recommend to the Engineers Canada Board, any candidates who do not receive the support of their Regulator(s).
- (3) The procedures outlined below shall be followed in the order they are written.
- (4) All appointments to the CEAB shall be subject to the approval of the Engineers Canada Board.

#### *B. Nominating Subcommittee*

- (1) The Nominating Subcommittee of the CEAB shall consist of the Chair, Past Chair, and the two Director appointees. The senior Director appointee shall serve as chair of the Nominating Subcommittee.
- (2) The Director appointees shall have voting privileges on the Nominating Subcommittee. All candidates must receive majority support of Nominating Subcommittee. Any tied vote of the Nominating Subcommittee is a failed motion.
- (3) All information considered by the Nominating Subcommittee shall be kept confidential.

### *C. New appointments and vacancies*

- (1) The Nominating Subcommittee must always select from amongst the candidates approved by the Regulators, the candidate who, in the Nominating Subcommittee's opinion, would best fit the desired profile.
- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:

#### **a) Members from the regions**

- i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates who they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.

#### **b) Members at large**

- i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator shall be invited to submit the names of candidates it would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other relevant interest holders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where

the candidate is licensed and those Regulators shall be asked to identify which of those candidates they would support for the position.

*D. Vacancies*

- (1) In the event of a vacancy occurring on the CEAB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates provided by the Regulators and from those candidates who have received confirmation of support from their Regulators, which were compiled during the previous most recent nomination cycles for the position in question.
- (2) Where no list of previous candidates who have received the support of their Regulator exists for the vacated position, the Nominating Subcommittee shall follow the procedure for new appointments.
- (3) In the event of a vacancy, the candidate selected to fill the vacancy shall be appointed for an initial term, which shall end on June 30 three (3) or more years after the appointment.

*E. Reappointments*

- (1) When considering whether to recommend the reappointment of a current member for an additional term, the Nominating Subcommittee shall base its decision on the needs identified in the volunteer recruitment and succession plan, including the desired profile and the past performance of the member.
- (2) The secretariat shall contact all members who are eligible for re-appointment to ask if they are willing to serve for another term, if selected. This message shall explain the process for re-appointment and clearly state that members may or may not be renewed based on many considerations as outlined in the process.
- (3) The secretariat shall forward to the Nominating Subcommittee the names of all members who are interested in standing for re-appointment.
- (4) The Nominating Subcommittee shall consider the performance of each member interested in re-appointment against the profile established in the volunteer recruitment and succession plan and decide if the re-appointment is justified.
- (5) The Nominating Subcommittee shall distribute to all Regulators, annually, a list of the members licensed in their jurisdiction, and their current term. For those members whose terms are expiring and who are eligible for re-appointment, the Nominating Subcommittee shall also indicate if they are willing to serve and if the Nominating Subcommittee recommends re-appointment based on past performance.

- (6) For members-at-large, all Regulators where the individual is licensed shall be asked to confirm their good standing. For members from the region(s), the Regulator(s) shall be asked to indicate whether it would support the re-appointment of the individual to the position. The Regulator does not need to provide any reasons for its decision.
- (7) If Regulator support is not forthcoming, the member shall be informed that their term shall end without renewal and they shall be thanked for their service.
- (8) If the Regulator supports the re-appointment of a member from its region, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

#### **6.9.4 Process to appoint members to the CEAB Executive Committee**

- (1) The Engineers Canada Board shall approve all appointments to the CEAB Executive Committee.
- (2) Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.

##### *A. Nominating*

- (1) The Nominating Subcommittee shall be responsible for conducting the nominations and elections process for the position of Vice-Chair.
- (2) The Nominating Subcommittee shall, wherever possible, seek more than one candidate for the position of Vice-Chair.
- (3) The chair of the Nominating Subcommittee shall issue an invitation to all members of the CEAB to declare their willingness to be considered for election to position of Vice-Chair, not less than two (2) months prior to the date of elections.
- (4) Members willing to stand for election shall confirm their willingness and provide their Regulator's support in writing to the Nominating Subcommittee, not less than one (1) month prior to the date of election.
- (5) Where no declarations of willingness are received, the Nominating Subcommittee shall determine how to fill the position(s).
- (6) The names of all candidates for the position of Vice-Chair shall be distributed to the members of the CEAB at least two (2) weeks prior to the date of election.

##### *B. Elections*

- (1) Elections to the position of Vice-Chair shall be determined by secret ballot voting by the members of the CEAB. Voting may take place using in-person or electronic ballots.

- e) Being knowledgeable of and working to support the delivery of the work of the CEQB; and,
- f) Ensuring that members behave consistently with their own rules and those imposed upon them from the Engineers Canada Board including endeavoring to establish consensus on issues and objectives while maintaining a national perspective.

#### *B. Competencies*

To deliver on these responsibilities, the Chair should demonstrate the skills, knowledge, and abilities defined for all Committee Chairs in Policy 6.1, *Board Committees and Task Forces*. In addition, the CEQB Chair should have a demonstrated knowledge of engineering regulation and practice, and an understanding of the application of the CEQB's processes.

### **6.10.3 Process to appoint members to the CEQB**

#### *A. General requirements*

- (1) The Nominating Subcommittee shall ensure that Regulators have sufficient time to process potential candidate requests within their own jurisdictional policies and procedures.
- (2) The Nominating Subcommittee shall not consider, nor recommend to the Engineers Canada Board, any candidates who do not receive the support of their Regulator(s).
- (3) The procedures outlined below shall be followed in the order they are written.
- (4) All appointments to the CEQB shall be subject to the approval of the Engineers Canada Board.

#### *B. Nominating Subcommittee*

- (1) The Nominating Subcommittee of the CEQB shall consist of the Chair, Past Chair, and the two Director appointees. The senior Director appointee shall serve as Chair of the Nominating Subcommittee.
- (2) The Director appointees shall have voting privileges on the Nominating Subcommittee. All candidates must receive majority support of Nominating Subcommittee. Any tied vote of the Nominating Subcommittee is a failed motion.
- (3) All information considered by the Nominating Subcommittee shall be kept confidential.

#### *C. New appointments and vacancies*

- (1) The Nominating Subcommittee must always select from amongst the candidates approved by the Regulators, the candidate who, in the Nominating Subcommittee's opinion, would best fit the desired profile.
- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.

- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:

**a) Members from the regions**

- i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates whom they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.

**b) Members-at-large**

- i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator shall be invited to submit the names of candidates they would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other, relevant interest holders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed, and those Regulators shall be asked to identify which of those candidates they would support for the position.

*D. Vacancies*

- (1) In the event of a vacancy occurring on the CEQB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates

provided by the Regulators and from those candidates who have received confirmation of support from their Regulators, that were compiled during the previous most recent nomination cycles for the position in question.

- (2) Where no list of previous candidates who have received the support of their Regulator exists for the vacated position, the Nominating Subcommittee shall follow the procedure for new appointments.
- (3) In the event of a vacancy, the candidate selected to fill the vacancy shall be appointed for an initial term, which shall end on June 30 three (3) or more years after the appointment.

#### *E. Re-appointments*

- (1) When considering whether to recommend the re-appointment of a current member for an additional term, the Nominating Subcommittee shall base its decision on the needs identified in the volunteer recruitment and succession plan, including the desired profile and the past performance of the member.
- (2) The secretariat shall contact all members who are eligible for re-appointment to ask if they are willing to serve for another term, if selected. This message shall explain the process for re-appointment and clearly state that members may or may not be renewed based on many considerations as outlined in the process.
- (3) The secretariat shall forward to the Nominating Subcommittee the names of all members who are interested in standing for re-appointment.
- (4) The Nominating Subcommittee shall consider the performance of each member interested in re-appointment against the profile established in the volunteer recruitment and succession plan and decide if the re-appointment is justified.
- (5) The Nominating Subcommittee shall distribute to all Regulators, annually, a list of the members licensed in their jurisdiction, and their current term. For those members whose terms are expiring and who are eligible for re-appointment, the Nominating Subcommittee shall also indicate if they are willing to serve and if the Nominating Subcommittee recommends re-appointment based on past performance.
- (6) For members-at-large, all Regulators where the individual is licensed shall be asked to confirm their good standing. For members from the region(s), the Regulator(s) shall be asked to indicate whether it would support the re-appointment of the individual to the representative position. The Regulator does not need to provide any reasons for its decision.
- (7) If Regulator support is not forthcoming, the member shall be informed that their term shall end without renewal and they shall be thanked for their service.

- (8) If the Regulator supports the re-appointment of a member from its region, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

#### **6.10.4 Process to appoint members to the CEQB Executive Committee**

- (1) The Engineers Canada Board shall approve all appointments to the CEQB Executive Committee.
- (2) Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.

##### *A. Nominating*

- (1) The Nominating Subcommittee shall be responsible for conducting the nominations and elections process for the position of Vice-Chair.
- (2) The Nominating Subcommittee shall, wherever possible, seek more than one candidate for the position of Vice-Chair.
- (3) The Chair of the Nominating Subcommittee shall issue an invitation to all members of the CEQB to declare their willingness to be considered for election to position of Vice-Chair, not less than two (2) months prior to the date of elections.
- (4) Members willing to stand for election must confirm their willingness and provide their Regulator's support in writing to the Nominating Subcommittee, not less than one (1) month prior to the date of election.
- (5) Where no declarations of willingness are received, the Nominating Subcommittee shall determine how to fill the position(s).
- (6) The names of all candidates for the position of Vice-Chair shall be distributed to the members of the CEQB at least two (2) weeks prior to the date of election.

##### *B. Elections*

- (1) Elections to the position of Vice-Chair shall be determined by secret ballot voting by the members of the CEQB. Voting may take place using in-person or electronic ballots.
- (2) Each member present at the meeting may cast one vote. Proxy votes are not permitted.
- (3) Any spoiled ballots will be discarded, and any ballots cast after the election has closed will not be counted.
- (4) The secretary of the CEQB and the CEAB observer at the meeting (or another neutral party agreed to by the Nominating Subcommittee) shall act as the scrutineers.

## Decision Note – 2026 Annual General Meeting: Guide for Member Submissions

<b>Item No.</b>	C-575-4.3
<b>Purpose</b>	To consider changes to the most recent version of the <i>Guide for Member Submissions at the Annual General Meeting</i> .
<b>Strategic/Regulatory Focus</b>	N/A
<b>Motion Proposed to Council</b>	That Council approves the revised “Guide for Member Submissions at the Annual General Meeting” as presented at C-575-4.3, Appendix A.  <i>[Requires a simple majority of votes cast to carry]</i>
<b>Attachments</b>	Appendix A – Proposed Revised <i>Guide for Member Submissions at the Annual General Meeting</i> (clean)  Appendix B – Proposed Revised <i>Guide for Member Submissions at the Annual General Meeting</i> (with tracked changes)

### Summary

Council is being asked to consider the proposed revised Member Submissions Guide for the upcoming Annual General Meeting (AGM). The proposed revisions demonstrate a commitment to continuous improvement and respond to evolving operational needs.

### Public Interest Rationale

N/A

### Background

The Member Submissions Guide supports members in preparing submissions for consideration at the AGM. The guidelines were last updated in February 2024 and have remained largely unchanged.

### Key Considerations

The proposed revisions demonstrate a commitment to continuous improvement and respond to evolving operational needs.

### Stakeholder Engagement

Not applicable. Only minor revisions are proposed.

### Recommendation

That Council approves the proposed revisions to the Guide for Member Submissions at the Annual General Meeting (Appendix A).

### Next Steps

Pending Council approval, staff will post the revised Guide on the website and use it as part of the process for preparing for the 2026 AGM.

**Prepared By:** Secretariat Team



**Professional Engineers**  
Ontario

**Guide for Member Submissions at the Annual General Meeting**

(Insert new approval date)

## **1.0 Authority for Members Submissions at the Annual General Meeting**

By-Law No. 1, section 17 states that an annual general meeting of the association “shall be for the purpose of laying before the members<sup>1</sup> the report of the Council and committees of the Association and of informing members of matters relating to the affairs of the Association and for the purpose of ascertaining the views of the members present at the meeting on such matters...”

The prescribed agenda of the AGM is set out in section 22 of the by-law, reflects the requirements of the Act and of other governing legislation, including the *Ontario Not for Profit Corporations Act, 2010*. The agenda includes, among other things, “such other business, if any, as may properly come before the meeting.” Historically, this “other business” has included members’ submissions.

Pursuant to subsection 3(1) of the *Professional Engineers Act*, Council has the exclusive lawful authority, as PEO’s board of directors, to manage and administer the affairs of the Association. Hence members’ submissions, while informative and helpful, are non-binding on Council.

## **2.0 Process for Making Submissions at the AGM**

### 2.1 Notice of Meeting

Pursuant to section 20 of the By-Law, the CEO/Registrar is required to give a minimum of ten (calendar) days and maximum 90 days advance notice of the time, place, and purpose of the annual meeting or any other general meeting of the members of the Association.

As a matter of practice, notice of the AGM is given well in advance of the 10-day minimum.

### 2.2 Notice of Submissions

So that time can be allocated appropriately, member submissions, including supporting background information, as needed, must be provided in writing to the CEO/Registrar c/o [agm@peo.on.ca](mailto:agm@peo.on.ca) with the Subject line “AGM Submission”, at least fourteen (14) calendar days prior to the AGM or by 11:59 p.m. (EDT) on the last day of this period. The names of two (2) members are required for each submission. A template for a member submission is provided as Appendix A to this document.

Submissions that are not provided in writing before the deadline will not be considered at the AGM but will be considered as stakeholder inputs and distributed to staff and/or Councillors as appropriate.

---

<sup>1</sup> Per the Professional Engineers Act, subsection 5(1), “Every person who holds a licence is a member of the Association subject to any term, condition or limitation to which the licence is subject.”

### 2.3 Posting and Distribution of Submissions

All complete submissions received by the deadline will be posted on PEO's website within two (2) business days following the deadline. In addition, copies of the submissions will be included in the AGM delegate packages. This will ensure that members attending the AGM will have sufficient time to review and prepare to ask questions about or debate the submission.

### 2.4 Allocation of Time for Submissions

The time permitted for presentation and discussion of submissions will be decided by the Chair of the AGM, depending on the total number of submissions and the time available at the AGM, as well as a reasonable estimate of how much time should be allocated to each submission. The maximum time for introduction of submissions is two (2) minutes (See 2.5 Video Introductions).

### 2.5 Video Introductions

Submitters have the option to submit a 2-minute video introduction. This applies whether attending the AGM in person or virtually. Live introductions will not be permitted.

If the submitter has provided a video introduction, it will be played before questions and discussion by the members. Please see Section 2.6 for video introduction requirements.

### 2.6 Video Recording Requirements

Members can record their video introduction using any device of their choice. The recording can be up to two (2) minutes in length and shot in landscape mode (horizontal orientation), with a maximum file size of 30 Megabytes. Please choose a location that is well-lit and is quiet with little background noise. It is recommended to set the recording device on a tripod or steady surface to avoid shaky footage. In order to prepare the video recordings for the AGM, videos must be provided to the CEO/Registrar c/o [agm@peo.on.ca](mailto:agm@peo.on.ca), fourteen(14) calendar days prior to the AGM, or by 11:59 p.m.(EDT) on the last day of this period.

### 2.7 Discussion and Voting

Members in attendance at the AGM may ask questions or make comments. The submitter shall have the opportunity to be the final speaker on the item.

After each submission has been presented and/or discussed, a vote of members will help inform Council of the level of support for the submission amongst those present at the AGM. Council reserves the right to consider any submission, even if it does not receive majority support at the AGM.

Submitters of motions which will be considered by Council will be notified of the date of the Council meeting at which their submissions will be discussed.

## **Process for Dealing with Submissions After the AGM**

### **3.1 Council's Role**

For each submission that receives majority support from those in attendance at the AGM:

- Staff under the direction of the CEO/Registrar will prepare a brief report to Council related to the submission, proposing whatever action staff feel is warranted
- Council will consider the submission and the staff report as soon as practicable and will take whatever action or make whatever decision Council believes is warranted
- Council will consult members, including the members responsible for the submission, as Council deems appropriate or as staff recommend.
- Council is not bound to adopt or vote formally on any submission.
- The outcome of Council's consideration of the submission will be communicated directly to the members making the submission.
- Council will report to members generally on the progress of, and where applicable, the outcome of its review of member submissions not later than six (6) months following the AGM.

For submissions that do not receive majority support at the AGM, Council may choose to consider the submission regardless, and if so will direct the staff review described below, as appropriate.

### **3.2 Staff Report**

The staff report will:

- Identify whether the proposed action is lawful under the current legislative scheme
- Apply the Activity Filter approved by Council in November 2019 to assist in determining if the activity and its associated output is Regulatory, Governance or Neither.
- Reference the Strategic Plan 2026-2030 to assist in determining if the activity and its associated output relates to any of the three strategic priorities: Effective and Relevant Regulation; Governance Advancement; or Organizational Excellence.
- Consider the relationship to any Strategic Plan currently in force
- Outline potential financial, operational or resource considerations involved in adopting the proposed action
- Identify any public interest considerations related to the submission
- Conduct an environmental scan as needed
- Consider best practices at similar organizations, as applicable
- Include any other factual information that will assist Council
- Recommend a proposed course of action and/or options for Council's

consideration, based on PEO's mandate, workload and other stated priorities

## APPENDIX A

### TEMPLATE FOR MEMBERS' SUBMISSIONS AT PEO AGM

#### *INSTRUCTIONS*

All submissions must be typed and in proper form to be considered at the AGM. Please complete this template to the best of your ability, and as applicable to your particular submission. Please send the completed submission and any attachments electronically to the CEO/Registrar, c/o [agm@peo.on.ca](mailto:agm@peo.on.ca) with the Subject Line "AGM Submission", at least fourteen (14) calendar days prior to the AGM or by 11:59 p.m. (EDT) on the last day of this period.

In preparing a submission, depending on the purpose of the submission, you may find it helpful to refer to the following:

- *Professional Engineers Act*, R.S.O. 1990, c.P.28, and in particular ss.2(3) (“principal object”), 2(4) (“additional objects”), 7 (power to make regulations), 8 (power to make by-laws), 12 (licensing requirement, i.e., related to professional engineering, as well as exceptions thereto), plus other sections of the *Act* as applicable.

<https://www.ontario.ca/laws/statute/90p28>

- Regulation 941 under the *Professional Engineers Act*. See in particular the requirements for licensure in section 33, and the definition of professional misconduct in s.72(2)

<https://www.ontario.ca/laws/regulation/900941>

- Regulation 260/08 under the *Professional Engineers Act* (“Performance Standards”).
- *By-law No. 1*, “relating to the administrative and domestic affairs of the Association of Professional Engineers of Ontario”

<https://www.peo.on.ca/sites/default/files/2025-04/by-law-1.pdf>

***INFORMATION TO BE PROVIDED, AS APPLICABLE***

1. Title of Submission
2. Please briefly describe the issue, problem, risk or gap that this submission addresses.
3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.
4. Please cite and briefly summarize any research that supports the proposed action.
5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.
6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.
7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.
8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.
9. Please list any attachments to this document.

Member #1 (name/signature):

Member #2 (name/signature):

Date:

**PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS**

**TO:**

**CEO/REGISTRAR, c/o [agm@peo.on.ca](mailto:agm@peo.on.ca)**

**by 11:59 p.m. (EDT), April 11, 2026**



**Professional Engineers**  
Ontario

## **Guide for Member Submissions at the Annual General Meeting**

**~~\*\*\* February 23, 2024 \*\*\*~~**  
(Insert new approval date)

## **1.0 Authority for Members Submissions at the Annual General Meeting**

By-Law No. 1, section 17 states that an annual general meeting of the association “shall be for the purpose of laying before the members<sup>1</sup> the report of the Council and committees of the Association and of informing members of matters relating to the affairs of the Association and for the purpose of ascertaining the views of the members present at the meeting on such matters...”

The prescribed agenda of the AGM is set out in section 22 of the by-law, reflects the requirements of the Act and of other governing legislation, including the *Ontario Not for Profit Corporations Act, 2010*. The agenda includes, among other things, “such other business, if any, as may properly come before the meeting.” Historically, this “other business” has included members’ submissions.

Pursuant to subsection 3(1) of the *Professional Engineers Act*, Council has the exclusive lawful authority, as PEO’s board of directors, to manage and administer the affairs of the Association. Hence members’ submissions, while informative and helpful, are non-binding on Council.

## **2.0 Process for Making Submissions at the AGM**

### 2.1 Notice of Meeting

Pursuant to section 20 of the By-Law, the CEO/Registrar is required to give a minimum of ten (calendar) days and maximum 90 days advance notice of the time, place, and purpose of the annual meeting or any other general meeting of the members of the Association.

As a matter of practice, notice of the AGM is given well in advance of the 10-day minimum.

### 2.2 Notice of Submissions

So that time can be allocated appropriately, member submissions, including supporting background information, as needed, must be provided in writing to the CEO/Registrar c/o [agmsubmissions@peo.on.ca](mailto:agmsubmissions@peo.on.ca) [agm@peo.on.ca](mailto:agm@peo.on.ca) with the Subject line “AGM Submission”, at least fourteen (14) calendar days prior to the AGM or by 11:59 p.m. (EDT) on the last day of this period. The names of two (2) members are required for each submission. A template for a member submission is provided as Appendix A to this document.

Submissions that are not provided in writing before the deadline will not be considered at the AGM but will be considered as stakeholder inputs and distributed to staff and/or Councillors as appropriate.

---

<sup>1</sup> Per the Professional Engineers Act, subsection 5(1), “Every person who holds a licence is a member of the Association subject to any term, condition or limitation to which the licence is subject.”

### 2.3 Posting and Distribution of Submissions

All complete submissions received by the deadline will be posted on PEO's website within two (2) business days following the deadline. In addition, copies of the submissions will be included in the AGM delegate packages. This will ensure that members attending the AGM will have sufficient time to review and prepare to ask questions about or debate the submission.

### 2.4 Allocation of Time for Submissions

The time permitted for presentation and discussion of submissions will be decided by the Chair of the AGM, depending on the total number of submissions and the time available at the AGM, as well as a reasonable estimate of how much time should be allocated to each submission. The maximum time for ~~presentation-introduction~~ of submissions is two (2) minutes (See 2.5 Video Introductions). ~~The member who has made the submission shall be provided the opportunity to be the first and final speaker with respect to that item.~~

### 2.5 Video ~~recording requirements~~ Introductions

Submitters have the option to submit a 2-minute video introduction. This applies whether attending the AGM in person or virtually. Live introductions will not be permitted.

If the submitter has provided a video introduction, it will be played before questions and discussion by the members. Please see Section 2.6 for video introduction requirements.

### 2.6 Video Recording Requirements

Members can record their ~~submission~~-video introduction using any device of their choice. The recording can be up to two (2) minutes in length and shot in landscape mode (horizontal orientation), with a maximum file size of 30 Megabytes. Please choose a location that is well-lit and is quiet with little background noise. It is recommended to set the recording device on a tripod or steady surface to avoid shaky footage. In order to prepare the video recordings for the AGM, videos must be provided to the CEO/Registrar c/o [agmsubmissionsagm@peo.on.ca](mailto:agmsubmissionsagm@peo.on.ca), fourteen(14) calendar days prior to the AGM, or by 11:59 p.m.(EDT) on the last day of this period.

~~Live presentations are not permitted.~~

### 2.7 Discussion and Voting

Members in attendance at the AGM may ask questions or make comments. The submitter shall have the opportunity to be the final speaker on the item.

After each submission has been presented and/or discussed, a vote of members will help inform Council of the level of support for the submission amongst those present at the AGM. Council reserves the right to consider any submission, even if it does not receive

majority support at the AGM.

Submitters of motions which will be considered by Council will be notified of the date of the Council meeting at which their submissions will be discussed.

## **Process for Dealing with Submissions After the AGM**

### 3.1 Council's Role

For each submission that receives majority support from those in attendance at the AGM:

- Staff under the direction of the CEO/Registrar will prepare a brief report to Council related to the submission, proposing whatever action staff feel is warranted
- Council will consider the submission and the staff report as soon as practicable and will take whatever action or make whatever decision Council believes is warranted
- Council will consult members, including the members responsible for the submission, as Council deems appropriate or as staff recommend.
- Council is not bound to adopt or vote formally on any submission.
- The outcome of Council's consideration of the submission will be communicated directly to the members making the submission.
- Council will report to members generally on the progress of, and where applicable, the outcome of its review of member submissions not later than six (6) months following the AGM.

For submissions that do not receive majority support at the AGM, Council may choose to consider the submission regardless, and if so will direct the staff review described below, as appropriate.

### 3.2 Staff Report

The staff report will:

- Identify whether the proposed action is lawful under the current legislative scheme
- Apply the Activity Filter approved by Council in November 2019 to assist in determining if the activity and its associated output is Regulatory, Governance or Neither.
- Reference the Strategic Plan 2026-2030 to assist in determining if the activity and its associated output relates to any of the three strategic priorities: Effective and Relevant Regulation; Governance Advancement; or Organizational Excellence.
- Consider the relationship to any Strategic Plan currently in force
- Outline potential financial, operational or resource considerations involved in adopting the proposed action
- Identify any public interest considerations related to the submission

- Conduct an environmental scan as needed
- Consider best practices at similar organizations, as applicable
- Include any other factual information that will assist Council
- Recommend a proposed course of action and/or options for Council's consideration, based on PEO's mandate, workload and other stated priorities

## APPENDIX A

### TEMPLATE FOR MEMBERS' SUBMISSIONS AT PEO AGM

## INSTRUCTIONS

All submissions must be typed and in proper form to be considered at the AGM. Please complete this template to the best of your ability, and as applicable to your particular submission. Please send the completed submission and any attachments electronically to the CEO/Registrar, c/o [agmsubmissions@peo.on.ca](mailto:agmsubmissions@peo.on.ca) [agm@peo.on.ca](mailto:agm@peo.on.ca) with the Subject Line "[AGM Submission](#)", at least fourteen (14) calendar days prior to the AGM or by 11:59 p.m. (EDT) on the last day of this period.

In preparing a submission, depending on the purpose of the submission, you may find it helpful to refer to the following:

- *Professional Engineers Act*, R.S.O. 1990, c.P.28, and in particular ss.2(3) (“principal object”), 2(4) (“additional objects”), 7 (power to make regulations), 8 (power to make by-laws), 12 (licensing requirement, i.e., related to professional engineering, as well as exceptions thereto), plus other sections of the *Act* as applicable.

<https://www.ontario.ca/laws/statute/90p28>

- Regulation 941 under the *Professional Engineers Act*. See in particular the requirements for licensure in section 33, and the definition of professional misconduct in s.72(2)

<https://www.ontario.ca/laws/regulation/900941>

- Regulation 260/08 under the *Professional Engineers Act* (“Performance Standards”).
- *By-law No. 1*, “relating to the administrative and domestic affairs of the Association of Professional Engineers of Ontario”

[https://www.peo.on.ca/sites/default/files/2020-01/ByLaw\\_No1\\_Sept2019.pdf](https://www.peo.on.ca/sites/default/files/2020-01/ByLaw_No1_Sept2019.pdf)

<https://www.peo.on.ca/sites/default/files/2025-04/by-law-1.pdf>

## INFORMATION TO BE PROVIDED, AS APPLICABLE

1. Title of Submission
2. Please briefly describe the issue, problem, risk or gap that this submission addresses.
3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.
4. Please cite and briefly summarize any research that supports the proposed action.
5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.
6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.
7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.
8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.
9. Please list any attachments to this document.

Member #1 (name/signature):

Member #2 (name/signature):

Date:

**PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS**

**TO:**

**CEO/REGISTRAR, c/o [agm@peo.on.ca](mailto:agm@peo.on.ca)  
[agm@peo.on.ca](mailto:agm@peo.on.ca)**

**by 11:59 p.m. (EDT), ~~April 12, 2025~~ [April 11, 2026](#)**

**Summary Report to Council of Human Resources and Compensation Committee (HRCC) Activity  
February 20, 2026**

**Committee Meeting Date:** February 6, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
CEO/Registrar Performance Goals for 2026	HRCC reviewed additional 'far exceed' metrics for the three additional 2026 performance goals for the CEO/Registrar approved by Council at its November 2025 meeting. Given the minor nature of the changes, HRCC determined that Council can be informed of the additional metrics through HRCC's regular report at the February meeting.	Staff	None – the metrics have been incorporated following the HRCC meeting	Complete	No
CEO/Registrar 360 Degree Leadership Assessment	The committee reviewed the process for the 360-degree leadership assessment for the CEO/Registrar, which was approved by Council as part of the CEO/Registrar's 2026 professional development plan.  An independent third party consultant will conduct the assessment which will include 12 stakeholders to participate in the assessment.	Staff	HRCC will receive a high-level update and summary of themes which will be presented at the June 2026 HRCC meeting	Continue	No

**Next Committee Meeting:** June 5, 2026

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity  
February 20, 2026**

**Committee Meeting Date:** February 5, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Continuing Professional Development (CPD) Program: Policy Options	The committee reviewed the preliminary policy options for the CPD program, discussing and providing feedback on each program element.	Staff	Staff to present the refined policy options at the committee's March 11, 2026 meeting.	Continue	No
Comprehensive Review of the Professional Engineers Act and Regulations: Year 1 Deliverables	The committee reviewed and discussed the proposed Year 1 approach for PEO's legislative review initiative, providing feedback on the Year 1 roadmap and deliverables.	Staff	This strategic initiative will be added to the RPLC workplan for the 2026/2026 Council term.	Continue	No
Code of Ethics Review: Progress Update	The committee was updated on the progress and work plan to implement changes to the code of ethics.	Staff	Staff to present preliminary policy proposal to committee based on research and stakeholder engagement at a future RPLC meeting.	Continue	No
Obligation to Cooperate Regulation: Sealed Regulation (In Camera)	The committee reviewed a sealed regulation related to the obligation to cooperate. The regulation has been drafted by the Ministry of the Attorney General, at Council's request, and has been formally sealed under Ontario's Registrar of Regulations. The committee confirmed that the sealed regulation accurately reflects the policy direction and regulation amendments approved by Council on September 26, 2025 and is ready for a review and approval by Council.	Staff	Council approval on February 20, 2026.	Continue	Yes

**Next Committee Meeting:** March 11, 2026

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

## Information Note (Discussion if required) – Tribunal Activity Report

<b>Agenda Item No.</b>	C-575-7.1
<b>Purpose</b>	To update Council about the activities of the Tribunal Office and related Committees
<b>Strategic/Regulatory Focus</b>	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).
<b>Motion</b>	<i>Not applicable</i>
<b>Attachments</b>	<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 in 2025

Discipline	30
Registration	5
FMC	1
Totals	36

#### Pre-Hearing Conferences held in 2025

Discipline	14
Registration	8
Totals	22

**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**

### **New referrals since the last meeting of Council: 0**

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 – 334 days

### **DIC Decisions released in 2025 – 5**

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: 135**

### **Decisions released in 2025: 4**

## Decision Note – Nomination of PEO Representative for Appointment to Engineers Canada Board

<b>Item No.</b>	C-575-8.1
<b>Purpose</b>	To nominate a PEO representative to serve on the Board of Directors of Engineers Canada in accordance with Council’s procedures.
<b>Strategic/Regulatory Focus</b>	Governance – PEO representation at national level
<b>Motion Proposed to Council (to ratify secret vote)</b>	That _____, P.Eng., be nominated as PEO Director to the Engineers Canada Board of Directors for a three-year term effective as of the 2026 Engineers Canada Annual Meeting of Members.  <i>[Requires a simple majority of votes cast to carry]</i>
<b>Attachments</b>	Appendix A: <i>Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors</i> Appendix B: <i>List of Eligible Candidates for Nomination</i> Appendix C: <i>Engineers Canada Board Director commitment</i> Appendix D: <i>Board composition profile</i>

### Summary

The term of an Ontario representative on the Engineers Canada (EC) Board of Directors expires at its 2026 Engineers Canada Annual Meeting of Members on May 23, 2026. Council is being asked to nominate one (1) PEO representative to the Board of Directors of Engineers Canada, to fill this vacancy, in accordance with the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors (Appendix A)*.

### Public Interest Rationale

As the professional engineering regulator in Ontario, it is good governance for PEO to fill vacancies as needed on the Board of Directors of Engineers Canada, a federation of the provincial/territorial associations whose mandate is to work on behalf of the provincial and territorial associations that regulate engineering practice and license the members of the country’s engineering profession.

### Background

The term of an Ontario representative on the Engineers Canada (EC) Board of Directors expires at its 2026 Engineers Canada Annual General Meeting on May 23, 2026.

<b>Engineers Canada Director</b>	<b>Term Start – First Appointment</b>	<b>Term End</b>
Tim Kirkby, P.Eng.	May 2023	May 2026

PEO is therefore seeking nominations for consideration by PEO Council. On January 16, 2026, eligible current members of Council, recent past Councillors, and Engineers Canada Directors (**Appendix B**) received a “Call for Nominations” package including a cover memorandum and the appendices included in this briefing note. Eligible candidates were invited to submit their names for nomination by February 2, 2026.

## **Considerations**

In accordance with section C2 of the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*, please note that Engineers Canada provided information on board director commitment (**Appendix C**) as well as the following information with respect to the nomination process for the 2026 appointment and in reference to their Board policy 4.8, “*Board composition profile*” (attached as **Appendix D**), especially section 4.8.3 which outlines desired competencies, demographic preferences, and asset qualifications:

*When preparing your list of nominees, please refer to Board policy 4.8, Board Composition Profile. The collective skills and experience (“competencies”) deemed necessary for the Board to effectively govern are set out in section 4.8.3 of Board policy 4.8, Board composition profile, alongside demographic targets and desired behavioural skills.*

*Engineers Canada is currently looking for Directors with strong business management and/or accounting/financial expertise.*

## **Stakeholder Engagement**

Not applicable.

## **Options**

Not applicable.

## **Expressions of Interest Received**

Listed below in alphabetical order are the names of the individuals who submitted their expressions of interest by the deadline of February 2, 2026. It has been verified that they all meet the eligibility criteria as outlined in Section C1 of the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*.

1. Lorne Cutler
2. Vicki Hilborn
3. Tim Kirkby
4. Paula Klink
5. Pappur Shankar

## **Next Steps**

At the February 20, 2026 Council meeting, Councillors will vote via secret ballot in accordance with the rules outlined in section C3 of the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*. Councillors who are candidates for nomination are not eligible to vote.

The name of the successful nominee will be forwarded to Engineers Canada and the appointment will be made at Engineers Canada’s 2026 AMM.

**Prepared By: Secretariat Team**



## Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors (Approved by Council: November 16, 2023)

### Part A: Background

Engineers Canada is a federation of the provincial/territorial associations whose mandate is to work on behalf of the provincial and territorial associations that regulate engineering practice and license the country's 300,000 members of the engineering profession.

The organization is governed by a Board of Directors, consisting of one or more representatives from each engineering regulator. The Board provides strategic direction and ensures appropriate financial and risk management for the organization. PEO nominates five representatives to be appointed to this Board of Directors by all of the regulators a Meeting of Members.

### Part B: Engineers Canada Prescribed/Managed Information and Processes

Information found in Section B are prescribed and managed by Engineers Canada. The source of the information is Engineers Canada's *Board Policy Manual* (posted June 6, 2023), to which references appear throughout this section.

#### B1: Engineers Canada's Guiding Principles and Core Purposes

The Engineers Canada's guiding principles and core purposes are outlined in Board policies 1.2, Guiding principles, and 1.3, Purposes of Engineers Canada. Both policies can be found in the Engineers Canada Board Policy Manual.

##### (1) Serve the needs of the Regulators.

- a) Achieve a balance between serving the needs of individual Regulators and strengthening the collective interest:
  - i. through dialogue, and
  - ii. as determined collaboratively by the Regulators.
- b) Regulators own the relationship and the dialogue with individual license holders of the profession.
- c) Demonstrate the link between Board direction, the purpose of Engineers Canada, and the needs of the Regulators.

##### (2) Ensure transparency and accountability in the decision-making process.

- a) Ensure that the process is clear and transparent.
- b) Actively engage all affected parties in the process.
- c) Ensure that all comments and guidance provided during consultations are considered during the process.
- d) Share supporting background and rationale for final decisions with all affected parties.

##### (3) Encourage the commitment and engagement of the Regulators.

- a) Proactively develop and maintain a national understanding of and consensus on the issues affecting the Regulators and the profession.

---

b) Provide Regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the Regulators.

**(4) Enable equity, diversity, and inclusion in the Canadian engineering profession.**

- a) Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the profession.
- b) Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.
- c) Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.
- d) Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.
- e) Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address equity, diversity, and inclusion in their work.
  - i. Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.

Specifically, Engineers Canada's work is focused on 10 core purposes, as established by Engineers Canada's members, the engineering regulators:

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and among the regulators.
3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

**B2: Role of Engineers Canada Director**

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the [Engineers Canada Board Policy Manual](#), Board policies 4.1, Board Responsibilities; and 4.2, Directors' Responsibilities. The latter provides in part as follows:



- 1) In order to fulfill purpose as a Board, individual Directors shall:
  - a) Know the business of Engineers Canada.
  - b) Ensure sufficient time to fulfill their Director's duties and responsibilities.
  - c) Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators.
  - d) Contribute to the Board's decision-making process by:
    - i. Attending meetings on a regular and punctual basis and being properly prepared to participate;
    - ii. Discussing all matters freely and openly at Board meetings;
    - iii. Working towards achieving a consensus that respects divergent points of view;
    - iv. Supporting the legitimacy and authority of Board decisions, regardless of their personal position on the issue, and not discussing the varying opinions of individuals members;
    - v. Respecting the rights, responsibilities, and decisions of the Regulators; and,
    - vi. Participating actively in the work of the Board including by serving on Committees or Task Forces.
  - e) Bring the views, concerns, and decisions of the Board to their Regulator.
  - f) Seek their Regulator's input on issues to be discussed by the Board so as to be able to communicate the Regulator's position to the Board.
  - g) Advise their Regulator of issues to be presented for decision by the Members.
  - h) Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated/elected them.
  - i) Be familiar with the incorporating documents, By-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct of meetings.
  - j) Participate in Board educational activities that will assist them in carrying out their responsibilities.
  - k) Provide timely input into Board assessment surveys.

(2) Each individual Director shall act in accordance with the Canada Not-for-Profit Corporations Act (the "Act") and their common law fiduciary duties, including but not limited to:

- a) Acting honestly, in good faith and at all times, in the best interests of the corporation;
- b) Being independent and impartial;
- c) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
- d) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
- e) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
- f) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.

The role and responsibilities of Engineers Canada Directors are further outlined in Board policy 4.3, *Code of Conduct*.

This policy is intended to provide guidance to members of the Board and Board committees in managing the affairs of Engineers Canada. It does so by setting out the principles, standards and guidelines of ethical conduct, thereby ensuring confidence, transparency and trust in the integrity, professionalism and



impartiality of the decisions made by the Board and Board committees.

Details related to Board and committee member conduct and conflict of interest guidelines are found at 4.3.1 and 4.3.2 of the [Engineers Canada Board Policy Manual](#).

### **B3: Confidentiality**

Board policy 4.4, *Confidentiality*, can be found in the *Board Policy Manual* and is also listed below.

- (1) Board members and members of Board committees have a duty to maintain confidentiality with respect to all confidential information that comes into their knowledge or possession in the course of performing their duties.
- (2) Confidential information includes:
  - a) Unpublished financial information;
  - b) Personal information with respect to employees or volunteers;
  - c) Any information discussed “in camera” at Board or committee meetings;
  - d) Data entrusted to Engineers Canada by external parties; and,
  - e) Any item marked as confidential either verbally or in written form.
- (3) The duty to maintain confidentiality does not apply to information that is already in the public domain.
- (4) Board members and members of Board committees must take reasonable steps to ensure that confidential information that comes into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.
- (5) Board members and members of Board committees must not use confidential information for their own advantage or for the gain or advantage of others.
- (6) Board members and members of Board committees must return any confidential information in their possession or control upon ceasing to be a Board member or at the request of the Board.
- (7) Board members and members of Board committees must be proactive in identifying and reporting any breach of this policy.
- (8) Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member, and this duty continues after their term ends.
- (9) An acknowledgement of this policy must be signed by prospective Board members and members of Board committees before they assume their role.

### **B4: Board Competency Profile**

The profile contains three areas associated with the overall competency of the Board:

#### **A. Competencies**

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

#### **B. Demographics**

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic

---

combined with their talents and abilities.

### *C. Behavioural skills*

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies or demographics the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

Additional information related to the Board competency profile can be found in the [Engineers Canada Board Policy Manual at 4.8.3](#).

### **B5: Expectations Regarding Principal Activities as They Relate to PEO:**

- Attend Engineers Canada meetings and, subject to confidentiality obligations, report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects.
- Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.
- Provide a written report to Council through the Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and Registrar of any specific items for which they require a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

### **B6: Term of Appointment for Directors**

PEO Council is responsible for nominating candidates for the Engineers Canada Board. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall be of three (3) years duration. Section 4.6 of the Engineers Canada Bylaw sets out that Directors shall be elected for a term of 3 years, and they may be elected for a second term (or a lifetime max of 6 years).

The maximum length of service as an Engineers Canada Director is 6 years, which may be extended if the nominee secures the Engineers Canada presidency.

### **B7: Engineers Canada Bylaw – Section 4.1**

#### **4.1 Nomination of Directors**

- (1) Each Member shall deliver a list of nominees, who are engineers in good standing, to the Secretary for consideration at the Annual Meeting of Members.
- (2) Only individuals nominated in accordance with this nominations policy are eligible to be a Director.



---

## Part C: PEO Prescribed/Managed Information and Processes

### C1: Eligibility

To be eligible, a nominee for the position of Engineers Canada Director must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current Engineers Canada Director. Nominees must also be PEO and OSPE members in good standing.

### C2: Annual Information on Competency Gaps

If Engineers Canada identify anticipated gaps in competencies in its Board of Directors for any given year, this information will be included in PEO's call for expressions of interest.

### C3: Process to Nominate an Engineers Canada Director for Appointment

The following process covers steps related to the call for nominations and voting, and is to be used to nominate PEO representatives for appointment to the EC Board of Directors:

1. A call for those who wish to be considered for nomination by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for prospective nominees will specify the closing date and require prospective nominees to indicate their willingness to serve for a three-year term in accordance with the terms set out in the Engineers Canada Bylaw and Board Policy Manual, and the expectations of PEO's Directors on Engineers Canada Board of Directors, as noted above.
3. A name to be considered for nomination does not require a seconder.
4. No names of prospective nominees will be accepted after the deadline for submission of names or from the floor at the meeting at which such nominations are to be made.
5. At the meeting at which such nominations are to be made, the Chair shall read out the names of those members who have asked to be considered. Before the first and all subsequent rounds of voting, the Chair shall ask if any remaining nominees wish to have their name removed from consideration.
6. Each prospective nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. If Engineers Canada has identified anticipated gaps in competencies in its Board of Directors for the given year, each candidate should address the competency (or competencies) as it relates to their experience or skills. Absent prospective nominees may submit a written personal introduction. The Chair will read any comments received from absent prospective nominees.
7. Voting will be by secret ballot<sup>1</sup> in accordance with By-Law No. 1, s.25(4). Where there is only one prospective nominee for a position, the Chair shall declare the prospective nominee to be nominated for appointment to the Engineers Canada Board.

---

<sup>1</sup> Applies to both in-person paper ballots and online election platforms in which electronic ballots are used.



8. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.
9. Councillors will vote for each position separately and in succession until all positions have been filled.
10. One ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their ballot. Ballots are collected and counted. The candidate receiving a majority of votes cast is announced as the successful candidate.
11. Where no nominee receives a majority of votes cast in the first round of voting, the top two nominees receiving the most votes cast shall advance to a second round of voting.
12. In the event there is a tie in the last nominee position, the number of nominees advancing to the second round will be expanded to include those nominees that have tied for the last nominee position.
13. A new ballot is prepared according to the outcome of step 11 and, if applicable, step 12. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted.
14. After each voting round following the first voting round, the nominee receiving the lowest number of votes cast will be eliminated and will not advance to the next round of voting. If there is a tie for the lowest number of votes, a run-off will be held.
15. A new ballot is prepared with the applicable number of candidate names. This run-off ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on this run-off ballot. Ballots are collected and counted. The nominee receiving the most votes shall advance to the next round of voting and the others on the ballot are eliminated. Voting rounds will continue in accordance with steps 9 to 15 until one nominee receives a majority of the votes cast.
16. In the event of a tie vote between the final two nominees remaining, the nomination as an Engineers Canada Director shall be decided by coin toss conducted by the CEO/Registrar.
17. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

**Appendix B**  
**Eligible Candidates for Nomination as Engineers Canada (EC)**  
**Ontario Director in 2026**

C-575-8.1  
Appendix B

<b>Name</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>Comments</b>
<b>Banday, Vajahat</b>	Councillor-at-Large	Not on Council	Not on Council	
<b>Boone, Guy</b>	Not on Council	Vice-President (elected)	Not on Council	
<b>Casale, Cosimo</b>	Not on Council	Not on Council	Member LGA	
<b>Chiddle, Chantal</b>	Not on Council	RC-Eastern	RC-Eastern	
<b>Cutler, Lorne</b>	Member LGA	Member LGA	Member LGA	
<b>Decloux, Sean</b>	Not on Council	Not on Council	Councillor-at-Large	
<b>Ehtemam, Shahandeh Hannah</b>	Not on Council	RC-East Central	RC-East Central	
<b>Elshaer, Ahmed</b>	Not on Council	RC-Northern	RC-Northern	
<b>Fraser, Lorraine</b>	Not on Council	Not on Council	Member LGA	
<b>Fraser, Roydon</b>	President	Past-President	Not on Council	
<b>Hilborn, Vicki</b>	RC-Western	RC-Western	RC-Western	
<b>Khan, Sardar Asif</b>	Not on Council	Not on Council	Vice-President (elected)	
<b>Kiguel, David</b>	RC-East Central	Not on Council	Not on Council	
<b>Kirkby, Tim</b>	RC-Eastern & EC Director (Term 1)	RC-Eastern & EC Director (Term 1)	Not on Council EC Director (Term 1)	
<b>Klink, Paula</b>	Not on Council	Not on Council	Councillor-at-Large	
<b>Liu, Mic</b>	RC-Eastern	RC-Eastern	Not on Council	
<b>Lwin, Nanda</b>	RC-East Central	RC-East Central	RC-East Central	
<b>MacFarlane, Susan</b>	RC-Western	RC-Western	RC-Western	
<b>Montgomery, Dana</b>	RC-Northern	Not on Council	Not on Council	
<b>Naassan, Andrew</b>	Not on Council	Not on Council	Member LGA	
<b>Nikolov, George</b>	Member LGA	Member LGA	Not on Council	
<b>Notash, Leila</b>	Councillor-at-Large	Councillor-at-Large	President-elect	
<b>Panesar, Ravinder</b>	RC-West Central	RC-West Central	RC-West Central	
<b>Prudhomme, Rachel</b>	Not on Council	Member LGA	Member LGA	
<b>Roberge, Luc</b>	RC-Northern	RC-Northern	RC-Northern	
<b>Saghezchi, Fred</b>	Not on Council	President-elect	President	
<b>Schelske, Scott</b>	Member LGA	Member LGA	Member LGA	
<b>Schjerner, Glen</b>	Councillor-at-Large	Councillor-at-Large	Not on Council	
<b>Senaratne, Uditha</b>	Member LGA	Member LGA	Member LGA	
<b>Shankar, Pappur</b>	RC-West Central	RC-West Central	RC-West Central	

<b>Name</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>Comments</b>
<b>Shi, Susan Jingmiao</b>	Not on Council	Not on Council	RC-Eastern	
<b>Walker, Randy</b>	Not on Council	Councillor-at-Large	Councillor-at-Large	
<b>Wowchuk, Gregory</b>	President-elect	President	Past-President	
<b>Total Number Eligible: 33</b>				

## Engineers Canada Board Director commitment

Engineers Canada's Board of Directors is comprised of twenty-three (23) individuals nominated from the twelve (12) Engineering Regulators across Canada. The number of Directors each Regulator is permitted to nominate is based on the size of individual membership of that Regulator and defined in Engineers Canada's Bylaw.

Board members are leaders who commit themselves to Engineers Canada's vision to advance Canadian engineering through national collaboration.

### Role of the Board

The role of the Engineers Canada Board is to provide strategic direction and ensure appropriate financial and risk management for the organization. The Board provides this leadership with due consideration of long-term impacts and a clear distinction between the Board and staff roles and responsibilities.

### Responsibilities

While Engineers Canada Directors are appointed by and must consult with their home Regulator, they are not representatives of their home Regulator and, in fulfilling their duties as a Director, they are always responsible to act in the best interests of Engineers Canada. Among other responsibilities, Directors are expected to:

- Act in accordance with the *Canada Not-for-profit Corporations Act* and their common law fiduciary duties, including to be independent and impartial, exercise the degree of care, diligence and skill required of a Director, preserve confidential information obtained while acting as a Director, and exercise vigilance for any apparent or real conflicts of interest;
- Know the business of Engineers Canada;
- Participate in Board and committee meetings and in educational activities that will assist them in carrying out their responsibilities;
- Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators;
- Bring the views, concerns and decisions of the Board to their home Regulator;
- Seek their home Regulator's input on issues to be discussed by the Board so they may communicate the Regulator's position to the Board;
- Advise their home Regulator of issues to be presented for decision by the Members (the twelve Engineering Regulators);
- Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated them;
- Be knowledgeable of the incorporating documents, Bylaw, policies, and legislation governing Engineers Canada, as well as the rules of procedure and proper conduct of meetings; and
- Provide timely input into Board assessment surveys.

## Board meetings

The Engineers Canada Board meets up to six (6) times per year with four (4) in-person meetings, and two virtual meetings. It is expected that Directors will make a reasonable effort to attend all meetings and be properly prepared to participate in those meetings.

- The in-person meetings are held as follows:
  - The Annual Meeting of Members (AMM) is typically held in late May and the location changes from year to year. The AMM is held over four (4) days from Wednesday to Saturday. The first day is committee meetings, the second day is workshops, consultations, and the Awards Gala, the third day is the full day Board meeting, and the last day is the Annual Meeting of Member and the induction ceremony.
  - In June, the newly appointed Board holds a retreat at a location determined by the incoming President for two (2) days of workshops and team building.
  - There are two (2) in-person meetings that rotate between Ottawa, Toronto, and Montreal, typically held in early October and late February. These meetings consist of two (2) days of meetings for Directors. The first day is typically workshops, consultations or training, and the second day is the full-day Board meeting.
- The two virtual meetings are held in December (half to full day) and April (two to three hours).

## Committee meetings

Each Board Director is expected to sit on a committee or task force. Most committees meet virtually, or in conjunction with a Board meeting, anywhere from four (4) to six (6) times per year. The number of meetings varies for each committee.

The current standing Board committees and task forces are as follows:

- FAR (Finance, Audit, and Risk) Committee
- Governance Committee
- HR (Human Resources) Committee
- Governance Review Task Force
- CEAB (Canadian Engineering Accreditation Board) - the Board representative attends all three of their face-to-face meetings
- CEQB (Canadian Engineering Qualifications Board) - the Board representative attends all four of their meetings: two face-to-face and two virtual

**It is a requirement of the position that nominees have access to a stable internet connection and sufficient network bandwidth (to be able to fully participate in virtual Board and committee meetings) and are able to travel within Canada.**

## Why join the Engineers Canada Board?

Engineers Canada exists to support the twelve (12) Regulators. As a Director you will help to set and monitor the delivery of our Strategic Plan, which is designed to deliver programs, products and services that benefit Regulators. Through this leadership role, you will contribute to the improvement of regulation and the engineering profession in Canada.



### **More information**

For more information about Engineers Canada, please consult our [website](#). Here you can read about our [Purposes](#) and Strategic Plan, reference our [Board Policy Manual](#) and learn more about the work of our staff and volunteers.

---

## 4 Role of the Board

### 4.8 Board composition profile

*Date of adoption: September 26, 2018 (Motion 5716)*

*Review period: Biennial*

*Date of latest amendment: March 1, 2024 (Motion 2024-03-6D)*

*Date last reviewed: March 1, 2024*

- (1) Engineers Canada strives for a Board comprised of talented and dedicated Directors with diverse lived experiences, from a broad range of demographics from across the country, including gender, sexual orientation, Indigenous identity, Black, People of Colour, neurodivergent, and persons with disabilities.
- (2) To that end, this composition profile describes the Director skills, attitude, demographics, and knowledge areas that are desired to serve the interests of Engineers Canada and the Regulators they serve. The profile also contains information on the preferred experience and other requirements of an effective Board member. The profile serves as a foundation for exceptional and effective governance and helps ensure that the Board composition, on the whole, has the necessary competency and capacity to effectively fulfil its responsibilities.

#### 4.8.1 Understanding the profile

The profile contains three areas associated with the overall composition of the Board:

##### A. *Competencies*

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

##### B. *Demographics*

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic combined with their talents and abilities. Regulators are encouraged to follow the latest bias-free recruitment techniques and actively recruit equity-deserving groups.

##### C. *Behavioural skills*

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

## 4.8.2 How the profile should be applied

The Human Resources (HR) Committee is responsible for maintaining an up-to-date Director competency matrix which will identify any skills or demographic deficits which may be addressed through Board recruitment and education. As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. Directors' competency data will be updated annually through the application of Board policy 4.13, *Individual Director assessment*. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies, demographics and behaviours the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

## 4.8.3 Board competency definitions

### A. *Desired competencies*

#### a) **Board governance experience**

Experience with Board governance, preferably on a Regulator Council or other governing body. Possesses a clear understanding of the distinction between the role of the Board versus the role of management.

#### b) **Business/management experience**

Experience with sound management and operational business processes and practices. Includes an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.

#### c) **Regulator experience**

Practical knowledge of the working of provincial/territorial Engineering Regulators, including such matters such as accreditation, licensure, practice issues, and discipline and enforcement.

#### d) **Accounting/financial experience**

Understanding of accounting or financial management. Includes analyzing and interpreting financial statements, evaluating organizational budgets, and understanding financial reporting and knowledge of auditing practices.

#### e) **Strategic planning experience**

Experience in developing strategic direction for an organization while considering broad and long-term factors. Understands how an organization must evolve in light of internal and external trends and influences. Able to identify patterns, connections, or barriers to addressing key underlying issues.

**f) Risk management experience**

Experience with enterprise risk management. Includes identifying potential risks and recommending and implementing preventive measures, organizational controls, and compliance measures.

On occasion, the Human Resources Committee may add a competency to this list to inform Board recruitment and/or development so that the Board may be positioned to respond to an emergent issue.

*B. Demographic preferences*

The Board recognizes the strategic and critical importance of equity, diversity, and inclusion. This includes supporting an inclusive culture that solicits a diversity of perspectives and experiences, actively addresses discrimination, harassment, and unconscious bias, and supports the advancement of underrepresented groups.

The Board understands the difference between meaningful and respectful representation, and tokenization of underrepresented groups. The aim is to respect and incorporate different perspectives from within engineering to better guide the organization on the complexity of the profession and facilitate policies and practices that are inclusive of underrepresented groups.

The Board strives to include the following representation, based on the Canadian population, and in alignment with the organization's commitment to the federal government's 50-30 Challenge. Given the interconnected nature of identity categories such as gender, race, and ability, it is understood that these categories may be overlapping.

- 50 per cent women and/or non-binary people
- 30 per cent representation of other equity-deserving groups, including those who identify as Racialized, Black, and/or People of colour, People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ , and Indigenous Peoples (First Nations, Métis and Inuit).

The Board should also attempt to ensure that at least 30 per cent of its composition includes active engineering practitioners and at least one Director is under the age of 35 years.

*C. Behavioural skills*

Directors should possess behavioural skills conducive to working together effectively. These skills include the following:

**a) Ability to present opinions**

They are able to present views clearly, frankly, constructively, and persuasively.

**b) Willingness and ability to be open-minded**

They pay attention to and respectfully consider the Board's deliberations and ask for clarification if needed.

**c) Ability to ask questions**

They know how to ask questions and raise concerns in a way that contributes positively to debate.

**d) Flexibility**

They are open to new ideas, are strategically agile, and are responsive to change.

**e) Ability to make informed decisions**

They are able to consider the information and opinions shared objectively and independently minded.

**f) Collaborative**

They treat others equitably and are oriented to resolve conflict, are resilient after it occurs, and support Board decisions once made.

**g) Dependability**

They do their homework and attend and participate in meetings.

**h) Balance**

In light of the federated model of Engineers Canada, they are able to balance local interests with the national interest.

## Decision Note – Chapter Bylaws

<b>Item</b>	C-575-8.2
<b>Purpose</b>	For Council to consider a request from the Regional Councillors Committee regarding an evaluation of Chapter bylaws.
<b>Strategic/Regulatory Focus</b>	N/A
<b>Motion Proposed to Council</b>	That Council direct the CEO/Registrar to undertake an evaluation of the Chapter bylaws and present recommendations to Council no later than the October 2026 Council meeting.
<b>Attachments</b>	N/A

### Summary

The Regional Councillors Committee (RCC) recommends that Council direct an evaluation of existing Chapter bylaws.

### Public Interest Rationale

N/A

### Background

Section 7 of Bylaw No. 1 provides that each Chapter may pass bylaws governing its operations and the conduct of its affairs, including provisions for amendment, and that such bylaws and any amendments must be filed with the CEO/Registrar. Currently, each Chapter maintains its own bylaws. While templates have been introduced to promote consistency in format, substantive differences remain.

In recent years, RCC worked collaboratively with Chapters to develop a Chapter Manual that establishes standard rules and procedures governing Chapter operations.

At its January 2026 meeting, RCC decided to bring this matter forward to Council to seek direction regarding a formal evaluation of Chapter bylaws.

### Considerations

Despite efforts to standardize format and the development of the Chapter Manual, Chapter bylaws may differ from one another and may not be fully aligned with the Chapter Manual.

RCC members expressed strong support for the Chapter Manual serving as the primary, up-to-date framework governing Chapter operations. Chapters have similarly supported the creation of a single, clear operational framework.

### Stakeholder Engagement

The Chapter Manual was developed in close consultation with PEO Chapters.

### Recommendation

That Council direct the CEO/Registrar to undertake an evaluation of the Chapter bylaws and bring recommendations back to Council no later than the October 2026 Council meeting.

**Next Steps**

If approved, staff will conduct the evaluation and report back to Council.

**Prepared By:** Staff

## Information Note – Engineers Canada Directors Report

<b>Agenda Item Number</b>	C-575-8.3a)
<b>Purpose</b>	To provide an update on the activities of Engineers Canada
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	
<b>Attachments</b>	Appendix A – Engineers Canada Directors Report

**Engineers Canada Director Update**  
**January-February 2026****Engineers Canada Board and  
committee updates**

The Board has discussed strategic work pertaining to collaboration & harmonization, accreditation, and realizing an inclusive profession.

*Canadian Engineering Accreditation Board  
(CEAB)*

At its winter meeting, the CEAB approved its committees' work plans, as well as received updates from Engineering Deans Canada, the Canadian Federation of Engineering Students and the Canadian Engineering Qualifications Board.

The CEAB also held two workshops. The first workshop sought to foster alignment in evaluating Graduate Attributes/Continuous Improvement during accreditation visits. The second workshop was on specific accreditation units, and how to measure the substantial and meaningful involvement of students with licensed professionals in their undergraduate education.

*Canadian Engineering Qualifications Board  
(CEQB)*

The CEQB held its winter meeting which focussed on key strategic updates and approval of the draft General direction on managing frivolous and vexatious complaints for regulator consultation. At the meeting CEQB also launched its 2027 work plan development process.

**2025-2029 Strategic Plan updates**

Progress continues to be made on all fronts of the strategic plan.

*Realizing a Stronger Federation*

The goal of this strategic direction is for Engineers Canada to have efficient and trustworthy governance processes. We want to thank you for participating in the governance review. Your engagement is vital to shaping a governance model that reflects the priorities of Engineers Canada's Members nationwide.

To identify potential solutions to our current governance issues, individual Regulator consultations were held between December and January. In March, a virtual workshop will be held with Regulators' presidents and CEOs, the Engineers Canada Board, and the chairs of the CEAB and the CEQB to align on the proposed solutions under consideration in Round 2 of the review.

*Realizing Accreditation and Academic  
Assessments*

The purpose of this project is to ensure that the academic assessment requirements for CEAB graduates and non-CEAB applicants for licensure are aligned and fair. On the RFEA side, so far, 10 of the 18 recommendations of the [Futures of Engineering Path Forward Report](#) have been actioned. The RFEA Advisory Council, comprised of Higher Education Institutions (HEIs), Regulators, and staff, supports this project.

The project has five streams: the Business case for the academic assessments for non-CEAB applicants, the Full Spectrum Competency Profile (FSCP) Pilot Study, an Outcome Focused Accreditation approach, Specific Accreditation Units & Meaningful Exposure to Licensed Professionals, Foundations Components, and Program Management.

As part of the development of a business case to set a national in-take process for the

academic assessment of non-CEAB applicants, we completed, with the National Admission Officials Group (NAOG), a review of commonalities in academic assessment among Regulators. We are also shared an external legal opinion that investigated what elements that potential in-take process could have without changing Regulators' acts, regulations and bylaws.

A program development consultant, along with an FSCP Pilot Study Advisory Group comprised of Regulator staff, HEIs, and other interest holders, have drafted a report identifying the six competencies that will be developed for Phase 1 of the pilot. Those competencies will form the foundation for testing and validation.

To move to an outcome focussed accreditation model, we are in process of hiring a consultant to determine the approach and timeline.

In partnership with the Dean's Liaison Committee, the CEAB has been working on a statement that defines the purpose and outcomes for substantially and meaningfully involve student with licensed engineers. A general direction document was drafted to be discussed at a workshop with members of the CEAB's Policies & Procedures as well as the Deans Liaison Committee in March. The general direction document will be submitted for Regulator consultations this spring.

We are in the process of considering how we can further involve industry in the project and demonstrating Return on Investment for this project.

#### *Realizing Our Role in Sustainability*

The intended outcome of this work is for Engineers Canada to have a defined role in environmental stewardship that complements regulators' efforts.

The draft Environmental, Sustainability and Governance policy approach is being developed with guidance from the Governance Committee. Final refinements are underway and will be presented to the Board for approval.

Engineers Canada presented the results of the environmental scan and comparative analysis to the CEO Group for their approval.

#### *Realizing an Inclusive Profession*

This initiative seeks to make engineering a welcoming, inclusive profession that reflects Canadian society and has embraced truth and reconciliation.

Registration is open for the 2026 30 by 30 conference, being co-organized with our partners the Association of Professional Engineers and Geoscientists of Alberta and the Canadian Coalition for Women in Engineering, Science, Trades and Technology (CCWESTT). You can [learn more and register here!](#)

In collaboration with the Indigenous Advisory Committee, an environmental scan, a framework and draft action plan have been completed in support of Truth and Reconciliation.

To support our work to drive the inclusion of women in the profession, we hired a consultant to review our annual National Membership Survey and make recommendations for additional measures for success as we broaden the initiative from a focus on recruitment grounded in our 30 by 30 goal and demographic data to a broader survey that will form the baseline for how we are tracking towards a welcoming and inclusive profession.

We presented our work to engage and support engineering employers to the board of directors for the Association of Consulting Engineering Companies – Canada (ACEC). ACEC has agreed

to support our outreach efforts around our draft benchmark.

#### *Realizing a Fuller Awareness of Engineers*

The aspirational result of this initiative is for the public to have an increased awareness of engineers' contributions to society. With the agreement of the CEO Group, Engineers Canada is working with the National Communications Officials Group for the strategy and delivery of a national marketing campaign. The group met in February to begin strategic communications planning.

The first phase of the Engineers in Leadership research project, which seeks to understand the current state of the participation of engineers on corporate boards and the boards of public bodies, is nearing completion. Working with our consultant, we've conducted a literature review and an analysis of board composition across a sample of private entities and federal public boards. Interviews are currently underway with board recruitment professionals and engineers who sit on boards to help provide greater context for these findings. All results will contribute to recommendations on next steps for Engineers Canada regarding the presence of engineers on corporate boards and public bodies.

The [Pathway to Engineering](#) project, which seeks to increase the number of new graduate licensees, continued to expand its reach, offering quarterly webinars on the value of licensure and sharing resources to support early career professionals. A new pilot project was launched to support women in PEI and the Northwest Territories and Nunavut to support them on their licensure journey.

### **Operational updates**

#### *Corporate Affairs and Strategic Partnerships*

We developed a new National Position Statement (NPS) on Artificial Intelligence,

Machine Learning, and Data Science. The NPS focuses on the ways these technologies may be used for engineering and the role of engineering in developing the technologies. This NPS will support our engagement with the federal government as they develop and execute their national strategy on artificial intelligence.

We continued our advocacy to the federal government on the licensure of engineers in the public service by providing a presentation to the Nuclear Regulatory Group (NUREG) of the Professional Institute of the Public Service of Canada. We also provided a presentation to the Waterloo Climate Institute's Accelerating Climate Education Forum, which focused on our advocacy around climate adaptation. The new K-12 Forward Engineering Collective is starting to meet with an aim to expand outreach from three thousand to three million youth annually while reducing duplication in K-12 STEM engagement nationwide.

National Engineering Month (NEM) 2026 gets underway in March with the kick-off event "Sharing Your Story to Inspire Kids to Explore Engineering", taking place virtually on March 3, 2026, at 1:30 pm ET. This webinar is designed to help you inspire the next generation. In this session, you'll learn how to share your own engineering journey in ways that connect with kids and spark their curiosity about the "E" in STEM. [Learn more and register today](#). This webinar was preceded by a webinar in January on NEM 101 to share how to design and deliver engaging NEM events.

Engineers Canada presented at the EngiQueers Canada national conference, co-organized by [EngiQueers Canada](#) and [Pride in Engineering](#). The conference brings together 2SLGBTQIA+ engineering and STEM professionals and students from across the country. In addition, a panel discussion led by four Engineers-in-Training (EITs) from the Engineers and

Geoscientists British Columbia (EGBC) 2SLGBTQIA+ Working Group explored resilience, community, and how engineering problem-solving can be a tool for social change. EngiQueers Canada is a strategic partner of Engineers Canada. Also participating in the conference was Engineers Canada's strategic partner, the Association of Consulting Engineering Companies-Canada.

At the beginning of January, Engineers Canada joined its strategic partner, [the Canadian Federation of Engineering Students \(CFES\)](#), by participating in the national CFES Canadian Engineering Leadership Conference (CELC), hosted this year by Western University in London, ON. This year's CELC theme was "Track to Success". About 200 engineering student leaders from across Canada participated in CELC. Engineers Canada's participation included a closing keynote accompanied by a recorded speech by Engineers Canada's Board President John Van der Put. In addition, Engineers Canada's Canadian Engineering Accreditation Board (CEAB) member Michael Roach, P.Eng., led a session on accreditation. Also present was the Association of Consulting Engineering Companies-Canada, likewise a strategic partner of Engineers Canada.

Engineers Canada offers up to 14 scholarships in three categories encompassing both undergraduate and graduate students. Nominations [are open and being accepted](#) until March 16, 2026.

#### *Operational Performance*

A consultant will be hired to assess the technology (Tandem), our accreditation visits software, to improve user experience.

We are expecting to launch our volunteer management program in Q1 of 2026. We are also in the process of conducting a review of our National Membership Database (NMDB) and Mobility Register services with our selected

consultant. Finally, we also have identified possible areas of improvement for International Institutions Degrees Database (IIDDD). We are evaluating next steps and will put together a work plan afterwards.

## Information Note – Engineers Canada Governance Review Update

<b>Agenda Item Number</b>	C-575-8.3b)
<b>Purpose</b>	Engineers Canada will provide a presentation update on its Governance review
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	none
<b>Attachments</b>	Appendix A – Engineers Canada Governance Review Presentation

# Engineers Canada Governance Review Update

Presenter: Philip Rizcallah

Date: February 20, 2026

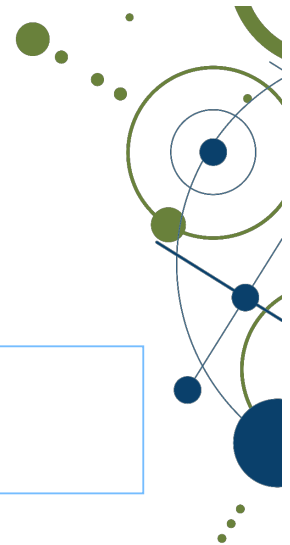


# Purpose of the review



- Good governance practice
- Member relevance
- Effectiveness and trust
- Persistent questions





# Interest holder feedback

Round 1: Issue identification

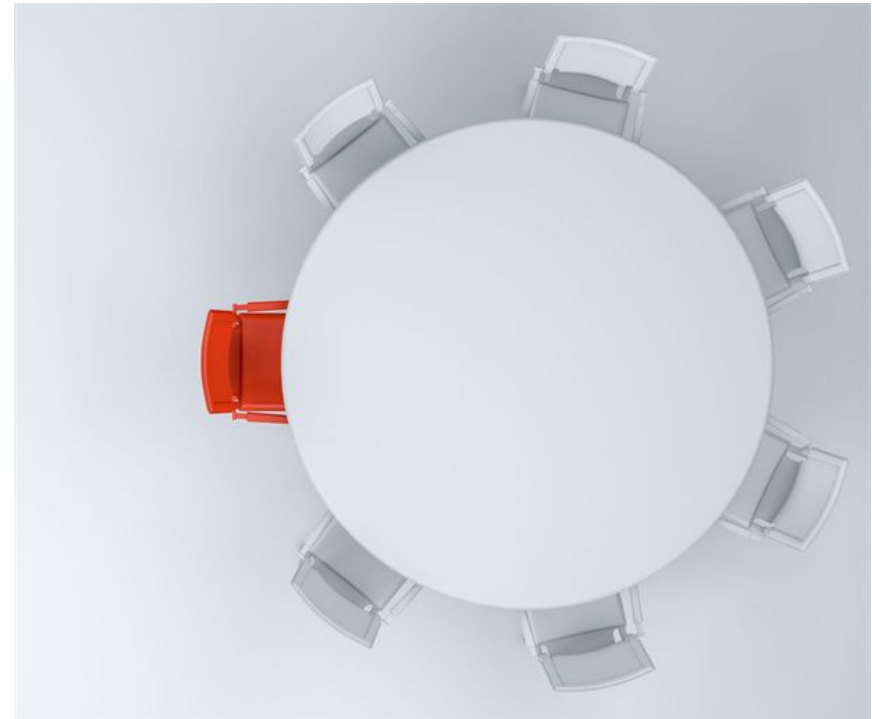
We are here

Round 2: Solution identification

Implementation

# Key insights

- ✓ Competency-based Board
- ✓ Smaller Board
- ✓ Weighted-voting for Members



# Thank you!



## Discussion Note – Councillor Questions

<b>Agenda Item Number</b>	C-575-8.4
<b>Purpose</b>	To field questions from Council at the end of the Open session.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	

### Item

**“Failure to Cooperate: Definition of Professional Misconduct”**



Please submit the completed form via email to [Secretariat@peo.on.ca](mailto:Secretariat@peo.on.ca)

### **Amendment to Reg. 941 of R.R.O. 1990 - Definition of “Professional Misconduct”**

Clause (1) of the definition of “professional misconduct” in subsection 72(2) of Regulation 941 is being amended to expressly include the following as instances of professional misconduct:

- Failing to cooperate in a PEO investigation.
- Failing to take reasonable steps to ensure that information requested by PEO is provided in a complete, accurate, and timely manner.

### **Discussion Consideration**

Where a failure to co-operate in an investigation conducted under the Act, including a failure to provide documents or information requested as part of such an investigation, may constitute professional misconduct, it is appropriate for Council to consider the regulator’s corresponding responsibilities in ensuring compliance with the principles of natural justice and procedural fairness. This includes consideration of whether licence holders are provided with clear, timely, and accurate information regarding the scope of investigations, the nature of information requests, and the potential professional consequences of non-compliance.

Council may also wish to consider under what circumstances, if any, **the regulator should facilitate or ensure reasonable access to legal support or guidance for licence holders, particularly where investigative requests may carry significant legal, professional, or reputational implications.** Clarifying these principles may support informed, good-faith cooperation and reinforce confidence in the fairness, transparency, and integrity of the regulatory process.

### **Alignment with Strategic Priorities**

This matter is closely aligned with PEO’s three strategic priorities:

1. **Effective and Relevant Regulation** – by ensuring that the definition of professional misconduct and investigative practices are clear, fair, and enforceable
2. **Governance Advancement** – by providing Council with oversight and the opportunity to set principles and frameworks that uphold natural justice, procedural fairness, and due process
3. **Organizational Excellence** – by promoting transparent, consistent, and well-supported investigative processes that reinforce confidence among licence holders and the public.

### **Potential Options for Council Consideration**

#### **Option 1 – Status Quo**

Maintain current investigative practices without additional clarification or guidance regarding procedural fairness, or access to legal support to licence holders.

#### **Option 2 – Clarification of Principles**

Direct staff to develop guidance outlining how principles of natural justice and procedural fairness

are reflected in investigative processes, including clarity on licence holders' obligations, rights, and potential consequences of non-compliance.

### **Option 3 – Access to Legal Guidance**

Request staff to assess and report back on mechanisms by which licence holders could be provided with, or directed to, reasonable access to legal guidance during investigations, particularly in complex or high-risk cases.

### **Option 4 – Policy Development**

Direct staff to develop a formal policy or framework addressing procedural fairness in investigations, including communication standards, timelines, and considerations related to legal support, for Council review and decision.

### **Risks and Implications**

Substituting clause (1) of the definition of “professional misconduct” to explicitly include failure to cooperate with an investigation may increase legal and procedural risk if investigative processes are not clearly defined and consistently applied.

Without explicit safeguards reflecting **principles of natural justice, procedural fairness and due process** (such as clear communication of obligations, scope, and consequence) there is a heightened risk of legal challenge, inconsistent application, and reduced confidence among licence holders.

There are also operational and resource implications associated with enhancing guidance or access to legal support, which, if not addressed, may undermine effective cooperation and the perceived fairness of the regulatory framework.